

**Board of Directors Meeting
Tuesday 24 August 2021**

Report from the Managing Director

Agenda Item Number:		7.0
Presented for:	Discussion	
Report of:	Managing Directors Report	
Author (s):	Managing Director	
Report History:	None	
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act 2000 if requested.	
Links to HIF's Objectives		
Deliver an efficient and effective service offering to Harrogate and District Foundation Trust		√
Create strong sustainable partnerships		√
Develop sustainable organisational systems		√
Develop and maintain a strong, efficient and agile workforce		√
Strengthen the local community through collaboration		
Recommendation:		
The Board is asked to note work that is ongoing across the company.		

Board of Directors Meeting

24 August 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 July 2021.

2.0 Staffing

- **Estates Restructure**

A workshop to obtain informal feedback from the Operational Estates team was held on 1 July 2021. A number of issues were raised regarding the new proposed structure and the team were asked to submit their informal feedback on the proposals by 24 July to help inform the final structure proposals.

A consultation document has now been drafted which will be issued to the team by the end of August 2021, with a 30 day consultation period. Opportunities for meetings with Trade Union Colleagues and 1:1 meetings with staff will be factored into the timetable. It is hoped that subject to the agreement of the structure, recruitment to the relevant posts will commence in October 2021.

It is hoped that the new proposals will be supported and the introduction of the revised structure, together with recruitment to the new posts can commence shortly.

Interviews for the appointment of the Deputy Director of Facilities took place on 30 July 2021. A preferred candidate was identified and references have been requested. Further updates on progress will be provided at the meeting.

- **Catering**

As the Committee will be aware, discussions have been ongoing regarding the potential rebanding of the Band 2 Chefs to Band 3 as a result of a national review.

The Operational HR team are reviewing this situation and the implications for the staff within HIF. At present we have a total of 7 Band 2 Chefs and 3 Band 3 Chefs.

The principle of re-grading the current Band 2 postholders is supported. However, this needs to be considered as part of an overall review of the potential changes to the catering structure. This revised structure will support a more commercial model which will enable our business development opportunities to be delivered.

A draft structure has been developed which is being costed at present, with a view to a proposal presented at a future Committee meeting for discussions.

In the meantime arrangements for a Workshop, similar to the format used with the Operational Estates Team is being arranged for September 2021.

- **Health and Safety Management**

Following the decision that Health and Safety Management should be the overall responsibility of the Trust, I have met with the Company Secretary to agree the way forward and we are in the process of developing a Job Description for a Health and Safety Manager role. In the meantime, we have agreed to approach colleagues at York to undertake a review of current practices and also potentially provide some support on Health and Safety matters in the interim, whilst the recruitment process progresses to appoint a new Health and Safety Manager.

Following the Health and Safety review, we will develop an action plan to address any issues that arise in the short term.

Our current Fire Officer is also due to retire imminently and as part of the Health and Safety review we will explore the roles and responsibility of the Fire Safety within HIF. We are commencing the recruitment process to appoint a new Fire Officer, as it has been agreed that the responsibility for the fire safety will be delegated to HIF under any future Health and Safety recommendations.

- **Governance**

I am pleased to report that [REDACTED] has been appointed on secondment to the Band 7 role of Governance and Service Management Lead. She will commence her new role on 20 September 2021.

