

**DH MANAGEMENT COMMITTEE MEETING**  
**20 January 2011, 10:00-12:00**  
**Boardroom, Richmond House**  
**Summary Note**

**Present**

<b>Title</b>
Permanent Secretary
Director General, Policy, Strategy & Finance
Director General, Chief Information Officer
Director General, Chief Nursing Officer
Director General, Social Care, Local Government & Care Partnerships
Director General, Health Improvement & Protection
Director General, Communications
Director, Human Resources
Director General, Transition in DH
Director, Transition

**In Attendance**

**Apologies**

Director, DH Development & Delivery	Director General, Workforce
Director of Quality Framework Programme and QIPP Programme (Deputy)	Deputy Director, Internal Communications
Director - Research & Development (Deputy)	Managing Director, Provider Development
Director for Workforce Development (Deputy)	National Director, Improvement and Efficiency
Directorate Operating Officer (Deputy)	Director General, Research and Development & Interim Chief Medical Officer
Director of Provider Policy (Deputy)	Director General, NHS Finance, Performance & Operations
Unit Head for Corporate Management and Employee Engagement - Risk	Deputy Director, DH Delivery
Director of Ministerial Business and Parliamentary Accountability	National Managing Director, Commissioning Development
Deputy Director, Social Care Strategic Policy & Finance	Managing Director, Transition
Head of Internal Communications	
Principal Private Secretary to the Permanent Secretary	

**Secretariat**

Deputy Director, DH Corporate
-------------------------------

Management
------------

No	Issue
1	<b>Welcome &amp; Introduction and Minutes and Action Note of 16 December 2010 meeting.</b>
1.1	Members were welcomed to the meeting. The minutes of the meeting on 16 December 2010 meeting were approved. There were no matters arising.
2	<b>Performance and Risk</b>
2.1	The Unit Head for Corporate Management and Employee Engagement presented this item and informed members that, in line with guidance from the Cabinet Office, the DH Audit Committee had been refocused as an Audit and Risk Committee. It was agreed that DH performance and risk issues would be a standing item at future DHMC meetings.
2.2	Members received copies of the DH strategic risk register. The new DHMC risk register (that would replace the previous Corporate Management and Improvement Committee [CMIC] risk register) had been reformatted to align with the DH strategic risk register. It was agreed that two risks could be removed from the current DHMC risk register.
3	<b>Developing DH Capability</b>
3.1	The Permanent Secretary set the context for this item and told members that the OGC Gateway Review would begin next week and would examine the way in which the department was managing the transition to a new system for health and care. She also reminded members that there was going to be a Direction Setting Event for all staff next week.
3.2	The Deputy Director of DH Delivery, told members that the Capability Review Process was currently suspended and that the Cabinet Secretary was taking advice on how the process could be refreshed to fit with the new Efficiency and Reform agenda and initiatives.
3.3	The Director of Human Resources informed members that the voluntary exits scheme would be launched next week.
4	<b>Understanding and Engaging all our staff</b>
4.1	The Deputy Director of DH Delivery presented this item. The results of the October 2010 Civil Service People Survey (CSPS) had been communicated to staff and the directorate and divisional-level reports would be published on Delphi at the end of the month.
4.2	ORC, the organisation who ran the CSPS, would present the key messages from the DH survey to DGs on 1 February and directors had been invited to attend.

4.3 Development and Delivery Division was responsible for the “pulse” survey that would be held in July. The last pulse survey had consisted of 13 questions – relating to both the department and people’s directorates - and members agreed that it would be sensible to keep some consistency going forward and to develop trend data over time. With that in mind, members were asked to consider 3 options:

- Option 1: use the same 13 questions in 2011 as in 2010,
- Option 2: Keep the previous 13 questions but add 2 extra questions covering transition,
- Option 3: As for option 2 but ask staff their views on their *division* rather than *directorate*.

4.4 Members agreed to go forward with option 3.

## 5 | Developing Capable Leaders

5.1 The Director General of Social Care, Local Government & Care Partnerships and the Deputy Director of Social Care, Strategic Policy and Finance presented this item.

5.2 He explained that DH needed to develop the capability of its senior leaders to ensure they could manage the process of change within DH and develop the necessary skills to lead the new department in due course.

5.3 The Deputy Director of Social Care, Strategic Policy and Finance explained that there would be a 2-phase approach - the first phase would focus on change management to help leaders manage change during 2011/12 and the second phase would move onto building good leaders for the new DH.

5.4 The first phase would have 3 elements:

- i. A course for all SCS on excellence in managing change in DH, that would be led by DGs,
- ii. A change management learning offer for SCS, including; mentoring, masterclasses and courses,
- iii. Finally, SCS1s and 2s to consider their change management development needs and agree relevant action as part of their end of year review.

5.5 Members were supportive of the proposal.

## 6 | Health and Wellbeing initiatives

6.1 The Director of Ministerial Business and Parliamentary Accountability introduced this item. Health and well-being of staff was crucial to the smooth running of the department and should be built into all our activities.

6.2 The department had seen continual improvements in the staff survey results relating to health and well-being between 2007 and 2009. However, there was a 6% point reduction in the October 2010 Civil Service People Survey, in the number of people agreeing that the department did a good job of promoting health and well-being and a 4% increase in the number of staff disagreeing with this statement.

6.3 The Health and Well-being Board (HWB) had been refreshed and its scope expanded to include psychological well-being. It would meet on a monthly basis.

<b>7</b>	<b>Communication and Engagement Strategy</b>
----------	--

7.1 The Director General for Communications presented this item. She said that good communications would support transition and engage staff during change so it was vital that we had effective tools in place.

7.2 The Director General for Communications said that she had received good feedback on the existing “Communications toolkit for line managers” so this should be recommended to staff.

7.4 The Director General for Communications went on to explain a new online site – the Hub - would be launched at the end of January. It would be interactive and would allow staff to take part in web chats and watch video screenings. It would also contain the most up-to-date messages about transition and planning etc.

7.5 The Permanent Secretary said that she would be introducing some new elements to her communications with staff.

<b>8</b>	<b>Close</b>
----------	--------------

The meeting closed at 12:15