

**Board of Directors
Tuesday 21st February 2022
Report from the Managing Director**

Agenda Item Number:		6.
Presented for:	Discussion/ Approval	
Report of:	Managing Directors Report	
Author (s):	Managing Director	
Report History:	None	
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act 2000 if requested.	
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 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 and objective setting

- 2.1 Work is continuing to finalise the Business Plan for 23/24. A contract meeting is due to be held shortly when a contract offer will be provided by the Trust. Service leads are also progressing with identifying plans for the delivery of our efficiency programme. A further update on progress will be given at the Board meeting

3.0 Workforce

Pension Order

- 3.1 As the Board will be aware work has been progressing with the Pensions Agency regarding our application or an open order. This has now been granted and we have been working with our legal advisors to determine the implications for both the Company as a whole and individual staff members. An options paper is being drafted which will be presented to the Board in due course. This paper will set out a recommendation on the proposed way forward. This will then enable staff to be consulted and discussions to take place on the financial implications

Catering

- 3.2 We continue to experience challenges with staff absence, however we are now seeing improvements in attendance following management action with HR support. The team have appointed to a new position, Front of House Manager who will be responsible for supporting our various retail outlets and hospitality services.
- 3.3 From Monday 13th February we have extended the opening of Café Bistro at the front of the hospital from 4pm – 7.30pm. We have been able to achieve this by relocating the staffing resource providing the evening staff meal service from Herriots to Café Bistro. In addition, we are now collecting feedback on our catering service using QR codes placed at customer tables.
- 3.4 Our plans to modernise our catering service is gaining momentum. We are reviewing our prices and pricing structure and are working with the Trust towards an agreeable position, balancing the cost of living issues with the need to achieve an acceptable level of return. The catering team continue to work on improving procurement practices and improvements to the menu.

Portering

- 3.5 I am pleased to report the investigation of the grievance in relation to Portering has now been concluded and a series of feedback sessions held with the Portering Team. These sessions outlined the findings and the actions that are being taken to address the issues raised. In general, the feedback from the Portering team has been positive and the majority of the staff welcome the changes being proposed.

3.6 We are now in the process of reviewing the existing structure with a view to restructuring the service. It is proposed to present the new arrangements to the Portering staff at culture workshops to be held in March, prior to starting a formal consultation process.

4.0 Travel Plan

4.1 Work is progressing on the actions in our travel plan and the project to update our approach to how we manage our car parks. We have recently met with an Electric Vehicle (EV) infrastructure charging consultancy to establish the scale of the opportunity for EV charging points across the estate. An outline EV strategy will be needed to support decision making on EV given the challenges with the current supply and electrical infrastructure to the site.

4.2 Our sustainability manager has been working on re-establishing a car sharing system to support the reduction in car usage to the site. We will be planning to incorporate this into the reapplication process for staff parking on site. The stakeholder groups have now been established and are working through a number of actions relating to the car park project.

5.0 [REDACTED] Contract and discussions with [REDACTED]

5.1 Work to complete the [REDACTED] works is continuing, with weekly progress meetings now being held to monitor the programme. The work is now progressing to complete the borehole and the installation of the new windows scheduled for the end of February 2023.

5.2 In relation to the potential dispute on the contract with [REDACTED], we have now met with [REDACTED] and our legal advisors to review the position following further work by [REDACTED] on the financials. [REDACTED] have indicated they wish to meet again at the end of February/early March to determine if an agreed way forward can be reached.

5.3 With regard to the PSDS3 bid, we have been advised that we have not been successful in this wave. This is clearly disappointing given the level of work that the teams have undertaken. However, we are now working with [REDACTED] to determine if there is a further opportunity and looking at the implications on the capital and backlog programme in the event funding cannot be secured..

6.0 Business Development Update

6.1 Work is on-going to ensure Business Development is central and embedded within the company at all levels.

6.2 HIF social media platforms continue to increase in followers and are well received internally and externally to the organisation

6.3 The E-learning and Reading Group sessions continue to be available and utilised by colleagues.

6.4 Work has commenced on HIF's 5th Birthday celebration. A part of this event we will also be presenting those staff who did not attend the KITE Awards in November with their long service awards.

6.5 At the recent KITE Awards HIF colleagues were recognised for the outstanding work they have carried out for the organisation. HIF Team of the Year Award was presented to the Catering Team and the Grounds Team were highly commended. HIF Colleague of the Year was presented to [REDACTED] and [REDACTED] was highly commended.

6.6 Work has commenced with the Business Modernisation plan and a Business Modernisation Group has been formed to carry out such plans. During a recent Board workshop, held on the 24 January 2023, a series of high priority workstreams for 2023

were identified. A dedicated ProjectPlace (project management software) workspace, mobilisation plan and risk register has been created for each workstream. The priorities identified for the forthcoming year are as follows:

- 6.6.1 Revise the hospitality offer across the organisation and understand the art of the possible.
 - 6.6.2 Review the commercial opportunity with the [REDACTED], once the [REDACTED] expires. Current contract terms require review for HIF to be able to identify and develop a service model. The development of a Business case and approval will follow.
 - 6.6.3 The implementation of a People plan following the submissions of the Staff Survey results. Work has commenced and oversight provided by the senior management team prior to the formation of the Business Modernisation Group.
 - 6.6.4 Increase the [REDACTED] for the Sterile Services Department. I am pleased to report we have made swift progress in regards this workstream. We have built a strong relationship with [REDACTED], and entered into an initial engagement period in which HIF are responsible for the provision of [REDACTED]. During a two week pilot between the 30 January and 10 February, we have been contracted to provide [REDACTED]. An extension of two weeks has been granted to the pilot with a view for a longer contract to be agreed. In addition, a bid/no bid exercise has been undertaken with the Leadership Team and [REDACTED] to establish if this could be a long term arrangement should the opportunity arise. The outcome of this exercise was positive.
 - 6.6.5 Conduct a Companywide IT Gap Analysis. It is vital for us to understand the IT systems and equipment required for the progression and increased efficiency of the organisation.
 - 6.6.6 Materials management had originally been identified key priority, however, due to the complexities and the resource required, this workstream has been placed on hold until later in 2024. The commercial opportunity with [REDACTED] has also been placed on hold until 2024.
- 6.7 Work will now progress to develop plans and timelines for the delivery of these priorities and will be discussed at the follow up workshop with the Board in March 2023.

7.0 Conclusion

- 7.1 The Board of Directors is asked to: -

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

Date: 15/02/23
Ref: AG/AC/SL