

Harrogate Integrated Facilities

Board meeting 22 June 2021

Chief Executive Report

1. Introduction

This report will update the Board about a number of issues including specifically the Cultural Development work and our response to the particular issues reflected within the [REDACTED] report. The Managing Director and I have coordinated our reports to ensure that items are sufficiently covered with minimal duplication.

2. Key messages

As I have mentioned for few months now, we continue to operate in an environment where the CoVid response is still a significant part of how we work and how we provide services to HDFT. Despite the gradual relaxing of rules within the wider society, there are still strict IPC requirements appropriately in place within the hospital, which are impacting upon our colleagues. The number of patients moves, the number of deep clean requests, and the access to areas for estate work for example, are all affected by the provision of services in a CoVid environment, and HIF colleagues continue to do a great job in managing these ongoing challenges. We will be reviewing our processes as the national picture changes, but currently it is clear that how we will provide services will continue to be influenced by CoVid.

3. National Colleague recognition – confidential until 21st June

I am delighted to report that [REDACTED] (coincidentally our HIF Colleague of the Year) was selected as one of only 6 people nationally from the NHS to be the ‘model’ for an NHS Charity pin badge which will depict a set of hands. This is fantastic for [REDACTED], for HIF, and for the HDFT family, and it was a pleasure to surprise [REDACTED] this week and present him with a first edition pin badge. A well-deserved reward, and there will be a national launch, including TV, from 23rd June.

4. Cultural development programme

As the Board is aware there are a number of workstreams that we initiated last year. I have updated each of the areas in the table below.

As a reminder the seven specific areas of work that we have identified are set out below, and I have added some commentary to reflect the current status of the work. The latest developments are highlighted.

Project	Timescale	Update (recent in bold)
Formal investigation into [REDACTED]	July – October	<p>ToR agreed. Investigator appointed.</p> <p>Interviews being undertaken, aim to complete all interviews by early September</p> <p>Report drafted and findings shared with myself. Coordinating a response alongside the response to the peer review undertaken.</p> <p>Report complete, and response undertaken. The necessary HR processes resulting from this investigation have been completed.</p> <p>AREA COMPLETE</p>
Peer review undertaken by external Director of Estates	July - August	<p>Fieldwork complete.</p> <p>Report due this month</p> <p>Review complete and report received. Key findings:</p> <ul style="list-style-type: none"> • A safe and well-maintained site • In the main, technically proficient colleagues • [REDACTED] • [REDACTED] • [REDACTED] • A need to review the structure of the estates function • A need to fill current vacancies within the team <p>Response shared with colleagues across HIF.</p> <p>A process to engage estates colleagues in the future structure of the department is being initiated – workshops in March.</p> <p>As part of changes to the senior leadership team with HIF, we have appointed an interim Managing Director to support and lead the</p>

		<p>Company on the next phase of development. We have also created a role in respect of leading our sustainability work. The appointment of the Business Development Team of HDFT to support us, will be part of a drive to develop the culture of the company, and this is now beginning to influence how we work.</p> <p>Workshops with the estate team have been held, led by our Managing Director, with a restructure proposal being developed.</p> <p>Draft structure developed, further engagement workshop on 1st July, with consultation to follow. This structure will meet the recommendations of the XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX</p>
<p>Review of terms and conditions</p>	<p>August – October</p>	<p>Project initiation discussed.</p> <p>Next step – appoint a project lead</p> <p>Aim to report to Board in October.</p> <p>Initial workshops held</p> <p>Briefing to Trade Unions through the JNCC</p> <p>Key areas identified:</p> <ul style="list-style-type: none"> • Opportunity to facilitate internal promotion without changes to terms & conditions • Options in respect of sickness payment • A need for transparency across HIF to ensure that colleagues are treated fairly • Amendment to the current HIF contract of employment in respect of security of working <p>This work is positive and had a positive response to date. Further workshops are in the diary for October. Weekly progress is monitored and a package of changes is being developed.</p> <p>Further discussions held, including with the Executive to the Trust to test thinking and ensure consistency where appropriate.</p> <p>Separate paper with proposal discussed and agreed at people & culture committee and Board January.</p> <p>Consultation process is now underway with a number of engagement sessions being led by the project team. Report due back from this consultation exercise in early March. Trade Unions have also been consulted.</p> <p>Consultation complete and changes proposed and discussed at the recent People & Culture committee. A paper included on the agenda separately.</p> <p>Changes approved and implemented. AREA COMPLETE</p>
<p>Standards of behaviour</p>	<p>October - December</p>	<p>not yet started</p> <p>Part of the 'At Our Best' programme that is in process across the Group.</p> <p>'At our best' workshops in relation to leadership behaviours underway this month.</p> <p>'KITE' values and toolkits launched. Draft Charter drawn up by and with the Estates Team to outline expectations from our colleagues and HDFT colleagues</p>
<p>Improving communication</p>	<p>August – October</p>	<p>Initial proposals discussed at SMT with Head of Communications</p> <p>Staff engagement this month</p> <p>Proposal back to SMT in September</p> <p>Communications plan to Board in September (workshop)</p> <p>Staff engagement complete and reported to Board/senior team</p> <p>Action plan developed and discussed with senior team</p> <p>Face to face communications requested, so the following have taken place:</p> <ul style="list-style-type: none"> • Briefing session with team leaders • Briefing session with estates team • Meeting with porters to understand concerns <p>Business development proposal agreed, including web development – web site in place</p> <p>Continued action to improve visibility and engage colleagues (see earlier section in report) – this will continue and is a key objective of the interim Managing Director.</p> <p>Ongoing</p>

