

East Midlands Leadership Academy Board Meeting

Board Minutes

Monday 20th March 2017

Present:

Name	Role	NHS Organisation
Gavin Boyle	Chief Executive/EMLA Chair	Derby Teaching Hospitals NHS Foundation Trust
Lyndsay Bunting	Deputy Director	East Midlands Leadership Academy
Rachel Wingfield	Head of Business Performance and Development	East Midlands Leadership Academy
Amanda Sullivan	Chief Operating Officer	Newark and Sherwood CCG/Mansfield and Ashfield CCG
Bina Kotecha	Assistant Director of Learning and OD	University Hospitals of Leicester NHS Trust
Caroline Fox	PPI Representative	Nottinghamshire Healthcare NHS Foundation Trust
Dean Fathers	Chair	Nottinghamshire Healthcare NHS Foundation Trust/United Lincolnshire Hospitals NHS Trust
Jane Johnson	Local Director	Health Education England – North Midlands
Lisa Sultana	Chief Operating Officer	Derby and Derbyshire Local Medical Committee (LMC)
Paula Ward	Assistant Director of Learning and Organisational Development	Nottingham University Hospitals NHS Trust

In attendance

Yvonne Brown	Office Manager/Executive PA	East Midlands Leadership Academy
Vicki Richardson	Programme Lead	East Midlands Leadership Academy



Apologies received:

Paul O'Neill	Director	East Midlands Leadership Academy
Amanda Rawlings	Director of People and Organisational Effectiveness	Derbyshire Community Health Services NHS Foundation Trust
Andrew Morgan	Chief Executive	Lincolnshire Community Health Services NHS Trust
Anthony Locke	PPI Representative	Pathfinder Leicestershire
Ifti Majid	Chief Executive	Derbyshire Healthcare NHS Foundation Trust
Michelle Bateman	Associate Director of Nursing, Quality & Patient Experience	Nottinghamshire Healthcare NHS Foundation Trust
Nicky Hill	Director of Workforce and OD	Nottingham University Hospitals NHS Trust
Pete Cross	Director of Finance	Leicestershire Partnership NHS Trust



Item	Subject and Details	Action
1.	<p>Welcome and apologies:</p> <p>Gavin Boyle welcomed those present and apologies were received.</p> <p>No declarations of interest were made at the meeting.</p>	
2.	<p>Notes from previous meeting:</p> <p>The minutes of the last meeting on 12th December were confirmed by the Board as a correct record with no amendments to be made.</p> <p>Matters arising:</p> <p><i>Three way Board meeting</i> The three way Board is arranged for Monday 27th March 2017 at Imago, Loughborough and it is an agenda point at this meeting to go through the agenda for the day at enclosure 3.0 of the Board pack.</p> <p><i>Local Leadership Academy (LLA) Joint mapping</i> The LLA joint mapping document has now been received from the NHS Leadership Academy and will be distributed to EMLA Board members for information.</p> <p><i>Shahnaz contact details</i> Shahnaz's contact details had been distributed to the EMLA Board as requested.</p> <p><i>Alumni speaker at Board meetings</i> It was confirmed by Lyndsay Bunting that an Alumni speaker would be joining the next EMLA Board meeting in June 2017.</p> <p><i>Risk Register</i> The Risk Register has been updated as agreed at the December 2016 Board.</p> <p><i>You Said, We Did</i> A response to the customer survey in October 2016 has been distributed and the next, refreshed, customer survey will be issued in April 2017.</p> <p><i>HPMA awards</i> EMLA have researched the awards options and have a number of ideas which will be entered into the National Training awards.</p>	





