

**Board of Directors
Tuesday 25 October 2022
Report from the Managing Director**

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| Agenda Item Number: | | 6.0 |
| 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. Introduction

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

2. Business Planning

- 2.1. Work has commenced on the development of the Business Plan for 2023/24. The initial focus will be on the following:
 - Identifying CIP for 2023/24
 - Review of costs pressures
 - Identifying initiatives we want to take forward in 2023/24 to meet our longer term strategic objectives
- 2.2. In addition, discussions are to commence shortly with the Trust to agree our Contract for 2023/24.
- 2.3. Further updates on progress on each of the areas identified above will be provide the Board over the coming months.

3. HIF Strategic Plan and Strategic Objectives

- 3.1. Following the agreement of our Strategic Objectives, work has been on going to develop these further for each service area. This work has now been completed and was signed off at SMT on 20 October. It is now intended to display the objectives in each department and use these as a basis for staff appraisal going forwards.

4. Workforce

- Catering
- 4.1. I am a pleased to report that we have been successful in recruiting to the Head of Facilities post. xxxxxxxxxxx will be joining the Organisation in early December and we are looking forward to welcoming him to the Team.
 - 4.2. In support of Black History Month we are providing a themed menu on Thursday 20 October. Following on from the success of last year, the menu has been updated to include, jerk chicken, rice and peas, mac and cheese and a selection of sweet treats. It is anticipated that the menu will be well received.
 - 4.3. Planning has commenced earlier than usual on the Christmas menu which HDFT will be providing free of charge to all staff. Provisions costs have increased significantly, and we have been advised to order early due to expected industry shortages of core items e.g. Turkeys.
 - 4.4. The consultation period has ended on the restructure proposals. Work is now progressing recruiting into new roles which will support both patient and retail services moving forward.
 - 4.5. Catering retail have been reviewing prices following a consistent period of price increases affecting provisions. A new pricing strategy has been agreed in our retail outlets and price increases will be applied incrementally during the financial year. In addition, a streamlined approach to the discounts offered will be implemented

with the adoption of two discount levels from the previous three. The previous approach was not consistently applied and resulted in confusion for staff at the tills.

- Domestic Services

4.6. Work is progressing well on the adoption of the National Cleaning Standards with the roll out of the revised Star ratings for cleanliness at wards. Interviews are taking place this month to recruit the specialist Auditor/Quality Officer role which will bring a level of consistency to audits and quality assurance in the service.

4.7. In addition, a review on the numbers of supervisors across the service and their span of control has concluded that there are not enough supervisors at an operational level with an average of 23 domestics been supervised by 1 supervisor. The Domestic Manager is working with our HR business partner to increase the numbers of working supervisors and reduce the span of control to more appropriate levels.

- Portering

4.8. Following several issues and concerns raised by Portering colleagues a comprehensive investigation was undertaken by the Head of Estates and our HR Business Partner across the department. It is anticipated that the subsequent report will be available before the end of October. There will be a number of recommendations which will need addressed. A further update will be provided to the board.

4.9. In support of our approach to Winter planning additional hours have been redeployed from administrative and non Portering functions to support patient flow.

5. Recruitment

5.1. Our next major recruitment event is to be held on 24 November at the Cedar Court hotel. It is intended to promote a number of posts across Catering and Estates in particular, with the introduction of the new staffing structures in these areas.

5.2. HIF colleagues attended three recruitment fairs throughout September 2022 including a 'HDFT recruitment Fair' at the Pavilions, Harrogate, 'Your Harrogate Recruitment Event' at The Yorkshire Hotel and the 'CTP Employment Fair' at Elland Road (Leeds United).

5.3. The CTP Employment Fair was an event specifically for military veterans and was hugely successful with numerous applicants and interest in HIF job opportunities, particularly with Estates positions. In addition, **xxxxxxxxxxx** was recruited from this event.

5.4. Moving forward, HIF colleagues will be working closely with 'Step into Health' who support military veterans into NHS services. There is particular interest in Estates and Facilities, in which HIF will support.

5.5. 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. It is anticipated that there will be opportunities to support employment in these areas within HIF.

- 5.6. 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 manor.

6. Cost of living initiatives

- 6.1. HIF have been leading on a number of specific Cost of Living initiatives in support of HDFT and HIF staff including:
- Free meals will be offered to children of staff during school holidays up to the value of £5.00. The offer is valid in Herriot's and is applicable at breakfast, lunch and evening meals. Parents will be responsible for food choices including allergen awareness.
 - A freezer has been installed in Herriot's which will be stocked with free frozen meals to support our night staff. The free meals can be reheated in the microwaves in Herriot's and are available from 10pm each evening.

7. Business Development Update

- 7.1. Work to ongoing provide Business Development expertise to HIF is ongoing, with good progress continuing to be made with the key areas to note:
- Embedding the culture of Business development in the Organisation. This will include information regarding business development in the HIF Induction booklet
 - Social Media Platforms are continuing to grow and engagement is increasing
 - Continuous Horizon Scanning for potential new business opportunities
- 7.2. The Business Development Workshop for Domestic Department was held on 15 October 2022. This was a successful event with excellent feedback received from the attendees.
- 7.3. The Effectiveness Questionnaire is underway with the Portering Team. Engagement is currently low, however, we are actively engaging with colleagues to improve the response from Staff.
- 7.4. Further work is underway regarding HIF Strategy and Team Objectives. These have been presented to HIF SMT and agreement made to progress with individual team notice boards to support these and launch them in a roadshow manor with colleagues.
- 7.5. The catering and estates charter was launched and work is underway to embed these across the service areas.
- 7.6. Issue V of newsletter is underway we have had huge success in the presentation of the Audio version of the newsletter launched and plan in place with HIF Senior Management Team for recording audio tapes for future issues.
- 7.7. The Reading Group, E-Learning Sessions and IT drop-in sessions continue to be available. The 'Meet the Team' videos continue to be successful and uploaded to social media and website.

- 7.8. Scoping is underway for a digital HIF coffee loyalty card on the #teamHDFT App and pre-payment option. The business development team continue to Horizon Scan for potential new business underway.
- 7.9. The business development team will be leading a mock bid with the SSD team in November and present back findings to the HIF BOD of Directors in January 2023.

8. Conclusion

- 8.1. The Board of Directors is asked to -
 - 8.1.1. Note the work that is ongoing across the Organisation.

Date: 19/10/22
Ref: AG/