

**Board of Directors  
Tuesday 29 August 2023  
Company Board Assurance Framework 2023/24**

<b>Agenda Item Number:</b>	9.	
<b>Presented for:</b>	Discussion/ Approval	
<b>Report of:</b>	Board Assurance Framework for 2023/24	
<b>Author (s):</b>	Deputy Director of Estates and Facilities	
<b>Report History:</b>	None	
<b>Publication Under Freedom of Information Act:</b>	This paper can be made available under the Freedom of Information Act 2000 if requested.	
<b>Links to HIF's Objectives</b>		
<b>Deliver an efficient and effective service offering to Harrogate and District Foundation Trust</b>		√
<b>Create strong sustainable partnerships</b>		√
<b>Develop sustainable organisational systems</b>		√
<b>Develop and maintain a strong, efficient and agile workforce</b>		√
<b>Strengthen the local community through collaboration</b>		
<b>Recommendation:</b>		
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 [REDACTED]

**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 action including; <ul style="list-style-type: none"> <li>• Lack of publication scheme on HIF website</li> <li>• Delays in finalising the company annual accounts</li> <li>• Irregularities in administration of board agenda and board minutes</li> <li>• No physical insurance certificate to publicise</li> </ul>	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	Responsible Officer
Maintain a robust contract performance process	<ul style="list-style-type: none"> <li>Meetings maintained and held with informed client</li> <li>Accurate service specifications in place</li> </ul>		<ul style="list-style-type: none"> <li>Monthly ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Undertake a review of the contract KPI</li> <li>Review and update contract specifications</li> <li>Produce company wide KPI Reports monthly and present as part of IBR</li> <li>Implement a Contract Review Performance Meeting with the Trust (informed client)</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> <li>Progressing</li> <li>Completed</li> <li>Completed</li> </ul>		XXXXXXXXXX
Deploy the Allocate biometric clocking in/out attendance system across the business	<ul style="list-style-type: none"> <li>Staffing costs are controlled and directly related to attendance with a reduction in administration for inaccurate salary payments.</li> <li>Closure of the internal audit recommendation following a number of concerns.</li> </ul>		<ul style="list-style-type: none"> <li>Dec 2023</li> </ul>	<ul style="list-style-type: none"> <li>Order placed with the supplier</li> <li>Project plan in place</li> <li>Units installed and training provided</li> <li>Reports on compliance (Q4) and subsequent audit planned for 2025</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Progressing, Healthroster and IT have higher priority projects updating timelines to coordinate resource (as of June 23)</li> </ul>		XXXXXXXXXX
Completion of Company wide annual business planning process	<ul style="list-style-type: none"> <li>Business plans in place and representative of service areas.</li> </ul>		<ul style="list-style-type: none"> <li>Annual end April</li> </ul>	<ul style="list-style-type: none"> <li>Individual service business plans completed and a consolidated</li> <li>Company business plan produced and presented to HIF Board</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Completed</li> </ul>		XXXXXXXXXX
Embed the use of Datix across the company	<ul style="list-style-type: none"> <li>Ensure DATIX upgrade is fully implemented across all areas of the business</li> <li>HIF is able to report on Incidents and Risks using DATIX</li> </ul>		<ul style="list-style-type: none"> <li>Oct 23</li> </ul>	<ul style="list-style-type: none"> <li>Standardise the approach to Incident, Safety Alerts and Risk Management using new DATIX upgraded system</li> <li>Ensure effective operational use and management of DATIX including dashboards</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> <li>Progressing</li> </ul>		XXXXXXXXXX
Ensure timely submission of NHS Estates and Facilities data sets (PAM ERIC) to support Model Hospital	<ul style="list-style-type: none"> <li>Collation and submission of data</li> <li>Benchmarking analysis completed</li> </ul>		<ul style="list-style-type: none"> <li>Sept 23</li> </ul>	<ul style="list-style-type: none"> <li>PAM Returns completed and submitted by due date</li> <li>ERIC returns completed and submitted by due date</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> <li>Progressing</li> </ul>		XXXXXXXXXX

