

HARROGATE HEALTHCARE FACILITIES MANAGEMENT LIMITED

Company number: 11048040

(the "Company") t/a Harrogate Integrated Facilities (HIF)

Meeting of the Company Board of Directors

held on Tuesday 23 April 2024

at HIF, 17 Wetherby Road, Harrogate

Present:	
Mark Chamberlain	Chair
Gary Barrett (GB)	Non-Executive Director
Roger Taylor (RT)	Non-Executive Director
Jeremy Cross (JC)	HDFT Non-Executive Director, Shareholder Non-Executive Director
Matt Graham (MG)	HDFT Director of Strategy, Shareholder Non-Executive Director
In Attendance:	
	Deputy Director of Estates & Facilities
	Deputy Director of People & Culture (HDFT)
	Assistant Company Secretary (HDFT)
	HR Business Partner (HDFT)
	HIF Finance Manager
	Deputy Director of Finance (HDFT)
	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)

APPROVED MINUTES

HIF/04/23/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting, especially the Deputy Director of People and Culture as it was his first meeting.
HIF/04/23/2	Apologies for Absence
2.1	Apologies for Absence had been received from Angie Gillett (Managing Director) and Lucy Hind (Non-Executive Director).
2.2	The Chair confirmed that the meeting was quorate.
HIF/04/23/3	Declarations of Interest
3.1	Non-executive Director (RT) advised that he would be Chairman of the Lord Chancellors Advisory Committee for Justices of the Peace in North and West Yorkshire from 1 July 2024.
3.2	The Board were reminded that it was up to individuals to declare any interests but if there was any likelihood of there being a conflict of interest, it should be declared.

3.3	<p>In addition, members should consider any future reputational issues with Board if an interest was not declared and it later became a conflict. The Board were further reminded that everyone was bound by the Nolan Principles, the ethical standards those working in the public sector are expected to adhere to.</p> <p>The Deputy Director of People & Culture noted the company of which he was a director had ceased trading in 2023 and was dormant.</p>
3.4	Action: Assistant Company Secretary to ensure the register is fully up to date.
3.5	Resolved: The additional declarations of interests were noted.
HIF/04/23/4	Minutes of the Previous Meetings
4.1	Resolved: The minutes of the Board meeting held on 27 February 2024 were approved as an accurate record.
HIF/04/23/5	Matters Arising and Action Log
5.1	<p>Matters Arising</p> <p>There were no matters arising from the minutes not already included on the agenda.</p>
5.2	<p>Action Log</p> <p>The action log was reviewed and noted that all items listed as “propose to close” would be closed. For ongoing items, updates were received and actions highlighted as follows:</p>
5.3	<p>57 – HIF/12/19/9.4: BAF - Updated Green Plan – It was noted that the Company Secretary was working on an updated Board Assurance Framework; the Deputy Director of Estates and Facilities noted that the Green Plan was almost up to date and agreed it would be presented for approval at the June 2024 HIF Board meeting and would then be presented to the Trust Board in July 2024. Item to remain open until this was complete.</p>
5.4	<p>50 – HIF/10/24/10 – Approval processes – the Internal Audit was reviewing the hospitality offering and processes. Work was ongoing to incorporate into the Trust’s approval process.</p> <p>Item to remain open until this was complete.</p>
5.5	<p>38 – HIF/06/27/10.5 – Fixed Assets – this would remain as an open item until the process was concluded.</p>
5.6	Resolved: The action log would be updated as discussed.
HIF/04/23/6	Chair’s Update
6.1	<p>The Chair began his verbal update noting that the company had ended the year xxxxxxxxxxxxxxxxxxxxxxxxxxxx. Other positive points over the year were noted as having addressed the company’s culture, planning and staffing.</p>
6.2	<p>Whilst the positive outcome from the xxxxxx issue was noted, it was recognised that the forthcoming year xxxxxxxxxxxxxxxxxxxxxxxx. It was hoped that the middle management layer would ensure that costs were being managed effectively.</p>
6.3	<p>The Chair also shared that he had attended the celebration of one employee who had been with the organisation for 50 years.</p>
6.4	Resolved: The Chair’s update was noted.

