

Harrogate Integrated Facilities

Business Plan
2021-22



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1. Introduction

Harrogate Integrated Facilities (HIF) has developed the Business Plan for 2021/2022. It looks at the developments undertaken to date and builds on this work to identify the programme of work for the Company to take forward in 2021/2022.

2. Overview

Harrogate Integrated Facilities (HIF) is a wholly owned subsidiary of Harrogate and District NHS Foundation Trust (HDFT) which provides facilities and estates services to the Trust across acute and community services.

Since 1 March 2018 the Estates and Facilities management functions of the Trust have been provided by HIF with its own Board and management. The creation of the company included the transfer of 340 former NHS staff and it has recruited directly additional staff to fill vacancies. The relationship between the Trust and Harrogate Integrated Facilities continues to develop as we move forward in partnership.

The facilities and estates services provided by HIF provide the fundamental infrastructure for the Trust's services including catering, portering, security, laundry, car parking, domestics and cleaning services, estates, engineering, sterile services and decontamination, and Medical Equipment Library and devices training.

The Company continues to work closely with HDFT to consider how services can be further improved and is also exploring business development opportunities both with HDFT and other Stakeholders.

3. Strategic context

As part of the development of the Business Plan for 2021/2022 we held a series of planning workshops with the BOD and senior leaders within in the organisation to consider the future strategic vision of the Company. As part of this work, a detailed SWOT analysis has been undertaken to highlight the Strengths, Weaknesses, Opportunities and Threats that the Company needs to focus on in the future. A summary of this is below:

3.1. SWOT Analysis for 'The Company'

XX

4. HIF Main Priorities for 2021/22

The HIF main priorities for 2021/21 are detailed below:

Continue to provide high quality services



- Ensure good standards are achieved and improved across all areas – safe, responsive and effective
- Ensure effective systems and processes are in place to deliver governance across all areas: CAFFM, KPI monitoring, Compliance Monitoring, IBR and BAF
- Review of PLACE and develop action plan
- Review Inpatient Survey results and develop action plan
- Develop reporting structures through all departments

Develop Business Plan and Strategic Direction for the Company



- Develop Annual Business Plan
- Commence discussions on 3 year Strategic plan
- Develop Business Development Strategy
- Develop IT Strategy linked to Trust Digital Strategy

Ensure HIF is a good place to work



- Develop People Plan
- Continue Staff Engagement across all departments
- Continue to roll out the 'At Our Best' programme
- Take forward the Health and Wellbeing agenda
- Support Equality, Diversity, and Inclusion agenda
- Link with the Trust on Harrogate Values and Behaviours

Grow our services through Business Development Opportunities



- Digital – Website Development
- BD Strategy – 3 year plan
- Catering – Explore business opportunities including Afternoon Tea– Offer: "Heriots to Go", Soil Association Gold Accreditation
- SSD – Business Opportunities with external providers e.g. Dentists, Podiatry Services
- Horizon Scanning – Continue to review opportunities to bid for services
- Stakeholder engagement with the local community
- Developing partnerships e.g. Harrogate Hospital & Community Charity

Lead on Environment Agenda



- Sustainability – Implementation of the Salix (Carbon Reduction)
- Develop Green Plan – including Communications Plan – Engage widely with key stakeholders to develop action plans

A detailed transformation plan has been developed which will be implemented over the next 12 months.

4.1. Capital Programme

HIF recognises that it has a key role in ensuring the physical environment is maintained to a high quality standard. The Estates Team continues to work closely with the Capital Planning

Team within HDFT to deliver improvements to the physical infrastructure for the hospital site. The Trust has a major Capital Investment Programme to take forward in 2021/2022 and the Estates Team will contribute to the Planning and Site Management of these schemes. In addition, a series of maintenance projects have been identified to be taken forward in 2021/2022 by the Estates Department which are detailed below.

The Capital Programme for 2021/22 for HIF is as below:

Scheme	£000's
Replacement Lifts Strayside	X
Strayside Water Main	X
Upgrade of Goods Yard	X
Replace Kitchen Section Panel	X
Med Gas Hose Replacement	X
HV Cable Upgrade	X
Kitchen Refurbishment	X
SROC Flushing System	X
Fixed Wire Testing	X
Fire Doors Upgrade	X
Fire Stopping	X
X	
Depreciation Funding	£
Porters Lodge/Estates Workshop Upgrade	
Dishwasher Replacement	xxxxx
Equipment Replacement	

Consideration will be given to the use of the depreciation underspend from previous years.

