

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 27th August 2024
at Meeting Room, HIF Offices, 17 Wetherby Road.

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
Angie Gillett	Managing Director
In attendance	
	Deputy Director of Estates and Facilities
	Deputy Director of People and Culture
	HR Business Partner (HDFT)
	Deputy Director of Finance (HDFT)
	Administrative Assistant
Apologies	
Kate Southgate	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)
Lucy Hind (LH)	Non-executive Director

DRAFT MINUTES

HIF/08/27/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting. Action: The Chair and Managing Director to review the necessity of the finance meetings held prior to the main Board that are currently in diaries.
HIF/08/27/2	Apologies for Absence
2.1	Apologies for absence were noted as above.
2.2	The Chair confirmed that the meeting was quorate.
HIF/08/27/3	Declarations of Interest
3.1	Non-Executive Director (RT) advised that the "no interests declared" sentence needs removing from his section of the table.
3.2	Resolved: There were no additional conflicts of interests declared in relation to the business of the meeting.
HIF/08/27/4	Minutes of the Previous Meeting

<p>4.1</p> <p>4.2</p>	<p>Non-Executive Director (RT) queried item 72 on the agenda, where it stated that the [xxxxxx] contract was to be signed by the end of July, but was then noted that it is due to be signed in September. [xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx]. Due to annual leave over August by key personnel in HIF, [xxx] and [xxx] some delays had been experienced, however further discussions were scheduled in the coming weeks.</p> <p>Resolved: The minutes of the Board meeting held on 27th June 2024 were approved as a complete and accurate record.</p>
<p>HIF/08/27/5</p>	<p>Matters Arising and Action Log</p>
<p>5.1</p> <p>5.2</p> <p>5.3</p>	<p>Matters Arising</p> <p>There were no matters arising from the minutes not already included on the agenda.</p> <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> <p>83 - HIF/06/25/13.4: Succession Planning – The Associate Director of Business Modernisation and Service Improvement had shared some detail regarding this with the HR Business Partner. The HR Business Partner and Deputy Director of People and Culture will present this to People and Culture Committee. <i>Propose to close action.</i></p> <p>82 - HIF/06/25/12.8 82: Workforce Report - <i>Propose to close action.</i></p> <p>80 - HIF/06/25/11.6: Company Accounts Update – Ongoing work is progressing, and there are no current concerns in terms of timescales. <i>Action to remain open.</i></p> <p>75 - HIF/06/25/6.5: Chair’s Update – Stakeholder Governor position still being advertised, closing date is this week. An update will be provided accordingly. <i>Action to remain open.</i></p> <p>67 – HIF/01/27/12.9: Workforce Report - The template used is unable to be amended, so this action is unable to be resolved. <i>Propose to remove from action log.</i></p> <p>60 – Workshop HIF/01/30/3.1.1: Finance - Work ongoing by the finance team. Any risks or concerns will continue to be raised at the Board of Directors meeting, and will continue to be part of the finance report. <i>Propose to close action.</i></p> <p>57 - HIF/12/19/9.4: Board Assurance Framework – <i>Propose to close action.</i></p> <p>42 – HIF/08/29/6.4: Skills Matrix - It was agreed to include a skills matrix in the succession plan. <i>Propose to close action.</i></p>

