

**Board of Directors  
21 December 2021  
Report from the Business Development Manager**

<b>Agenda Item Number:</b>		<b>11.0</b>
<b>Presented for:</b>	Board of Directors	
<b>Report of:</b>	Long-term Business Development support for Harrogate Integrated Facilities LTD	
<b>Author (s):</b>	XXXXXXXXXXXX	
<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: For discussion and approval</b>		
The HIF Board is requested to:		
Formally appoint the Business Development Team to provide services to the company for a further three years at a cost of XXXXXXXXXXXX per annum subject to further extension via agreement with the Board		

## Long-term Business Development support for Harrogate Integrated Facilities LTD

### Introduction

In January 2021 Harrogate Integrated Facilities LTD (HIF) commissioned the business development service from The Trust. As a result the Business Development Team were appointed in February 2021. Over the last 10 months the Business Development Team has delivered the objects agrees for the Company. This has been very successful and as such the HIF Board has asked for a proposal to further extend this relationship.

The purpose of this paper is to outline the options to extend the offer to provide business development expertise in the longer term to HIF at a sustainable level. This will focus on the successful application of knowledge, skills and expertise in business development and relationship management.

### Current position:

The Business Development Team focussed on an initial period of understanding the business as usual elements of the Company and building relationships with the senior management team.

The initial work focussed on the identified HIF win themes to lead to business development success (Appendix 1 - *Graphic 1*), a period of scoping and intelligence gathering was undertaken with initial priorities which were taken forward (Appendix 2 - *Graphic 2*).

The result of the intelligence gathering and initial scoping exercise, was to focus on the three areas of development (outlined in Appendix 3 - *Graphic 3*).

Since the Business Development Team was appointed, work has progressed to implement a number of new initiatives.

### Achievements to Date:

A summary of work undertaken to date is outlined below. The majority of the initiatives detailed in Appendix 3 - *Graphic 3* for Digital and Catering have been achieved.

- 🚀 Development of a bespoke HIF Horizon Tracker
- 🚀 Development of a bespoke HIF Bid, No Bid decision making tool
- 🚀 Extensive work undertaken to understand Return on Investment within the Company
- 🚀 Business development training undertaken with colleagues and future dates identified
- 🚀 SWOT analysis undertaken
- 🚀 Website commissioned, implemented and 'gone live'
- 🚀 Website portal development
- 🚀 Terms of reference established and project teams set up for Digital and Catering
- 🚀 Social Media accounts created and implemented
- 🚀 HIF Newsletter designed populated and sent to print
- 🚀 Work under way to form the business plan and business development strategy
- 🚀 Significant rebranding of all templates and logo documents including a sub brand for Catering and SSD

In addition, a number of workshops have been undertaken with the HIF Board to support the strategic decisions for the Company.

### Engagement to Date:

There has been a series of workshops to date with both the HIF Board and Senior Management Team. Following this, three key areas of development have been identified to focus on the next 12 to 18 months:

- 🚩 **XXXXXXXXXXXX**
- 🚩 Catering offer focusing on both internal and external services. This commence with the refurbishment of the Café and Herriots areas. The external offer will **XXXXXXXXXXXX**
- 🚩 'Back to Home' service. This project will focus on the supported discharge service within HDFT, to support and facilitate discharge where appropriate

### Future Proposal:

Based on discussions to date the Business Development Team have reviewed the offer to align with the workshop outcomes in relation to moving the HIF business development strategy forward. Based on the workshops the initial focuses continue to be:

- 🚩 Business development income plan, development for the Company as a whole and specifically focussing on Catering, the Café and SSD
- 🚩 Ensuring business development is integrated within the Company at all levels
- 🚩 Dedicated business development training from horizon tracking, bidding, mobilisation and Commissioner management
- 🚩 Launch of the HIF portal within all areas of HIF and ensure it is utilised to its maximum
- 🚩 Explore and take forward the 'Back to Home' Project which will support quicker discharge for patients from hospital
- 🚩 Increase reach and scale of business development
- 🚩 Development of the business development strategy for the company, including year one to three plans for Catering, Digital and SSD

- 📌 Review of the café at the entrance of the hospital with a view to developing a business case for the future provision of the service
- 📌 Specific internal and external market review

This proposal will formally strengthen the relationship between both parties whilst utilising the expertise within HDFT, rather than engaging with a third party consultant. This will be an opportunity for both organisations. The Business Development Team will continue to engage with key stakeholders, but also explore and develop these relationships into the external markets. Opportunities for both organisations will be further developed particularly in relation to adding social value to the organisation, with the Harrogate Hospital & Community Charity and Volunteer Team supporting this work.

### Proposal:

The Business Development Team has undertaken a large amount of work within the last 10 months since being commissioned to deliver this project. There is a significant amount of potential within HIF for business development and opportunities for the Company to enhance the offer to HDFT, HDFT's customers, grow the business and develop further opportunities. The last 10 months has focussed on laying the key foundations for the development of the Company. There has been a focus on quality and realising the need for data, understanding our position and profit margins.

The Business Development Team propose to deliver business development expertise for the next three years to HIF. This will enable dedicated resources within the Team to continue the growth and development of business development in the company.

