

**HARROGATE HEALTHCARE FACILITIES MANAGEMENT LIMITED**  
**Company number: 11048040**  
**(the "Company")**  
**t/a Harrogate Integrated Facilities (HIF)**

**APPROVED Minutes of a Meeting of the Company Board of Directors**  
**held on Tuesday, 22 June 2021 at 9.00am**  
**at the Pavilions, Great Yorkshire Showground, Harrogate**

**Present:** Mark Chamberlain, Chairman  
Jonathan Coulter, Interim Chief Executive Officer  
Angela Gillett, Interim Managing Director  
Lucy Hind, Director  
Roger Taylor, Director  
Sarah Armstrong, Director

**In attendance:** [REDACTED], Company Secretary (HDFT)  
[REDACTED], Deputy Director of Finance (HDFT)  
[REDACTED], Head of Employee Experience (Deputy Director of Workforce & OD), HDFT  
[REDACTED], Executive Assistant (HDFT) – minute taker

**HIF/06/21/1 Welcome and Apologies for Absence**

1.1 The Chairman welcomed everyone to the meeting and introduced [REDACTED], the new Company Secretary for HIF and HDFT, attending for the first time.

1.2 There were no apologies for absence.

**HIF/06/21/2 Declarations of Interest and Register of Interests**

2.1 It was noted that Jonathan Coulter is Deputy Chief Executive/Finance Director at Harrogate and District NHS Foundation Trust (HDFT); Sarah Armstrong is a Non-Executive Director at HDFT; Angie Gillett is on secondment from her HDFT substantive position as Deputy Director of Planning and Business Development, [REDACTED] is Deputy Director of Finance at HDFT, [REDACTED] is Head of Employee Experience (Deputy Director of Workforce & OD) at HDFT and [REDACTED] is Company Secretary at HDFT.

**HIF/06/21/3 Minutes of the previous HIF Board meeting**

3.1 The minutes of the previous meeting held on 27 April 2021 were approved as an accurate record.

**HIF/06/21/4 Matters Arising and Action Log**

**4.1 Matters Arising**

4.1.1 There were no matters arising that were not included on the agenda.

**4.2 Action Log**

4.2.1 The completed actions were agreed to be closed. Open actions were discussed in turn.

HIF/10/20/9.4 and 9.5 Proposals for KPI Reporting. Discussions were ongoing through the Governance and Compliance Committee and work had started on the IBR. It was hoped to have performance indicators by September's meeting. An update would be received at the next Board meeting, together with suggestions for what the Board might want to measure.

HIF/02.21/9.1.4 – Staff Survey. The People and Culture Committee had reviewed the outcome of the Staff Survey and an action plan was in place to address the low scoring areas. It was agreed to close this action on the action log and review Inpulse data together with action plans for low scoring areas.

HIF/04/21/6.1.6.2 – Outcome of third bid for [REDACTED] funding. The outcome was still awaited, however, it was understood that [REDACTED]. The two previous bids had been successful. It was anticipated that there may be further opportunities to bid for funding later in the year and the position would be monitored. Discussions had taken place with [REDACTED] in relation to the contract and next steps to reduce both organisations' carbon footprint and to identify any opportunities to bid for funding on the horizon [REDACTED]. Lucy Hind noted advice received to have bids for fire and safety related projects prepared by the end of October 2021. It was agreed to close this action.

HIF/04/21/7.3 – Visit to Herriots. It was agreed that Board members would visit Herriots restaurant following the Board Workshop on 27 July to sample the lunchtime menu. This would be followed by a visit to some of the teams within HIF. Angie Gillett noted that staff would welcome these visits and it would be helpful to see teams in their environments. It was suggested that this might be repeated on a quarterly basis. Lucy Hind noted that the Governance and Compliance Committee would be identifying representatives from individual teams to attend meetings to talk about their area.

HIF/04/21/12.2 – Workforce and Organisational Development Report – agenda item 11.

## HIF/06/21/5

### 5.1

#### Chairman's Report

The Chairman provided a verbal update and noted that for future meetings he would be producing a written summary. He highlighted meetings he had attended over the last month:

- A meeting with [REDACTED] Chairman and Chief Executive.
- An introductory meeting with Emma Nunez, interim Executive Director of Nursing, Midwifery & AHPs, when her observations had been sought on what is working well and not so well in HIF from a HDFT perspective. Discussion had included the issue of clutter on corridors.
- Meetings with staff around HIF and HDFT.
- A meeting with [REDACTED], Staff Governor for HIF, for one of their regular catch up meetings, which provides an opportunity to raise any issues on behalf of staff. [REDACTED] had recently been appointed Staff Governor for a further three-year term.
- Attended the HIF People and Culture Committee.
- A meeting with the Chair of HDFT for one of their regular, scheduled meetings. [REDACTED] had been generally positive in relation to the work underway on the Estates structure and senior roles within HIF.
- A finance briefing session held prior to the Board meeting - these briefings would continue prior to Board meetings.

