

Harrogate Integrated Facilities

Board meeting 27 April 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]. With the appointment of a new interim Managing Director, we have coordinated our reports to ensure that items are sufficiently covered with minimal duplication.

2. Key messages

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.

Nationally, the planning guidance priorities have been set out, and whilst these are aimed at NHS organisations, clearly this will have an impact on HIF as we respond to the needs of the wider Trust. In simple terms the key priorities are

- Recovery of services, especially elective care and cancer services
- Recovery of colleagues, focusing on staff wellbeing and support
- Continuing to respond to the CoVid pandemic, with a focus on the vaccine programme and ongoing IPC requirements

As the Trust work through these priorities, we are engaging in how we need to respond, and we will ensure that this is factored into our planning work going forward.

3. Colleague recognition awards

I am delighted to report the outcome of the colleague recognition awards. Highlighted below is the well-deserved award detail for HIF Colleague of the Year.

Harrogate Integrated Facilities Colleague of the Year: [REDACTED]

"I would like to nominate [REDACTED] (porter) for this award as he is an outstanding member of their team and an absolute credit to them and the trust. He always goes above and beyond especially when no-one is watching which shows it is just part of his nature to be kind and compassionate in everything he does. I often see him helping members of the public to get to their destinations and is always welcoming giving them the time they need to explain where they need to be and why.

"On one particular occasion an elderly, frail lady was lost in the outpatients dept and I observed him without his knowledge take her arm and carry her bag and lead her the remainder of the way whilst chatting to her and reassuring her as they went. He is always friendly and welcoming when you pass him in the corridor and never misses an opportunity to say hello and ask you how your day is going and he just never stops moving and would not hesitate to help you no matter how busy his workload may be. I have never heard him complain or be negative in any way and anyone who meets him is instantly left in a positive mood for their day ahead. [REDACTED] is just a beautiful person with a heart of gold."

Second place runner up: [REDACTED]

Third place runner up: [REDACTED]

4. Cultural development programme

As the Board is aware there are a number of workstreams ongoing at the moment. 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 Estates XXXXXXXXXXXXXX	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>
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> <div style="background-color: black; color: white; padding: 5px;"> <ul style="list-style-type: none"> • A safe and well-maintained site • XXXXXXXXXXXXXXXXXXXXXX • XXXXXXXXXXXXXXXXXXXXXX • XXXXXXXXXXXXXXXXXXXXXX • XXXXXXXXXXXXXXXXXXXXXX • XXXXXXXXXXXXXXXXXXXXXX • XXXXXXXXXXXXXXXXXXXXXX • A need to fill current vacancies within the team </div> <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 – workshoxxxxxxx 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 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>Workshoxxxxxxx with the estate team have been held, led by our Managing Director, with a restructure proposal being developed</p>
Review of terms and conditions	August – October	<p>Project initiation discussed.</p> <p>Next step – appoint a project lead</p> <p>Aim to report to Board in October.</p> <p>Initial workshoxxxxxxx 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 workshoxxxxxxx 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</p>

		separately.
Standards of behaviour	October - December	not yet started Part of the 'At Our Best' programme that is in process across the Group. 'At our best' workshoxxxxxxxx in relation to leadership behaviours underway this month.
Improving communication	August – October	Initial proposals discussed at SMT with Head of Communications Staff engagement this month Proposal back to SMT in September Communications plan to Board in September (workshop) Staff engagement complete and reported to Board/senior team Action plan developed and discussed with senior team Face to face communications requested, so the following have taken place: <ul style="list-style-type: none"> • Briefing session with team leaders • Briefing session with estates team • Meeting with porters to understand concerns Business development proposal agreed, including web development – web site in place 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.
Recruitment and HR practices	October – December	This is initially a whole-group programme, and a number of workshoxxxxxxxx have been held with representatives across the Trust/HIF to work through improvements to the recruitment process, including a specific focus on ensuring fairness. Workshop 9 th February to progress this work. Ongoing work across HIF / HDFT which we are engaged with. Discussion between myself and MD with senior HR colleagues about future support requirement.
Leadership development	November - ongoing	Programme of development and mentoring being prepared in response to specific findings with the Kevin Oxley report Interim leadership support for a period of time being progressed as part of discussions in respect of the senior leadership structure New leadership arrangements in place. Need to work through a development programme with new OD lead in HDFT

5. Improvement of facilities / capital programme

We have identified as part of the planning process for 2021/22 a range of schemes to address both the backlog/environmental improvements that we are seeking to deliver. Work continues to upgrade the facilities in and around the Porters' lodge and there is a separate planning paper on the agenda that outlines the schemes we are planning to deliver.