Recruitment and HR practices	October – December	<p>This is initially a whole-group programme, and a number of workshops have been held with representatives across the Trust/HIF to work through improvements to the recruitment process, including a specific focus on ensuring fairness.</p> <p>Workshop 9th February to progress this work.</p> <p>Ongoing work across HIF / HDFT which we are engaged with. Discussion between myself and MD with senior HR colleagues about future support requirement.</p> <p>Meeting planned 22nd June to review HR support and processes with HDFT Director of Workforce & OD</p>
Leadership development	November - ongoing	<p>Programme of development and mentoring being prepared in response to specific findings with [REDACTED] report</p> <p>Interim leadership support for a period of time being progressed as part of discussions in respect of the senior leadership structure</p> <p>New leadership arrangements in place. Need to work through a development programme with new OD lead in HDFT</p> <p>To be reviewed in light of developing structure implementation</p>

5. Ripon Hospital

There have been a number of discussions both recently and over many years about the future of Ripon Hospital and the need for modernizing health and care facilities for the population of Ripon. There are a number of interested parties to any discussion (3 GP practices, 2 Local Authorities, CCG, ICS, HDFT, and NHSPS) and whilst improved facilities are no doubt required, the first step is to set out the future population needs and define the future care model. The Managing Director and myself are engaged in these initial discussions and will update the Board as any proposals develop.

6. [REDACTED]

As the Board are aware, [REDACTED] approached us recently in respect of any opportunity to develop the [REDACTED] facility at the end of [REDACTED].

The Chairman and I met representatives of [REDACTED] last week and discussed outline proposals [REDACTED]. I have informally raised the issue with the HDFT Board, and further discussions will now take place within the Trust in respect of any appetite to [REDACTED].

I will keep the Board up to date with discussions as they continue with both the Trust and [REDACTED].

7. [REDACTED] funding opportunity

Work continues at a pace in relation to the Decarbonisation project, with the programme moving from planning to implementation in a number of areas, with the roofing element being the first project. As the attached update report outlines, we are still awaiting formal confirmation about an extension to the original timetable, and there remain risks [REDACTED]. I am in discussions with [REDACTED] about a new contract, facilitated by [REDACTED], and we are expecting a further proposal regarding the next potential opportunities that we could explore.

I have attached the latest update report that was presented to the [REDACTED] last week for information.

8. Summary

The Board is asked to consider the information within the report.

