

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

Minutes of a Meeting of the Company Board of Directors
held on Tuesday, 24 August 2021 at 9.00am
at the Pavilions, Great Yorkshire Showground, Harrogate

Present: Mark Chamberlain, Chairman
Jonathan Coulter, Interim Chief Executive Officer
Lucy Hind, Director
Roger Taylor, Director

In attendance: xxxxxxxxxxxxxxxx Deputy Director of Finance (HDFT)
xxxxxxxxxxxxxx, Head of Employee Experience (Deputy Director of
Workforce & OD), HDFT (for items 9.0, 10.0 and 14.0)
xxxxxxxxxxxxxx, Executive Assistant (HDFT) – minute taker

HIF/08/21/1 Welcome and Apologies for Absence

1.1 The Chairman welcomed everyone to the meeting.

1.2 Apologies were noted from Sarah Armstrong, Director, Angela Gillett, Interim Managing Director, xxxxxxxxxxxxxxxx, Head of Human Resources and Kate Southgate, Company Secretary.

HIF/08/21/2 Declarations of Interest and Register of Interests

2.1 It was noted that xxxxxxxxxxxxxxxx is Deputy Chief Executive/Finance Director at Harrogate and District NHS Foundation Trust (HDFT); xxxxxxxxxxxxxxxx is Deputy Director of Finance at HDFT and xxxxxxxxxxxxxxxx is Head of Employee Experience (Deputy Director of Workforce & OD) at HDFT.

HIF/08/21/3 Minutes of the previous HIF Board meeting

3.1 The minutes of the previous meeting held on 22 June 2021 were approved as an accurate record.

HIF/08/21/4 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 – Updated provided in the report from the Managing Director, Agenda item 7.0.

HIF/02.21/9.1.4 – Staff Survey – Action completed.

HIF/04/21/6.1.6.2 - Environmental third bid – update on status – Action completed.

HIF/04/21/7.3 - Visit to Herriot's – Action completed.

HIF/04/21/12.2 and HIF/06/21/11.3– Workforce and Organisational Development Report – Absence information provided under agenda item 14.0 – Action completed.

HIF/06/21/6.1.3 – Future developments at Ripon – Update to be provided under agenda item 6.0, Chief Executive's report.

HIF/06/21/6.1.3.2 - Future Developments – Ripon – Topic for future Workshop – It was agreed to hold November's meeting in Ripon at the Community House, if available, and then to visit Ripon Community Hospital to see as many areas as possible. Deputy Chief Executive and Kate Southgate to organise.

HIF/06/21/7.9 – ~~xxxxxxxxxxxxxx~~ – Update deferred in the absence of Angie Gillett.

HIF/06/21/9.3 & 14.1 - Risk in relation to not having a health and safety manager in post to be included on the HIF risk register – update included under agenda item 7.0, Managing Director's report.

HIF/06/21/10.2.1 - Governance and Compliance Committee – Discussion on workplan and future agendas. Action Completed.

HIF/06/21/11.5 - Workforce KPIs - Statutory and Mandatory Training – Head of Employee Experience had arranged for individual reports to be shared to show what is outstanding. Action completed.

HIF/06/21/12.2 - Future Finance Mini Sessions - Deputy Director of Finance to book in slots for the rest of the year. Action completed.

HIF/06/21/13.3 - Annual Effectiveness Review of the Committee - Deferred in Kate Southgate's absence.

HIF/08/21/5

5.1

Chairman's Report

The Chair provided the Board with a brief report on meetings he had attended since the last Board meeting:

- A quarterly update meeting with HDFT Chair, HDFT Chief Executive and HDFT Deputy Chief Executive when discussion had focused on the service provided to HDFT. This had been positive, with the Trust keen for HIF to continue to progress the ongoing work as quickly as possible.
- The HDFT workshop in June.
- Two regular catch-up meetings with Angie Gillet when discussions had focused on strategy and timelines. It was planned to produce the strategy for approval at or before the next meeting of the Board.
- HIF Board workshop which had included a session on strategy and values, followed by lunch in Herriot's and visits to some of the teams in HIF.