	<p><i>A new action was proposed for the Chair and the Managing Director to prepare a proposal for a new Board Structure, to be implemented from December 2024.</i></p> <p>38 – HIF/06/27/10.5: Finance Report - As soon as accounts have been concluded, work will be picked up and also concluded.</p> <p>70 – HIF/04/23/3.4: Declarations of Interest - Declarations of interest to be fully updated and minor changes included. <i>Resolved – Action closed during meeting.</i></p> <p>Resolved: The action log would be updated as discussed.</p>
HIF/08/27/6	Chair's Update
6.1	The Chair provided a verbal update on the company business noting:
6.2	<ul style="list-style-type: none"> • The company performance appeared to be progressing well. • The company's financial position appeared to be positive, although there were some underlying issues to be aware of which were detailed in the Finance report. • The financial position of the NHS remains challenging overall, so focus was needed on monitoring company finances.
6.3	In addition, the Chair stated that, following the Extra Ordinary Board Meeting, the contract between the company and [REDACTED] was in a position to be signed, which is a positive step forward in ambitions for generating external revenue.
6.4	<p>The Chair advised that there is a Board-to-Board meeting proposed for December 2024, and a date needs to be arranged to ensure maximum attendance. The meeting is planned to be in a discussion format, and the proposed topics that will be covered during the meeting are:</p> <ul style="list-style-type: none"> • Green agenda – Further to the information provided by the Managing Director and the Associate Director of Estates and Capital Delivery during the previous meeting, including the geothermal opportunity. • Business Development briefing
6.5	It was agreed to contact Wallace Sampson to discuss the geothermal opportunity.
6.6	Resolved: The Chair's Update was Noted.
HIF/08/27/7	Managing Director's Update
7.1	The report was received and taken as read. The Managing Director highlighted key points for the Committee to note:
7.2	<u>Workforce: Organisational Changes</u>
7.21	<p>Portering</p> <p>There has been work ongoing since the previous meeting, the Portering team have provided feedback regarding proposals, which have been addressed. To resolve these concerns, there will be a revised roster published which will address some of the areas of concern and agree a</p>

<p>7.22</p>	<p>way forward, and resolve some concerns around flexible working. This is currently being discussed with staff, and this has been received well by the majority of the workforce. Another update will be provided during the next Board meeting.</p> <p>XXXXXXXXXXXXXXXXXX</p> <p>There will be an upcoming consultation regarding XXXXXXXXXXXXXXXXXX service. The initial proposal will state that XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX. The consultation paper is in draft and due to be issued shortly. An update will be provided in due course.</p> <p><u>Pay Award 2024/25</u></p>
<p>7.3</p>	<p>In line with actions undertaken by the Trust, the Managing Director and the HR Business Partner have drafted a letter to distribute to staff. There may be some staff members who will be challenged financially due to this affecting Universal Credit payments, this will be managed.</p>
<p>7.4</p>	<p>Resolved: The Board noted the contents of the Managing Director’s report.</p>
<p>HIF/08/27/8 Board Assurance Framework (BAF)</p>	
<p>8.1</p>	<p>The Managing Director presented the Board Assurance Framework (BAF).</p>
<p>8.2</p>	<p>The BAF was discussed. The Board’s general consensus was that in future the BAF would form a larger part of the meeting agenda, and sub committees would report around it in more detail if needed. The BAF as proposed would encompass the current Workforce report and Finance report. It was noted that the Integrated Board Report (IBR) would still be used, as the Chair expressed reluctance in altering the IBR, and it was noted that the IBR is used extensively in HIF Senior Management Team meetings.</p>
<p>8.3</p>	<p>The Managing Director reported that as part of business development/modernisation, this section of the BAF would be presented at the Private Board meeting as a “Mini BAF.”</p>
<p>8.4</p>	<p>The Chair noted that on page 2 of the BAF, the theme “Delivering our services sustainably, minimising our impact on the environment” needed to be clarified as sustainability was the responsibility of both the Trust and the Company. The Managing Director highlighted that further discussion was needed with the Trust regarding future funding for key initiatives and how greater engagement with clinical teams could be achieved. Non Executive Director (GB) raised a query about net zero targets, as they were baselined in the 1990s, and there are additional under lying targets for 2028 and 2036.</p>
<p>8.5</p>	<p>Action: Review the sustainability theme in the BAF.</p>
<p>HIF/08/27/9 Integrated Board Report (IBR)</p>	