### 5.2

Looking ahead to August, the Chairman noted that a Board-to-Board meeting is scheduled to take place with HDFT, on 25 August 2021, when it was planned to

update on progress on environmental work. The Non-Executive Directors were welcome to be involved in the preparation of the presentation for this.

5.3 **Resolved:** the Chairman's report was noted.

5.4 **HDFT Board Changes to Articles of Association and Appointment of Managing Director**

5.4.1 The paper was received and noted.

5.4.2 Roger Taylor referred to the ratio of directors and enquired if the change meant the company was compliant in terms of governance and independent board members. **xxxxxxxxxxxx** undertook to confirm this. It was noted that the Chairman is an independent director and has the casting vote. The company would have an independent Non-Executive Director vacancy it would be looking to fill; preferably with someone with environmental expertise.

5.4.3 **Resolved:** i) the changes to the Articles of Association were noted;  
ii) the updated Articles have been provided to **xxxxxxx** to file with Companies House; and  
iii) it was noted that HDFT Board agreed Angie Gillett's appointment as a shareholder director to cover the HIF Managing Director position on an interim basis.

5.5 **Appointments Committee Recommendation**

5.5.1 The paper was received and noted.

5.5.2 **Resolved:** i) it was noted that the Appointments Committee at its meeting on 25 May 2021 considered and approved the proposal made to reappoint **xxxxxxx** as HIF's Stakeholder Governor for another three year term;  
ii) that the decision was made due to **xxxxxx** demonstrating that she had to date carried out the role most professionally and is highly respected by HIF and HDFT colleagues at all levels; and **xxxxx** wished to continue in this role;  
iii) it was noted that **xxxxx** was appointed as the Trust's Lead Governor and is well respected by her fellow Governor colleagues and HDFT Board whilst carrying out this role.  
iv) it was noted that due to the recent changes within HIF, the Appointments Committee agreed that it would be in the best interest of the organisation to ensure continuity for **xxxxxxx** to continue in the role for a further three years; and  
v) the HIF Board approved the decision of the Appointments Committee for **xxxxxxxxxx** to be reappointed as HIF's Stakeholder Governor for a further three-year term.

**HIF/06/21/6** **Interim Chief Executive's Report**

6.1 The Interim Chief Executive report was noted. Jonathan Coulter drew reference to some of the key points to note.

6.1.1 **xxxxxxxxxxxxxxxxxxxxxx**, HIF's Colleague of the Year, had been selected as one of six people nationally from the NHS – the only non-clinical person chosen – to be the 'model' for an NHS Charity pin badge depicting a set of hands. It was anticipated that there would be some national media coverage over the next few days. The Board noted its congratulations to **xxxxxx** and that it would shine the spotlight on the Company.

6.1.2 Updates on the work ongoing within the seven workstreams and other areas of work started in 2020 were noted:

- Investigations into Estates bullying and harassment now complete and closed.
- Majority of the actions arising from the external peer review now complete and closed, the Estates restructure being the final piece of that work.
- Review of terms and conditions of employment complete.
- Standards of behaviour – new values, appraisal process and recruitment toolkits developed for HIF/HDFT. Work continued on a Charter regarding expectations of HIF colleagues and its customers and this would be launched once complete.
- Improving communications – visibility of directors increased and opportunity for conversations with colleagues. Increasing staff access to IT. Communication would be an ongoing action and the visits from the Board would be helpful in terms of increasing visibility.
- Recruitment – the process had been revised, to ensure equitable. A meeting was to take place with the Director of Workforce & Organisational Development to discuss the Company’s requirements and to check its needs are being met.
- Leadership development – work progressing to establish a leadership structure, focusing on front line leaders and a development programme.

6.1.3 Discussions had taken place recently with a number of external partners regarding future developments in Ripon and the provision of healthcare and leisure facilities. Careful planning would be required, involving a number of stakeholders, to ensure future development meets the needs of the population. A further factor to consider is the land issue in Ripon where specialist expertise is required when planning building projects. A decision on the former swimming pool would be required, by the Council, in the autumn. An update would be received at the next Board meeting.