3.	<p>National update:</p> <p>Lyndsay Bunting provided a National Update to the EMLA Board with the following key notes:</p> <p>The draft mandate from the Department of Health to Health Education England in respect of leadership highlights three key points in the mandate for 2017-18 deliverables as follows:</p> <ul style="list-style-type: none">• High quality leadership development programmes• Inclusive leadership• National talent management programme <p>With three further key objectives determined by the Secretary of State:</p> <ul style="list-style-type: none">• NHS Graduate Management Training Scheme to 200 places• A Healthcare MBA offer• Clinical Leadership Fast Track Scheme <p>EMLA have aligned their strategy in line with the Mandate, Secretary of State objectives and the Developing People: Improving Care strategic framework, and suggest the following four strategic objectives for our 2017/18 Business Plan:</p> <ul style="list-style-type: none">• Be a high quality local leadership academy as part of a National network• Alignment of all programmatic activity to the National framework for improvement and leadership development (Developing People – Improving Care)• Have an engaged membership• Ensure EMLA is a great place to work <p>There is currently a recruitment process for the position of Regional Lead – a role which will span across all three areas in the Midlands and East - EMLA, West Midlands Leadership Academy and the East of England Leadership Academy. The time frame for the selection process for these roles has recently been extended to allow for alignment with other resourcing assessments across the network. Commitment would be release for up to two days per week, some backfill monies would be available but how these monies are used to manage the work in the region hosting the role will be locally determined.</p>	
4.	<p>2017/18 income</p> <p>Currently we anticipate total funding in the region of £1.8m for 2017/18. This represents a £300k reduction compared to 2016/17.</p> <p>Whilst the funding situation from the NHS Leadership Academy has not been finalised an agreement to support the same workforce costs as detailed in last years' Service Level Agreement has been reached.</p> <p>In terms of programmatic spend the NHSLA have agreed that we can proceed with our spending plans for the next 6 months and to avoid allocating large long term commitments without prior authorisation. Once the business planning process across the network of academies has been reached this may change priorities and the resources linked to them in the second half of the financial year. This will enable business as usual but also mitigate against risk given the uncertain current picture.</p>	





	<p>At the moment, HEE East Midlands are anticipating that funding for workforce transformation this year will be passed directly to STP's/LWABs. This situation and indeed the overall HEE budget has not yet been confirmed nonetheless it is likely that EMLA will not receive any transformation funding directly as in previous years, this will mean a £300k reduction to EMLA's overall income in 2017/18</p> <p>In response EMLA have been working closely with STP OD colleagues to develop fully costed business case proposals. These proposals will be presented to both HEE and at the various OD and workforce sub groups at the next convenient opportunity.</p> <p>We currently have 15 members signed up for 2017/18 which amounts to £275,000. We are now starting to chase members for their responses. This is not an unusual situation and so we are not worried at this stage as membership agreements often do come through late. Rachel commented that subscription to the membership model is important for the delivery of all mapped activity. If a reduced subscription income is received we will need to reconsider what is possible for us to deliver within the available envelope.</p> <p>We are targeting our engagement work for Northamptonshire where currently only one CCG has signed up. CCG's are EMLA's biggest area of concern as many CCG's are finding it difficult to support the membership fee given their constricted budgets. We have been discussing how we can amend the membership offer and as a result we have offered Nottinghamshire a collective discounted membership should all four CCG's sign to be members again for 2017/18 on the basis of efficiencies in back office functions. We remain open to discussing membership options with organisations although we do need to maintain equity across the membership.</p> <p>Dean Fathers commented that the STP in Lincolnshire is to become one commissioning body and we need to build this in to the Risk Register as two/three CCG's will become one. We also need to determine what membership subscriptions would be for merged bodies.</p> <p>Rachel Wingfield confirmed that, following the successful Membership Collaborative event in January, a Task and Finish Group is being set up to discuss membership options for 2018/19 with the first meeting being held in June. The Board were welcomed to attend this Task and Finish Group and would be invited once the meeting date has been set.</p> <p>Dean suggested that we think about per capita payment membership figures. Gavin Boyle commented that we are operating in an ever changing environment – such as Trusts and CCG's now working together. What does this mean in terms of our membership model. We need to work thinking about the implications of change. Rachel welcomed this challenge and all suggestions.</p> <p>Amanda Sullivan commented that the Five Year Forward View refresh is due this month and that this will be informative in respect of developing systems leadership.</p> <p>Gavin suggested that a dedicated strategy session could be held and Dean also suggested that EMLA hold focus group sessions with stakeholders, LWAB/STP chiefs, FDs, HRDs and AO's in advance of that strategy session.</p>	<p>RW/YB</p> <p>YB</p> <p>PON/ RW</p>
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	<p>Gavin also suggested that it would be good to have all five LWABs represented at the EMLA Board. Gavin can represent the Derbyshire LWAB and Paula Ward is happy to put herself forward to represent the Nottinghamshire LWAB. Ideally the LWAB Chairs need to put members forward to join the EMLA Board. Paula commented that the risk is representation of a sovereign system versus consideration of a broader STP agenda and Gavin responded that we need to think through practical relationships with LWABs and think how EMLA position itself.</p> <p>Dean mentioned that Healthcare UK have created a group called UKIHMA to assist the UK's efforts of export the talents and best practice of NHS, they are struggling to achieve positive collaboration across the system. The NHS brand is important and we need to carry it on – we could subscribe to UKIHMA to benefit from their ability to support connectivity. Gavin commented that this is interesting and this could position EMLA as part of the NHS system/family.</p> <p>Jane Johnson commented that LWABs have two clear tasks; to deliver the workforce element to STPs and deliver on the HEE mandate and that this is an opportunity that EMLA could exploit.</p> <p>Jane also mentioned that whilst EMLA doesn't want to be seen as "simply" a supplier there could be some merit in meeting with HEI's to discuss the how we all work with HEE to support the STP plans.</p>	PON
5.	<p>Membership</p> <p>A complete membership pack for 2017/18 had been passed to EMLA Board members and the Board were asked to look at the 'Z' card which had been produced by the EMLA team which displayed 90% of the programmatic offer for 2017/18. The recipe cards within the pack give more detail of each offer. The packs were well received at the Membership Collaborative event although they did receive criticism, which was seconded by the EMLA Board, on the expense of producing high glossy documents. The EMLA comms team are currently looking at an emailable/printable version of the Z card and all documents from the membership pack will be available on our website to enable them to be printed.</p> <p>Bina Kotecha commented that the Membership Collaborative event and membership packs were a huge benefit for early planning. Paula seconded this that is great for planning and resourcing.</p> <p>For 2018/19, there are plans to undertake a closer training needs analysis with our membership to ensure our offer is aligned to what our members want and need. Bina commented that this is welcomed as it also enables organisations to be proactive in their own planning.</p> <p>Thanks were given to the EMLA team for pulling this all together by January and for responding to membership challenges. Paula commented that within Nottingham University Hospitals, EMLA's new processes of how they are letting the OD team know when members of their workforce are booked on events, is working well. Paula also commented that the pack can be linked to staff appraisals in that it can be used to support conversations and this creates good signposting.</p>	





