

**Board of Directors  
Tuesday 22 June 2021  
Report from the Managing Director**

<b>Agenda Item Number:</b>		<b>7.0</b>
<b>Presented for:</b>	Discussion	
<b>Report of:</b>	Managing Directors Report	
<b>Author (s):</b>	Managing Director	
<b>Report History:</b>	None	
<b>Publication Under Freedom of Information Act:</b>	This paper can be made available under the Freedom of Information Act 2000 if requested.	
<b>Links to HIF's Objectives</b>		
<b>Deliver an efficient and effective service offering to Harrogate and District Foundation Trust</b>		√
<b>Create strong sustainable partnerships</b>		√
<b>Develop sustainable organisational systems</b>		√
<b>Develop and maintain a strong, efficient and agile workforce</b>		√
<b>Strengthen the local community through collaboration</b>		
<b>Recommendation:</b>		
The Board is asked to: <ul style="list-style-type: none"> <li>• Note the work that is ongoing across the Company</li> <li>• Approve the Company Business Plan for 2021/2022</li> </ul>		

## **Board of Directors Meeting**

**22 June 2021**

### **Managing Directors Report**

#### **1.0 Introduction**

- 1.1 The purpose of the report is to provide an update on current issues and performance of the Company during June 2021.

#### **2.0 Business Plan**

- 2.1 The Company Business Plan has now been completed and is attached at Appendix A, for consideration/approval by the Board. This Plan has been developed in conjunction with the Senior Management Team. It is intended to share this widely across the organisation to involve the Departments and Teams in the work that is being taken forward.

#### **3.0 Workforce**

##### **Estates Structure**

- 3.1 Work is continuing to take forward the implementation of a new Estates Structure. A proposed structure has now been developed and costed. This has been discussed with the Chief Executive and is due to be shared with the Estates Team at a further workshop on 1 July 2021. At that workshop, it is proposed to commence informal consultation with the Team and subject to the outcome of these discussions a formal 2 week consultation will then commence.
- 3.2 Every effort has been made to address the majority of the concerns of the Estates staff where possible to provide a sustainable workforce structure that is fit for the future.

##### **Medical Devices Equipment Library**

- 3.3 At the Board meeting in April 2021, I reported that we had been successful in recruiting to the Band 6 Nurse training post in the Medical Devices team. Unfortunately, the successful candidate had decided not to take up the post. Whilst this is disappointing, it has presented the department with an opportunity to review the structure within the Team.
- 3.4 I have been in discussion with the Medical Devices and Equipment Library Manager to review the Band 6 post. As the work associated with the post relates predominately with training we have agreed to explore the potential of this training post transferring back to the Trust. Discussions are ongoing with the Learning and Development Team and an update on progress will be provided at the Board meeting. In addition, we are exploring different management arrangements for the team when the current Medical Devices Trainer retires in December 2021.

## **Apprenticeship Scheme**

- 3.5 I am pleased to report that we have now completed discussions with [REDACTED] regarding joining the network. Given the timescales, we are looking to actively recruit a new cohort of apprentices by September 2022, recognising there is a significant amount of work to be carried out over the next 12 months to complete a successful recruitment process.
- 3.6 Details of the new scheme and the work to be taken forward is detailed in the paper discussed at the People and Culture Committee on 8 June 2021, attached in Appendix B.

## **4.0 Facilities Department**

- 4.1 I have highlighted previously my concerns regarding Rostering across Portering and Domestic Services. I am pleased to report that in Domestic Services we have commenced a review of our rosters with a view to developing new rosters, which are more sustainable and will reduce the need for Bank and Agency staff in the longer term. This work is in its initial stages, but needs to be completed prior to HIF commencing transfer of rosters to the new [REDACTED] System in September 2021. In addition, a new structure in relation to the role of the Supervisors is being developed and a consultation process will be undertaken when this and the new rostering model is finalised.
- 4.2 With regard to Portering and Logistic Services, it is proposed to commence a review of the current rosters in the very near future.

## **Catering Review**

- 4.3 A number of business development initiatives are being progressed with the Catering Team, as reported to the Board at the Workshop in May 2021. It is recognised that in the order to deliver these on a sustainable basis it will be necessary to review the current catering structure.
- 4.4 Work is due to start shortly to consider a future model for the Service. We are currently planning a workshop with the Team in August to look at the options for the department and address some of the current concerns within the Team. Discussions are ongoing nationally regarding the banding of the Chefs, which are currently under Agenda for Change Band 2, but it is recommended this is to change to Band 3. If this recommendation is supported, we need to address this as part of the review.

## **5.0 Risk Registers**

- 5.1 A Risk Forum has now been established which brings together Senior Managers from across all departments with the initial meeting held in Early June 2021. Terms of Reference have been developed and a reporting structure established. Day to day review of risks and development of any action plans will be through this forum and SMT regular updates will be provided to the Governance and Compliance Committee and ultimately escalation of any risk issues to the Board of Directors.
- 5.2 The Company risk register is attached in Appendix C for information.



## **7.0 Reporting Arrangements**

### **IBR Development**

- 7.1 An initial meeting has been held with the Trust's Information Services team regarding the development of an Integrated Board report for the Company. We have agreed now to meet with the Service Leads to establish a set of performance indicators that will form the basis of the future IBR.

### **Contract Management**

- 7.2 Regular Contract Management meetings are now being held with HDFT. A number of contract variations have been shared with the Contract Manager at HDFT, with a view to these being transacted in the next few weeks.

### **ERIC Return and Premises Assurance Framework**

- 7.3 Following a significant amount of work by the Estates, Facilities, Planning and Finance Teams, we will be submitting our ERIC return by 30 June 2021. Work has now commenced on the development of the Premises Assurance Framework. The initial assessment requires to be submitted by the end of July 2021.

## **8.0 New Appointments**

### **Deputy Director of Estates and Facilities**

- 8.1 The Applications for this post are now being reviewed and a shortlist agreed. Arrangements for interviews are progressing well and it is hoped an appointment to the role will be made in the next few weeks.
- 8.2 Expressions of interest in the Governance/Service Lead post are to be invited shortly and it is anticipated an appointment will be made by the end of July/early August 2021. This role is initially a secondment for 12 months.

## **9.0 Policy Review**

- 9.1 A review of the policies within the HIF and SFI/Standing Orders will commence once the Governance Lead has been appointed.

## **10.0 Sterimelt**

- 10.1 As the Board will be aware, approval was given in 2019 to the purchase of a Sterimelt machine for the recycling of Polypropylene waste and provide an income to the Company.
- 10.2 As a result of the pandemic, the progression of this scheme was delayed. We have now had the opportunity to review the project and following discussions with xxxxxxxxxxxxxx Procurement team, we have agreed to work together to explore a partnership arrangement for the trial of the equipment for 9 months at the Leeds warehouse. This will give both parties the opportunity to assess both the functionality of the unit and the resource implications. We are proposing a 50:50 split on any investment received on the sale of the waste plastic blocks that are produced. Further updates will be provided to the Board as the trial project progresses.

## **11.0 Conclusion**

11.1 The Board is asked to:

- Note the work that is ongoing across the Company
- Approve the Company Business Plan for 2021/2022

Date: 17/06/2021

Ref: AG/jf