

**Board of Directors
Monday 24th April 2023
Company Business Plan 2023/24**

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



Harrogate Integrated Facilities

Business Plan 2023-24

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1. Introduction and Welcome from HIF

Welcome to the 2023/2024 Harrogate Integrated Facilities (HIF) Business Plan. Our Business Plan outlines the developments undertaken to date and identifies the programme of work for the Company to take forward over the next 12 months.

Building on our modernisation agenda the next 12 months for HIF will be challenging as we develop a more focused approach to delivering performance. This will require service improvement and investment into the resources needed across the business.

2. Overview

Harrogate Integrated Facilities (HIF) was formed in 2018 and is a wholly owned subsidiary of Harrogate and District Foundation NHS Trust (HDFT). The Company provides a range of essential services to HDFT hospitals and community sites, including;

- Cleaning
- Catering
- Portering
- Courier and Transport
- Hotel services
- Estates Maintenance
- Sterile Services
- Equipment Library
- Security
- Car Parking
- General office and Administration
- Energy
- Waste and environmental impact reduction.

The relationship between Harrogate and District NHS Foundation Trust (HDFT) and HIF continues to develop as we move forward in partnership.

The facilities and estates services provided by HIF provide and support the fundamental estates infrastructure for the Trust's services. The Company continues to work closely with HDFT improving current services and develop additional capacity to meet their strategic objectives. We have seen investment in services aligned to supporting the Trust to meet the challenges and anticipated increase in elective activity and the need to support a varied community estate across a large geographical patch.

3. Strategic context and objectives

As an organisation HIF continues to grow. We have developed clear strategic themes guiding the improvement and modernisation of our services. This includes investing in new technology and systems to support our services and performance. We are committed to upskill and provide our teams with the support needed. We never stand still and will always seek to improve our performance to be an outstanding provider of services. Our customer services surveys evidence that our staff do have a positive impact on the people they serve.

Our strategic objectives, themes and aims that will support the development of our future strategic vision and three-year strategic plan are detailed below:



4. HIF Achievements and Updates from 2022-23

20202/2023 has been a busy year for the organisation. As well as welcoming new people to the organisation. We have also implemented a number of initiatives. This includes:

4.1 Providing High Quality Services

- Herriot's complete refurbishment completed re-opened in April 2022
- Implementation of new digital CAFM system for Estates
- Implemented new domestic services auditing software system against the new NHS cleaning standards
- New compliance reporting in relation to environmental standards

4.2 Business Plan and Strategic Direction

- Annual Business Plan in place and updated each year
- Reviewed the priorities strategic themes which will support the development of the HIF 3 year strategy
- Working with the Trust to support and develop an IT strategy

4.3 Ensuring HIF is a good place to work

- Developed an action plan from the Staff and Inpulse Survey
- Formally signed up to the recognised Apprenticeship Scheme for Estates
- Celebrated National Estates and Facilities Day with HIF colleagues

4.4 Business Development

- Continue to work closely with Harrogate Hospital and Community Charity to explore partnership working opportunities

4.5 Environment Agenda

- Completed major project in relation to Carbon Reduction across the HDH site
- Our Green Plan 2022-25 and Travel Plan 2022-25 established and workplans in place

Some of our achievements for 2022-23 in figures:

- 36793 patient moves with our Porters
- 138 HIF colleagues recruited
- 2 dedicated HIF recruitment events held
- 1,478,600.00 linen pieces processed
- 8000 hours of deep cleans
- 4 winners at the TeamHDFT KITE awards
- 496 Facebook followers
- 289 Twitter followers
- 222 LinkedIn followers
- 6 'Meet the Team' videos produced and published
- 60 colleagues registered to the HIF Staff Portal
- 6 Meet & Greet sessions with the HIF Executive Team
- Over 1.5 million instruments handled in Sterile Services and sterilised on 6,991 steriliser loads
- Sterile Services process around 14,000 flexible endoscopes
- Sterile Services labelled over 263,000 instrument trays
- Sterile Services used over 4000 litres of chemicals
- Humidity and Temperature is recorded in Sterile Services every minute, every day in six different areas that gives 8,640 readings per day (3,153,600 per annum)
- Medical Equipment Library have delivered 8,725 items of medical equipment to 66 different locations, both within the hospital and across the wider community.