6.	Membership Charter The Membership Charter has been produced in response to our membership requesting an SLA. The charter was put out to members for a two week consultation and this is an iterative document which may change year on year. Dean reiterated that there is a cost perception with this document and this is sending bad leadership messages. Gavin responded that perhaps we should be spending more money on our website and app designs rather than glossy printing. Rachel confirmed that the EMLA app will be launched following the launch of the CRM system on 1 st April 2017. Rachel also took the action that EMLA would stop printing in colour, investigate the use of biodegradable paper and reconsider our use of hard copy printing of materials.	RW
7.	Awards 2017 Historically EMLA have held leadership awards for the East Midlands (regional awards) with regional finalists going through to the National awards alongside the other nine Leadership Academies. In 2016, the NHS Leadership Academy did not hold the National awards and EMLA delivered their own Regional awards. For 2017 the NHS Leadership Academy have decided to not deliver a National awards ceremony but instead they are working with HEE to request nominations and award HEE and Academy staff under the following headings: <ul style="list-style-type: none">• Thinking and Leading• Analysing and Influencing• Changing and Improving• Delivering and Implementing• Focusing on tomorrow EMLA are supporting the HEE approach, however we are a membership organisations and therefore wish to consult with our membership on our options for reward and recognition. It is envisaged the cost of running an Awards ceremony in 2017 will be in the region of £15k. Dean commented that EMLA shouldn't be deterred from having regional awards just because nobody else are doing so this year, Dean also suggested that the costs might not be circ £15k as we could consider sponsorship or alternatively maybe we can 'piggy back' on to other trusts awards by offering to add our brand to their awards Jane commented that with her HEE hat on the awards should not go ahead; we are one HEE. Although as a membership organisation Jane agreed that it was important to ask the opinion of our membership. Bina commented that perhaps we should look at joint awards through the STPs across the five regions. Paula asked, what is it that we want to achieve. We need to identify and recognise why we are doing it. Just because we have done it previously makes us an outlier so we need to understand our rationale. Amanda commented that anything that looks lavish may be difficult to justify although it is good to recognise colleagues and 'give them a boost'. Perhaps make the event more low key, during the day and more adopt and spread from a leadership angle.	PON/ RW