In addition, the Estates Team will also have a significant role in the delivery of the £xx xx Project. Further details are identified in Section 7.

HIF is also leading work with regard to the development of our Green Plan. We will work in partnership with HDFT and other Key Stakeholders to develop plans to implement changes that enable our services to be delivered more sustainably in the future. A Sustainability Board is being established with representatives from both HIF and HDFT, which will lead on the Implementation of the Green Plan.

4.2. Business Development

Following the establishment of HIF, a key driver has been to explore potential future business opportunities for the company, either through working more closely with its key stakeholder HDFT or considering other external markets.

In January 2021, HIF commissioned the Business Development team to work with the Company to explore a range of opportunities. This work has proved to be very successful with the development of a number of initiatives including:

- Development of our Company website
- Development and expansion of our social media presence through the utilisation of Twitter, Facebook and LinkedIn
- Development of the HIF brand guidance with a sub brand for HIF Catering Brand awareness
- Expansion of our catering offer to provide click and collect and take away service

These early initiatives have provided a firm foundation on which the Company can now develop its business development strategy. Over the next 12 months we will work closely

with departments across the Company to develop a three-year Business Development Strategy which will focus not only on our internal offer to HDFT but also other external stakeholders. There is an extensive Business Development Transformational plan which is being worked through meeting the agreed timescales.

Work will be progressed in the following areas: -

- Digital
- Catering
- Sterile Services
- Future Tender opportunities

4.3. Service/Departmental Plans

Each of the Departments across the organisation have developed plans to be progressed across their individual service areas. These are detailed at Appendix A.

5. Governance & Quality

HIF is committed to ensuring that there are good governance arrangements in place to support the delivery of services across the organisation to ensure high standards are achieved in relation to quality of services, performance, compliance, workforce and finance.

In addition to the Board of Directors, two sub committees have been established, namely Quality and Governance and People and Culture. Both of these Committees receive regular reports on the work of the company. Work will be progressed in 2021/22 on the development of an Integrated Board Report which will be reviewed at the monthly SMT and Board of Directors. Regular updates will also be provided to the two sub committees of the Board from all departments.

HIF also recognises the need to liaise closely with HDFT to ensure the Estates, FM services, SSD and the Medical Devices/equipment library service achieve the required standards needed to support the Trust in the delivery of high quality patient care and staff well-being. This includes work in relation to PLACE, Estates compliance, cleaning standards, and quality of our catering service. Work will continue over the next 12 months to review our quality standards, with a view to developing where applicable quality service teams and quality champions across the Company.

6. People & Workforce

The Company recognises that to deliver high quality services, it needs the appropriate workforce, with the right values and skills to meet the organisation's needs. Over the last six months a major piece of work has been undertaken to strengthen the leadership within the organisation with the appointment of an Interim Chief Executive and Managing Director and a review of the structures across the organisation, particularly within the Senior leadership team and the Estates Department. We have also undertaken a major consultation exercise to review our Terms and Conditions and addressing some issues to bring them in line with HDFT.

In order to build on this earlier work, a number of priority areas have been identified to be taken forward in 2021/22. These include:

- Adopting and embedding the KITE values with the Company that are also being rolled out across HDFT
- Continue to work with the Trusts Innovation and Development Team to roll out the 'At Our Best' Programme

- Work in partnership with the Trusts Learning and Development Team to implement an OD programme to support Staff across the organisation, particularly Senior and first line leaders
- Implement a new estates structure in line with the recommendation of the Oxley Report
- Develop and implement an action plan in response to Staff Survey responses
- Undertake a skill mix review across Portering and Domestic services
- Undertake a major review of rostering arrangements to support the roll out of the new roster system being adopted across the Trust
- Explore the workforce implications associated with the roll out of our Business Development initiatives, particularly within Hotel services
- Undertaken improvements to the estates and porterage rest areas and explore opportunities to enhance the health and well being for staff across all departments

We will continue to monitor regularly our performance in relation to appraisal rates, sickness absence and mandatory training compliance through the departmental updates at SMT and via the Integrated Board report.

