

**Board of Directors
Tuesday 30 August 2022
Managing Director's Report**

Agenda Item Number:	6.0
Presented for:	Discussion
Report of:	Managing Director
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Report History:	None
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List of HIF's Objectives	
1. Delivering safe, efficient ,compliant, responsive and outstanding quality services	x
2. Being well led and financially sustainable	x
3. Embedding Business Modernisation and service development throughout the Company	x
4. Growing our future Business Development opportunities	x
5. Being an employer of choice, developing our staff, being an outstanding place to work and delivering our services with pride	x
6. Delivering our services sustainability, minimising our impact on the environment	
Recommendation:	
<p>The Board is asked to :-</p> <ul style="list-style-type: none"> Note the work that is ongoing across the Company. Approve the additional xxxxxx additional investment in the catering department to support the restructure of the service. 	

Board of Directors Meeting 30 August 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 July/August 2022.

2.0 Staffing

- **Estates**

- 2.1 Discussions have been continuing with colleagues in our Operational Estates department on revisions to the staffing structure. Head of Estates, has been leading this work and we have discussed the proposals with the Operational Estates team who welcome the changes. It is proposed to commence a 30 day consultation with staff in the very near future, with a view to implementing the new arrangements as soon as possible if the feedback from the Team is favourable.

- **Catering**

- 2.3 Following outline approval, the Catering restructure costs have been confirmed with an additional **xxxxxxxx** investment required. This investment will see the elimination of the band compression issue which has remained unaddressed for several years causing a degree of resentment within the department. In addition, clearly defined supervisor roles with allocated spans of control will ensure accountability for service areas. The restructure will also introduce for the first time a formal career structure in the department. This will support retention and protect investment in our staff.

- 2.4 A new flexible shift pattern will be introduced ensuring a fairer allocation of overtime. The restructure will also see an opportunity to review the evening service with potential to consolidate the offer and extend the service hours to Café Bistro. Following staff side review, it is anticipated that formal consultation with staff will commence from 30th August 2022.

- **Domestic Services**

- 2.5 Culture Surveys have been circulated to all the domestic staff and the response rate has been positive. We have arranged an away day session in September 2022 with the Domestic services team to review the findings and discuss future opportunities to review ways of working and new initiatives that could be introduced in the future.

- **Portering**

- 2.6 Culture Surveys are being circulated to all the Portering staff and the response rate to date has been positive. We will be arranging sessions with the Portering teams to review the findings and discuss possible new ways of working and new initiatives that could be introduced in the future to improve productivity and efficiency.

3.0 Recruitment Action Plan

- 3.1 A detailed action plan has been developed in conjunction with the Senior Leadership Team to review the current practices in relation to recruitment of staff across all areas in HIF. The aim is to trial different recruitment processes which will speed up the process to recruit and appoint candidates and enable staff to be in post more quickly,

given our demographics, which is essential when competing with other external organisations.

- 3.2 This plan has been shared with the HDFT Chief Executive who has confirmed agreement to move forward with all our suggestions. Our Deputy Director of Estates and Facilities, is now working with our service leads to take this work forward as a matter of urgency. Further updates on progress will be provided to the People and Culture Committee.
- 3.3 This is a major step forward for the Company in managing our recruitment processes and delivering two of our key objectives to work towards a full staffing establishment in our key service areas and the reduction in agency spend.

4.0 Staff Survey: Action Plan

- 4.1 The staff survey action plan continues to be monitored via a dedicated monthly meeting and the People and Culture Committee. The aim of the action plan is to address key areas relating to leadership, communication, staff involvement and personal development. Some of the key areas completed to date include the establishment of a regular informal meet the executives, with the second meeting in the diary for 30 August 2022.
- 4.2 The newsletter continues to be well received and is an ideal medium to communicate to our teams. The content is now available digitally and can be e-mailed to those who have requested a copy. There are currently almost 50 staff registered to receive the digital newsletter. The sharing of committee minutes to a wider audience will also be undertaken and the engagement with our teams in seeking views via an appropriate staff forum has commenced. Staff side are supportive of the approach to supplement the already well-established Joint Consultative Committee.
- 4.3 In relation to staff involvement, the HIF action plan requested a change in the approach to securing participation in completing surveys. HIF held a number of breakfast events where staff could come along to complete their INPULSE survey, partake in refreshments whilst being supported to complete both online or paper-based forms. This approach will continue in the future as HIF secured the highest number of staff returns across #teamHDFT colleagues. In addition, several tablet devices have been ordered to assist in future events.
- 4.4 Team Effectiveness Workshops support a number of key areas in our action plan and as indicated previously, we are progressing with Domestic Services with an away day planned in September 2022. This will follow the established format and will be supported and led by the Business Development Team. In addition, team effectiveness questionnaires have now been submitted for completion by the Portering Team. Feedback from follow up surveys from attendees at our previous Team Effectiveness Workshops is indicating a positive improvement across all areas; it appears we are moving in the right direction.

5.0 Business Continuity Plan: Update

- 5.1 A Business Continuity workshop and training session was led by our Deputy Director of Estates and Facilities on the morning of 28 July 2022 in Herriot's Lounge. The aim of the training session was to introduce HIF's new Business Continuity Management System (BCMS) and to provide a general awareness of Business Continuity and how to complete a Business Continuity Plan following the completion of Business Impact Analysis. This is the first step in embedding a level of consistency and quality in how

HIF manage business continuity. Supporting our approach will be a future exercise and the monitoring of KPI's relating to the completion of BCMS elements.

- 5.2 An online feedback survey was undertaken after the event with all participants scoring positively that the session improved their understanding of the Business Continuity Management System (BCMS) and process in HIF. In addition, they felt confident to follow HIF's BCMS and complete the Business Impact Analysis/ Business Continuity Plan for their service/ department.

6.0 National Cleaning Standards

- 6.1 Work is progressing well with the project to implement the National Cleaning Standards. We have continued to engage with the supplier to continue with the data build to support the deployment of the auditing software. The Cleaning Policy is also being amended to reflect the formal adoption of the NCS. HIF approved the business case for appointment of a dedicated monitoring officer who will support the domestic team in ensuring that a high degree of professionalism is introduced into the auditing process. This will ensure consistency and ensure standards are being met across our service offer. The Trusts IPC committee have been kept up to date monthly with progress and currently we remain on target to commence with issuing NCS scores from the end of Sept 2022.

7.0 Conclusion

- 7.1 The Board is asked to-

- 7.1.1 Note the work that is ongoing across the Company.

- 7.1.2 Approve the additional **xxxxxxx** additional investment in the catering department to support the restructure of the service.

22/08/22
AG