Income achieved to date has been lower than anticipated. This has mainly been due to the Business Development Team focussing on the quality initiatives, which are essential to achieve consistent levels of products, produce and services. The Business Development Team have provided a robust platform to build upon. The business as usual aspects of the Company required a deep dive, prior to opportunities being explored to realise income. It is evident from work undertaken to date that the performance data associated with these services is not robust and therefore this has had an impact on being able to accurately assess the income plans. It is hoped with investment in systems and processes these problems will be overcomes. The Business Development Team will actively support service managers with this change.

The proposal is to provide the Business Development Team's leadership for the next three years at a cost of **xxxxxxxxxxx** per annum.

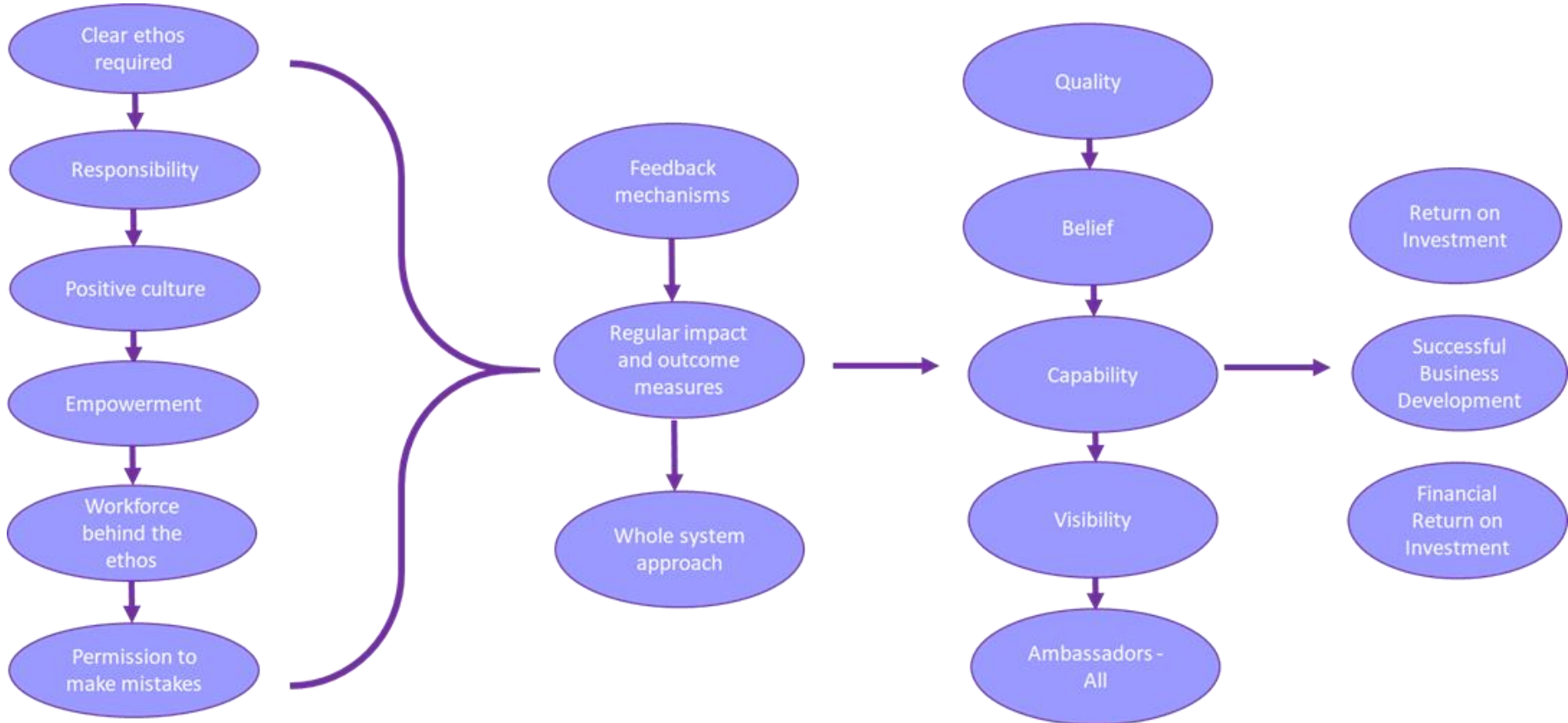
### Recommendation:

The HIF Board is requested to:

1. Formally appoint the Business Development Team to provide services to the company for a further three years at a cost of **xxxxxxxxxxx** per annum subject to further extension via agreement with the Board

Appendices:

