

Witness Name: James Hardy  
Statement No.: WITN3364001  
Exhibits: WITN3364002-5  
Dated: June 2019

## INFECTED BLOOD INQUIRY

---

### WRITTEN STATEMENT OF JAMES HARDY

---

I provide this statement in response to a request under Rule 9 of the Inquiry Rules 2006 dated 31 May 2019.

I, James Hardy, will say as follows: -

#### **Section 1: Introduction**

**1) Name: James Hardy**

Business Address: Bridge House, 152 Pilgrim Street, Newcastle upon Tyne, NE1 6SN

Date of Birth: GRO-C 1978

Professional Qualifications:

- NVQ Diploma in Management- Level 5
- NVQ Diploma in Management- Level 4

**2) Positions held within the NHS Business Services Authority:**

- Client and Stakeholder Relationship Manager (2018-Current)
- Dental Services Improvement Manager (2013-2018)
- Risk Services Improvement Manager (2008-2013)

**Client and Stakeholder Relationship Manager (2018-Current)**

Responsible for the relationship Patient Services has with its clients and stakeholders; leading and conducting engagement activity in line with the agreed NHSBSA approach.

To work with the Patient Services management team and all relevant internal stakeholders to ensure the interests of the clients and stakeholders are fully represented within the NHSBSA and the clients and stakeholder's expectations are constantly managed and that the relationships are open, transparent and have context.

To work with the Head of Patient Services and Senior Service Delivery manager to devise and keep up to date a client and stakeholder engagement strategy and plan. This will tie in with the Communication and Marketing plan and the Patient Services Plan.

Support colleagues in Patient Services in the day to day engagement with clients and stakeholder. This will involve coordinating and facilitating engagement which will ensure new relationships are established in line with agreed plans and existing relationships are developed to the optimum level. This will ensure everyone from Patient Services is making the most out of engagement and that we are delivering our services as directed by our clients and in full collaboration with our stakeholders.

- On behalf of Patient Services, take day to day ownership of the relationship with clients and with a number of key strategic stakeholders. Lead and co-ordinate responses to clients in respect of any queries within agreed timescales.
- Working with the Head of Service, support the client engagement agenda ensuring consistency with NHSBSA approaches and values. This will include supporting the negotiation and agreement of Service Level Agreements, Memorandums of Understanding, Key Performance Indicators, etc.
- Leading stakeholder engagement ensuring all relevant stakeholders are effectively engaged in the service. This includes leading and co-ordinating stakeholder events at local and national level, developing and implementing Special Interest Groups in line with the needs of the service, representing the service and presenting at national events and acting as lead liaison for stakeholder enquiries.
- Lead the reporting of performance to clients and external stakeholders, ensuring any issues are appropriately addressed.
- Take lead responsibility for all NHSBSA-led client and stakeholder meetings ensuring meetings are effectively arranged and all papers are delivered to stated timescales, are accurate and are to the highest standards.
- In partnership with the Head of Service, attend all relevant client meetings, committees, sub-groups, etc. to support the development and implementation of policy and other client requirements. This will involve appropriate liaison with members of staff across NHSBSA and external stakeholders to ensure the needs and views of the service and the organisation combined with the needs of other stakeholders are taken account of and enable better outcomes for customers.
- Alongside the Head of Service, be accountable to clients for the delivery of client initiated change. Facilitate any change processes for the client and manage the client/NHSBSA change interface. Work with the client, on an on-going basis, to achieve a prioritised work programme that reflects their views.
- Effectively manage the clients' expectations about the delivery of the overall programme and the difficulty, cost and time required to deliver individual projects securing resources from the client as required. Where relevant and appropriate, take the lead for projects to deliver client-sponsored change.
- Working closely with clients and NHSBSA colleagues on behalf of the Head of Patient Services to facilitate the effective funding of appropriate budgets required to deliver existing services, service/policy change and new services.
- Act as policy compliance lead for Patient Services ensuring all operational activity, systems and service delivery aspects consistently demonstrate compliance with relevant policy.