Jonathan Coulter
Interim Chief Executive

Project Board Highlight Report

1. Project Information:

Project Name:	XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX
Project Objective/s:	Supporting the delivery of NHS Net Zero
Project Executive:	Jonathan Coulter
Version:	V1 14 th June 2021
Project Director	XXXXXXXXXXXX
Main Contractor	XXXXXXX
Contract	Variation to the CEF EPC
Project Advisors	XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX XXXXXXXXXXXX
Current Project Stage:	Detailed Design Stage and Tender. Contractor site establishment now in place
Budget:	Grant 1 £XXXXXXXXXXXX Grant 2 £XXXXXXXXXXXX

2. Project Summary:		RAG
Delivery:	<p>The 2 projects are in line with the project programme that has been developed by the contractor and issued to [REDACTED], these programmes extend beyond the original September 2021 grant funding window. Discussions have been held with [REDACTED] and they have confirmed that a policy covering extensions to the contract period has been approved by [REDACTED] and within the next month applications can be made to [REDACTED].</p> <p>The impact on the 2 grants at HDFT are</p> <ol style="list-style-type: none"> 1. [REDACTED] 2. [REDACTED] 3. [REDACTED] 	
Budget:	<p>Grant funding requested to date excluding current month's application [REDACTED]</p> <p>Approved expenditure to date excluding current month's application [REDACTED] HIF - £[REDACTED]</p> <p>The 2 projects remain within the grant funding allocation</p>	
Key current matters for the project	<p>Development of the [REDACTED] on the existing contract elements.</p> <p>On-going review of draft tender documents at [REDACTED].</p> <p>Establishing the extent of other Trust capital projects [REDACTED]</p> <p>Ward decant/refurbishment arrangements coordination with window replacement – this is now being reviewed as part of an overall MCP</p> <p>Air handling unit replacement timeline and impact on clinical services primarily Planned and Surgical Care – this has now resulted in the proposal to construct additional plantrooms to support other Trust capital schemes and also minimise downtime for theatres 1,2 and DSU 1 & 2</p> <p>Electrical demand v supply review accounting for electrical additions and omission as part of the project – Note this will then require a site energy strategy to be developed as an extra work stream outside the scope of this project. – [REDACTED] asked to provide a proposal for supporting the Trust in this work.</p>	
Key Risks: (Refer to risk register for detail)	<p>Interfacing of the roof, windows and air handling equipment works with the operation of the hospital to develop as design packages progress</p> <p>Availability of Solar PV and semi conductors due to global shortage.</p> <p>[REDACTED] funding timeline as outlined in Delivery</p> <p>Agreement of the [REDACTED] Proforma due to the complexity of the engineering interfaces and energy saving calculations</p>	
Benefit Realisation:	<p>The 2 projects are anticipated to deliver a reduction in carbon emissions of £[REDACTED] and support the NHS journey to Net Zero emissions. The exact figure will be established once all the design packages have been completed. The packages tendered to date, roofs – improved figured compared to grant application AC controls – matching grant application</p>	

3. Project Status:

Red – behind delivery against plan and not expected to recover against the plan
Amber – behind delivery against plan but is expected to get back on track
Green – progressing according to plan and within tolerance

Current project status:	The 2 projects are in line with the programmes issued to [xxxxx] and when available from [xxxxxxx] a formal application for [xxxxxxxxxxxx]
Previous project status:	The 2 projects are in line with the programmes issued to [xxxxxxx] but noting the [xxxxxxx] which is to be confirmed
Reason for current status:	The current phase of the project is survey, design development, technical document review and agreement of tender works packages. The project team are all achieving the required timescales for maintain progress in line with the overall programme. The roofing and AC split works have been tendered and the CP forms signed off allowing works to be scheduled for commencement on site
Anticipated Project End Date:	Q4 2021/22

4. Progress since 26/4/21 Project Board:

Achievements:

- Roof tender package approved by Trust
- Window replacement package issued to tender
- Purchase order for £[xxxxx] issued
- Site compound and cabins established
- Solar PV specification returned from tender
- DX units for controls package approved by Trust
- Air handling unit scope of works agreed for pricing
- Agreement in principle with Trust to construct 2 new plantrooms to house ventilation plant for theatres and other future Trust capital works
- BMS package returned from tender

Slippage:

None in month

5. Key deliverables in coming month

- ASHP Design principles
- Scope of secondary pumping
- AHU replacement specification and onsite airflow measurements
- De Steaming scope of works
- BMS contractor appointment
- Development of [xxxxx] contract proforma

6. Changes to project:

- Proposal to construct two new plantrooms, 1 above main theatres and 1 above Wensleydale to house both SALIX ventilation equipment and future Trust capital scheme equipment. The Funding of these in principle will be taken from [xxxxxxxxx] but will be subject to formal approval once costs are obtained. Fees are being obtained for the additional Architectural and Structural design input required.

