

Board of Directors
Tuesday 24 October 2023
Company Board Assurance Framework 2023/24

Agenda Item Number:	9.	
Presented for:	Discussion/ Approval	
Report of:	Board Assurance Framework for 2023/24	
Author (s):	Deputy Director of Estates and Facilities	
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 approve the Company Board Assurance Framework for 2023/24.		



HIF

Board Assurance Framework (BAF)

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STRATEGIC THEME No1: BEING WELL MANAGED AND FINANCIALLY SOUND

Ambition:

Being Well managed and Financially Sound. Our financial position will underperform against expected outturn (£200k profit)

Principle risk:

There is a risk that HIF cannot achieve its strategic goal and is not well led or financially sustainable. This is due to the failure of not having systems and processes in place in relation to strategic governance frameworks. Resulting in damaged external relations a long-term threat to service sustainability and regulatory breach.

Governance:

- **Board Assurance:** HIF Board, SMT, Governance and Compliance Committee
- **Programme Board:** Business Improvement and Modernisation Committee
- **SRO:** Deputy Director of Estates and Facilities, Head of Estates, Head of Facilities, Associate Director of Service Improvement and Business Modernisation

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite
261	HDFT Corporate Support (Company Secretary) to HIF	There has been sporadic and limited corporate and company secretarial support provided from HDFT to HIF. This is due to the current trust post (Deputy Company Secretary) being vacant. The service provided in the Corporate SLA between HDFT and HIF is being unfulfilled, and a number of key corporate activities have been delayed or are currently not being actioned.	12	4	Corporate	Averse
273	Company Financial Position	Risk to Company financial sustainability and Inability to meet budget	12	9	Corporate	Averse

STRATEGIC THEME No1: BEING WELL MANAGED AND FINANCIALLY SOUND

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Maintain a robust contract performance process	<ul style="list-style-type: none"> Meetings maintained and held with informed client Accurate service specifications in place 	Yellow	<ul style="list-style-type: none"> Monthly ongoing 	<ul style="list-style-type: none"> Undertake a review of the contract KPI Review and update contract specifications Produce company wide KPI Reports monthly and present as part of IBR Implement a Contract Review Performance Meeting with the Trust (informed client) 	<ul style="list-style-type: none"> Progressing Progressing Completed Completed 	Yellow
Deploy the Allocate biometric clocking in/out attendance system across the business	<ul style="list-style-type: none"> Staffing costs are controlled and directly related to attendance with a reduction in administration for inaccurate salary payments. Closure of the internal audit recommendation following a number of concerns. 	Yellow	<ul style="list-style-type: none"> Jan 2024 	<ul style="list-style-type: none"> Order placed with the supplier Project plan in place Units installed and training provided Reports on compliance (Q4) and subsequent audit planned for 2025 	<ul style="list-style-type: none"> Completed Progressing, Healthroster and IT have higher priority projects updating timelines to coordinate resource 	Yellow
Completion of Company wide annual business planning process	<ul style="list-style-type: none"> Business plans in place and representative of service areas. 	Green	<ul style="list-style-type: none"> Annual end April 	<ul style="list-style-type: none"> Individual service business plans completed and a consolidated Company business plan produced and presented to HIF Board 	<ul style="list-style-type: none"> Completed Completed 	Green
Embed the use of Datix across the company	<ul style="list-style-type: none"> Ensure DATIX upgrade is fully implemented across all areas of the business HIF is able to report on Incidents and Risks using DATIX 	Yellow	<ul style="list-style-type: none"> Feb 24 	<ul style="list-style-type: none"> Standardise the approach to Incident, Safety Alerts and Risk Management using new DATIX upgraded system Ensure effective operational use and management of DATIX including dashboards 	<ul style="list-style-type: none"> Progressing Progressing 	Yellow
Ensure timely submission of NHS Estates and Facilities data sets (PAM ERIC) to support Model Hospital	Collation and submission of data Benchmarking analysis completed	Green	<ul style="list-style-type: none"> Sept 23 	<ul style="list-style-type: none"> PAM Returns completed and submitted by due date ERIC returns completed and submitted by due date 	<ul style="list-style-type: none"> Completed Completed 	Green

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Achieve mandatory training targets	<ul style="list-style-type: none"> Ensure regular monitoring of targets in IBR Achievement of KPI for training targets 		<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Monitoring and progress improvement month on month (3-month focus) Implement a hybrid approach to increase participation and accessibility to MT including the development of a Workbook Report via governance structures on compliance 	<ul style="list-style-type: none"> Complete Progressing Complete 	
Develop a Board Assurance Framework	<ul style="list-style-type: none"> Presentation of the risks relating to strategic objectives and themes for the business at board 		<ul style="list-style-type: none"> May 23 	<ul style="list-style-type: none"> Complete a workshop with board to scope requirements Production and presentation of HIF BAF to board in Q1 of 2023 Review and monitoring of BAF ongoing 	<ul style="list-style-type: none"> Complete Complete Complete 	