**Action (J Coulter / A Gillett)**

6.1.3.1 Roger Taylor offered his assistance in taking forward work associated with this in terms of the future role for HIF. He commented that there may be GP practices in the Ripon area who would be interested in being part of the future development of a preventative approach to healthcare, which if successful might be of national interest.

6.1.3.2 The Chairman suggested this could be a topic for a future Board workshop and it might be helpful for the Board to visit Ripon hospital prior to this. Jonathan Coulter reported that the HDFT Board had visited the hospital and had seen the difficulties in accessing services; moving patients between areas and receiving deliveries of goods due to the layout of the old building, with its narrow corridors and ramps. It was also noted that the hospital is held in high regard in the community. It was agreed that consideration would be given to if, and when, it would be timely to visit.

**Action (J Coulter / A Gillett)**

6.1.3.3 It was reported that discussions had taken place with [REDACTED] when the [REDACTED] had talked about future plans following its move into [REDACTED]. The HDFT Non-Executive Directors had subsequently been briefed. The HIF Non-Executive Directors would be kept updated on any developments.

6.1.4 The latest Project Board Highlight Report was appended to the report. It was noted that the [REDACTED] is progressing and some of the work would impact on HDFT projects. Work was ongoing in terms of design, costs, and identifying any contingency plans required.

6.1.5 **Resolved:** the Interim Chief Executive’s report was noted.

**HIF/0621/7 Interim Managing Director’s Report**

7.1 The Interim Managing Director’s report was noted. Angie Gillett drew reference to the following:

- 7.1.1 **Business Plan 2021/2022**  
The business plan outlining the developments the Company is looking to progress in 2021/2022 was noted and approved. The next step would be to share within the Company.
- 7.1.1.2 **Resolved:** the Board approved the Company's business plan for 2021/22.
- 7.2 **Workforce**
- 7.2.1 **Estates Structure**  
A further workshop with the Estates Team was due to take place on 1 July 2021 to discuss the proposed structure. It was hoped that the majority of concerns raised had been addressed. An update would be received at the next meeting.
- 7.2.2 **Medical Devices Equipment Library**  
The successful candidate had decided not to take up the post. This had presented the department with an opportunity to review the structure within the Team and discussions were ongoing with the Learning and Development Team as the work associated with the post relates predominately to training and the potential of this training post transferring back to the Trust was being explored.
- 7.3 **Apprenticeship Scheme**
- 7.3.1  
The paper setting out the details of the scheme had been appended to the report. The People and Culture Committee had considered the scheme in detail and recommended it to the Board for approval as an excellent scheme for relatively small investment. The Company would be looking to expand its services going forward and the scheme offered the opportunity to recruit, train and hopefully offer a job at the end of the process. It was anticipated that the first cohort of apprentices would join the scheme in September 2022.
- 7.3.2 **Resolved:** i) the appointment of the [REDACTED] was approved;  
ii) membership of the Assessment Centre's Management Review Group and pursuing the recruitment of apprentices with their support and management of HIF's levy monies was approved; and  
iii) the recommendation to meet the travel expenses for all apprentices attending college was approved.
- Facilities Department**
- 7.4  
7.4.1  
Discussions were ongoing in relation to rostering, monitoring of shifts and recruitment of domestic staff. It was hoped that the outcome of these would have a significant impact on bank/agency usage and some reduction had already been seen. In addition, a new structure in relation to the role of the supervisors is being developed. An update on progress would be received at a future meeting of the Board.
- 7.4.2  
A review of rosters in the portering and logistic services would also be commencing following a request from Cancer Services to provide them with a courier service. It might be necessary to explore seeking some external expertise on this.
- 7.4.3 **Catering Review**  
A number of opportunities had been highlighted in the paper. The current issue in relation to the salary scale for chefs was noted. The majority of the Company's chefs were at the top of Band 2 Agenda for Change pay scales. National discussions were ongoing regarding a proposal to re-band chefs. The company was competing with other trusts to recruit and retain chefs and it was proposed to re-band these key posts within the context of the new model for the catering team and to enable delivery of future business opportunities.

**Resolved:** the Board confirmed it was supportive of the re-banding of chefs and the work underway within the Estates team.

7.4.4

### **Risk Registers**

7.5

7.5.1

A Risk Forum had been established, attended by senior managers from across all departments, with the initial meeting held in early June 2021. Day to day review of risks and development of action plans would be through this forum and regular updates would be provided to the Governance and Compliance Committee, with escalation of any risk issues to the Board.