	<p>Dean asked whether we can attach the EMLA name to one of the leadership category awards rather than paying for an event. Paula suggested we could engage with the LWABs and maybe each LWAB sponsors a category.</p> <p>Gavin said last year's event was great and quite modest and that we still ought to do something to support local leadership development. Perhaps an event rather than an awards ceremony would make it more appealing to members and that awards and nominations would be better aimed at teams rather than individuals.</p> <p>Dean suggested that the £15k should be spent on bursaries with £1k each going to specific categories. These winners could be revisited a year on to see what the monies have been spent on and this also fits with the talent agenda, impact assessment and dissemination/ spread of best practice Jane Johnson thought this would be acceptable to HEE, and recognised how this could link into the Regional Talent Boards as incentivising and supporting. The EMLA Board were keen on this suggestion and agreed it should be taken forward if funding allowed.</p>	
8.	<p>Group discussion - CEO/Board/GB/NEDs/Chairs needs and offers</p> <p>The Boards attendees were asked to split into two groups to discuss the needs of CEO/Board/GB/NEDs/Chairs as currently there is nothing in the EMLA programmatic plan specifically for these groups.</p> <p>Dean commented that NHS Providers were also looking at board development as they have also identified the gap and therefore this may be an area to develop at a later point. Amanda commented that NHS Providers are concerned with the development needs of provider organisations rather than being system focussed and they need to develop an understanding of what the needs of the system are. Gavin commented that there is already provision for CEOs Nationally with programmes available that they would achieve greater benefit from in terms of National context and networking.</p> <p>A bulleted overview following the group discussion follows:</p> <ul style="list-style-type: none">• Nationally we are the best positioned to work with these groups of people.• We have Director level members who sit at National network and learn from others.• We are best positioned to introduce system thinking encouraging a common language and place based learning.• What does systems governance look like; there is a real need to understand how governance is formed right now to support STP implementation.• Work collectively and change levels of leadership with target audience.• Develop a shared risk approach and pooled funding to support all organisations financially through transition ie GP partners and third sector.• There are individuals in every role who need training and the National offer focuses on that.• How do you challenge the CE/Trust that you are part of? EMLA is in an ideal position to do this.• We as EMLA are more impartial and we need to be agile and responsive to bespoke board facilitation needs and/or board to board facilitation.• EMLA need to be responsive in developing place based group interventions that address the current STP agenda. These groups could be made up of leaders at all levels who would become the target audience around a common theme.• Need to consider how we change mind set from sovereign organisations to system thinkers.	





	Gavin commented that we need to discuss this at the three-way Board meeting on 27 th March and how does this convert into an offer to our system?	
9.	<p>Three way Board</p> <p>The three way Board meeting is going ahead on Monday 27th March 2017 at Imago in Loughborough with 33 delegates, equating to 11 from each Leadership Academy – EMLA, West Midlands and East of England. This will be an iterative session and the agenda and papers will be sent to all attendees in the week commencing 20th March. Discussions and outcomes from the meeting will be fed back at the next EMLA Board meetings in June 2017.</p>	PON
10.	Closed session	
11.	<p>Activity Report:</p> <p>Lyndsay Bunting asked for any comments in respect of the activity report and its enclosure and made the following statements:</p> <p><i>Inclusion</i> Inclusion is currently high on the agenda and Ronnie Cope, Inclusion Lead, is attending a National Inclusion event in Leeds on Thursday 30th March. We are keen that EMLA is represented at this event and Board members are welcome to attend should they wish.</p> <p><i>Working Across Organisational boundaries</i> We are privileged to work across the five STPs in our region; we recognise that each STP is different and are working with them to fulfil their needs. Proposal papers as referred to in the opening context setting are almost finalised and will be socialised throughout April.</p> <p>Paula asked in respect of talent where it is a 9 or 4 box grid to maximise the framework. Lyndsay responded that the Talent tools are presented as a suite of aids to utilise within your organisational or system approach to talent and there is no right or wrong thing to use. The national approach to talent will be confirmed in the next 3 months but assessment of organisations is much more likely to be on the basis of the engagement tool than it is about how individuals are utilising the individual methods. In relation to the regional talent board that first met on March 6th- Lyndsay said that she would circulate the membership list from the Regional Talent Board to the EMLA Board.</p>	LB/YB