- Capture requirements to change regulations relating to Patient Services and agree with clients a change roadmap so that service improvement activities can plan in line with these agreed changes.
- Working closely with the Head of Service and Customer Insight and Communications Team, takes a leading role on client and key stakeholder communications and engagement, ensuring that messages are effectively delivered in a timely and effective manner and that all communication and engagement is undertaken professionally and in accordance with the NHSBSA's values.
- Working closely with clients, the Head of Service, the NHSBSA Corporate Secretary, Customer Insight and Communications Team and the Information Governance Team, contribute to media management and FOI activity so that clients and the NHSBSA are always seen in the best possible light.
- Using knowledge of policy, service delivery and political sensitivities, provides effective oversight of parliamentary business to ensure responses are consistent, of the right quality, are made in a timely manner; providing agreed management information and overall assurance to the Head of service, the NHSBSA Leadership Team and NHSBSA Board.
- Contributes to the strategic and business planning process to ensure that the services continue to develop to meet client and stakeholder requirements.
- Work with managers from other NHSBSA service areas to contribute to the development of the NHSBSA's client and stakeholder engagement strategy, and ensure the principles are effectively and consistently applied to Patient Services.
- Continuously assess the evolving NHS environment and form networks and contacts within the wider/evolving DHSC/NHS to gather customer insight and business intelligence. Share this across the service and the wider NHSBSA to add value to strategy development, business planning and service delivery.
- Work in partnership with the Head of Service, clients, internal and external stakeholders and customers to influence and drive innovation and continuous improvement in the delivery and quality of the services. This will involve ensuring the service has excellent relationships with clients and stakeholders to contribute to customer-focused service delivery.
- Working with the Head of Service, resolve difficult and contentious issues with clients and other stakeholders.
- Ensure DHSC and NHSBSA policies are maintained, communicated effectively and fully complied with, in addition to complying with statutory UK legislation and directions.
- Line management for direct reports if required and responsibility for the effective implementation of policies relating to appraisal, absence management, disciplinary and grievance processes, performance monitoring and management and personal development plans. Handles disciplinary and grievance issues and has delegated authority to dismiss and hear appeals.
- Manage delegated budgets as required.
- Live the values and behaviours of the organisation. Treat everyone fairly and value and respect diversity. Demonstrate that such standards are practiced in Patient Services' dealings with all its stakeholders.
- To participate in wider organisational activities where own recognised strengths may be utilised (e.g. project management skills). Ensure full participation if selected.

### **Dental Services Improvement Manager (2013-2018)**

Working as part of the Service Improvement team within the Dental Services business area, my role as a Service Improvement Manager was to ensure the services provided by NHS Dental Services deliver service excellence to its customers, and value for money for the NHS.

Manage projects on behalf of Dental Services business area, or provide assurance to ensure that third parties deliver appropriate systems and services against defined requirements.

Representing the team both internally and externally, dealing with senior stakeholders internally and externally both across the wider NHS, DHSC and WG, as well as keeping abreast of key issues affecting NHS dentistry.

Represent Dental Services in all the areas of Information Governance, with specific focus on the records management area of Information Governance.

As a Service Improvement Manager I worked individually but also as part of a team in identifying and delivering changes to NHS Dental Services systems.

Possess the relevant project skills to deliver projects and work packages to agreed outcomes, while managing resources.

Management of core business processes to ensure they are delivered effectively and efficiently, monitoring their performance through relevant KPIs and SLAs.

I'm accountable for:

- Leading on engagement with external stakeholders DHSC, NHSE and WG, being their first point of contact for NHS Dental Services
- Management of all external Stakeholder events and related documentation. Responsible for meetings, agendas, minutes, MOUs, SLAs and KPIs.
- Identifying areas for improvement within business area
- Leading and contributing to the delivery of assigned projects to time/cost/quality/agreed benefit
- Monitoring policy and regulations to ensure that NHSDS remains relevant to its environment
- Maintaining Business Rules Catalogue in line with appropriate Legislation and Directions
- Liaising with external stakeholders to agree requirements for changes in legislation / NHS directions that affect NHSDS systems
- Manage the customer complaints process, ensure investigations are undertaken appropriately and responded to within timings.
- Maintaining Business Rules Catalogue to ensure NHSDS systems comply with documentation for business area
- Contributing to NHSDS compliance and representation of Information Governance, Information Security, Business Continuity and
- Records Management including Data Protection and Freedom of Information Acts
- Representing NHSDS at appropriate Information Governance Forums
- Ensuring and maintaining a safe working environment which reflects the business health and safety policies and practices

- Familiarisation with and adoption of policies and practices governing finance, budgets and the procurement of services

### **Risk Services Improvement Manager (2008-2013)**

Assist with the identification and delivery of developments and initiatives to promote and improve the range of services provided by Dental Services' Risk Monitoring Services Team.

