

SHEFFIELD TEACHING HOSPITALS NHS FOUNDATION TRUST

EXECUTIVE SUMMARY: REPORT TO THE TRUST EXECUTIVE GROUP

Subject:	Governors' Visit to Estates Department at NGH – 4 November 2016
Supporting Director:	Sandi Carman, Assistant Chief Executive
Author:	Kath Parker, Patient Governor

PURPOSE OF THE REPORT:

To highlight the work and complexities of the Estates Department for the benefit of the Council of Governors

KEY POINTS:

- A very interesting, well planned and informative visit
- Dedicated team with a real sense of pride and understanding of the work
- Department manages the fourth largest estate in the NHS at 400,000 M²
- Older, sometimes listed, buildings create additional challenges for the Department
- Achieved significant reduction in gas and electricity consumption across the Trust since 2007/08
- Appraisal and mandatory training rates consistently good
- Consistently receives a low level of complaints

OBSERVATIONS/RECOMMENDATION(S):

Governors comments	Directorate Response	TEG Response
<p>1. It is disappointing to see that a successfully run apprenticeship scheme does not translate through to retaining a skilled workforce. What, if anything, what can be done to address the problem?</p> <p>2. What plans can be implemented to help with the challenges facing the Department resulting from the difficulties retaining staff generally?</p> <p>3. Governors are keen to visit the Central Campus as early as possible.</p>	<p>1. A workforce strategy paper is currently being drafted which will define the current issues along with the various options. This will be presented to TEG for consideration in due course.</p> <p>2. Given the financial position both nationally and locally, there are no easy fixes but all options will be explored (see above).</p> <p>3. The Directorate will be happy to facilitate this during 2017.</p>	<p>1. A Trust wide workforce strategy is currently being developed and will be presented in draft format to TEG during 2017 this will include the key principles in retaining a skilled workforce and will also cover staff retention and staff engagement initiatives.</p> <p>3. Visit to be supported and enabled.</p>

Governors' Visit to the Estates Department at the Northern Campus 4 November 2016

Governors attending:

Jennifer Booth
Jo Bishop
Peter Hewkin
Ian Merriman
Lewis Noble
Kath Parker
Graham Thompson
Nev Wheeler

Staff present:

Phil Brennan, Estates Director
Chris Mann, Senior Estates Manager



Governors were warmly welcomed by Phil Brennan and Chris Mann. The visit was well planned and, following a brief introductory discussion, governors split into two groups for the visit to various parts of the campus and to speak to Estates Department staff.

The Department has 160 staff, 90 of whom are based at the Northern Campus. The staff were keen to outline their roles and to advise on the challenges and benefits of working in such a large and complex Department. It was obvious to governors that despite the challenges of the Department the staff are a dedicated team with a sense of pride and understanding of the importance of their work.

Governors were told that the Department provide the following services:

- Operational Services: planned preventative maintenance and reactive maintenance
- Capital Schemes: project management, procurement and commissioning
- Fire safety
- Minor new works (excluding maintenance)
- Property and land
- Energy management
- Estates help line

The Department manages the fourth largest NHS estate encompassing hospital and community premises which include: Central health Clinic, Firth Park Clinic, Heeley Dental Clinic, Woodhouse Clinic, Old Station Yard and Breech Hill Intermediate Care Unit and various other buildings. It has a revenue budget of £26M per annum and a capital budget of £18M per annum.

Governors heard that the Department has consistently met its P&E targets and has a balanced financial plan for 2016-17. Some other key issues were noted as follows:

- Across all services the Department has achieved ISO 19002 Quality Assurance Accreditation
- Received two national awards for health and safety management
- Runs a successful apprentice programme

- Achieved significant reduction in gas and electricity consumption across the Trust since 2007/08
- Achieves 48 hour response rates
- Zero fire service attendances to unwanted fire signals
- Appraisal and mandatory training rates consistently above Trust targets
- Manages an active estate rationalisation programme
- Receive a low number complaints

The following challenges were identified to governors:

- Buildings are getting older creating more long term problems
- The cost of maintenance of listed buildings on the Trust's estate
- Increasing demand at the Trust has resulted in an increased workload
- Planned preventative maintenance relating to ward essential maintenance and ward refurbishment programmes is, at present, unfortunately quite fragmented. Improving this would support the Department in its endeavour to function at the level to which they aspire
- Although the Trust's apprentice scheme is successful it presents a challenge in that following three years of comprehensive training unfortunately it is unlikely that the trainees to work at the Trust, given the difference in pay levels between the NHS and the private sector.
- There are currently difficulties retaining staff which exposes the Department to reliance on outside contractors and/or agency staff. Retaining staff generally and the implications of this will be exacerbated in the future as the workforce ages.

Governors thoroughly enjoyed this extremely interesting visit and would have liked to have spent more time with the Department as there was so much to see and learn about. It is hoped that in the near future a further visit can be arranged to the Estates Department at the Central Campus.

Kath Parker
Patient Governor

**Governors' Visit to
Estates Directorate at NGH
Friday 4 November 2016**

Itinerary

- 09:45 Meet in the FT Office, walk over to North House, ground floor meeting Room for refreshments
- 10:00 Phil Brennan/Chris Mann welcome Governors
Party to split into two groups to meet Estates staff

Group 1 – Route

- Across to workshops to meet Labour Manager and Charge Hands
- Health and Safety Office
- Admin and Estates Help Desk Office
- Records and Information Office
- Estates Finance Office
- Operational Engineers Office
- Operational Building and Fire Safety Officers
- Building Management Systems Office (BMS)
- Land and Property Office
- Capital Design Office
- Return to Ground Floor Meeting Room for Q&A
- Close

Group 2 – Route

- Capital Design Office
- Land and Property Office
- Building Management Systems Office (BMS)
- Operational Building and Fire Safety Officers
- Operational Engineers Office
- Estates Finance Office
- Records and Information Office
- Admin and Estates Help Desk Office
- Health and Safety Office
- Across to workshops to meet Labour Manager and Charge Hands
- Return to Ground Floor Meeting Room for Q&A
- Close