7.5.2

The risk register, appended to the report, was noted. Questions were welcomed in terms of providing assurance. It was agreed it was helpful to have this summary of all risks and that it would be useful to review the 'red' rated risks. The risk in relation to the service yard was highlighted – it is congested, it should be barrier controlled, and staff use the entrance as a thoroughfare. There is some funding available in the capital programme this year to scope how the risks might be addressed.

7.5.3

**Resolved:** the Risk Register was noted and discussed.

7.6

### **Reporting Arrangements**

7.6.1

#### **ERIC Return and Premises Assurance Framework**

The return had been completed for submission at the end of June 2021. A deep dive was planned of the collection of data relating to the costs of providing, maintaining and servicing the estate.

7.6.2

**Resolved:** the Board confirmed it was supportive of this approach.

7.7

### **New Appointments**

7.7.1

#### **Deputy Director of Estates and Facilities**

Twenty-five applications had been received for this post and short-listing would now take place. The selection process would consist of a focus group and interview panel and these were being arranged.

7.7.2

#### **Governance/Service Lead (secondment post)**

Some expressions of interest had been received in relation to this post and it was anticipated an appointment would be made by early August 2021.

7.8

### **Policy Review/ SFIs/SO Update**

The review of policies, SFIs and Standing Orders would be commencing once the Governance Lead has been appointed.

7.9

### **Sterimelt**

Approval had been received in 2019 to purchase a Sterimelt machine for the recycling of polypropylene waste, which would also provide an income to the Company. As a result of the pandemic, progression of the scheme was delayed. Following review of the project and discussions with Leeds Teaching Hospital's procurement team, agreement had been reached to explore a partnership arrangement for the trial of the equipment for nine months at the Leeds warehouse. A 50:50 split on any investment received on the sale of the waste blocks that are produced was proposed. The Board would be kept updated as the trial progresses.

**Action (A Gillett)**

7.10

**Resolved:** i) the Board was supportive of the principle of working with other trusts and potential generation of income.  
ii) the Managing Director's report was noted.

**HIF/06/21/8 Harrogate Hospital & Community Charity's news, updates and events**  
It was noted that this update would be received by the Senior Management Team rather than the Board.

**HIF/0621/9 Health and Safety Report**

9.1 A verbal report was received from Angie Gillett. The health and safety report had been discussed within HDFT and was included on the workplan. As previously reported, the fire officer is absent as a result of sickness and would not be returning and it was intended to replace this post with a health and safety post encompassing health and safety in buildings and the environment, which would address other issues such as SALUS audits. Work was ongoing to review what was required and develop a job description.

9.2 In response to a query from the Committee, it was confirmed that health and safety pertaining to people falls under the responsibility of Workforce and Organisational Development and Occupational Health. It was agreed that Angie Gillett and Shirley Silvester would ensure any matters pertaining to health and safety and employees are reported to the Board.

9.3 The Trust has agreed that a health and safety manager is required and would be considering the governance structure, identifying the executive lead for health and safety and appointing to the role, as a matter of some urgency. The lack of a health and safety manager is included on the Trust's risk register, as is SALUS, and should be included on the HIF risk register if not already.

**Action (A Gillett)**

9.4 The Board would be kept updated on progress.

9.5 **Resolved:** the report was noted.

**HIF/06/21/10 HIF Board Committees**

**10.1 People and Culture Chair's Report**

10.1.1 The People and Culture Committee Chair's report from the meeting held on 9 June 2021 was noted. Sarah Armstrong noted that it had been a very positive meeting and the Committee had been assured by the progress made to date. She drew reference to the following:

- It was felt there was a good balance between looking at current issues and future planning, building the future workforce e.g. the apprenticeship scheme.
- A good spread of activity, highlighting the staff survey and the receipt of a realistic and achievable action plan within three weeks.
- Good progress made over the last twelve months, but more to be done.
- Implementation of a wellbeing guardian role, as part of Caring for our People, further information on this was awaited. It was anticipated that this would be a Board executive, to seek assurance on and champion health and wellbeing.

**Resolved:** the People and Culture Committee Chair's report from the meeting held on 9 June 2021 was noted.

10.1.2

**Governance and Compliance Chair's Report**

10.2 Lucy Hind reported that the meeting scheduled to take place in June 2021 had been deferred. Meetings had taken place recently with the outgoing Company Secretary to discuss the Committee's workplan and a meeting with Kate Southgate and Angie Gillett to review this and future agendas would be taking place, to include scheduling time for more in-depth discussion.

10.2.1

**Action** xxxxxxxx

The next meeting was due to take place on 16 August 2021.

10.2.2 **Resolved:** the Board noted the update.