5.2

He would be attending the Board to Board workshop on 25 August and the slides showing the current position, work underway and proposed future developments would be shared with members of the HIF Board prior to the workshop. It was also agreed to hold a briefing meeting with Roger Taylor as Roger was unable to attend the workshop.

Resolved: The Chairman's report was noted.

HIF/08/21/6

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.

National issues

- 6.2 The impact of the COVID pandemic and Brexit on the care sector continues to be felt in the NHS. The focus on recovery of activity and delivery of services remains challenging as demand for services increases and colleagues are affected by the rules on self-isolation, or are taking overdue annual leave. The goodwill relied upon in the NHS is diminished as a result of general fatigue across the workforce. It is therefore important for Board colleagues to remain visible and supportive.
- 6.3 Roger Taylor agreed that the shift in society in relation to the supply chain and deliveries would take time to adapt and re-balance. It was also important to be aware of pressures in and out of work and the importance of getting colleagues back to work after long-term sickness absence. He noted the need to be cognisant of the value of roles and that it may be necessary to compete/pay more to secure the quality of people needed, for example within catering.
- 6.4 National planning guidance/financial implications for the second half of 2021/22 was awaited for H2 including financial allocations. The last eighteen months had seen the Trust been well funded to manage COVID, with an additional £8m, however the funding was now starting to be reigned back in and it was anticipated that less funding would be received, with the expectation that the NHS will manage with 3% less income in the second half of the year, with a corresponding efficiency requirement to deliver. Allocations were due to be issued to the NHS in mid-September. However, not all COVID funds had been spent. Work would be taking place within HIF and in liaison with HDFT to agree a financial arrangement for the second half of 2021.
- 6.5 In response to a query regarding the shortage of staff, and the cost attributed to this, Jonathan Coulter confirmed that workforce numbers are higher than before the COVID pandemic in terms of consultant staff, junior doctors, nursing staff and corporate staff, etc. Requests for temporary cover are increasing and this is a risk that needs to be managed differently.
- 6.6 The Chair highlighted the need for the Company to be on the front foot and to consider rapid process improvement work/process improvement. Jonathan Coulter and Angie Gillett had discussed controls around temporary staffing, which remains a pressure, and a significant amount of work had taken place on this and in terms of business development. An RPIW to reduce food wastage is being considered. It was recognised that the majority of people now have their main meal in the evening and Herriot's serves a main meal at lunchtime, in addition portion size needs to be reviewed. The outcome of this work would be to provide an improved service to staff and patients, reduce waste and reduce costs if appropriate. Members of the Board suggested it would be helpful to look at what other organisations have done/services provided, such as York, Manchester and Trusts in the North East.

Strategic Items

Ripon Hospital

- 6.7 Discussions continued with all interested parties in respect of utilising the estate. Jonathan Coulter noted that similar discussions had taken place over a number of years with no decision being reached. Discussions were ongoing with the local PCN and GPs in Harrogate, who are looking to relocate to new premises in Harrogate, to provide services out of hospital. The expectation is that an outline proposal would be submitted this calendar year as part of ICS capital planning discussions for

2022/23. HDFT's new Director of Strategy, Matt Graham would be taking some of this work forward.

6.8

Roger Taylor referred to NHS Property Services wanting to divest itself of assets, which together with the old swimming pool site, presented an opportunity for interested parties for redevelopment of a healthcare complex, and greater impetus to progress. He would be happy to offer some input in the discussions.

6.9

XXXXXXXXXXXXXX

There had been no further meetings with the XXXXXXXXXXXXXXXX since the last meeting. Discussions had taken place with York Trust and it had committed to reviewing the future provision of renal services away from the Harrogate District Hospital site. Should the proposal be taken forward, HDFT would need to XXXXXXXXXXXXXXXX. A paper had been taken to HDFT's Executive Team and the Board had confirmed that there is no reason in principle as to why the Trust would not consider XXXXXXXXXXXXXXXX should there be a commercial and business justification for doing so, however it would require the support of the regulator.

6.10

It was noted the XXXXXXXXXXXXXXXX; HDFT would have a contractual agreement with them regarding access and use. Further discussion would take place with the HIF Board once all options had been reviewed.