STRATEGIC THEME No2: PROVISION OF SAFE, EFFICIENT, COMPLIANT, RESPONSIVE AND GOOD QUALITY SERVICES

Ambition:

Delivery Safe, Efficient, Compliant, Responsive and Outstanding Quality Services

Principle risk:

There is a risk that HIF cannot achieve its strategic goal and is unable to provide the best quality services. This is due to the failure of not having systems and processes in place to learn and improve our services. Resulting in possible harm to patients, poor experience and reduction in quality of care, damaged external relations a long term threat to service sustainability, regulatory breach (e.g. CQC)

Governance:

- **Board Assurance:** HIF Board, SMT, Governance and Compliance
- **Programme of Work:** Business Improvement and Modernisation Committee
- **SRO:** Deputy Director of Estates and Facilities, Head of Estates, Head of Facilities, Head of Sterile Services and Medical Devices

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite
227	Compliance & Service Delivery	Following an internal review, there are various compliance areas such as fire, water quality and health and safety that need urgent improvement to minimise safety and quality risks and ensure we align with our statutory / mandatory maintenance obligations. Current PPM not adequate.	16	8	Estates	Averse
228	Hot Water	Hot Water circulation temperatures are below the minimum required in HTM 04 "Safe Water in Healthcare Premises"	12	4	Estates	Averse
241	Failure of Nurse Call System	Nurse call systems are obsolete in most areas (33+ years old) and without a comprehensive maintenance contract in place. It will be "best endeavour's" to resolve any ongoing issues. Funding and replacement required site wide.	16	4	Estates	Averse
246	Fire Alarm System Outage	Fire alarm system obsolete and requiring replacement.	12	8	Estates	Averse
245	X-Ray Basement Plant and Equipment	Following flood in the plant room a significant amount of equipment was damaged. Each water service (DHW, VT CT) is running but reduced resilience and increased risk of loss of services.	12	4	Estates	Averse
269	Strayside Lifts	Lack of resilience with one lift (out of two) currently being replaced.	16	8	Estates	Averse
266	Courier fleet vehicles	Courier fleet are 4 years out of contract and vehicles failing. Currently using three hire vehicles.	12	4	Facilities	Averse

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite
263	Security, Violence & Aggression	Security, Violence & Aggression risk to HDFT/HIF colleagues from patients/visitors.	15	6	Facilities	Averse
277	26 Wetherby Road Student Accommodation	Risks associated with the Student accommodation at no 26.	15	4	Estates	Averse
276	EHO Rating & Kitchen Environment	October 2023 EHO visit resulted in a downgrade from 5* to 4* due to structural issues (floors and walls) not being in good condition. Compromising food safety and hygienic conditions.	15	4	Facilities	Averse

STRATEGIC THEME No2: PROVISION OF SAFE, EFFICIENT, COMPLIANT, RESPONSIVE AND GOOD QUALITY SERVICES

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Improve fire safety compliance (HTM 05)	<ul style="list-style-type: none"> Approved site wide for strategies Fire risk assessments complete (150+) Assess fire doors at condition B and approved/ Inspected Assess compliance against fire compartmentation Fire Alarm system replacement 		<ul style="list-style-type: none"> Jan 24 	<ul style="list-style-type: none"> Appoint Fire Safety Engineer via Leeds FRA work plan developed and actioned Undertake a gap analysis of fire doors with costed action plan Complete site wide fire strategy Revise current fire safety policy 	<ul style="list-style-type: none"> Complete Progressing (85%) Complete Complete Complete 	
Conduct a full review of Business Continuity in 2023/24	<ul style="list-style-type: none"> Annual board paper KPI score for BCMS of greater than 90% 		<ul style="list-style-type: none"> Mar 24 	<ul style="list-style-type: none"> Focused BCMS activities BIA / Plan reviewed Conduct an IT systems review Estates infrastructure – deep dive 	<ul style="list-style-type: none"> Completed IT systems review within HIF Digital Strategy 	
Undertake Group wide review of Security Arrangements including incident response and associated security infrastructure	<ul style="list-style-type: none"> HIF to be licenced for Security related activities by Q3 2023 Trust to approve the case to support robust security response service 		<ul style="list-style-type: none"> Dec 23 	<ul style="list-style-type: none"> HIF engagement with specialist consultant for licence HIF licenced Scope/ Business case for approval Service implemented Specification updated with related KPI's 	<ul style="list-style-type: none"> Progressing Board update provided in Aug 23. Clarification agreed on roles and responsibilities with the Trust Scoping to include development of a detailed specification and standards for security. BC in draft. Awaiting confirmation of collaborative elements from the Trust. 	

