

**Board of Directors  
Tuesday 20 December 2022  
Report from the Managing Director**

<b>Agenda Item Number:</b>		<b>6.0</b>
<b>Presented for:</b>	Discussion/Approval	
<b>Report of:</b>	Managing Directors Report	
<b>Author (s):</b>	Managing Director	
<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:</b>		
The Board of Directors is asked to note the work that is ongoing across the organisation.		

## **1.0 Introduction**

1.1 This report provides the Board of Directors with an update on current matters within the Company.

## **2.0 Business Planning**

2.1 Work is continuing on the development of the Business Plan for 2023/24. A workshop is being held on 14 December with the senior leadership team and the following areas will be discussed in detail: -

- Identifying CIP for 2023/24
- Review of costs pressures
- Agree the initiatives we want to take forward in 2023/24 to meet our longer term strategic objectives
- Identify the key issues to be raised as part of our contract negotiations for 2023/24.

2.2 Based on our discussions to date the key initiatives to be included in our Business Plan are:-

- Review of catering service and development of a modernisation programme which will include the future model for the café bistro
- Estates compliance
- Review of the Portering Service
- Future Security arrangements on HDH site
- Implementation of the Travel Plan, including Car parking management and future changes to the car parking infrastructure
- Development of a small capital /estates works team
- Scope future retail offer in the Main Entrance
- Review of Procurement arrangements in conjunction with the Trust.

2.3 In addition, work in relation to the development of PAM and ERIC returns, together with ongoing discussions regarding Health and Safety across all areas will be taken forward during 2023/24.

2.4 A further update on discussions at the workshop will be given to the Board at the next meeting.

## **3.0 Strategic Objectives**

3.1 A series of drop in sessions have now been held with staff across all service areas to review the draft Strategic Objectives for the organisation and departmental objectives that will also form the basis for individual and group appraisal.

3.2 The purpose of these sessions was to gain initial feedback and obtain views on any areas that required review. Overall, the feedback has been positive and staff have welcomed the opportunity for appraisals and identifying how they can contribute the performance and development of the Company.

3.3 The Business Development Team are now developing departmental boards identifying the objectives for each service area, with a date for the roll out to be agreed.

#### **4.0 CQC Readiness : Update**

- 4.1 Following the last Board workshop, the Senior Leadership team have met to discuss the arrangements for any potential CQC visit. All service leads are briefing staff on the format of a visit and potential areas for review.
- 4.2 Additionally, Managers have also been asked to review regulation 15 in preparation of any visit. We will continue to work closely with the Trust's Quality team as required.

#### **5.0 Workforce**

##### **Catering**

- 5.1 The Catering department have had several prolonged staffing challenges predominantly due to high levels of persistent absence from the team of chefs. (20%+). The rate is unsustainable and has been managed with the use of agency, direct management support and the need to purchase in certain food categories at additional cost. It is anticipated that the absence rate will improve as further management action is taken to address individual absence issues and the restructure is enacted addressing long standing pay compression.
- 5.2 A number of key roles, Head Chef and Front of House Manager have now been job matched and will be progressing to recruitment. There is a significant back log in job matching which has delayed matching other posts.
- 5.3 Despite the shortages of key staff, the department successfully served over 2250 Christmas meals to staff over a number of days and evenings. All HIF and Trust staff were entitled to a free Christmas lunch and a number of senior leaders in HIF supported the events with front of house tasks. The event was ticketed via an online booking system; Eventbrite. The business development team worked to get the system up and running in time. This proved hugely successful at reducing the administration and streamlining the numbers of sittings per session.

##### **Portering**

- 5.4 The grievance which was submitted has now concluded with the production of a comprehensive report. Several follow up actions will be progressing including a review of departmental structures, work allocation, administrative support, chargehand job descriptions and communications.

##### **Recruitment Day**

- 5.5 A HIF dedicated recruitment day took place on 24 November at the Cedar Court Hotel, Harrogate. This was the Company's third dedicated event over the last 12 months and again was hugely successful with a total of 48 applications for jobs across all services in HIF.
- 5.6 HIF continue to attend external Recruitment days, and most recently attended a further 'CTP Military Forces' event which was attended by Yorkshire and North East NHS Trusts and HIF will attend a further one of these events in February 2023.
- 5.7 HIF colleagues are continuing to regularly attend the Harrogate Ukrainian Support Group, in addition to the regular meetings with the Employment Lead at North Yorkshire County Council who supports refugee employment. We were pleased to welcome members from these groups, and receive some job applications at our recent Recruitment Day.