6. Business Development

The business development work continues at a pace, with a focus on digital and catering initiatives initially with a website now launched. A more detailed update is contained within the Managing Director report.

In addition, the Chairman, Managing Director and myself have recently met with representatives of Harrogate Town Football Club, in relation to the potential opportunity to do some work together on the part of the hospital site that borders the Football Club. This was very much an initial exploratory conversation, and further work will be undertaken to see whether there are things in common that we could work together on. The Chairman and I have discussed this with the Chair and Chief executive of HDFT (who own the land involved) and they are happy for us to continue discussions with the Football Club and explore further.

7. xxxxxxxxxxxx funding opportunity

Work continues at a pace in relation to the Decarbonisation project. An element of funding has already been drawn down, but the significant work is still been programmed. Key issues relate in particular to the liaison with Trust services, and the conflicting priorities of upgrading facilities whilst increasing the elective activity required to recover services following the damaging impact of the pandemic. Discussions are being held with colleagues at the Trust to work through the issues and the timing of delivery, taking into account the need to manage this significant investment whilst running services across the hospital.

I have attached the minutes of the last xxxxxxxxxxxx board meeting as an Appendix to this report.

8. Summary

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

Jonathan Coulter
Interim Chief Executive

Attendance

Jonathan Coulter – Chair

XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX

Apologies for Absence

XXXXXXXXXX
XXXXXXXXXX
XXXXXXXXXX

1. Notes of the Previous Meeting

The notes of the previous meeting were agreed as an accurate record.

2. Draft Terms of Reference

JC stated that the Terms of Reference for the project were still be agreed and suggested a meeting be arranged with the HFFT Company Secretary in order to finalise the terms.

Action: IH to arrange a meeting with JC and XXXXXXXXXXXX

3. Action Log

The group discussed the points noted on the Action Log:

- **Ward Refurbishments** – JC stated that the potential of ward refurbishments linked to the XXXXXXXXXXXX works had been discussed; at this stage it was likely that the scope of the refurbishment would include Wensleydale Ward but probably not Swaledale and Harlow Suite.

Structural Survey of the Roofs – XXXXXXXXXXXX confirmed that XXXXXXXXXXXX has been appointed to undertake a detailed structural survey of the roofs across the site. It was noted that survey work was now well progressed.

- **Introduction of XXXXXXXXXXXX Project at Operational Senior Leaders Team Meeting** – XXXXXXXXXXXX confirmed that an overview of the project had been provided at the OPS SLT meeting held on Thursday 4 March.
- **CT Scanner** – JC stated that currently it was unlikely that the CT scanner suite would be provided within the Friends Garden and it was more likely that work would be undertaken to provide a CT scanner within the expanded ED. Locating the scanner in ED would also have implications on the XXXXXXXXXXXX project and XXXXXXXXXXXX agreed to liaise with AG and Jonathan Clarkson regarding this work.
- **Process for monthly payments to XXXXXXXXXXXX** – JC stated that an update on the project would be provided at the Resources Committee meeting to be held on the afternoon of Monday 29 March. JC would ask Resources Committee to approve the overall cost of the project and then the draw down arrangements for monthly payments.

4. Highlight Report

XXXXXXXXXX presented this month's highlight report to the group. It was noted that work was ongoing to detail the window replacement works and XXXXXXXXXXXX confirmed that wards when window replacements were being undertaken on wards it would be necessary to decant even if the ward was not having a full refurbishment.

XXXXXXXXXX stated that the contractors site compound was likely to be established some time towards the end of April in the Willaston Car Park, initial plans for working areas, materials storage and hoisting had been shared with the Trust for comment.

XXXXXXXXXX raised the issue of the overall capacity of the electrical supply to the site as it was noted that HDH is operating close to the maximum demand agreed with Northern Power Grid. It was noted that the electrical demand was certain to rise over the coming years and consideration should be given to the supply to site.

PF outlined the current work ongoing to restate the existing XXXXXXXXXXXX contact to allow the deliverables of the XXXXXXXXXXXX project to brought into the existing contract. It was noted that this was a significant piece of work that could take several months to work through and PF agreed to keep the group updated on progress. As part of this exercise energy modelling work would be undertaken on site to identify the likely changes in usage that this project will create.

