

**Board of Directors
Tuesday 29 August 2023
Report from the Managing Director**

Agenda Item Number:		7.
Presented for:	Discussion/ Approval	
Report of:	Managing Director's 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 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 Lucy Letby Case

- 2.1 The Trust CEO gave an update on Team Talk regarding the Lucy Letby case. Communication has been received from NHSE regarding reviewing our policies and highlighting the arrangements around Freedom to speak up.
- 2.2 In HIF, we are promoting the freedom to speak up arrangements across our organisation in the newsletter. We will continue to encourage an open and honest culture, welcoming staff to raise any concerns should they wish to do so. We continually strive to improve and learn from situations as they arise and will promote this culture with our staff.

3.0 Contract Dispute with [REDACTED] : Update

- 3.1 A meeting was held with representatives from [REDACTED], Trust CEO and myself on 15 August to try to resolve the current contractual dispute between the parties. Unfortunately very little progress was been made. I will provide a more detailed update to the Board at the meeting.

4.0 Workforce

Portering: Organisational change update

- 4.1 Consultation on the portering restructure has now closed, with good engagement from the portering team and a number of comments and suggestions received in response to the proposals. These will need to be carefully considered before we finalise the new arrangements. In addition, work is also being progressed to look at our policies and procedures within the department, as well as training needs for staff.

5.0 Security

- 5.1 Since the discussions at the last board workshop on future security arrangements, a number of changes have taken place which culminated with the termination of the security arrangements with the existing contractor and the provision of a security service provide by an alternative provider.
- 5.2 A meeting was held with representatives from the Trust on 21 August to discuss the future model for security provision within HDFT. The following actions were agreed: -
- The Trust and HIF to work together to agree the future model and procedure for security across the site. There is a recognition that clinical staff need to manage any situation within the clinical areas with the first call being via the clinical site managers. Training needs of clinical staff will be reviewed and additional training provided to clinical staff in relation to de-escalation. Security staff will provided support and intervention as a last resort if de-escalation cannot be achieved
 - A security presence at the front desk will be provided out of hours, contracted by the Trust but managed by HIF

- Further work will be jointly undertaken by HDFT and HIF to develop a longer term model supported by a detailed business case

5.3 In the meantime, we are seeking legal advice in relation to the requirements for Directors to be licenced and whether the provision of security should form part of the Operating Health Care agreement.

6.0 Environment

6.1 Over recent days, I have been in discussion with the Trust CEO regarding the environment in and around the hospital. This has focussed on two key areas, namely backlog maintenance and general appearance i.e. clutter, cleanliness and estates maintenance, including roof leaks.

6.2 In relation to back log maintenance, we are progressing with a piece of work to review the key high risk areas that have already been identified as part of the major review we concluded some months ago to provide more detailed costings and a timeline for implementation. The key areas relate to roofing and leaks, water safety, ventilation, fire safety and nurse call. In addition, we are also working with an external architect to develop a scheme for the upgrade of the main entrance and refurbishment of the hospital streets across the site. This work was discussed in more detail at a meeting with the Trust on 24 August to agree key actions and will support further discussions on priority setting for capital at the Trust SMT in September.

6.3 With regard to the general appearance across the site, I have met with the Senior Team and agreed a series of actions that need to be undertaken over the coming weeks. It is recognised that there are current difficulties in maintaining the site to a high standard due to the number of contractors on site undertaking building and engineering works. However, [REDACTED] are due to vacate site at the end of September and plans are currently being developed to ensure that they leave the site in good condition. It is then proposed that further work will be undertaken by both the estates and facilities teams to ensure the environment is maintained to a high standard with processes in place to review quality on a regular basis.

7.0 Car Park Management: Update

7.1 We continue to work on the final phases of this project. Automatic Number Plate Recognition (ANPR) cameras are now in situ. We have now received the permit application software system and are currently testing the software. We have concluded the car parking policy updates and have developed a parking charter jointly with [REDACTED]. This charter sets out reasons why parking charge notices may be cancelled. This will support staff in submitting appeals to [REDACTED] for genuine mistakes in relation to parking.

7.2 HIF have presented car parking updates at Team Talk and the Trusts Operational Management Group and local consultants JNCC. [REDACTED] will be on site over a number of days commencing 6^h September to support the application process. We are planning to issue the link for staff permit applications from the 1st of September with a go live date for the 1st of October. On Wednesday 6 September, the new camera-controlled car parking management system will be soft launched in the Main Hospital Car Park for visitors only. This trial period will help to ensure the correct facilities are in place to manage the parking system on site before being rolled out to staff parking.

8.0 Company Accounts

- 8.1 The Trust Finance Director has confirmed that a draft timeline has been developed to take forward the preparation of the Company accounts. I am due to meet with him on 4 September to agree the detail, including leads for key areas of work and the governance arrangements. However, in broad terms it is proposed that [REDACTED] will commence audit work in mid-October, with the aim being to sign off the accounts at our December Board meeting to enable submission before 31 December 2023.

9.0 Business Development: Update

- 9.1 Associate Director for Business Development and Service Improvement started in post on 31 July 2023. There has been a number of meetings with [REDACTED] and we are in the final stages of negotiations prior to contract signing. During the continued negotiations we will be providing an [REDACTED] for [REDACTED].
- 9.2 Work is on-going to ensure Business Development is central and embedded within the Company at all levels. [REDACTED] will be commencing some focussed work with supervisors across the company in all teams.
- 9.3 There is ongoing focussed work underway with the Portering Team, with key areas to focus on being developed further. This includes deep dive work in relation to training and processes, introducing a clear training and compliance matrix that meets service requirements needs. Work is also underway to ensure the standard operating procedures (SOP) are easily accessible and fit for purpose.
- 9.4 The Business Modernisation Group will commence in September with clear and detailed plans for specific areas of Business Modernisation to be considered including review of our Medical engineering maintenance contract, reducing taxi charges for the Trust and scoping this offer and external client relations.

10.0 Conclusion

- 10.1 The Board of Directors is asked to: -

10.1.1 Note the work that is ongoing across the Organisation.

Date: AG/[REDACTED]

Ref: 23/08/23