5. HIF Main Priorities for 2023/24:

5.1 Capital Programme

HDFT has a strong track record of delivering high quality capital estates projects which have enabled the Trust to expand and improve its clinical services.

The projected capital estates programme will be increasing in scale significantly. In 2022/23 the value of the capital estates programme was **xxxxxxxxxxxxxxxxxx**. In 2023/24 it will be **xxxxxxxxxxxxxxxxxx** and it is likely to be similar in 2024/25. In order to meet this demand, we will be increasing resources to ensure we have sufficient capacity in project management, design and engineering to deliver programmes of this scale.

The planned estates capital program is outlined below.

Schemes 23/24	Value
Wensleydale	xxxxxxxxxxxxxxxxxx
ED2	xxxxxxxxxxxxxxxxxx

Schemes 23/24	Value
Aseptics	XXXXXXXXXXXXXXXXXX
Imaging reconfiguration Phase 1&2	XXXXXXXXXXXXXXXXXX
TIF 2 (Theatres capacity)	XXXXXXXXXXXXXXXXXX
Energy Centre	XXXXXXXXXXXXXXXXXX
Salix (ongoing)	XXXXXXXXXXXXXXXXXX

5.2 HIF 2023-24 priorities and beyond

A great deal of activity was completed in 2022-23 to review our approach to service provision. We learnt that the need to improve the adoption of new technology and improved practices will greatly enhance the performance of our services. Subsequently our business objectives in the immediate and medium term were set following a dedicated workshop attended by HIF board of directors and senior leaders. Several high priority areas relating to our business modernisation and business development objectives were identified. To lead and support this work a new dedicated role has been recruited to. Our new Associated Director of Business Modernisation and Development will lead on this ambitious programme. A new project group has been established and is working on the various programmes of work. Investment in supporting workstream leads using dedicated project management software and adopting project management methodologies will ensure progression against defined milestones.

Our priorities for 2023-24 include,

- Revise and modernise the hospitality offer across the Group.
- Review existing contracts and contracting arrangements within the Group, subsequently identifying opportunities for transfer of services to HIF.
- To develop a Company wide People Pan following the submissions of the Staff Survey results.
- Increase revenue streams and the external customer base for the Sterile Services Department.
- Conduct a Company wide IT Gap Analysis. Identifying opportunity to enhance service performance through increased productivity.

The workshop also identified a number of additional exciting opportunities which at present would only be scoped for future development once resources were in place. Additionally, a new Bid-No Bid process was developed and has been used to successfully support the decision making on tendering for opportunities as and when they arise. The tool has been invaluable to focus on scoping opportunities which are relevant and meet our risk profile against a defined success criteria.

6. Governance & Quality

HIF is committed to ensuring that there are good governance arrangements in place to support the delivery of services across #teamHDFT to ensure high standards are achieved in relation to quality of services, performance, compliance, workforce and finance.

HIF has an established Governance meeting and Committee reporting structure which ensures that our quality, governance and compliance is monitored and reported on a regular basis, providing assurance of our high-quality services.

Our HIF Board of Directors, HIF Senior Management Team (SMT) and our two sub committees - 'Governance and Compliance' and 'People and Culture', are key committees undertaking this activity.

The meetings and committees receive regular reports on the work and position of the Company through our established Integrated Board Report (IBR). The IBR details the monthly position of the Company's Key Performance Indicators (KPIs), Workforce and Finance positions, in addition to our Quality, Performance and Standards achievements.

HIF recognises the need to liaise closely across #teamHDFT to ensure the Estates, FM services, SSD and the Medical Devices/equipment library service achieve the necessary standards required to support the Trust in the delivery of high quality patient care and staff well-being.