XXXXXXXXXX stated that an updated payment schedule had been received from XXXXXXXXXXXX, the percentages for design fees, prelims, overheads and profit had been reviewed and are consistent with the existing agreement between the Trust and XXXXXXXXXXXX. It was noted that this month's Design Deliverables had all been achieved.

XXXXXXXXXX confirmed there was an overall design and construction contingency sum of approx. XXXXXXXXXXXX across Grant 1 and 2 and approximately XXXXXXXXXXXX associated with professional fees to support the project.

Action: XXXXXXXXXXXX agreed to write a briefing paper outlining the issues with the electrical power supply in more detail.

5. Risk Register

XXXXXXXXXX stated that the risk register had been reviewed this month and the picture was broadly similar to that reported at the previous Project Board meeting.

XXXXXXXXXX stated that the outcome of the structural report into the extent and locations of the Reinforced Aeriated Autoclave Concrete (RAAC) was awaited as this will potentially have an impact on the siting of the PV panels. It will also be necessary to manage this material onsite in the future and keep in mind any possible impact on other future projects.

PF asked whether the potential electrical supply issue should be flagged at this stage. XXXXXXXXXXXX stated that further investigation was required in order to identify the extent of the issue. In terms of the XXXXXXXXXXXX project XXXXXXXXXXXX stated that the aim was for the project to be approximately neutral in terms of electrical loading.

Actions: Consider the potential electrical supply issues as part of a wider Site Energy Strategy

6. Monthly XXXXXXXXXXXX Monitoring Reports

Grant 1

XXXXXXXXXX circulated the monitoring report associated with Grant 1. It was noted that the programme had been shared with XXXXXXXXXXXX, in addition XXXXXXXXXXXX confirmed he had discussed the spend profile associated with the project in detail with XXXXXXXXXXXX. It was noted that XXXXXXXXXXXX were still yet to offer any official comment on the projected timescales.

JK stated that the web portal with links to local employment opportunities was due to go live in the upcoming days. XXXXXXXXXXXX asked for permission to use the Trusts logo on the web portal

Grant 2

XXXXXXXXXX stated that the location of the Bore Hole had now been agreed although it was noted that there was a relatively long lead-time associated with the procurement of the Ground Source Heat Pump and the issue of agreeing a licence for extraction with the Environment Agency.

XXXXXXXXXX stated that positive discussions had been held with Harrogate Borough Council Planning and Building Control Departments regarding the project as a whole. It was noted that no approvals were required from the council however Jonathan Clarkson had agreed to peruse a certificate of conformity covering the works with the Council.

Actions: XXXXXXXXXXXX to contact XXXXXXXXXXXX regarding use of the Trust logo.

JC to pursue Certificate of Conformity with XXXXXXXXXXXX

7. Interface with Trust clinical and operational services

XXXXXXXXXX stated that discussions would soon be required with Clinical colleagues regarding the possible disruption associated with roofing works and also the installation of the secondary controls for local cooling units.

XXXXXXXXXX stated that the tenders for the roofing works were currently being reviewed with the aim of making a recommendation by the first week in April. A draft access plan for the lifts/scaffold required to support the roofing work had been developed and XXXXXXXXXXXX stated this would be shared more widely through April.

XXXXXXXXXX stated that an introduction to the Project had been given at Ops SLT in March but agreed it would be necessary to attend the meeting again sometime in mid/late April to provide an update on the specifics of works to be undertaken. Following this it might be necessary to have further discussions at departmental level as well.

JC agreed to give consideration to regular updates during the weekly Team Talk briefing available to all members of the Trust.

Actions: XXXXXXXXXXXX to consider attending another Ops SLT meeting

8. Communication Arrangements

It was agreed that work to develop a Comms Plan would be required through April as the start on site date for the works grew closer.

9. Review any actions arising from incidents, complaints and claims

There were no updates to report at this time.

10. Any Other Business

JC stated that the group formally approved the contents of the monthly XXXXXXXXXXXX monitoring reports and payment applications and agreed that these reports could be submitted to XXXXXXXXXXXX XXXXXXXXXXXX

11. Date and Time of the next meeting

The fourth meeting of the XXXXXXXXXXXX Grant Funding Project Board will be held at 10 am on Monday 26 April via MS Teams.