

**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 Thursday 30<sup>th</sup> June, Boardroom, Trust HQ**

**Present:** Mark Chamberlain, Chairman  
 Angie Gillett, Managing Director  
 Roger Taylor, Non-Executive Director  
 Matt Graham, Director of Strategy and Transformation (Stakeholder Non-Executive Director)  
 Richard Stiff, HDFT Non-Executive Director (Stakeholder Non-Executive Director)  
 Gary Barrett, Non-Executive Director

**In attendance:** xxxxxxxxxxxx, Corporate Governance Officer (minutes)  
 xxxxxxxxxxxx, Interim Deputy Director of Finance (HDFT)  
 xxxxxxxxxxxx, Head of Operational HR, (in attendance for xxxxxxxxxxxx)

<b>HIF/6/30/1</b>	<b>Welcome and Apologies for Absence</b>
1.1	The Chairman welcomed everyone to the meeting.
1.2	Apologies were received from Kate Southgate, Associate Director of Quality & Corporate Affairs (HDFT) and xxxxxxxxxxxx, Head of Employee Experience (Deputy Director of Workforce & OD), HDFT, Lucy Hind, Non-Executive Director
1.3	The Chairman welcomed Richard Stiff, HDFT Non-Executive Director and Matt Graham, Director of Strategy and Transformation as Stakeholder Non-Executive Directors.
<b>HIF/6/30/2</b>	<b>Declarations of Interest and Register of Interests</b>
2.1	It was noted that xxxxxxxxxxxx is Interim Deputy Director of Finance at HDFT and xxxxxxxxxxxx is Head of Employee Experience (Deputy Director of Workforce & OD) at HDFT. It was further noted that xxxxxxxxxxxx is currently working on a project with xxxxxxxxxxxx in relation to service transformation for pathology.
<b>HIF/6/30/3</b>	<b>Minutes of the previous HIF Board meeting</b>
3.1	The minutes of the previous meeting held on 26 <sup>th</sup> April 2022 were approved as an accurate record.
<b>HIF/6/30/4</b>	<b>Matters Arising and Action Log</b>
4.1	<b>Matters Arising</b> There were no matters arising that were not included on the agenda.
4.2	Roger Taylor asked where we are with xxxxxxxxxxxx lease. The Managing Director told board that the lease is up next year, along with the lease for pharmacy. Sammy Lambert and Andy Colwell are doing work on this.
4.3	<b>Action Log</b>
4.3.1	

4.3.2	<b>Action 5:</b> Update provided by Mark Chamberlain in relation to holding a future meeting at Ripon Hospital.
4.3.3	<b>Action 18 &amp; 1 (IBR):</b> <i>Action closed</i>
4.3.4	<b>Action 21:</b> An update will take place at next Governance and Compliance Committee meeting
	<b>Action 23:</b> <i>(logged as action 9 on the printed action log)</i> changed to 23 for accuracy of the log.
<b>HIF/6/30/5</b>	<b>Chairman's Report</b>
5.1	The Chairman's report was taken as read. Key points were highlighted as follows:
5.2	On 26 <sup>th</sup> May, I attended the HIF recruitment day at the Cedar Court Hotel. This was a well-run and well-attended event, which gave the opportunity to meet current and future HIF people.
5.3	The HIF Board Workshop took place on 24 <sup>th</sup> May 2022, with a particular focus on a deep dive into the Staff Survey results and a working session on the HIF strategy. Members of the HIF senior team joined the meeting and made a valuable contribution to the discussions.
5.4	I am pleased to confirm that, following a Remuneration Committee on 24 <sup>th</sup> May 2022, Roger Taylor has been appointed for a further 3-year term as a Non-Executive Director of Harrogate Integrated Facilities Ltd
5.5	There were no questions from members of the Board.
5.6	<b>Resolved:</b> The Chairman's report was noted.
<b>HIF/6/30/6</b>	<b>Managing Director Report</b>
6.1	The Managing Director's report had been circulated to the Board, and was taken as read. The following were highlighted:
6.2	A new day of celebration was launched - 'National Healthcare Estates and Facilities Day' which took place on Wednesday 15 June 2022. This will now be held every year on the third Wednesday of June.
6.3	Representatives from the Senior Team were invited to attend the recent Governors development session held on 8 June 2022 to give a presentation on the work that is ongoing across the Company and highlight some of the opportunities we would like to explore in the future. The session proved to be very successful, with active engagement with the Governors and a wide range of questions for the Team.
6.4	The Recruitment Day (Thursday 26 May 2022) was well attended with 60 attending on the day. The Company received a total of 36 applications on the day (with an additional 20 following the event).
6.5	The Company now has established weekly Recruitment and Retention meetings with Service Managers, to monitor the overall workforce including, the current vacancies, promotion of positions and colleague retention. Colleagues are currently reviewing the introduction of new colleagues to HIF and this includes a review of the induction, and development of a welcome booklet.
6.6	