Our decontamination services are accredited to ISO13485 and Medical Device Regulations (MDR) and have continued to be externally audited and accredited by the British Standards Institute (BSI). The department has recently been reaccredited following a 3 day audit programme by BSI. In addition, the team also support the Trust with the JAG accreditation for endoscopy decontamination and are looking forward to the annual reaccreditation in Quarter 3 of 2023.

Our Head of Medical Devices and Sterile Services was formally appointed by the Trust to Medical Device Safety Officer (MDSO) across the Group and has been providing expert advice and assurance on medical device matters as required by the MDSO role.

During 2023-2024, our Quality & Governance Lead works closely with HIF services to ensure the high-quality standards are maintained. This includes work in relation to PLACE, Estates compliance, cleaning standards, and quality of our catering service.

7. People & Culture

In order to meet our client demands and provide a high quality service the Company recognises that it has to have an engaged, effective and efficient workforce, who are well trained and display the Company values in order to meet our overall objectives.

Progress has been made over the previous 12 months with new key leadership appointments including a Head of Facilities and a new role of Security and Car Parking Manager. The Senior Management Team (SMT) lead by the Managing Director continues to increase capacity to deliver our strategic objectives.

Organisational changes have taken place, with a review of the Estates structure to meet the increasing demand of modernising the Estate, its environment and meeting service demand. New senior management positions have been appointed to across the estates disciplines of engineering and building with a further appointment to support compliance. Catering has now appointed to a new role of Front of House Manager to support and develop the retail side of our business.

A review of the Facilities structure including Porterage, Security and Car parking is due to take place in the first quarter of 2023/24, including culture workshops to encourage staff engagement and modernisation of services within these areas.

The Staff Survey 2022 results have recently been released and these will be reviewed and added along with the quarterly Inpulse results to the 2023-24 action plan and progress will continue to be reported to the HIF People and Culture Committee monthly.

7.1 People Plan

A great deal of work has been undertaken to address a number of historical workforce issues. Our latest staff survey results are extremely positive with improved scores across all domains and our leaders are supporting the business to make positive changes in the culture and behaviours of staff within the Company. In 2023-23 we will build on this positivity and will be developing our people plan which will focus on the following four themes,

7.1.1 Looking after our people

- We have created an environment where employees feel engaged. We have seen an improvement as demonstrated in the response rates for our Staff and Inpulse Surveys. We will add this feedback to our action plan monitor progress, whilst continuing to improve.
- We will review and develop our HR policies and practices to support colleagues to maintain a good work life balance. Our review will also consider ease of access and the various digital platforms available.
- We will ensure all colleagues through their appraisal know their role in the company and how they individually and as a team are adding value to the objectives and success of the company. We have introduced a group appraisal process using service specific team objectives developed internally by the teams themselves. Uptake using the group appraisal process is significantly higher than previous and staff have identified a great deal of value in being listened to in this process.
- We will display our values through our actions and lead with compassion and empathy. New large visual boards are now installed across our departments displaying our values and the specific team objectives for each area.

7.1.2 Belonging

- We will continue to be inclusive and support, develop and encourage all of our colleagues within our diverse workforce, ensuring they are involved in our partnership staff networks. Reading groups and IT sessions have been offered and hosted by our partnership with the HDFT Charity and Volunteer teams.
- We continue to hold meet and greet sessions to obtain feedback from our staff. The recruitment process has been improved with weekly progress meetings and from Quarter 2 of 2023 a new welcome pack has been developed and will be issued to all new starters.
- Local Induction checklists have been developed to ensure consistency across the Company and a quarterly new starter meet the management team will be held to gain feedback on the induction process.

- Terms and Conditions of employment to be reviewed in 2023/24 with the real potential of offering the NHS Pension to new starters and creating parity across the two contracts of employment.

7.1.3 Growing for the Future

- Links with the local college and schools along with the offer of apprenticeships within the Company are being developed. Apprenticeships are currently offered within the Estates Department.
- Leadership training for all managers and supervisors to be developed and implemented over the next two years.
- A review of Statutory and Mandatory Training to take place with the development of a work-book to ensure all employees have an equitable opportunity to develop and progress with the Company.