10.2.3

**HIF/06/21/11 Workforce and Organisational Development Report**

11.1 The Workforce and Organisational Development report as at June 2021 was received and taken as read. Attention was drawn to the following points:

- A focus on short and long term sick leave; working through the absence policy with eleven individuals; and to ensure staff are aware of all the support available to them and how to access this.
- Staff App to be launched in mid-July 2021 – this will enable staff to complete surveys and provide access to the Intranet for staff who do not have regular access to a PC. It was hoped it would help in getting feedback from “hard to reach” staff groups.

11.2 Sarah Armstrong drew reference to long-term absence and noted that it may be difficult for staff to return to their role due to the physical nature of their job, for example, if they have a musculoskeletal problem. It was confirmed that the aim is to bring staff back in a safe, supported way. If reasonable adjustments cannot be accommodated it may be necessary to go through a capability process if someone is no longer able to return to their role.

11.3 The Chairman referred to long-term sickness absence due to injury/fracture and **xxxxxxxxxxxxxx** agreed to look into this and report back.

**Action (xxxxxxxxxxxxxxxxxxxxxx)**

11.4 In relation to the Staff App, Sarah Armstrong noted that this was pleasing news but highlighted that not all people have a smart phone. This was recognised and the importance of remaining visible and workarounds was agreed.

11.5 In terms of Workforce KPIs and statutory and mandatory training it was noted that the Board compliance figure was 51%. It was felt that this should be higher as some members had recently completed their training. **xxxxxxxxxxxxxx** agreed to follow this up and arrange for Board members to receive information on training outstanding, to enable completion. It was confirmed that training completed as a member of HDFT automatically transfers across to HIF training records.

**Action (xxxxxxxxxxxxxx)**

11.6 **Resolved:** the Workforce and Organisational Development report was noted

**HIF/06/21/12 Finance Report**

12.1 The report was taken as read. Jordan Mckie drew attention to the key points to note:

- A £**xxxxxxxxxx** deficit year to date; the position had improved in May 2021. Energy costs and agency spend had been high during April and a new process now in place should address the latter.
- A cash balance of £**xxxxxxxxxx** – there was currently a logistical issue relating to invoices between HDFT/HIF which would be addressed in the next few days.
- Hotel Services had been tasked with reducing expenditure, substituting agency hours with substantive hours. Some of the increased spend related to cover for sick leave and cover for portering staff on reduced duties. Assessment is required as to whether this will be short term; if longer term it would need to be reflected in the staffing structure.



- 12.2 The Board agreed the mini session on finance, linked to reporting and forecasting, prior to the meeting had been helpful in terms of aiding understanding and providing assurance. It was agreed the next session would cover medium risks and worst-case scenario and review any items categorised as 'red'.  
**Action (J Mckie)**
- 12.3 The Chairman referred to the health of the Trust, as the parent company, and enquired if the company was in a position that should not cause the directors to be overly concerned. xxxxxxxxxxxx confirmed that there was currently an issue in relation to the reduction in income from car parking, which during the COVID-19 pandemic had been topped up. A steer from the Trust is required on this going forward in terms of logistics and approval, as due to the conflict of interest, a recommendation from the Finance Director of HDFT would not be appropriate.
- 12.4 **Resolved:** the finance update was noted.
- HIF/06/21/13 Board Meeting/Workshop Workplan**
- 13.1 It was agreed that it would be timely to review the workplan prior to the next meeting and any views on this were welcomed.
- 13.2 xxxxxxxxxxxx suggested that the accounts should be on the workplan for August.
- 13.3 xxxxxxxxxxxx enquired if an annual effectiveness review of the Board had been undertaken. It was confirmed that a review had not been undertaken and it was agreed to consider this along with the review of the workplan. The timetable for production and distribution of papers would also be reviewed.  
**Action (xxxxxxxxxx)**
- HIF/06/21/14 Risks**
- 14.1 It was agreed that the risk in relation to not having a health and safety manager in post would be included, if not already reflected.  
**Action (A Gillett)**
- HIF/06/20/15 Any Other Business**
- 15.1 Sarah Armstrong reported on a good news story – a grateful member of the public who regularly presents front line teams with confectionery to show their gratitude for their services.
- 15.2 There was no other business.
- HIF/06/20/16 Evaluation of Meeting and Any Items to Escalate to HDFT Board**
- 16.1 xxxxxxxxxxxx observed that it was a well-run, professional Board with a plenty of challenge.
- 16.2 There were no items to escalate to HDFT Board.
- HIF/06/20/17 Date and Time of Next Meeting**
- 17.1 The next Board meeting is scheduled to take place on 24 August 2021 at 9am.  
The meeting closed at 11:15.