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Improve PLACE scores	<ul style="list-style-type: none"> Food scores to be above the national average Domestic scores to be above the national average Improvement in scores for Disability and Dementia 		<ul style="list-style-type: none"> Feb 24 	Action plan produced identifying areas of investment needed	<ul style="list-style-type: none"> Completed however there is a need to review the Catering specification and update following change to PLACE standards 	
Improve the "limited assurance" outcome on the management of the Avensis Contract (Medical Devices)	<ul style="list-style-type: none"> Audit actions to be addressed 		<ul style="list-style-type: none"> Sept 23 	<ul style="list-style-type: none"> Develop an action plan and scope the improvements needed. Review risks and assess Business Case to be developed to support installation of asset database MDSO to be part of Trust TEG group as per recommendations 	<ul style="list-style-type: none"> Completed 	
Improve compliance against HTM 04 water safety	<ul style="list-style-type: none"> Approved governance process in place Annual assurance report completed Risk score reduced 		<ul style="list-style-type: none"> March 24 	<ul style="list-style-type: none"> Development of a new water safety plan (WSP) Monitoring via WSG and IPCC against WSP 	<ul style="list-style-type: none"> In implementation phase through Water Safety Group Completed 	
Replace nurse call system with reliable solution	<ul style="list-style-type: none"> Capital funding approved System installed Risk score reduced 		<ul style="list-style-type: none"> Oct 23 	<ul style="list-style-type: none"> Business Case developed Trust needs to fund £1.4m or £400k PA over a phased plan 	<ul style="list-style-type: none"> Completed - funding rejected as part of EPR (digital) 	
Washer disinfectors replaced with reliable new	<ul style="list-style-type: none"> Improved resilience and capacity for SSD 		<ul style="list-style-type: none"> Sept 23 	<ul style="list-style-type: none"> Replace WD's and associated equipment 	<ul style="list-style-type: none"> Completed 	

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Improve Estates PPM compliance and SLA KPI targets	<ul style="list-style-type: none"> Compliance meets / exceeds KPI in specification 		<ul style="list-style-type: none"> March 24 	<ul style="list-style-type: none"> Fully utilisation of MICAD an adoption of sfg20 Deployment and use of C365 compliance cloud-based system 	<ul style="list-style-type: none"> Backtrac turned off (May 23) Utilisation of new single system Improvement action plan in place 	
Refurbishment of Xray basement plant room following water damage	<ul style="list-style-type: none"> Reduction of risk of catastrophic failure of plant room serving Theatres and Critical Care / ITU 		<ul style="list-style-type: none"> Jan 24 	<ul style="list-style-type: none"> Replace damaged pumps Equipment on xxxxxxx + capital funding needed for infrastructure improvements Transfer services for Theatres (1 & 2) and Critical care to planned new plant room on roof (Jan 24) Monitor and evaluate risk 	<ul style="list-style-type: none"> Interim solution in place Progressing – No capital funding identified/ approved currently (£70k required from Trust funding) Progressing Progressing 	



STRATEGIC THEME No3: BUSINESS MODERNISATION AND DEVELOPMENT

Ambition:

Embedding Business Modernisation and Service Development throughout the company.

Principle risk:

There is a risk that HIF cannot achieve its strategic goal of ensuring the company is modern and forward thinking in its services. This is due to the failure of not having systems and processes in place to modernise the business in line with competitors. Resulting in damaged external relations and a long term threat to service sustainability, regulatory breach.

There is a risk that HIF cannot achieve its strategic goal of growing the company. This is due to the failure of not having systems and processes in place to allow a competitive market approach. Resulting in damaged external relations and a long term threat to service sustainability.

