

**Board of Directors
Tuesday 21 December 2021
Report from the Managing Director**

Agenda Item Number:		7.0
Presented for:	Discussion/ Approval	
Report of:	Managing Directors Report	
Author (s):	Managing Director	
Report History:	None	
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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:		
10.1.1 Note the work that is ongoing across the Organisation.		
10.1.2 Approve the implementation of the new estates structure as identified in section 2.3 and 2.4		

Board of Directors Meeting

21 December 2021

Managing Directors Report

1.0 Introduction

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

2.0 Estates Restructure

- **Deputy Director of Estates and Facilities**

2.1 I am pleased to report that [REDACTED] will be taking up his post from [REDACTED] 2022. [REDACTED] has already spent some time with us and met with members of the team. [REDACTED] is looking forward to getting to know the teams and bringing some of [REDACTED] experience to the Company.

- **Head of Estates**

2.2 Interviews for the Head of Estates took place on 9 December. A preferred candidate has been identified and an update on the recruitment position will be provided at the meeting.

- **Estates Restructure Next Steps**

2.3 A separate paper outlining the proposed new structure and funding was discussed at the Board workshop on 23 November 2021. A total circ [REDACTED] investment will be made as a result of the Estates Structure changes. The overall establishment will increase from 28.85 WTE to 41.00 WTE and will include a 1:8 on call rota.

2.4 Whilst the incremental costs of the new Structure are in the region of [REDACTED], it is anticipated that an element of these costs will be off set by bringing some maintenance contracts in house and small works schemes, currently carried out by external contractors, also being carried out by the in-house Estates Team. It is estimated that this contribution could be in the region of [REDACTED] initially. This will be reviewed as more opportunities emerge and new initiatives explored.

2.5 The Board is requested to formally approve the new estates structure, having previously supported the proposals at the Board workshop.

3.0 Other Staffing Issues

- **Contracts Manager**

3.1 Following the recruitment day, we have received some interest in the post of Contracts Manager. Interviews were held on 16 November 2021 and an update will be provided at the meeting.

- **Fire Safety**

3.2 Discussions have now taken place with representatives from Bradford Care Trust regarding the provision Fire Safety advice to Trust. It is proposed that HIF will commission Bradford to provide support initially for 12 months, whilst we explore the future model for the Company and the interrelationship with HDFT.

4.0 Catering

4.1 Pressures continue in the catering department particularly in relation to recruitment and sickness. It is intended to run a campaign in the New Year across social media and the local press to focus on recruitment in catering.

4.2 Work to refurbish the servery and Herriots restaurant is due to commence on 4 January 2022. This will be a challenging period for the team and we will need to provide support whilst this work is ongoing, particularly in ensuring that meals will still be available to staff when the servery is closed.

5.0 Recruitment Day

5.1 Following the success of the recruitment day on 24 November 2021, work is now progressing across departments to ensure the successful candidates are recruited into post.

6.0 Business Planning

6.1 Planning guidance for 2022/23 is awaited and we will work closely with the Trust in this regard.

6.2 The Company is currently reviewing departmental budgets with department leads to identify any potential cost pressures. In addition, further discussions regarding any services initiatives and potential capital priorities will commence over the coming weeks.

6.3 A draft timetable regarding the business planning process for the Company will be developed shortly to support the development of the Company Business Plan for 2022/23. Further updates on the business planning process will be provided to the Board over the coming months.

7.0 Risk Register

- 7.1 The Company Risk Forum meeting is now well established and takes place on a monthly basis where departmental risk registers and the overall Company risk registers are reviewed and managed.
- 7.2 Work has commenced to actively manage the risks and an introduction of a new risk proforma for all Company risks with a scoring of 9 and above (medium-high risk) has been introduced.
- 7.3 The risk proforma enables departments to identify their medium-high risks of 9 and above and their plans to manage and eliminate the risk. Any risk proformas will be shared on a monthly basis from January 2022 at Governance & Compliance Committee and SMT meetings for update.

8.0 Policy Register/Audit

- 8.1 An audit of the Company's policies has commenced and following this exercise, a policy register has been developed with input from senior colleagues across all departments
- 8.2 The Policy register summarises the Company's position, including review dates. An initial review of the audit demonstrates that there is a requirement for some of the Policies to be reviewed and updated.
- 8.3 Work has commenced to ensure that policies identified for review are actioned and updated as a priority, these will be completed and approved by February 2022.
- 8.4 Early in 2022, a HIF Policy Group will be developed to ensure to oversee the approval, ratification and review process of all Company-related Policies.

9.0 Service Specifications and KPIs

- 9.1 The Company is in the process of reviewing and updating the service specifications and KPIs for the four departments areas: Estates, Facilities, Sterile Services and Medical Equipment Library. An initial 'service specifications and KPI development day' was held on 30th November, led by the Head of Contracts for HDFT and attended by Heads of Departments from the Company.
- 9.2 Following the initial development day, the service specifications and KPIs were fully reviewed for Estates, Sterile Services and Medical Equipment Library, in addition to the majority of services within Facilities. A second development day is scheduled to take place on 16th December when the service specifications and KPIs for Facilities will be finalised.
- 9.3 These will be subsequently reviewed by the Deputy Director of Estates and Facilities in January 2022, following this approval will be sought at the Company Board of Directors meeting in February/March 2022. The updated service specifications and KPIs will be formally implemented from 1st April 2022.

10.0 Conclusion

10.1 The Board of Directors is asked to -

10.1.1 Note the work that is ongoing across the Organisation.

10.1.2 Approve the implementation of the new estates structure as identified in section 2.3 and 2.4

Date: 14/12/2021

Ref: AG/jf