6.7	We have issued a questionnaire to all Domestic staff asking for their general overview of how it feels within the department on a day-to-day basis, as well as the challenges and changes that are needed.
6.8	It was felt that many Risk on our Risk Register apply to both HIF and the Trust.
6.9	<b>Action</b> The Managing Director to get clarity from Kate Southgate on what is expected from the Trust for HIF and their risks. What risks need to be on both registers?  <b>Resolved: The Managing Director's report was noted.</b>
<b>HIF/6/30/7</b>	<b>Integrated Board Report</b>
7.1	The Managing Director introduced the Integrated Board Report (IBR) which had been circulated and was taken as read. Key areas highlighted during the meeting were: <ul style="list-style-type: none"> <li>• National Estates &amp; Facilities Day took place on 15/06/22. Colleagues celebrated with food, raffles and quiz</li> <li>• Herriot's complete refurbishment completed and re-opened on 25/04/22</li> <li>• Health &amp; Safety Consultant completed draft report and in the process of recruiting 3 new roles within Health &amp; Safety</li> <li>• Green Plan approved and actions commenced</li> <li>• Environmental Health Officer conducted ad-hoc unannounced visit and successfully passed</li> <li>• Successfully recruited to 2 x Catering Service Improvement Leads (9 month fixed term)</li> <li>• Head of Estates and Catering Manager started in post</li> <li>• Development of HIF Business Plan and IT Strategy (3 years)</li> <li>• Training and implementation of Reset within Estates</li> </ul>
7.2	It was agreed a quarterly meeting would be set up and all Governors would be invited so HIF could share progress and direction and this would give Governors chance to ask questions.  HIF Governance structure finalised and confirmed.
7.3	All HIF Outstanding Audit Recommendations for 2020-22 have now been actioned and closed. Confirmation in May 2022 from Internal Audit that there are no outstanding audit actions.
7.4	<u>Risk Register</u>
7.5	The Company continues to manage risk on a monthly basis at the Risk & Compliance Group. All risks scored at a level 9 or above (high risks) have now been migrated to the Datix software and are monitored alongside the Trust's risks.
7.6	A recent review of all the Company's policies (HIF-authored policies) has now taken place and the Policy Register has been developed detailing the current position.
7.7	For Quarter 1 (April to date) there has been a total of 28 incidents recorded and 10 of which closed. The Quality & Governance Lead is meeting regularly with the identified responsible leads to ensure these are actioned and closed.  <b>Resolved: The Integrated Board Report was noted.</b>
7.8	
<b>HIF/6/30/8</b>	<b>Strategic Direction</b>

8.1	Following the workshop in June, the feedback on the Mission Statement and the Strategic themes have been reviewed and refined further. Based on this feedback, a new Mission Statement and a set of Strategic themes have been developed.
8.2	A Senior Team away day has been scheduled on 23 June 2022 and a key focus will be to take the agreed Strategic themes and develop a set of objectives across each of the service areas, which will then be shared with staff. This will enable our teams to focus on how their contribution on a day to day basis will assist in delivering our overarching Strategy. It is proposed to have the agreed objectives displayed across all departments and for the first time staff will be able to see how they can support service delivery across all areas of the Company. These objectives will also form the basis for individual appraisals going forwards.
8.3	Matt Graham felt the Mission Statement needs to mention the Trust on it. Perhaps, 'HIF delivers to the Trust'.
8.4	<b>Action</b> Agreed by all that the Managing Director and The Chair would look at the Mission Statement and send around to all to agree off line.
<b>HIF/6/30/9</b>	<b>Workforce &amp; Organisational Development Report</b>
9.1	The Workforce & Organisational Development Report had been circulated and was taken as read. Head of Human Resources highlighted key issues as follows:
9.2	The HIF absence rate for May has seen an increase to 6.72%. Short-term sickness has increased from 1.21% to 2.93% and long term sickness has decreased from 4.53% to 3.79%. The absence rate is still considerably higher than the Trust target of 3.9% and the Trust actual percentage of 4.44%.
9.3	Appraisal rate has dropped this month to 46.81% across HIF departments. It was noted that Head of Estates is doing a piece of work around appraisals.
9.4	Matt Graham commented that on recruitment they are looking at an option to do a risk assessment for a post and let the person start while waiting for the DBS check.
9.5	Gary Barrett noted that when people exit and have an exit interview then perhaps we revisit this 6 months later and ask again why did they leave, would they consider coming back? We would be more likely to get honest answers after the employee has left.
<b>HIF/6/30/10</b>	<b>Business Development Update</b>
10.1	Business development :
10.2	Work is on going to ensure Business Development is central and embedded within the company at all levels.
10.3	Social Media platforms are growing and engagement is increasing.
10.4	Sterile Services Department (SSD) potential [REDACTED] continues to be scoped. Business Case completed and under review for [REDACTED]
10.5	Continuous Horizon Scanning for potential new business opportunities.
10.6	'Back to Home' Project is underway.
10.7	