<p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p>	<p>The Managing Director presented the Integrated Board Report (IBR), noting:</p> <ul style="list-style-type: none"> • The new vehicle fleet order has been placed • Work surrounding logistics is ongoing with the HDFT Head of Contracts • A wider piece of work is ongoing, supported by the HDFT Director of Finance, surrounding the Trust’s use for taxis and other logistics • Café Bistro is currently being refurbished, and a new menu is being developed • Engagement with Leeds City College has commenced regarding apprenticeships and training for management • The new Fire Safety Manager starts in post today. <p>The Managing Director noted that the general position is that there are a few areas of concern, particularly recent levels of sickness.</p> <p>The Deputy Director of People and Culture clarified that the Workforce data in the IBR presented is for June and July 2024.</p> <p>Resolved: The Board noted the contents of the Integrated Board Report.</p>
<p>HIF/08/27/10</p>	<p>Finance Report</p>
<p>10.1</p> <p>10.2</p> <p>10.3</p> <p>10.4</p> <p>10.5</p> <p>10.6</p>	<p>The Deputy Director of Finance presented the report, noting:</p> <ul style="list-style-type: none"> • There has been an overall improvement of the financial position • There is a xxxxxxx surplus • Fixed asset work has taken place, and the income received from this has contributed to the forecast returning to the expected level • There are some risks surrounding xxxxxxxxxxxxxxx. • Energy assumptions are based on last year’s usage. • CIP delivery has been going well. <p>The Deputy Director of Finance noted that xxxxxxxxxxxxxxxxxxxxxxxxxx.</p> <p>There has been a decreased usage of agency and overtime. Xxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxxx.</p> <p>There have been a few instances of xxxxxxx, which are being resolved and monitored on a month-by-month basis.</p> <p>The HDFT Non-executive Director, Shareholder Non-executive Director (JC) noted that xxxxxxxxxxxxxxx. The Managing Director added that the HIF operational managers have been challenged to xxxxxxxxxxxxxxxxxxxxxxx.</p>

10.7	The Chair stated that the Company financial position looks positive in the report, XX . The Managing Director noted that going into winter there will be pressures that may cause financial hits.
10.8	Resolved: The Board noted the contents of the Finance Report.
HIF/08/27/11	Company Accounts: Update
11.1	There was nothing further to discuss in regards to this agenda item.
HIF/08/27/14.1	Workforce
	<i>Note: This agenda item was presented out of order to the agenda.</i>
14.1.1	The Deputy Director of People and Culture provided a general Workforce update, noting:
14.1.2	<ul style="list-style-type: none"> • Positive movements continue to occur around staff turnover, and turnover within the first year of employment • There has been an increase in sickness which is of concern, this is an area of focus.
14.1.3	The HR Business Partner stated that levels of sickness are highest in the Domestic and Portering department, noting that the high levels of Portering sickness may be due to the ongoing consultations. With the appointment of the new Portering and Logistics manager however it was anticipated that sickness management would be more proactively managed.
14.1.4	It was reported that there is currently a high level of Covid, colds, and flu in the Domestic department. This is continuing to be monitored.
14.1.5	The Non-executive Director (RT) noted that there appears to be a trend of staff going on sickness absence due to musculoskeletal issues, which then turns into anxiety/stress. The Deputy Director of People and Culture stated that the employee assistance programme is highlighted to employees to assist with anxiety caused by issues outside of work.
14.1.6	The Non-executive Director (GB) asked if some of the KPI benchmarking work that was previously undertaken will be reflected in the report. The Deputy Director of People and Culture replied that they are awaiting confirmation for a couple of points, and then the KPI benchmarking will be updated.
14.1.7	The Chair stated that the currently appraisal statistic should be 75% for the board, however it was noted that this is reported a month in arrears.
14.1.8	The Managing Director noted that appraisal rates were below target, however work was being undertaken currently to improve this.
14.1.8	Resolved: The Workforce update was noted by the Board.
HIF/08/27/12	Security

12.1	The Deputy Director of Estates and Facilities and the Estates Compliance Manager were welcomed to the meeting.
12.2	The Deputy Director of Estates and Facilities provided an update on the current security position, following on from discussions at a previous Board meeting.
12.3	The Deputy Director of Estates and Facilities reported that the Trust and the Company were working together to oversee security across the site, with the following arrangements in place.
12.4	<ul style="list-style-type: none"> • A concierge will be placed at the front desk of the Hospital • Clinical teams will be the initial responders to incidents, and Porters will not respond to violence and aggression incidents • The Health and Safety team will manage wider training • Body work CCTV will be removed • HIF will continue to provide LSMS Security Management service XXXXXXXXXXXXXXXXXXXX
12.5	<p>In relation to day-to-day operations, The Deputy Director of Estates and Facilities noted that the police refuse to respond to incidents where there is a mental health component. XXXXXXXXXXXXXXXXXXXX. In response to a question from the Non-executive Director (RT), it was clarified that the clinical team make the decision as to whether there is a mental health component in an incident. The following issues were also reported:</p>
12.6	<ul style="list-style-type: none"> • XXXXXXXXXXXXXXXXXXXXXXXX • XXXXXXXXXXXXXXXXXXXXXXXX
12.7	The Deputy Director of Estates and Facilities noted that there are risks present. XX.
12.8	The Deputy Director of Estates and Facilities presented a proposal for a potential way forward and this was discussed by the meeting.
12.9	The Managing Director added that the presentation has been shared at the HIF/Trust Contract Review meeting, and the HDFT Director of Finance has been nominated as the Trust's security lead.
12.10	The group discussed the presentation extensively. The Chair summarised the discussion, XXXXXXXXXXXXXXXXXXXX. The Managing Director stated that before progressing it is important that all responsibilities and liabilities are known. It was decided to discuss this at the next formal Board meeting, and an update to be provided.
HIF/08/27/13	Premises Assurance Model