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

## 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
229	Failure of aging Washer Disinfectors	Risk of failing to meet statutory legislation (HTM Series) resulting in the insufficient availability of sterile medical devices because of inadequate WDs	12	4	Sterile Services	Averse

DATIX ID	Title	Description	Current Rating (CxL)	Target Rating (CxL) & Date	Risk Type	Risk Appetite
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
264	Traffic Management - HDH Visitor Car Park	Current queues and traffic concerns (Lancaster Park Road) due to lack of available spaces within the visitor car park.	12	4	Facilities	Averse
263	Security, Violence & Aggression	Security, Violence & Aggression risk to HDFT/HIF colleagues from patients/visitors.	15	6	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	Responsible Officer
Improve fire safety compliance (HTM 05)	<ul style="list-style-type: none"> <li>Approved site wide for strategies</li> <li>Fire risk assessments complete (150+)</li> <li>Assess fire doors at condition B and approved/ Inspected</li> <li>Assess compliance against fire compartmentation</li> <li>Fire Alarm system replacement</li> </ul>		<ul style="list-style-type: none"> <li>Oct 23</li> </ul>	<ul style="list-style-type: none"> <li>Appoint Fire Safety Engineer via Leeds</li> <li>FRA work plan developed and actioned</li> <li>Undertake a gap analysis of fire doors with costed action plan</li> <li>Complete site wide fire strategy</li> <li>Revise current fire safety policy</li> </ul>	<ul style="list-style-type: none"> <li>Complete</li> <li>Progressing</li> <li>Complete</li> <li>Complete</li> <li>Complete</li> </ul>		XXXXXXXXXX
Conduct a full review of Business Continuity in 2023/24	<ul style="list-style-type: none"> <li>Annual board paper</li> <li>KPI score for BCMS of greater than 90%</li> </ul>		<ul style="list-style-type: none"> <li>Mar 24</li> </ul>	<ul style="list-style-type: none"> <li>Focused BCMS activities</li> <li>BIA / Plan reviewed</li> <li>Conduct an IT systems review</li> <li>Estates infrastructure – deep dive</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>IT systems review within HIF Digital Strategy</li> </ul>		XXXXXXXXXX
Undertake Group wide review of Security Arrangements including incident response and associated security infrastructure	<ul style="list-style-type: none"> <li>HIF to be licenced for Security related activities by Q3 2023</li> <li>Trust to approve the case to support robust security response service</li> </ul>		<ul style="list-style-type: none"> <li>Dec 23</li> </ul>	<ul style="list-style-type: none"> <li>HIF engagement with specialist consultant for licence</li> <li>HIF licenced</li> <li>Scope/ Business case for approval</li> <li>Service implemented</li> <li>Specification updated with related KPI's</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> <li>Board update provided in Aug 23. Clarification agreed on roles and responsibilities with the Trust</li> <li>Scoping to include development of a detailed specification and standards for security. BC in draft. Awaiting confirmation of collaborative elements from the Trust.</li> </ul>		XXXXXXXXXX