- 5.8 The HIF Recruitment and Retention group continues to meet regularly to support our workforce within all services, additionally we have formalised the process of evaluating vacancies with the HIF 'Vacancy Control Group' who meets on a weekly basis.
- 5.9 Work is also continuing with Recruitment Team in the Trust to streamline the recruitment processes to enable successful applicants to commence with us in a timely manner.

## 6.0 Car Parking

6.1 We continue to see a steady increase in demand for car parking spaces from patients and visitors. With the continued loss of staff spaces currently used by contractors and staff impacting on the availability of visitor and patient spaces, we are experiencing congestion on the adjoining public roads at peak periods. HIF will be looking at some changes to how the car park barriers work to improve flow. This will include the removal of the car park counting system restricting access the car park. HIF will be presenting to the Trusts' SMT an outline of approach which will bring back a level of control to site parking using a managed service and new ANPR technology.

## 7.0 [REDACTED] Contract and discussions with [REDACTED]

7.1 We continue to work closely with [REDACTED] and have regular progress meetings to review the programme and are addressing the key critical areas of the plant rooms, borehole, windows and remaining roofs. The anticipated completion date is now August 2023.

7.2 At the last Project Board meeting, the potential options available to enable the completion of the Borehole were discussed. Subsequent to the meeting, the Trust Finance Director circulated the series of options for comment to obtain support for the preferred option. The options were as follows: -

- Option 1A – No further drilling with Borehole used as open loop - Cost £ [REDACTED] 60k
- Option 1B –No further drilling, use as closed loop system (Non Potable) – Cost £ [REDACTED]
- Option 2A – Drill down a further 150m and use as open loop – salt levels remain constant Cost £ [REDACTED]
- Option 2B -Drill down a further 150m and use as open loop – salt levels reduce- Cost £ [REDACTED]

7.3 [REDACTED] has also contacted us regarding a scheme Audit. The Trusts Finance Director has requested the audit scope and we will then work closely with the Trust and [REDACTED] to take this work forward.

7.4 In relation to the contract dispute we have met with [REDACTED] and the following actions are being progressed

- HIF has appointed a [REDACTED] to review our case, prior to our next meeting.
- [REDACTED] to confirm the level of energy savings anticipated from the [REDACTED] works that are due to HDFT/HIF
- Further meeting to be arranged with [REDACTED] to discuss a possible solution to the dispute

7.5 A decision on PSDS3 is still awaited.

## 8.0 Business Development Update

8.1 The Business Development Team continue to progress a number of initiatives for HIF. These include: -

- Continuing the roll out of the culture change workshops. The session with the Domestic team was held in October and a follow up session is planned for the New Year. The first workshop with the Portering Team is scheduled for early February and the outcomes from this session will be provided to the Board. Questionnaires have been issued to the portering staff and the responses are being collated and will be used to inform the session in February.
- Drop-in sessions to review our draft strategic objectives have been held in November. These were well received by staff, with good feedback and comments. Work is now progressing to embed these within departments across the Company, with Boards being placed in all service areas to monitor how we are delivering our objectives and also support staff with group and individual appraisal.
- The Team are working very closely with colleagues in SSD regarding [REDACTED]. Initial discussions have been very positive and these will continue over the coming weeks. An update will be provided to the Board in due course. Work is also continuing with the SSD team around [REDACTED]
- Our social media offer continues to grow and a report was provided to the People and Culture Committee in November. We are now exploring other media platforms including tik tok and Instagram
- The BD team worked closely with catering colleagues to develop the 'e-ticket' option on the #teamHDFT app for the booking of Christmas lunch.
- Our next Meet and Greet session is scheduled for 22 December and the BD will be providing the support for this event.

## 9.0 Conclusion

9.1 The Board of Directors is asked to -

9.1.1 Note the work that is ongoing across the Organisation.

9.1.2 Approve the preferred [REDACTED] for completion of the Borehole works at [REDACTED] to the [REDACTED] project.

Date: 8/12/22  
Ref: AG