3.0 Business Development

- 3.1 Work is progressing well providing Business Development expertise and good progress continues to be made.
- 3.2 The HIF web site has had an increase in visits to the site. Work is ongoing with the development of the staff portal. Service leads are collating what information they feel would be beneficial to present on this area for colleagues.
- 3.3 The HIF brand guidance will have a small change issued following advice from [REDACTED]. These minor changes will be made and branding will then be issues to colleagues for use.
- 3.4 Work is continuing with the implementation of the Catering and Digital Transformation plan. Key areas to note include:
 - 3.4.1 Work is ongoing in relation to Soil Association Accreditation.
 - 3.4.2 All sandwiches are now made and packaged on site.
 - 3.4.3 The Scone competition and Commercial offer of Afternoon tea is on hold at present at the request of the catering manager. This is due to a rise in sickness and limited staffing availability.
 - 3.4.4 Discussions are ongoing regarding commercial catering opportunities which include [REDACTED] however these are to be considered as part of an overall review of the potential changes to the catering structure. This revised structure will support a more commercial model which will enable our business development opportunities to be delivered.
 - 3.4.5 The NHS Big Tea was a huge success with over 3,000 pieces of cake being made and distributed across the HDFT footprint.
 - 3.4.6 The catering themed menus for 2021 and 2022. These have been publicised digitally. The team have printed T shirts to wear the week prior to themed days to raise awareness of these.
 - 3.4.7 Herriots 2Go is continuing to be successful with its busiest month being July 2021.
- 4.0 The Food and Drink strategy is being reviewed. A meeting was held on 26 July 2021 and agreed actions made to progress this work.
 - 4.1.1 The SSD team have selected their preferred sub-brand logo which is now with [REDACTED] for designing. We will be issuing an electronic and paper broacher of private business development opportunities for external business clients.

The financial income from catering business development is shown below. The Board is asked to note that further business development opportunities have been unable to be progressed for external catering due to the requirements of a catering commercial staffing model. Work is underway to develop and implement this.

HIF Additional Catering Income	Start Date	Last Updated	Total
Hospitality Catering Income	05/05/2021	21/05/2021	xxxxxxx
Herriots 2Go Mobile Lunch Delivery	& 22/02/2021	12/08/2021	xxxxxxxx
Themed Events	13/05/2021	15/07/2021	xxxxxxx
Total			xxxxxxx

5.0 Cleaning – Task and Finish Group Update

A Task and Finish group, comprising of colleagues across HDFT and HIF has been established to review the current cleaning processes across the organisation. An action plan has been developed which is addressing some of the short-term issues as well as considering longer term plans to enhance the quality of service. The initial actions are starting to be rolled out across the organisation. It is proposed to share the full action plan with our Governance and Compliance Committee for further discussion in the coming weeks.

It is also suggested that an RPIW relating to cleaning processes is undertaken but the the programme of work with the QI team is still to be finalised.

6.0 Performance Monitoring

- IBR

The Trust has now developed a new format for its IBR and following a meeting with the Information Team, HIF is looking to adopt as similar report. Work is now on going to develop our own IBR with a view to this being presented in draft at the next Board meeting.

- SLA Review and KPIs

A review of our SLA with HDFT has commenced. I will be working with the Contracts Manager at HDFT over the coming weeks to review the existing services and develop a revised series of KPIs for agreement.

7.0 Green Plan/Sustainability

The **xxxxxxx** work has commenced on site, with the initial focus on works to the replacement of a number of flat roofs across the site.

A Sustainability Board is now being established with representatives from the Trust and HIF. This group will focus on the development and implementation of the Green Plan for both organisations and consider how we will work with our partners across the ICS.

8.0 HIF Branding

Following a meeting with Hempsons regarding our branding and logo, I am pleased to report that this matter is now resolved. We will need to make some minor adjustments to our letterhead/branding, but the principles of using HHFM for our contractual arrangements and HIF as our trademark remain unchanged.

9.0 ERIC and PAM Returns

I am pleased to report that both our ERIC and PAMS returns were submitted on schedule. With regard to our ERIC return we have been asked to validate some financial information, which we are progressing, prior to the details being published. With regard to our PAM, I am in the process of developing a detailed action plan to take forward the key issues that have arisen as a result of our initial assessment. It is proposed to take any action plans to our Governance and Compliance Committee for discussion.

10.0 Conclusion

The Board is asked to note work that is ongoing across the Company.

Date: 13/08/2021

Ref: AG/jf