<p>12.</p>	<p>Finance and Performance report:</p> <p>Rachel Wingfield asked for any comments in respect of the performance report and its enclosures and made the following statements:</p> <p><i>Finance</i> EMLA will have a £125k underspend for the 2016/17 financial year. This is likely to be due in part to over estimation of programmatic costs across the team. When accumulated these individual surpluses have had an impact on underspend. In the next financial year, new forecasting tools will be implemented which will help to reduce this impact for 17/18. Whilst we recognise that there are areas which we can improve, the finance team at NottsHC have no serious concerns and are happy with the EMLA year end position.</p> <p><i>LinkedUp</i> Version one of the new LinkedUp CRM system is due to go live on 1st April 2017 and more details on how this will operate will follow to all members in due course.</p> <p><i>Strategic objectives 2016/17</i> An amendment is to be made to the 2016/17 strategic objectives on page 6 in respect of alumni; the rag ratings here should be amber at 7 and 5 respectively.</p> <p>The PPI objective has not been progressed as quickly as expected due to both capacity issues and a desire to maximise collaboration with AHSN around how we utilise the patient senate. This is currently being reframed as a realistic objective for 2017/18.</p> <p>Paula asked what we do to support delegates with disabilities as the activity reports show 335 delegates with disabilities (a high proportion) have been through our programmes in 2016/17. It was confirmed that the declaration of disabilities is wide ranging and that our intention for 2017/18 we be to understand the new workforce disability equality standards (WDES) and to ascertain the actions that EMLA will need to take. Rachel Wingfield and Ronnie Cope are to speak to Sophie Ford, who is Equality Lead in Lincolnshire, in respect of our actions in relation to the WRES and share recommendations with the EMLA Board when this is complete. It was also discussed that it could be beneficial to have some board level membership from an organisational equality and diversity lead to better advise on issues of inclusion.</p> <p>Paula asked about the separate SDN membership and whether it would be better to report this differently rather than as it could appear to currently be part of the EMLA subscription. It was confirmed that reporting from next year would have SDN data as a separate report.</p> <p><i>Risk Register</i> Membership subscriptions risk had increased to 12. In respect of risk 2, Jane commented that she is concerned with the wording of this point as HEE funding has not definitely been confirmed for 2017/18. It was agreed that Rachel would alter the risk register to describe more open statement and potential position.</p>	<p>LB</p> <p>RW/YB</p>
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	<p><i>Business plan</i></p> <p>The Board were asked for comments in respect of the Business Plan for 2017/18. Dean commented that the focus groups (described earlier in the minutes) will need to influence the business plan. Gavin agreed that we need to engage stakeholders for their comments in respect of our business plan and it was agreed that some further discussions need to take place before the business plan could be finalised.</p> <p>Gavin suggested that the final draft of the business plan then be brought to the Board meeting in June to be signed off by Board before publication. Jane commented that there could be further amends to the plan following the three way board meeting next week.</p> <p>Action: EMLA Board to let Rachel have their comments in respect of the business plan by 14th April.</p>	<p>RW</p> <p>Board</p>
13.	<p>SDN update:</p> <p>Lyndsay gave an SDN update, bullet pointed as follows:</p> <ul style="list-style-type: none">• SDN have also produced a Z card in conjunction with HFMA and FFF so it includes all the offers available for finance and procurement staff within East Midlands.• Recipe cards have been produced for all SDN offers.• SDN have attended Board to Board meetings with HFMA and FFF.• SDN membership subscriptions are the same as 2016/17.• SDN are looking for sponsors for their conference later this year to bridge the anticipated funding gap.• Recognition that East Midlands performance in relation to implementing the accreditation of local procurement teams is outstanding.•	
14.	<p>Any other business:</p> <p>Dean asked if anybody has used and evaluated the 360 tool based within the HCLM framework. We have moved in to systems leadership and STP world; can we improve this to make it fit for purpose. Paul O'Neill to raise this at National level and/or the regional talent board as to the plans to adapt or change the narrative around how it can be used.</p> <p>There was no further business at this time.</p>	<p>PON</p>





15.	<p>Three Way Board Meeting: Monday 27th March 2017, 10:00 – 15:00 Imago Burleigh Court, Off Ashby Road (A512), Loughborough University (West Park), Loughborough, Leicestershire, LE11 3GR</p> <p>Next Board Meeting: Monday 19th June 2017</p> <p>Further 2017 EMLA Board meetings are as follows: Monday 18th September 2017 Monday 11th December 2017</p> <p>All meetings will be at 1.30pm till 4.30pm in room A08, The Institute of Mental Health Building.</p>	
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