10.8	Catering Charter is due to launch.
10.9	'Feed a Family for £5' Catering Project is being scoped.
10.10	Effectiveness Questionnaires and letters have been sent out to colleagues in the Domestic Team and a date for the workshop is being scoped.
<b>HIF/6/30/11</b>	<b>Financial Update</b>
11.1	Interim Deputy Director of Finance noted her report as read. Key Highlights were as follows:
11.2	In May HIF reported a surplus of xxxxxxxxxxxx which takes the year to date position to xxxxxxxxxxxx surplus, ahead of plan by xxxxxxxxxxxx
11.3	The non NHS income related to xxxxxxxxxxxx improved in May compared to April, however year to date the shortfall is already xxxxxxxxxxxx behind the planned level.
11.4	Pay expenditure has increased in month, partly due to bank holiday payments and partly due to an accrual that has been added for the pending pay award. The contract income was inflated for this in April as part of annual planning process.
11.5	Non pay continues to underspend against budget however it is worth noting that the energy & utility budgets are currently phased in equal 12ths which isn't reflective of the pattern of usage across the colder period. This will be revised for month 3.
11.6	Travel plan been compiled looking at park and ride and other ideas.
11.7	<b>Resolved: The Board noted the updates.</b>
<b>HIF/6/30/12</b>	<b>HIF Board Committees</b>
12.1	Governance and Compliance Chair's Report – 21 <sup>st</sup> June 2022
12.2	A problem was identified about the Companies House. A problem with the upload of accounts, when the time was to upload we sent a hard copy. This is showing that we never submitted it.
12.3	<b>Action</b> Interim Deputy Director of Finance to discuss with Kate Southgate.
12.4	Governance and Compliance Committee – 21 <sup>st</sup> June 2022.
12.5	All HIF Outstanding Audit Recommendations for 2020-22 have now been actioned and closed. Confirmation in May 2022 from Internal Audit that there are no outstanding audit actions.
12.6	The Company continues to manage risk on a monthly basis at the Risk & Compliance Group.
12.7	A recent review of all the Company's policies (HIF-authored policies) has now taken place and the Policy Register has been developed detailing the current position.
12.8	Taken as read.
<b>HIF/06/30/13</b>	<b>xxxxxxxxxxx Progress Report</b>
13.1	Plant room contract agreed and approved 12 week lead time to get on site.
13.2	Nidderdale corridor now re-opened

13.3	<p>Issue around contract with [REDACTED], we are in position to sign but they are querying a claw we have in there, Jonathan Coulter and our Managing Director are in discussions.</p> <p>Meetings are in the diary for the contractual issue.</p>
<b>HIF/6/30/14</b>	<b>Risks</b>
14.1	<p>Companies House website is a risk, showing we did not submit our finances. Needs adding to RR</p>
<b>HIF/6/30/15</b>	<b>Any Other Business</b>
15.1	<p>There were no items of Any Other Business raised.</p> <p>None</p>
<b>HIF/6/30/16</b>	<b>Evaluation of Meeting and Any Items to Escalate to HDFT Board</b>
16.1	<p>Discussions were held on the content of the reports received by the Board and the work that was ongoing with recruitment and selection.</p>
16.2	<p>Nothing to escalate. Meeting ended 11.49am</p>
<b>HIF/6/30/17</b>	<b>Date and Time of Next Meeting</b>
17.1	<p>The next meeting would take place on Tuesday 30<sup>th</sup> August 2022, 9.00am, Boardroom - (Tuesday 26<sup>th</sup> July (Workshop)) to be held in Ripon.</p>