

**Board of Directors
Tuesday 24 October 2023
Report from the Managing Director**

Agenda Item Number:	7.
Presented for:	Discussion / Approval
Report of:	Managing Directors Report
Author (s):	Managing Director
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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 Pensions Update

- 2.1 Following approval at our previous HIF board to adopt the NHS Pension, all HIF staff have now received a letter advising of the choices available and the process to follow on what choice individuals wish to make.
- 2.2 A number of pension drop-in sessions have been held with staff in Herriots. These sessions have been supported by the Trusts NHS Pensions Officer and our HR business partner. The sessions were well attended with a number of staff expressing appreciation of the offer to move back into the NHS Pension. No pension/ financial advice could be given at the sessions, but staff were provided with information on the process and the contact details for NHS pensions to discuss any queries directly with them. Given the positive feedback received, it is likely that there will be a significant update of the offer to move to the NHS pension from the **XXXXXXXXXX**.

3.0 Workforce

Portering: Organisational change update

- 3.1 The organisational change in Portering has two main elements. The first was the introduction of a new staffing structure with new roles to support the delivery of the service and the second element was a review of the existing porters' roster. Whilst we progress the new structure with new roles the revision to the existing porters' roster has proved more challenging.
- 3.2 We are keen that we adopt HSE standards for shift workers by reducing long runs of nights with minimal breaks however the various draft rosters produced by teams and management will result in a reduction of pay for some staff. We are keen to avoid a reduction in salary so have decided to pause this part of the process until we are able to design a more appropriate roster. Unions have been advised of the current progress and we will endeavour to produce a revised roster by November 2023 to share with the teams.

Biometrics

- 3.3 Our revised approach to time and attendance will require HIF to change from paper-based clocking-in-out process to use a digital system using an individual's thumb print or index finger. We have been engaging with staff during this process. Unison, despite their initial approvals, have subsequently raised a number of concerns which have been addressed. The vast majority of staff are extremely happy with the new approach. We continue to engage with small group of staff who are unable to use the biometrics system. We will deploy an alternative method for these staff to clock in and out via a fob/ card. Our new policy will be progressing to our joint consultative committee for approval on the 10th of October. The go live date has been set for the end of October and a great deal of work has been undertaken by the Trusts Optima team to support HIF with the

transition of new rosters onto this platform. It is planned to complete the roll out to all identified departments in Q4.

Freedom to speak up arrangements

- 3.4 Given recent events widely reported in the press regarding raising concerns in the workplace (Lucy Letby) it is important that HIF are able to access reciprocal arrangements in the Trust regarding freedom to speak up. [REDACTED] is the nominated Freedom to Speak up Guardian for both the Trust and HIF. A recent presentation at Team Talk was provided by [REDACTED] on the topic with staff encouraged to speak up when they wish to raise concerns. We are also asking [REDACTED] to draft an article in our HIF newsletter to highlight the Freedom to Speak up arrangements available to staff across the Company.

4.0 Car Park Management: Update

- 4.1 The new car park management system is now live. All staff permits have been assessed and we have advised staff where parking is permitted. From an initial soft launch for three weeks where warnings will be issued the new system will subsequently issue Parking Charge Notices for contravention of the parking rules.
- 4.2 The new regime will bring a degree of control back to parking. Although not initially popular with staff, we have already seen significant improvement in the availability of spaces for our patients and visitors and have eliminated the congestion and queues on Lancaster Road. We have received positive feedback from patients who are arriving on time for their appointments. In addition a significant number of staff who did not previously pay to park will now be required to pay.
- 4.3 We have revised our parking charges and simplified our charging bands for visitors and patients. Our charges have increased with the introduction of the new system. Our charges are comparable with other Trusts with some paying less and some paying more. Charges at HDFT have not been increased for over 6 years. There is a need to invest circa £[REDACTED] on our parking infrastructure to bring it back up to the required standards including resurfacing/ road repairs and general maintenance requirements. The removal of the old unreliable car park equipment and the installation of new ANPR technology has resulted in a positive upturn in income.
- 4.5 The team are attending regular weekly team talks and answering the Q&A's but we have learnt that we need to maintain more direct face to face communication with staff. We have implemented a twice daily drop-in session for staff at Herriots and Café Bistro. This has proved very popular, and we will continue this for a number of weeks into October after the go live.
- 4.6 This has been an extremely difficult project for the team to deliver. [REDACTED]
- 4.7 As we move forward, we will continue to refine our parking policy and utilise car park management data we now have in understanding more on effectively managing parking demands at HDFT.

5.0 Company Accounts

5.1 Work is continuing with [REDACTED] to agree the company accounts for 22/23 working closely with the Trust. As discussed at the Board workshop in September it is intended to have the work completed in October to enable the sign off at the Board workshop in November. A further update will be provided at the Board meeting.

6.0 Company Structure: Update

6.1 Discussions have been continuing with the Trust regarding the potential changes to the company structure. I am currently working with the Trusts Company Secretary to explore the potential for HIF to have a dedicated Company Secretary. Work is also commencing to review departmental budgets and SLAs, including the Corporate SLA. I have agreed with the Chief Executive that this work needs to be completed before the start of the new financial year.

7.0 Business Planning 2024/25

7.1 Following discussions at the last Board workshop, work has continued to develop our 3 year business plan. A workshop with senior leaders from across all our service areas is being held on 26 September to discuss our plans in more detail. For the first time we are looking for each service area to develop a one year plan for 24/25. We would then aim to present each of these plans to the Board in November and include any developments in our contract discussions with the Trust in December. In addition, the outcome of our review the company structure and finances will also form part of our discussions to agree our contract for 2024/25.

8.0 Business Development: Update

8.1 Associate Director for Business Development and Service Improvement is continuing to hold discussions with [REDACTED]. We are in the final stages of negotiations [REDACTED]. The activity levels of the pilot have reduced whilst [REDACTED] and during the summer period where [REDACTED] activity is lower. The [REDACTED] have expressed concerns with a contract they hold for [REDACTED]. There is a meeting early November between the [REDACTED] to discuss this further. The [REDACTED] have indicated this matter needs resolving prior [REDACTED].

8.2 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 teams across the Company in all teams. HIF social media platforms continue to increase in followers and are well received internally and externally to the organisation. The team are now proactively responding to messages or concerns raised for example providing contact details for HIF regarding car parking queries on open social media sites such as Harrogate Mumbler. There is work underway in relation to deep dive work in relation to Training and processes, Introducing a clear training and compliance matrix that meets service requirements needs. Work is underway to ensure the standard operating procedures (SOP) are easily accessible and fit for purpose. The Business Modernisation Group commenced in September with clear and detailed plans for specific areas of Business Modernisation to be considered including Project Horizon and external client relations. Operational pressures have impacted upon attendance at the first meeting however this will improve going forwards.

8.3 The HIF newsletter and design is continuing to be popular. The SSD Team Effectiveness Questionnaire has been published for colleagues to complete, 17 have been returned to date. The information is currently being collated, analysis and inputted into our reporting mechanism with a dedicated workshop to be run on based on the

results. We continue to scan the portals twice daily, three times a week (Monday, Wednesday and Friday) and forward the emailed opportunities into the HIF BD inbox daily to Sammy to review. We continue to proactively Horizon scan for potential future opportunities

9.0 Conclusion

9.1 The Board of Directors is asked to: -

9.1.1 Note the work that is ongoing across the organisation.

Date: AG/XXXXXXXXXX

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