7. Project meetings held since previous Project Board

	Date				
Project review group	5/4/21	10/5/21	17/5/21	24/5/21	7/6/21
Reviewable design data group	4/5/21	11/5/21	18/5/21	25/4/21	8/6/21
Risk register review				26/5/21	
AHU compliance review		12/5/21			
Pumping and desteamming tech review		23/4/21		24/5/21	7/6/21
Window, scaffolding and asbestos co ordination	5/5/21				

8. Financial status:

Grant 1

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Grant 2

XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX

Total Grant funding requested to date including this month's application TBC

The fees associated with advisors to HIF received to date is £[xxxxxxxxxxx]
The Trust contingency balance remaining after these costs is £[xxxxxxxxxxx]

From May the remaining design & construction contingency included in the combined grant sum by [xxxxxxx] is £[xxxxxxxxxxx]

The third of the eight works packages, Building Management System (BMS) has been returned from Tender and a separate paper is included in the Project Board documents for review.

9. Target carbon cost

Roofing

The original Grant submission was for circa 2900m2 of roof replacement, the extent of that tendered and included in the returned costs is circa 5255m2. The energy and carbon saving associated with the works has obviously also increased

from 334,238kWhr in the bid submission to 1,659,891kWhr resulting in a significant increase in the carbon saving to 303Tonnes pa, this has improved the £/TCO2e compared with the bid position.

AC split controls

The AC control works as designed and priced will deliver the carbon/energy savings required as part of the Grant funding.

10. Carbon Energy Fund Overview

- Compliance with the existing [REDACTED] contract and Framework is being maintained, through the established variation procedure
- The progress of the works for costing purposes has been assessed and accepted at the Liaison Committee
- In addition to commencing the physical works on site, we are now concentrating on preparing both an Interim Variation (for the design) plus the full Restatement Variation to the existing [REDACTED] contract, whilst also comparing the new works with those already in operation to establish a new and improved energy model for the site.
- Given the timescales prescribed by [REDACTED], the design and install works need to proceed on a continual basis, and prior to the full scope and outcomes being established for all the new technologies. This means that we are working to the overall cost and time constraints set, whilst needing to manage the individual scopes for the individual technologies as we proceed.
- We consider that the progress is very good in terms of carrying out the works in such a short timescale, and with all necessary governance in place. The communication between all parties has assisted this greatly.

11. [REDACTED] of Application for payment

1. Cost report [REDACTED] has been received from [REDACTED] and reviewed by DKP. The percentages for design fees, preliminaries, overheads, profit and [REDACTED]
2. Monthly valuation

[REDACTED] has confirmed that the Design Deliverables programmed to be completed in May have been achieved.

The application for payment for Phase 1 Works includes [REDACTED] for construction works which have not yet commenced on site. This matter has been raised with the Trust's Sustainability Project Director who has requested guidance from the Trust's Finance Director as to whether such sums [REDACTED].

To date clarification from the Trust's Finance Director has not been received and therefore, in accordance with the Trust's Sustainability Project Director's instruction, the value of the construction works and associated mark-ups has been omitted from the monthly valuation.

This now means the valuations are not consistent with the monthly [REDACTED] Payment Schedule.

Hence, the valuations for [REDACTED] works to Phases 1 and 2 (inclusive of the applicable NCIS fee but exclusive of VAT) are as follows:

	Phase 1	Phase 2
Cumulative valuation up to 31 May 2021	£[REDACTED]	£[REDACTED]
Monthly valuation for May 2021	£[REDACTED]	£ [REDACTED]

In accordance with the [REDACTED] Proforma agreement, there is no retention held by the Trust on the above payments.

3. Work Package Tender Reviews

No further reviews in this period.

12. Works packages for approval/consideration:

The third of the eight works packages, Building Management System (BMS) has been returned from Tender and is being reviewed.

13. [REDACTED] monthly reports for approval:

The monthly monitoring reports for [REDACTED] have been prepared and included in the meeting documents.

14. Project Board Requests for approval

The Project Board are asked to confirm agreement in principle to the project changes identified in item 6.

The Project Board are asked to consider the value of the application to be made to [REDACTED] noting the variance to the funding request identified in item 8