Governance:

- **Board Assurance:** HIF Board, SMT, Governance and Compliance
- **Programme Board:** Business Improvement and Modernisation Committee
- **SRO:** Deputy Director of Estates and Facilities, Head of Estates, Head of Facilities, Head of Sterile Services and Medical Devices, Assoc Director of Service Improvement and Business Modernisation

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite
N/A						

STRATEGIC THEME No3: BUSINESS MODERNISATION AND DEVELOPMENT

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Develop a HIF Service Wide Improvement Plan	<ul style="list-style-type: none"> Detailed plan for service development and improvement approved covering all areas Implement BAU project board/ governance arrangements to monitor plans 		<ul style="list-style-type: none"> May 23 	<ul style="list-style-type: none"> Production of a project plan using project place Align with Strategic Themes and BAF 	<ul style="list-style-type: none"> All development areas uploaded into Project Place Progressing 	
Produce a Company wide IT Gap Analysis	<ul style="list-style-type: none"> Review incorporated into BCMS workplan KPI Production of a IT strategy for HIF 		<ul style="list-style-type: none"> March 24 	<ul style="list-style-type: none"> Company wide IT systems audit and register to be populated / created. IT strategy to be scoped including engagement with Trust digital team 	<ul style="list-style-type: none"> In scope 	
Review Teckal Opportunities with Trust	<ul style="list-style-type: none"> Teckal offer outlined to Trust representative 		<ul style="list-style-type: none"> July 23 	<ul style="list-style-type: none"> Offer outlined at workshop session with Trust Production of scoping paper detailing offer 	<ul style="list-style-type: none"> Completed subject to further consideration following review of contract and company structure with xxxxxxxx to be arranged by Trust Completed 	
Revise the Hospitality offer across the Group	<ul style="list-style-type: none"> Increased level of income for catering retail Hospitality offers clearly detailed and integrated into room booking procedures 		<ul style="list-style-type: none"> Oct 23 	<ul style="list-style-type: none"> Define offer with Trust Monitor Income and uptake - set income targets 	<ul style="list-style-type: none"> Completed 	
Grow external customer base for xxxxxxxx	<ul style="list-style-type: none"> Increase revenue for the service ensuring a degree of profit is returned Successful completion of at least 1 x bid/ no bid process 		<ul style="list-style-type: none"> August 23 	<ul style="list-style-type: none"> Market engagement of service with prospective clients, identify sales opportunity Offer identified and promoted Bid no bid process completed 	<ul style="list-style-type: none"> Completed Completed Completed 	



STRATEGIC THEME NO.4 BEING A EMPLOYER OF CHOICE AND A GOOD PLACE TO WORK

Ambition:

Being an employer of choice, developing our staff, being an outstanding place to work and delivering services with pride.

Principle risk:

There is a risk that HIF cannot achieve its strategic goal of being a high performing employer. This is due to the failure of not having systems and processes in place to recruit, develop and retain employees. Resulting in a poor culture in workforce affecting the ability of the company to deliver high quality services.

Governance:

- **Board Assurance:** HIF Board, SMT, Governance and Compliance
- **Programme Board:** Business Improvement and Modernisation Committee
- **SRO:** Deputy Director of Estates and Facilities, Head of Estates, Head of Facilities, Head of Sterile Services and Medical Devices, HR Business Partner

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite

Strategic Theme No.4 Being an employer of choice and a good place to work

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Ensure we have a robust well-resourced Estates structure	<ul style="list-style-type: none"> Estates structure recruited to All posts in place Service delivery improvements being made 		<ul style="list-style-type: none"> Aug 23 	<ul style="list-style-type: none"> Actively recruit to positions 	<ul style="list-style-type: none"> Completed 	
Reduce time to recruit	<ul style="list-style-type: none"> Reduction in appointment time for new starts from current 90 days 		<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Employ a support role to expedite recruitment process, target reduction from 90 days to 30 days to appoint Implement new ways of working including acceptance of CV's, flexibility on DBS 	<ul style="list-style-type: none"> Reviewing resources Completed 	
Implement a People Plan following submission of Staff Survey results	<ul style="list-style-type: none"> HIF defined medium term people plan for 2023/24 approved with associated action plan 		<ul style="list-style-type: none"> Nov 23 	<ul style="list-style-type: none"> Review the findings of the staff survey Develop an action plan and share progress with staff Strategic HR lead for HIF to develop a plan in collaboration with Teams 	<ul style="list-style-type: none"> Completed Completed Lead identified and plan being developed 	
Improve and embed apprenticeships across the business	<ul style="list-style-type: none"> Establish an apprentice program across the business Levy fund activity accessed for staff development Integration within HIF People Plan 		<ul style="list-style-type: none"> Nov 23 	<ul style="list-style-type: none"> Engage with regional leads to identify suitable roles and development of HIF plan Presentation of options and work plan to HIF SMT Staff engaged in apprenticeship schemes 	<ul style="list-style-type: none"> Completed Progressing Progressing 	
Engage and support National Estates and Facilities Day 15th June (annually)	<ul style="list-style-type: none"> Visible contribution to E&F day Long term commitment established in business to support event on an ongoing basis 		<ul style="list-style-type: none"> June 23 	<ul style="list-style-type: none"> Develop a range of programmes and events to support and engage with colleagues across the business and the Trust demonstrative the value that E&S services offer 	<ul style="list-style-type: none"> Completed 	