8.3	The Deputy Director of Estates and Facilities explained that KPIs had been generated in relation to the impact on a patient rather than a percentage figure of, for example, the proportion of clean instruments provided. The Chair subsequently requested that SSD consider clearer metrics to be used in future.
8.4	A metric around the Estates Helpdesk service had been considered and that it could potentially report on performance for reactive works.
8.5	Resolved: The content of the Integrated Board Report was noted.
HIF/04/23/9	Board Assurance Framework (BAF): Progress Update on 2023/24
9.1	The Deputy Director of Estates and Facilities explained that the Board Assurance Framework provided a summary position of delivery of the 32 strategic objectives, where all except five were considered complete. There had been a large amount of work and the BAF had helped keep track of status.
9.2	It was considered that the structure of the BAF needed to align more closely to that of the Trust and that some business themes could be consolidated, such as aligning business development and business modernisation within the finance stream
9.3	The Chair commented that going forward the BAF should contain pertinent themes.
9.4	The Deputy Director of People and Culture suggested an amendment to a Corporate Risk on staffing. However, it was noted that the Company Secretary and Director of Strategy were working to provide a structure for Trust Board meetings and suggested a similar structure for HIF Board.
9.5	Shareholder Non-executive Director (JC) noted a delay on the fire safety risk. It was explained that the risk assessments had been undertaken across the whole Trust. The backlog maintenance requests were being checked to ensure they covered fire doors and alarms. It was expected that this would reduce the risk score.
9.6	Non-executive Director (GB) questioned the development of an EV strategy. It was explained that data from car parking enabled HIF to provide a suggested approach. However, it was noted that some trusts did not provide electric vehicle charging. The Shareholder Non-executive Director (MG) explained that the concern was whether the electrical infrastructure of the site had capacity to accommodate an EV strategy. HIF were advised that EV strategy options should be presented to the Trust in order that funding could be determined. The Deputy Director of Estates and Facilities noted that options would first be considered by the HIF Board and then escalated to Trust Board as appropriate and if feasible
9.7	The Board were reminded that the May HIF Workshop would focus on the development of the BAF.
9.8	Resolved: The BAF was received and noted.
HIF/04/23/10	Finance Report
10.1	The Deputy Director of Finance (HDFT) provided an overview of the accounts and the key anticipated transactions for the month were outlined.
10.2	The Board were advised that the positive outcome of the issues with Dalkia had resulted in a small surplus in the March 2024 accounts. The figures in the Finance summary slide were explained.

10.3	The notable/ key points in final variance compared to forecast slide were highlighted explaining that staff should be aware of finances and the time of year when committing to purchases – for instance many invoices arriving in March for purchases made much earlier in the financial year.
10.4	It was explained that all requests to spend xxxxxxxx or more were directed through the Deputy Director of Estates and Facilities. The Finance Team would be training budget holders on managing their budgets.
10.5	A comparison of 2023-24 spend to the 2024-25 plan was presented to show the company's position in relation to the contract offer. The emphasis would be is on managing constraints within the next year.
10.6	It was further explained to Shareholder Non-executive Director (JC) that the overspend on estates was mainly in areas where there had been an additional commitment to spend rather than the cost being more expensive than expected. The Board were advised that there were now more controls in place to ensure authority to spend was sought before a commitment made through the purchase order process. In addition, it was anticipated that the new Reach IT system would provide better oversight with live financial information.
10.7	Non-executive Director (GB) requested to see a balance sheet as early as possible and the Chair requested that the Deputy Director of Finance provided an additional training session to further explain the movements in the balance sheet to the Directors. Action: Deputy Director of Finance
10.8	The Chair noted the usefulness of the inclusion of the energy performance information and suggested using some of the information in the Green Plan.
10.9	Resolved: The finance report was received and noted.
HIF/04/23/11	Workforce Report
11.1	It was noted that the Workforce Report was included in the IBR.
11.2	The Deputy Director of People & Culture highlighted the current areas of focus: <ul style="list-style-type: none"> • The improvements in all key performance indicators, with the exception of appraisals where actions were being taken to resolve the issues • The confidence levels on the SPC charts were noted
11.3	There was a query in a previous meeting about whether the Gender Pay Gap (GPG) could be considered as a KPI. The Deputy Director of People and Culture suggested including benchmarking data in the yearly report of the GPG data.
11.4	The HR Business Partner advised that the queries raised at the People and Culture Committee relating to the Ethnicity Pay Gap report were being reviewed and it was anticipated that an updated report would be presented at the next People and Culture Committee for recommendation to the Board.
11.5	The Key points in the Workforce report were highlighted <ul style="list-style-type: none"> • Leavers: there were challenges in reporting leavers through ESR as staff moving department or being promoted were shown as leavers which skewed the data when comparing externally. Action: Deputy Director of People & Culture and HR Business Partner to review how leavers/movers could be reported more accurately.