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

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG	Responsible Officer
Improve Estates PPM compliance and SLA KPI targets	<ul style="list-style-type: none"> <li>Compliance meets / exceeds KPI in specification</li> </ul>		<ul style="list-style-type: none"> <li>Oct 23</li> </ul>	<ul style="list-style-type: none"> <li>Fully utilisation of MICAD an adoption of sfg20</li> <li>Deployment and use o C365 compliance cloud-based system</li> </ul>	<ul style="list-style-type: none"> <li>Backtrac turned off (May 23)</li> <li>Utilisation of new single system</li> <li>Improvement action plan in place</li> </ul>		XXXXXXXXXX
Refurbishment of Xray basement plant room following water damage	<ul style="list-style-type: none"> <li>Reduction of risk of catastrophic failure of plant room serving Theatres and Critical Care / ITU</li> </ul>		<ul style="list-style-type: none"> <li>Oct 23</li> </ul>	<ul style="list-style-type: none"> <li>Replace damaged pumps</li> <li>Equipment on SALIX bid + capital funding needed for infrastructure improvements</li> <li>Transfer services for Theatres and Critical care to planned new plant room on roof (Sept 23)</li> <li>Monitor and evaluate risk</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Progressing – NO capital funding identified/ approved currently</li> <li>Progressing</li> <li>Progressing</li> </ul>		XXXXXXXXXX



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



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

Strategic Objective	Outcome	Outcome RAG	Due Date	Plan	Position	Delivery RAG	Responsible Officer
				<ul style="list-style-type: none"> <li>Develop the group appraisal template</li> <li>Implement and monitor progress</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> <li>Progressing/ ongoing – April 23 - 80%</li> </ul>		



## 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	Responsible Officer
Development of a Customer Services Strategy	<ul style="list-style-type: none"> <li>Measures identified for all areas of the business</li> <li>Strategy document drafted</li> </ul>		<ul style="list-style-type: none"> <li>Nov 23</li> </ul>	<ul style="list-style-type: none"> <li>Work with patient experience team, quality team and other stakeholders to develop a HIF score card measuring customer feedback e.g. F&amp;F</li> <li>Development of a work plan for presentation to the Business Modernisation Group/ Quality and Governance Committee</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> <li>Progressing</li> </ul>		XXXXXXXXXX



## 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	Responsible Officer
Completion of the [REDACTED] project [REDACTED]	<ul style="list-style-type: none"> <li>[REDACTED] works completed by Oct 23</li> <li>[REDACTED] contractor exit site</li> </ul>		Nov 23	<ul style="list-style-type: none"> <li>Sustainability elements to be completed</li> <li>Window upgrades</li> <li>Bore hole completed</li> <li>Roof insulation completed</li> <li>Additional works completed</li> </ul>	<ul style="list-style-type: none"> <li>All progressing</li> </ul>		[REDACTED]
Development and approval of a Group Wide Green Plan for 2023/24	<ul style="list-style-type: none"> <li>Annual board paper outlining achievement and new targets for Q1 2023</li> </ul>		May 23	<ul style="list-style-type: none"> <li>Plan developed and approved by Board(s)</li> </ul>	<ul style="list-style-type: none"> <li>Completed</li> </ul>		[REDACTED]
Implement a revised Car Park Management solution demonstrating modal shifts in tran	<ul style="list-style-type: none"> <li>Establish CO2 target reductions in vehicle emissions over next 5 years</li> </ul>		Oct 23	<ul style="list-style-type: none"> <li>Data base to be implemented integrating emissions and DVLA data</li> <li>ANPR system installed</li> <li>Review of travel plan and resurvey</li> </ul>	<ul style="list-style-type: none"> <li>Progressing (Oct 23)</li> <li>Progressing (Oct 23)</li> <li>2024/25 action</li> </ul>		[REDACTED]
Development of an EV strategy	<ul style="list-style-type: none"> <li>EV strategy defined for NHS vehicles, staff, patients and visitors</li> </ul>		July 23	<ul style="list-style-type: none"> <li>Produce costed draft plan within Q1 2023</li> <li>Shareholder engagement with region</li> </ul>	<ul style="list-style-type: none"> <li>Progressing</li> </ul>		[REDACTED]
Submission of [REDACTED] for additional funding	<ul style="list-style-type: none"> <li>Application made on time</li> </ul>		April 23	<ul style="list-style-type: none"> <li>Engage with [REDACTED] to support scheme bid</li> </ul>	<ul style="list-style-type: none"> <li>Bid not successful</li> </ul>		[REDACTED]