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Improve appraisal targets across the business to meet or exceed KPI	<ul style="list-style-type: none"> KPI achieved for appraisals 		<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Hold a workshop to establish the aims and objectives for teams Develop the group appraisal template Implement and monitor progress 	<ul style="list-style-type: none"> Completed Completed Progressing/ ongoing 	



STRATEGIC THEME NO.5 BEING CUSTOMER FOCUSED AND PROUD OF OUR SERVICES

Ambition:

Being an employer of choice, developing our staff, being an outstanding place to work and delivering services with pride.

Principle risk:

There is a risk that HIF cannot achieve its strategic goal of being a high performing employer. This is due to the failure of not having systems and processes in place to recruit, develop and retain employees. Resulting in a poor culture in workforce affecting the ability of the company to deliver high quality services.

Governance:

- **Board Assurance:** HIF Board, SMT, Governance and Compliance
- **Programme Board:** Business Improvement and Modernisation Committee
- **SRO:** Deputy Director of Estates and Facilities, Head of Estates, Head of Facilities, Head of SSD and Medical Devices, Assoc Director of Service Improvement and Business Modernisation

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite
N/A						

Strategic Theme No.5 Being Customer Focused and proud of our services

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG
Development of a Customer Services Strategy	<ul style="list-style-type: none"> Measures identified for all areas of the business Strategy document drafted 		<ul style="list-style-type: none"> March 24 	<ul style="list-style-type: none"> Work with patient experience team, quality team and other stakeholders to develop a HIF score card measuring customer feedback e.g. F&F Development of a work plan for presentation to the Business Modernisation Group/ Quality and Governance Committee 	<ul style="list-style-type: none"> Progressing Progressing 	



STRATEGIC THEME NO.6 DELIVERING OUR SERVICES SUSTAINABILITY MINIMISING OUR IMPACT ON THE ENVIRONMENT

Ambition:

Delivering our services sustainably, minimising our impact on the environment.

Principle risk:

There is a risk that HIF cannot achieve its strategic goal of being a high performing environmentally sustainable company. This is due to the failure of not having systems and processes in place to reduce the impact on the environment of the companies services. Resulting in an increased environmental impact, regulatory breaches and poor public image.

Governance:

- **Board Assurance:** HIF Board, SMT, Governance and Compliance
- **Programme Board:** Business Improvement and Modernisation Committee
- **SRO:** Deputy Director of Estates and Facilities, Head of Estates, Head of Facilities, Assoc Director of Service Improvement and Business Modernisation

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite
N/A						

Strategic Theme No.6 Delivering our services sustainability minimising our impact on the environment

Strategic Objective	Outcome	Metric RAG	Due Date	Plan	Position	Delivery RAG
Completion of the [REDACTED] project [REDACTED]	<ul style="list-style-type: none"> [REDACTED] works completed by Oct 23 [REDACTED] contractor exit site 		Jan 24	<ul style="list-style-type: none"> Sustainability elements to be competed Window upgrades Bore hole completed Roof insulation completed Additional works completed Theatre works 1 & 2 	<ul style="list-style-type: none"> All progressing Jan 24 	
Development and approval of a Group Wide Green Plan for 2023/24	<ul style="list-style-type: none"> Annual board paper outlining achievement and new targets for Q1 2023 		May 23	<ul style="list-style-type: none"> Plan developed and approved by Board(s) 	<ul style="list-style-type: none"> Completed 	
Implement a revised Car Park Management solution demonstrating modal shifts	<ul style="list-style-type: none"> Establish CO2 target reductions in vehicle emissions over next 5 years 		Oct 23	<ul style="list-style-type: none"> Data base to be implemented integrating emissions and DVLA data ANPR system installed Review of travel plan and resurvey 	<ul style="list-style-type: none"> Completed Completed Completed 	
Development of an EV strategy	<ul style="list-style-type: none"> EV strategy defined for NHS vehicles, staff, patients and visitors 		March 24	<ul style="list-style-type: none"> Produce costed draft plan within Q1 2023 Shareholder engagement with region 	<ul style="list-style-type: none"> Progressing 	
Submission of [REDACTED] [REDACTED] for additional funding	<ul style="list-style-type: none"> Application made on time 		April 23	<ul style="list-style-type: none"> Engage with [REDACTED] to support scheme bid 	<ul style="list-style-type: none"> Bid not successful 	