Lead service improvements which will be achieved through a combination of review and analysis of existing services, monitoring of service quality, collaboration with interested parties and the specification for and guidance to support new services.

Develop strong and positive communications networks across a range of stakeholder organisations and within the BSA and will promote strong integration of Risk Monitoring activity across the organisation.

- Contribute to the development of services and products with dental activity, monitoring checks and other Risk Monitoring activity.
- Monitor and contribute to the development of guidance and training material to help customers use Risk Services products. Deliver training as required.
- Monitor policy and regulations to ensure that Risk Monitoring Service delivery remains relevant to its environment.
- Contribute to the specification of requirements for systems and processes needed to achieve overall objectives.
- Contribute to the specification of developments required for the Risk Monitoring Service to support coordinate activity and communications for office based and remote working staff.
- Contribute to the development and implementation of appropriate communications networks, tools to support Risk Service provision.
- Extend and develop contacts through the stakeholder base in particular ATs LHBs, Dental Contractors, GDC and NHS Protect and proactively monitor awareness and satisfaction with NHS SDS Risk Monitoring services.
- Manage the customer complaints process, ensure investigations are undertaken appropriately and responded to within timings.
- Ensure that Risk Monitoring Services are properly promoted to stakeholders and clients and that feedback on those services is achieved and responded to where necessary.
- Contribute to the monitoring of the provision of activity by suppliers as required and ensure that these services are reviewed and quality assured on a regular basis.
- To be aware and respond to on-going developments within the DH, WG, NHS England and the wider NHS, ensuring all Risk Monitoring Services and products are adapted proactively to meet changing needs.

3) I confirm that I have no membership, past or present, to any of the committees or groups relevant to the Inquiry's Terms of Reference.

## **Section 2: Responses to criticism of Susan Gorman**

Firstly I would like to explain my primary role within NHS Business Services Authority (NHSBSA) Patient Services; I am responsible for the external business relationships (client engagement).

One such relationship is with the policy team at DHSC who are responsible for England Infected Blood Support Scheme (EIBSS). When an issue about a service is raised, either within the NHSBSA or externally, I am responsible for ensuring that it is addressed, which may include contacting the individual directly who raised the concern.

I have spoken to Ms Gorman on a couple of occasions in order to understand where she may have experienced difficulties in accessing the support for beneficiaries and their families from EIBSS. Based on those conversations I've been able to work with the EIBSS support team in order to resolve the concerns Ms Gorman has raised.

**At no time did I tell Ms Gorman that she should cease speaking to MPs, Ministers or the Press.** The only advice I have repeatedly given is that the EIBSS support team are best placed to help Ms Gorman with the completion of any EIBSS application forms and advise on any support related questions as this is their primary responsibility. I have also informed her that any other route to seek assistance would be likely to lead to some delay.

Ms Gorman has been reluctant to speak to the EIBSS support team on occasion and, where this has happened, I've personally contacted her to ensure she receives the support she needs.

I would just like to put on record that everything I've done personally to assist Ms Gorman has been done in good faith and to ensure she receives the fullest possible support from the scheme.

I and everyone involved with EIBSS at NHSBSA, wholeheartedly believe in supporting individuals to receive the help that they're entitled to and we will always do whatever we can to make this happen. I was shocked to read Ms Gorman's statement which portrays my efforts to assist her as best as I possibly could in a negative way and in a way that I believe questions my good character. I have done everything I can to help make it easier for Ms Gorman to access support from EIBSS and I have always conducted myself in a professional and respectful manner.

**Section 3: Other Issues**

I attach several email conversations between myself and Ms Gorman in order to demonstrate the assistance I offered and that at the time it was given that it appeared to be appreciated by Ms Gorman.

**Statement of Truth**

I believe that the facts stated in this witness statement are true.

Signed:

**GRO-C**

Dated

7<sup>th</sup> June 2019

**Table of exhibits:**

<b>Date</b>	<b>Notes/ Description</b>	<b>Exhibit number</b>
01-02/02/2019	Email exchange 1	WITN3364002
06-07/02/2019	Email exchange 2	WITN3364003
08/02/2019	Email exchange 3	WITN3364004
11-15/03/2019	Email exchange 4	WITN3364005