13.1	The Estates Compliance Manager presented the report on the Premises Assurance Model (PAM).
13.2	Answering a question from the Chair, The Estates Compliance Manager confirmed that it is the Trust's responsibility to ensure that the model is followed across all sites.
13.3	The Estates Compliance Manager also confirmed that the some of the money spent on the PAM would have been spent anyway, however some of it will be spent on new things, such as digital improvement. The Managing Director added that the establishment of a PAM assurance group is key to decide whether the money will be spent on it.
13.4	The Estates Compliance Manager noted that the annual submission is in September, so it could be brought to the Board meeting in May/June, to ensure there is enough time to make any amendments.
13.5	HDFT Director of Strategy, Shareholder Non-executive Director (MG) stated that the next step will be updating the risk register, xxxxxxxxxxxx. The Managing Director added that it will be helpful if the next steps are agreed at the Resources Committee, and a decision needs to be made as to who will be included in the PAM project group.
13.6	The group agreed that this should be added to the Trust's Risk Register.
HIF/08/27/14.2	Workforce – Inpulse Survey Results
14.2.1	The HR Business Partner presented the results of the Inpulse survey. It was noted that the response rate was 12%, so is potentially not indicative of the wider opinions of the workforce.
14.2.2	The Deputy Director of Estates and Facilities proposed a strategy to increase engagement with the staff surveys, following feedback from staff that included survey fatigue, challenges with accessing digital surveys, concerns that the surveys are not anonymous, and potential language barriers. The strategy proposed was to develop a department-specific paper based survey to be used to generate feedback from staff, and to step away from using the Inpulse surveys.
14.2.3	This was discussed extensively. The HDFT Deputy Director of People and Culture noted that the Trust may require HIF to continue to complete the Inpulse surveys. The HDFT Director of Strategy, Shareholder Non-executive Director stated that there may be concerns of losing a link between HIF and the Trust with the Inpulse surveys. In addition, many of the issues noted by HIF staff may also be relevant to Trust staff, so it may be more beneficial to address the common problems.
14.2.4	The Chair summarised the discussion, noting that work needs to be undertaken to address the issues identified with the Inpulse survey, but there HIF could continue exploring alternative solutions to survey staff undertaking an alternative paper based method. The group agreed that the new survey would be trialled, and further conversations with the Trust would be held.
HIF/08/27/15	Work Plan

15.1	Not discussed, included in the agenda for information only.
HIF/08/27/16	Any Other Business
16.1	Future format of Board Meetings: AG noted that the Company will require subcommittees to meet more frequently to inform conversations at the Board meeting.
16.2	Action: Managing Director to discuss with Non-executive Director (GB) and Non-executive Director (LH) to discuss the frequency of subcommittees and to develop a plan.
HIF/08/27/17	Items to Escalate to HDFT Board
17.1	It was agreed the following items would be escalated to the Trust Board:
17.2	<ul style="list-style-type: none"> • Security – Next steps
HIF/08/27/18	Additional Risks to add to Risk Register
18.1	It was agreed to add the Premises Assurance Model (PAM) to the HIF Risk Register.
HIF/08/27/19	Evaluation of Next Meeting
19.1	It was considered that the meeting ran well.
19.2	The formal Board meeting closed.
PRIVATE SESSION	
The Board meeting of the Harrogate Healthcare Facilities Management Limited continued in private session.	