Overall we want to be a great place to work for our staff. We will continue over the coming months to engage with all staff groups across the organisation receiving feedback on both day to day issues as well as exploring opportunities with teams across the organisation. We value our staff and want them to be an integral part of the future development of the Company as a whole.

7. Sustainability

Harrogate Integrated facilities (HIF) is fully committed to supporting the sustainability agenda and is actively working to reduce our carbon omissions and deliver improvements across our environment.

7.1. Carbon Reduction Project

HIF on behalf of HDFT submitted an application to Department for Business, Energy and Industrial Strategy (BEIS) under **xxxxxx** project for funding to support the decarbonisation of the Harrogate District Hospital Site. This has been successful and a grant with a total value of **£xxx** has been awarded.

This is a fantastic achievement and will enable both HDFT and HIF to contribute to a major reduction in carbon omissions across the Hospital site, as well as addressing a number of backlog maintenance issues.

The scope of works includes: -

- Replacement of flat roofs and provision of roofing insulation
- Replacement of Air Handling Units (AHUS's)
- Replacing old single glazed windows
- Providing Photo Voltaic (PV) panels for energy generation.
- Replacement of plant equipment currently being fed by steam.
- Provision of a Ground Source and Air Source Heat Pump to reduce reliance on burning fossil fuels.

The delivery of the works is a key priority for the Company and will be a major focus for the organisation over the coming year. We recently appointed a Sustainability Project Director to lead on this work, as well as focussing on the wider sustainability agenda. A main priority for the company over the next twelve months will be to share the work we have one in

developing an outline 'green plan' for implementation across the Trust and HIF working in partnership with our key stakeholders.

We are already active members of the [REDACTED] and will continue to work with our Partners to deliver improvements to our environment.

7.2. Green Plan

In HIF and the Trust we recognise the huge challenges that climate change, air pollution and waste present globally, nationally and in our district. As a major healthcare provider in North Yorkshire, it is essential that we support the Trust in reducing our contribution to climate change and embed sustainability throughout each aspect of our organisations to mitigate the risks to the health of our population in response to the National objective "Delivering a 'Net Zero' NHS

Delivering a 'Net Zero' NHS set two targets

- NHS Carbon Footprint, 80% reduction in carbon emissions by 2028 – 2032
Net zero by 2040.
- NHS Carbon Footprint Plus, 80% reduction in carbon emissions by 2036 – 2039
Net zero by 2045.

To respond to these challenges, we have developed an outline Green Plan which builds upon the successes of our previous Carbon Management Plan. The new Plan will stand as an organisation-wide strategy which will guide the implementation of a collection of actions to improve our sustainability credentials and meet NHS targets. The Green Plan will act as the core document pertaining to sustainable development at the Trust NHS over the next 5 years and will act as a framework against which we will use to reduce our environmental impact and improve the health of our community.

8. Risk

In developing our Business Plan we have identified potential risks to the delivery of our plans for 2021/22. These are summarised below

[REDACTED]

9. Financial Planning

The 21/22 financial plan for HIF assumes a surplus of £[REDACTED] will be delivered by the year end. The HDFT Contract sum included within this is plan is subject to change following confirmation of the national NHS funding plans from Month 7 onwards, when a clearer picture of the circumstances following Covid-19 are understood.

The HIF Operational expenditure budgets have been rolled over from 20/21 and have only been adjusted to account for a 0.5% incremental pay uplift. As a result of this there has been no adjustment made to account for inflation and/or cost pressures within any of the non-pay expenditure budgets now since 2019/20, this needs to be considered when analysing any variances to plan within detailed budget areas.

[REDACTED]

There are a number of contract variations that remain outstanding at the time of writing this that will affect the HDFT Contract number shown above and will also impact on the expenditure budgets for Non-pay, these include:

- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX
- XXXXXXXXXXXXXXXX

10. Summary

This Business Plan outlines the exciting developments that the Company is looking to progress in 2021/2022.

Following a difficult year in 2019/2020, dealing with the Pandemic and also changes within the Company, this plan provides the basis on which we will look to build on in the future years. Throughout the year we will look to monitor progress with regular updates to the Board of Directors and explore how we develop our longer term Strategic Direction.

Appendix A

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