11.6	<ul style="list-style-type: none"> Sickness: The reported decrease was noted. The review of the sickness policy was hoped to have a positive impact. However, managing themes in specific departments was also being considered. Collation of benchmarking data from other wholly owned subsidiaries had proved challenging as data was not willingly sharing.
11.7	<ul style="list-style-type: none"> Appraisals: Completion rates were currently low but work was underway to remedy the situation in affected areas.
11.8	<ul style="list-style-type: none"> Vacancy Rates: it was explained that difficult-to-fill vacancies were challenging to manage with NHS “Agenda For Change” salaries. There was concern that providing a different pay offer could lead to claims for equal pay, although it was noted that prior to the agreement to implement the changes to the pension arrangements, legal advice had been sought on potential equal pay issues which was fully debated with the Board at the time. Shareholder Non-executive Director (JC) requested a report on options for salaries, pensions, etc., for difficult-to-fill vacancies. Shareholder non-executive Director (MG) noted the risk around the capital programme if these vacancies were not filled. The Company Secretary advised the information should be presented at the next Board meeting to understand what was previously agreed with salaries/pensions, the current situation and proposed ways forward so the Board could make a decision if required. Actions: Deputy Director of People & Culture
11.9	Resolved: The overall positive Workforce update was noted.
HIF/04/23/12	PLACE Update
12.1	The Deputy Director of Estates & Facilities explained the generally more positive position for the Trust in the PLACE Scores and outlined the changes made at the hospital to improve the food-based scores in wards, including the upcoming introduction of a new catering strategy. The areas where the hospital was scoring above the national average were highlighted. It was noted that the scores for dementia and disability were where changes were needed.
12.2	Communication to the organisation should celebrate the improvements achieved.
12.3	Non-executive Director (GB) noted the advice being given by PLACE for dementia and disability improvements required but questioned if HIF had verified that the advice was correct. It was explained that the organisation was complying with national guidance and a dementia lead nurse was on the group reviewing the findings.
12.4	Whilst the challenges around funding of suggested improvements were highlighted, it was also noted that external assessors were looking for commitment to improve and an action plan, as well as some progress in addressing their concerns.
12.5	Resolved: The content of the update was noted.
HIF/04/23/13	Governance & Compliance Committee Terms of Reference
13.1	Resolved: The Board ratified the Governance and Compliance Committee Terms of Reference.
HIF/04/23/14	Workplan
14.1	It was noted that the workplan indicated there would be a large number of items due at the April Board meeting compared with other Board Meetings.

14.2	Resolved: The draft workplan was noted.
HIF/04/23/15	Any Other Business
15.1	There were no further items of business and the meeting closed at 12:15pm.
HIF/04/23/16	Items to Escalate to HDFT Board
16.1	Resolved: The Board agreed that risk around estates recruitment and the impact on the capital programme would be escalated to HDFT Board.
HIF/04/23/17	Additional Risks to add to Risk Register
17.1	<p>Resolved: The Board agreed the following items should be included in the Corporate Risk Register:</p> <ul style="list-style-type: none"> • Estates recruitment and pensions for new recruits, in relation to completion of the capital programme. • Updating the existing risks in relation to workforce and fire safety.
HIF/04/23/18	Evaluation of the Meeting
18.1	It was noted that progress in presentations and reporting was seen at each meeting – including that the reporting was at a more strategic level with less emphasis on the operational detail.
18.2	The message about the good year had by the Trust and HIF should be communicated to all staff and celebrated. Some examples of the way the message was communicated and staff rewarded were given. However, it was noted that staff engagement was a priority
HIF/04/23/19	Date and Time of Next Meeting
19.1	<p>Workshop: Tuesday 28 May 2024, 9.00am-12noon – HIF, 17 Wetherby Road Board Meeting: Tuesday 25 June 2024, 9.00am-12noon – HIF, 17 Wetherby Road (including Estates session from 11.30am)</p>

Signed:

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Dated:

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