7.1.4 New Ways of Working

- Each service area has or is being reviewed to ensure the organisational structure will meet the future demands and growth of its services.
- Introduction of the Allocate (Health Roster) Bio-metrics time and attendance system, will improve efficiencies in rostering, use of resources and correct staffing levels.
- Utilisation of IT systems, e.g. Oracle within Catering, Menu Mark, Teletracking will support opportunities to identify efficiencies and improve our offer.

7.2 Our Workforce

We continue to face major challenges in Recruitment and Retention of staff, improvements in the process have taken place, and we continue to hold successful recruitment events as well as attending Career Transition Program Events (Ex-Service People) and School Fairs. Weekly monitoring of the recruitment process and HIF Management of Vacancy Control has improved the timeliness of the whole recruitment process.

We continue to monitor our performance in relation to appraisal rates, sickness absence, turnover and mandatory training compliance through the departmental updates at SMT and via the Integrated Board report. We have researched and bench marked our data within our industry sector and are assured that our figures are similar to what others are experiencing. It is considered that the impact of COVID has depleted the pool of people available to recruit from with many people deciding to focus on other activities other than re-entering the job market.

We continuously strive to be a great place to work with an aim that our staff will encourage friends and family to join our team. In valuing our staff, listening and acting upon their feedback on both day to day issues as well as ideas for the future we are demonstrating that we are including them as an integral part of the future development of the Company.

8. Business Development and Modernisation

One of our key strategies is to modernise our approach to service delivery. To that end a programme of service development and modernisation has been established and will aim to deliver on a variety of projects including the following,

- development of an estate's minor works team, retaining external spend previously spend with third party contractors within the Group
- digital task allocation systems across facilities
- provision of a revised security service
- travel and transport services
- cloud based compliance software for Estates and Facilities services
- additional income generation
- implementation of the revised NHS clinical waste management strategy
- leading the revision on the approach to PLACE and the associated standards across the Group

9. Sustainability

HIF is taking the lead in supporting #teamHDFT in delivering a Net Zero National Health Service by 2040 and is fully committed to supporting the sustainability agenda and is actively working to reduce our carbon omissions and deliver improvements across our whole footprint.

9.1 Carbon Reduction Projects

As part of our Green Plan ambitions to become Net Zero by 2040, Harrogate Integrated Facilities Ltd on behalf of HDFT submitted an application to the Department for Business, Energy and Industrial Strategy (BEIS) under the [REDACTED] grant project for funding to support the decarbonisation of the Harrogate District Hospital Site. This has been successful and a grant with a total value of £[REDACTED] was awarded for completion in 2023. Work has been ongoing throughout 2022/23 to deliver a challenging project.

The scheme has enabled the following to be delivered:

- Replacement of flat roofs and provision of roofing insulation
- Replacement of Air Handling Units (AHUS's)
- Replacing old single glazed windows
- Providing Photo Voltaic (PV) panels for energy generation.
- Replacement of plant equipment currently being fed by steam.
- Provision of a Ground Source and Air Source Heat Pump to reduce reliance on burning fossil fuels.

One of the key strategic aims in delivering net zero by 2040 is to develop fully electric hospital sites for all HDFT services that procure energy from 100% Renewable Sources only.

To that aim, we have ambitious plans for the future that will continue to support our trajectory towards "Net Zero" by 2040. This will involve a further Salix Public Sector Decarbonisation Scheme (PSDS) bids when available in 22023/24 to deliver a range of engineering solutions that will continue to reduce our reliance on fossil fuels.

In February 2023 a funding application for [REDACTED] was submitted Net Zero funding to York and North Yorkshire Local Enterprise for a heat decarbonisation feasibility study for Fewston, Heatherdene and Lascelles which could reduce up to 830tCO₂e per annum. The second phase would be a further application for the total project costs of 333-£4 million pounds towards the end of 2023.

To achieve our objectives we will continue to work with our strategic partners. We are currently active members of the Humber Coast and Vale ICS / Sustainability Group and the West Yorkshire and Harrogate Operational Sustainability Group supporting both local and national green agendas and best practice.

