

**Board of Directors  
Thursday 30 June 2022  
Report from the Managing Director**

<b>Agenda Item Number:</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 note work that is ongoing across the Company.		

## **Board of Directors Meeting: 30 June 2022**

### **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 in May/June 2022.

#### **2.0 National Estates and Facilities Day 15 June 2022**

- 2.1 Nationally, estates and facilities services are estimated to make up 8% of the NHS workforce, that is a huge 250,000 people.
- 2.2 To celebrate the vital role estates and facilities professions play in the delivery of health and social care to people across the UK, a new day of celebration was launched - 'National Healthcare Estates and Facilities Day' which took place on Wednesday 15 June 2022. This will now be held every year on the third Wednesday of June.
- 2.3 HIF undertook a wide range of activities to recognise and thank our staff and highlight the crucial role they play to the wider teamHDFT. This included a free breakfast for HIF staff, a drop in session at Herriots where we held quizzes and a raffle with some great prizes donated from local companies. Almost £300 was raised for the HDFT Charity. A goodie bag was provided for all HIF staff with a personal thankyou card from the Managing Director included. HIF's Senior Management Team visited Ripon Community Hospital to thank HIF staff located there for all that they do and to hand out their goodie bags and breakfast pastries. The day would not have bene a success without the support from HDFT Business Development Team who coordinated the donations and worked to produce the hundreds of goodie bags needed.

#### **3.0 Meeting with Governors 8 June 2022**

- 3.1 Representatives from the Senior Team were invited to attend the recent Governors development session held on 8 June 2022 to give a presentation on the work that is ongoing across the Company and highlight some of the opportunities we would like to explore in the future. The session proved to be very successful, with active engagement with the Governors and a wide range of questions for the Team.
- 3.2 The Chair of the Trust thanked the team and we have since received some excellent feedback from those who attended the session. It is anticipated that we will be invited to join further Governor development sessions in the future.

#### **4.0 Recruitment Day**

- 4.1 Following the success of the Recruitment Day in November 2021, the Company held a further Recruitment Day on Thursday 26 May 2022 from 9am-7pm at the Cedar Court Hotel, Harrogate.
- 4.2 Representative colleagues from HIF Estates, Facilities and SSD teams attended the event, with assistance from Trust Recruitment colleagues. The Recruitment Day gave an opportunity for the public to learn about the Company's services, meet our

teams, ask questions about their roles and apply for available roles and have a pre-interview on the day.

- 4.3 The Recruitment Day was well attended with 60 attending on the day. The Company received a total of 36 applications on the day (with an additional 20 following the event). This session has proved to be more successful than the previous recruitment event in November 2021.
- 4.4 The event was a good opportunity for the Company to establish a partnership with the local Job Centre and Reed Recruitment (working on behalf of DWP). Both organisations promoted the event and we continue to work together to support the Company's recruitment needs.
- 4.5 The recruiting managers, HR, Recruitment and some of the SMT are meeting weekly to track the progress of the candidates through the recruitment process. A spreadsheet tracker has been developed and any blockages or problems with progress can be reported and escalated.
- 4.6 Promotional HIF recruitment banners and posters are displayed as part of the Company's continued recruitment drive. 'We are hiring' banners are displayed on Lancaster Park Road and Wetherby Road, in addition to posters being available at local Harrogate outlets, including the local Job Centre.
- 4.7 The Company now has established weekly Recruitment and Retention meetings with Service Managers, to monitor the overall workforce including, the current vacancies, promotion of positions and colleague retention. Colleagues are currently reviewing the introduction of new colleagues to HIF and this includes a review of the induction, and development of a welcome booklet.
- 4.8 The next Recruitment event is booked in for the 24<sup>th</sup> November 2022 at Cedar Court Hotel, Harrogate.

## **5.0 Staffing**

- **Estates**

- 5.1 Our Head of Estates is now well established in post and has been working closely with the operational estates staff on development and training needs. As part of these discussions, it is apparent that further work is needed in relation to the staffing structure at the Team Leader and Estates Officer levels. We have been unable to recruit into the Estates Officer posts despite a number of recruitment campaigns and therefore will need to refine the structure further if we are to attract a good calibre of applicant.
- 5.2 Further updates will be provide to the Board as this work progresses and a revised structure is agreed.

