

**Board of Directors
Tuesday 22nd February 2022**

Report from the Managing Director

Agenda Item Number:		7.0
Presented for:	Discussion	
Report of:	Managing Directors Report	
Author (s):	Managing Director	
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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

22nd February 2022

Managing Directors Report

1.0 Introduction

The purpose of the report is to provide an update on current issues and performance of the Company during in January/February 2022.

2.0 Staffing

- **Estates**

I am pleased to report that [REDACTED] will be joining the Company in April 2022 and we look forward to welcoming him to the team. Work is continuing to with the Estates team to embed the new structure across the organisation.

- **Catering**

Work has now commenced with the catering team to discuss the current issues and potential opportunities for future modernisation across the service. Questionnaires have been circulated to all the catering staff asking for their views on a number of areas and the response rate to date has been good. This information will be used to help plan an engagement session with the team which will enable a new catering structure to be developed that is fit for purpose going forwards and support future service improvement.

An action plan has also been developed which is addressing some of the current issues in the department in relation to the environment and equipment replacement.

Further updates will be provided to the Board as this work progresses.

- **Recruitment**

Following the success of the Recruitment Day in November 2021, the Company is developing a timetable for further recruitment events to both hold and attend. Service leads and representatives will be attending two recruitment events during February 2022 at York College and St Aiden's School, Harrogate to promote vacancies and our services. Further recruitment events have been scheduled for the Company to attend, including next month (March 2022) at Harrogate College. It is anticipated that there will be a HIF recruitment event held in Spring/Summer 2022.

The Company has introduced 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 arrangements for new colleagues starting in HIF and this includes a review of the induction process and development of a welcome booklet. It is anticipated that the induction booklet will be introduced in spring 2022.

Promotional HIF recruitment banners and posters have been developed as part of the Company's continued promotional drive. 'We are hiring' banners are now being displayed on Lancaster Park Road and Wetherby Road, in addition to posters being available at local Harrogate outlets, including the local Job Centre. The poster will be shared on social media platforms and shared in the Harrogate 'On your Doorstep' magazine that will be circulated to 40,477 houses.

The Company has welcomed [REDACTED] as Contracts Manager for the Company, who commenced her role in February 2022. The Company have successfully offered positions for the Head of Estates and Catering & Commercial Manager, start dates in April 2022.

- **Terms and Conditions**

Following discussions with HR, work to finalise the review of the remaining Terms and Conditions e.g. death in service, maternity leave will be completed. The development of the business case to support the application to the pensions agency for an open order will be taken forward following agreement to the proposals by the Board of Directors in January 2022.

3.0 Business Planning

The Senior Management Team are now meeting regularly to develop the Business Plan for 2022/23. Our focus at present is engaging with the Trust to agree our Contract for 2022/23 and identifying any cost pressures and our efficiency programme. In addition, we are identifying potential opportunities for modernisation across all service areas which will generate improvement in performance and standards. We are also exploring business development opportunities particularly in our SSD services.

4.0 Performance Monitoring

- **IBR**

Our new IBR is being developed and an initial draft has been shared with SMT for comment. The draft format is attached for discussion and work is continuing to refine the KPIs to agree the final suite of KPIs, but it is intended to introduce the new arrangements from 1 April 2022.

This report will be used to support discussions with the Senior Management and departmental teams on a monthly basis to review key areas, including performance, quality, workforce and finance. The IBR will then also be shared with the Board of Directors.

5.0 Quality and Standards

- **Quality Strategy**

It is proposed to introduce a new Quality group within HIF. Our Deputy Director of Estates and Facilities is developing a quality strategy which will be presented at a future Board meeting for discussion.

- **Premises Assurance Framework**

xxxxxxxxxxxxx from xxxxxxxxxxxxxxxx has been commissioned to undertake a detailed review of services in preparation for our PAM assessment. The review to date has focussed on catering, cleaning and security. A number of actions have been identified following the review that need to be taken forward over the coming weeks. An action plan is being developed which will be discussed and monitored through the Governance and Compliance committee.

6.0 Business Development

- **Sterimelt**

We have been continuing to liaise with xxxxxx regarding the use of the Sterimelt machine. Unfortunately, it has been necessary to step the machine down due to Covid staffing pressures. xxxxxxxx have recently started operating the unit again and are monitoring what resource and services are required to run the machinery. This will inform our discussion regarding the commercial offer. The next meeting with xxxxxx is scheduled for early March and will include a handover to the new contact at xxxxxxxx when xxxxxxxxxxxx steps down from the role.

- **Business Modernisation**

Work is ongoing providing Business Development expertise to HIF with good progress continuing to be made. The recent appointment to the role of the Deputy Director of Estates and Facilities, xxxxxxxxxxxxxxxx has enabled discussions with xxxxxxxxxxxxxxxx regarding the creation of a Business Modernisation Plan. This will support work across the services to ensure they are ready to explore business opportunities in the future. xxxxxxxxxxxxxxxx is working closely with xxxxxxxxxxxxxxxx to ensure an integrated offer.

- **Catering and Digital Transformation Plan**

Work is continuing to take forward the implementation of the Catering and Digital Transformation plan with the key areas to note including:

- A survey similar to the Estate Team Culture survey has been undertaken and this will close on 18 February 2022. A series of workshops will be delivered and feedback to the Board provided.
- The company website continues to receive a high number of organic hits.
- The second newsletter is due to be circulated in February 2022.
- Building works have commenced to Heriots Restaurant with alternative catering solutions being offered to colleagues on the Harrogate District Hospital site.

- **Horizon Scanning**

The Business Development team continue to horizon scan for future opportunities and work is ongoing with a specific focus on SSD Business Development opportunities.

7.0 Conclusion

The Board is asked to-

- Note the work that is ongoing across the Company.
- Approve the development of a business case to support the application to the Pensions Agency for an open order in relation to pensions for HIF staff

Date: 15/02/2022

Ref: AG/jf