9.1 Green Plan & Travel Plan

As part of #teamHDFT's Sustainability agenda, HIF developed the "Green Plan 2022-2025", which was approved in March 2022 and the Travel Plan which was relaunched in September 2022.

Both plans contain detailed actions plans which are well underway, they both initially cover the next three years, set out the key areas we need to focus on, including significantly reducing our carbon emissions across our footprint and by developing schemes that support walking, cycling, enhancing green spaces, reducing pollutants and waste.

Initial actions are all completed and we are currently setting the objectives for the next years Green Plan which will be a lot more quantifiable than last years a include a dash board to illustrate progress.

9.2 Energy Conservation

In line with our sustainability aims a switch off campaign will be launched in spring 2023. The NHS is responsible for 5% of the UK's total carbon emissions. By incorporating more eco-friendly habits in our day to day, we can help reduce the carbon footprint of our healthcare system.

Healthcare buildings contribute 15% of the total NHS carbon footprint, which means that reducing emissions in this area is essential if the health service is to reach its world-first net zero goal by 2040.

By turning off equipment when not in use, reducing excessive heat and noise, switching off lights to help promote sleep and reduce light pollution, closing doors to improve patient safety and privacy and help regulate room temperatures, de-cluttering areas around heaters we can save energy and improve patient experience at the same time.

We will save energy, reduce spending, reduce emissions, and demonstrate patient benefits from energy efficiency.

10. Risk Management

It is vital to ensure risks are appropriately reviewed and shared at committees and groups across both HIF and Harrogate and District NHS Foundation Trust (HDFT). All risks are presented monthly to HIF Senior Management Team (SMT), HIF Board of Directors and HDFT Corporate Risk Review Group as part of the HIF Integrated Board Report (IBR). Additionally, the HIF risk report is shared bi-monthly to HIF Governance and Compliance Committee.

The key areas of concerns for the Company are now included in our newly developed Board Assurance Framework (BAF). The BAF is a useful tool to support our risk management process, identifying risks to delivery of our strategic themes and objectives.

Additionally the Company has recently undertaken an internal review of the risk management position and a Board of Director's workshop, in addition to an Internal Audit Review has taken place assessing the current HIF Risk and Governance arrangements.

For 2023-24 the Company has approved the development of a dedicated HIF Risk Management Policy and Annual Statement of Risk Appetite to improve our risk management processes.

11. Financial Planning

The 23/24 financial plan for HIF assumes a [REDACTED] will be delivered by the year-end.

The HDFT Contract income value includes an uplift for inflation at [REDACTED] which is in line with the Trust national contract adjustments, the result has minimal impact on the contract value overall.

The HIF Operational expenditure budgets have been rolled over from 22/23 and have only been adjusted to account for any incremental pay changes. However, there are a significant number of cost pressures that will need to be funded in 23/24, and these will be delivered through a cost efficiency programme, the value of [REDACTED]

Furthermore HIF have proposed a value of service developments at full year effect [REDACTED] plans will be developed to fund these in year.

TABLE REDACTED

*Pay award excluded – ongoing national discussion around 23/24 settlement.

Quarterly contract meetings will be held with the Trust to discuss any further variations to this contract value that may arise during the year and these will be accounted for accordingly.

12. Conclusions

The forthcoming year will be extremely challenging for HIF. Following a year of review and evaluation and investment in new staffing resources we are now progressing to actioning service improvements and modernising the approach to how we provide and measure service delivery.

Whilst we continue to see challenges in workforce recruitment predominantly due to shortfalls in the availability in the local labour resource it is positive to see that HIF has been identified by our staff as a good place to work. Our latest staff survey results have evidenced the positive change in the culture of the organisation and the increased visibility of our leadership team is having tangible benefits in positively changing perceptions and behaviours across the company.

We are excited about the year ahead and the improved potential to deliver on our strategic objectives, growing the confidence and capability of our people in delivering high quality outstanding services across our portfolio.