- **Catering**

- 5.3 Our newly appointed catering manager, has commenced a full staffing review within the department. Two service improvement leads have been appointed from an internal recruitment process to provide management support to the catering manager.

5.4 Longstanding core issues are now being addressed, including resolving the health roster shift allocation system to ensure staff are being paid correctly and can view rosters in advance. The paper-based system will be removed. More management controls are being embedded to control our staffing overhead. The service review will also look to align our staffing resource to service demand and it is expected that a restructure will be required. We anticipate that this work will result in a proposal for consideration by end of August 2022 and will present options to resolve the long-standing issues with band compression for our B2 chefs as a result of the removal of Band 1. This is a recurrent and significant concern for the catering team.

5.5 A further staff engagement session was held with the catering team in June. Management feedback was provided on the associated action plan and an updated Catering Staff Charter will be going into production and will be shared with HIF and HDFT teams. The tone of the meeting was extremely positive and engaging.

- **Domestic Services**

5.6 We are now actively engaging with the Domestic Services Team and using the same format we have adopted with both Estates and Catering staff which has been successfully received. We have issued a questionnaire to all Domestic staff asking for their general overview of how it feels within the department on a day-to-day basis, as well as the challenges and changes that are needed.

5.7 These workshop sessions are in the process of being arranged which will then enable us to commence discussions on the future changes with the department.

## **6.0 Staff Survey: Action Plan**

6.1 Following the Board workshop last month, we have been looking at options to improve engagement with staff in relation to completing both the staff and Impulse surveys. As part of our SMT away day we are looking to review each of the key themes that have emerged from the survey namely: -

- Leadership
- Communications
- Empowerment and influence on how staff work
- Personal Development

6.2 An update on the outcome of the session with the Senior Team will be provided at the meeting, but it is intended to focus in more detail on the action plan that will be developed at a future Board Workshop.

## **7.0 Pension Open Order: Update**

7.1 I am pleased to report that the application to the Pensions Agency for an open order has now been submitted and an acknowledgment received. Our application has been passed to their team and we await a decision in due course. No official timeframe has been given to confirm the change in the Order, however, based on the experience of other organisations this could take between 6-9 Months.

## **8.0 Business Continuity Plan**

8.1 A full review of our Business Continuity Plans (BCP's) has concluded with an annual report on findings to the Governance and Compliance Committee. The report has identified a number of issues with our BCP's. It has been identified that

the Business Continuity Management System (BCMS) is not adequately defined, robust and fails to consider a holistic approach to the management of risk. A new BCMS will therefore be adopted. Key Performance Indicators will be set to measure the effectiveness of the BCMS and a training and exercise programme will be established.

## **9.0 National Cleaning Standards**

9.1 Work is progressing well on the project to implement the National Cleaning Standards. A trial has been completed at the Sir Robert Ogden Macmillan Centre of the electronic system (MICAD) which will be deployed to support the revised audits. Feedback on the system is positive.

9.2 A business case is now being drafted for additional audit staffing and associated funding which will be needed to support the increased number of audits including the requirement to undertake efficacy audits. This role will be a specialist auditor who will provide a level of expertise, consistency, and rigour to our processes.

9.3 Currently the project is on target to hit the go live date of end Sept 2022. The CAD system drawings are continually being updated to include the necessary room data including the Functional Risk scores (FRS) for every area across the hospital.

## **10. Support for Ukraine**

10.1. A number of Ukrainian refugees and their families attended the recruitment event. Members of the team spent time with them discussing how we might be able to help them into work. It became evident that the initial challenge was their lack of a good understanding of English.

10.2 Subsequently, from discussions with colleagues at HIF SMT, it was evident that we all felt we wished to support these families as best we could as a Company.

10.3 HIF colleagues attended an initial meeting with Local Authority and charity partners to discuss the current Ukraine refugee position for the Harrogate locality. ~~XXXXXXXXXXXXXXXXXX~~ and ~~XXXXXXXXXXXX~~ attended the meeting to establish any opportunities for providing additional support, as well as offering potential recruitment opportunities.

10.4 The initial meeting confirmed the number of Ukrainian families in the Harrogate locality as 130 families (55 children) with the majority of adults actively seeking employment in the Harrogate area.

10.5 HIF colleagues will continue to attend further meetings and support where possible.

## **11.0 Conclusion**

11.1 The Board is asked to :-

- Note the work that is ongoing across the Company.

Date: 22/06/22

Ref: AG/jf