Appendix 1 – Graphic 1: Identified HIF win Themes Leading to Success

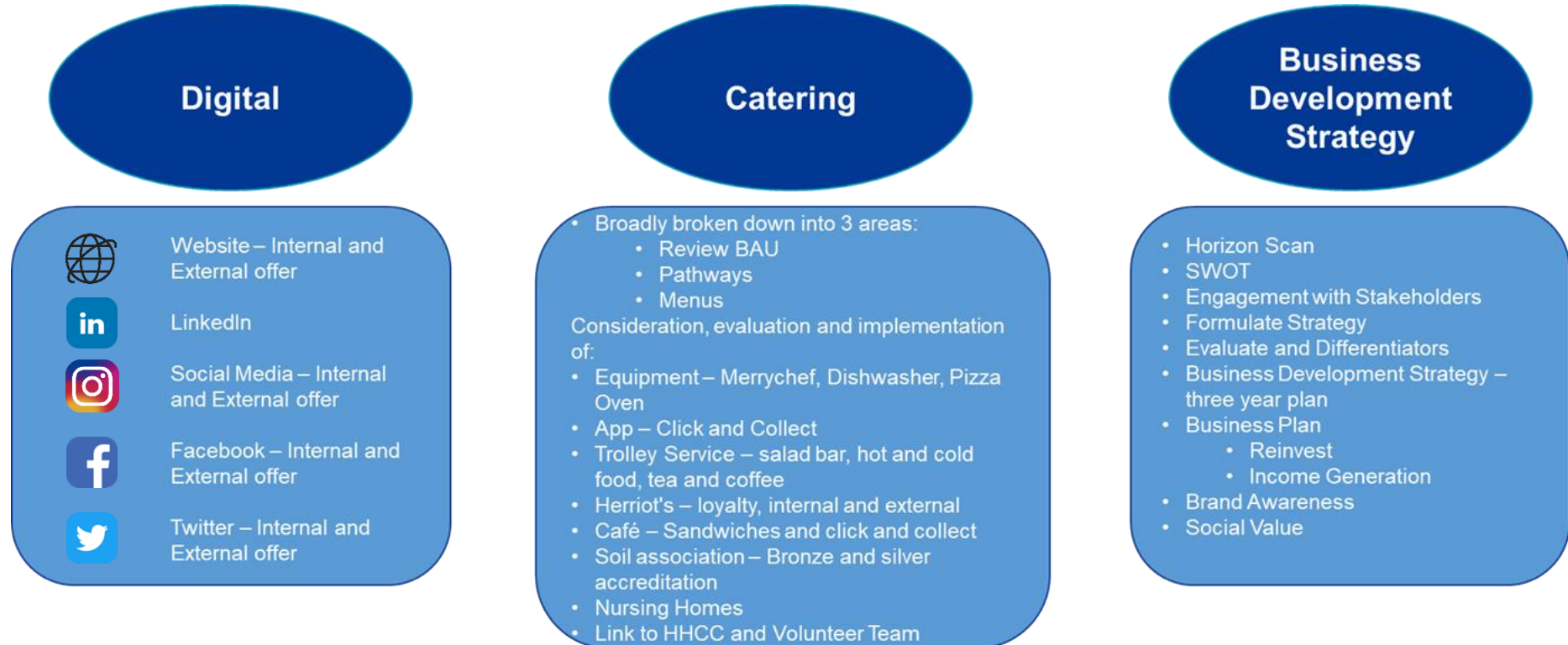


Appendix 2 – Graphic 2: Initial Priorities

	Digital	Internal Relationship Management	Business Development Strategy	HHCC and Volunteer Integration	Green Agenda and Sustainability	
Task and Finish Workstreams	<b>Intranet</b> Forms/Compliance BAU Internal Stakeholders Catering – Click and Collect, App development, Patient Meals, Safety (allergy) Link to HDFT <b>Social Media</b> Tailored Audience Health and Wellbeing Café Offers	<b>Temperature Check</b> HIF and HDFT You Said We did <b>Staff Survey</b> <b>Internal Ambassadors</b> Task and Finish Groups	<b>Horizon Scanning</b> Internal – Preparation for winter External – Market opportunities <b>Engagement with Partners and Stakeholders</b> Formulate strategy for the future <b>Outline and understand USPs</b> Ambassadors Relationship Management	<b>Apprenticeships</b> <b>Youth Offenders</b> <b>Social Value Enhancement</b>	<b>Soil Association</b> <b>Ethical Resources</b> <b>Transport and Logistics</b>	Effective Communication Pathway
	<b>Understanding and Establishing the Relationship = Buy in Required Internal and External</b>					
	Touch points	<b>Extranet</b> Catering – App, Pizza, External stakeholders – Education, Nursing Homes SSD Podiatry Dental BAU <b>Wifi Spark</b>	<b>HHCC and Volunteers</b> Charitable Fund Ambassadors Reinvestment <b>SMT Visible</b>	<b>Evaluate and assess market differentiators</b> Touch point – outcome measures <b>Business Plan</b> Reinvestment Opportunities Efficiencies to reinvest Income generation Business Cases – Pizza, Sandwiches Workforce Skill Mix	<b>Lives Touched</b> <b>Volunteer Roles and Responsibility</b> <b>Sparkle</b> <b>What is offered vs What is needed</b>	
<b>Business Development Win Factors      Workforce Increased Satisfaction</b> <b>Return on Investment Recognised      Proud to Invest in HIF</b>						



Appendix 3 – Graphic 3: Focussed View of Initial Priorities



	3 Months	6 Months	12 Months
<b>Digital</b>			
<b>Catering</b>			
<b>Business Development Strategy</b>			