- Resolved:**
- i) The Interim Chief Executive's report was noted.
 - ii) Deputy Chief Executive /Angie Gillett were to follow up with contacts suggested by the Chairman/Non-Executive Directors (6.6).
 - iii) Updates would be received on any developments with Harrogate XXXXXXXXXXXXXXXX

HIF/08/21/7

Interim Managing Director's Report

7.1

The Interim Managing Director's report was noted. In the absence of Angie Gillett, Deputy Chief Executive highlighted the key areas for the Board to note.

Staffing

Estates restructure

7.2

Following the workshop held in July and feedback received from the operational estates team, a consultation document had been drafted and a 30-day consultation period had commenced. It was hoped that, subject to agreement of the new structure, recruitment to the relevant posts would commence in October 2021.

Deputy Director of Facilities

7.3

Discussions were ongoing with the preferred candidate, following a recruitment process, in terms of a request to match their current terms and conditions. Ultimately, the individual may decide not to take up the post.

Catering

7.4

The Operational HR team is reviewing the situation in terms of potential rebanding of the Band 2 chefs to Band 3, as a result of the national review. A workshop would be held with the Catering Team, potentially in September, who are keen to engage in the development of a new departmental structure. The new structure would need to support the national review and re-grading of current band 2 post holders, in addition to supporting a more commercial model to deliver business development opportunities. A paper would be received by the People and Culture Committee in October 2021.

7.5

Roger Taylor referred to the current reduction in the workforce in hospitality, resulting in competition for staff, enquiring how the NHS terms and conditions compare with the market rate. Deputy Chief executive advised that the NHS may

pay less than the market rate, but offer better terms and conditions, such as a pension, modern equipment and more secure employment. However, this would continue to be monitored as the Company wants to retain its skilled staff.

Health and Safety Management

7.6 Following the decision that health and safety management is the overall responsibility of the Trust, a job description for a health and safety manager role is being developed. In the meantime, it has been agreed to approach York Trust to undertake a review of current practice and potentially provide some support on health and safety matters in the interim whilst recruitment takes place. This review would also explore the role and responsibility of the fire officer within HIF as recruitment to this post would be commencing shortly.

Governance

7.7 The appointment of [REDACTED], on secondment, to the post of Governance and Service Management Lead was noted, to commence in post on 20 September 2021.

Business Development

Sterile Services Department

7.8 The team has drafted a brochure of private business development opportunities for external business clients.

Performance Monitoring

7.9 A draft Integrated Board Report would be received at October's Board meeting. The Trust has developed a new format for its IBR and a similar report would be developed for HIF. HIF Senior Management Team meetings are now receiving more performance information in terms of key indicators.

Resolved: The Managing Director's report was noted and the ongoing work across the Company along with the positive outcomes from work started last year.

HIF/08/21/8

[REDACTED] Progress Report

8.1 The report was noted. Deputy Chief Executive highlighted the key risks; the lead-in time/global shortages in relation to equipment, such as supply of windows, interdependency with Trust schemes and interconnection/logistical challenges of managing workers on the site. The report is shared with the [REDACTED] Project Board therefore the Board is aware. A request had been made to [REDACTED] to extend the time-lines, on the basis that all funds would have been committed by the end of March but not completed, as it is believed that this is achievable.

8.2 In relation to the payments schedule, it was confirmed this was based on commitment to spend rather than actual spend.

8.3 It was noted some of the work on the roof resulted in a leak and flooding in the stores area following heavy rain.

8.4 Discussions with [REDACTED] would be taken place the next day on the new/future energy contract.

8.5 In response to a query on benefits realisation, it was confirmed that the two projects are anticipated to deliver a reduction in carbon emissions of over 1500 tonnes of CO₂ per year 500 tonnes of CO₂ and support the NHS journey to net zero emissions. The exact figure would be established once all design packages have been completed. In addition, it should also enable savings of around [REDACTED] per year. No additional bids for funding had been made.

8.6 Deputy Chief Executive reported that the Department of Anaesthesia would be phasing out the use of the current anaesthetic gases to gases that release less CO₂. This would require some new equipment but would be part of the Trust's overall green agenda.

Resolved: The Board noted the good progress being made and would be kept updated on progress.
The Board would tour the completed areas when appropriate.

HIF/08/21/9

HIF Values – KITE Behaviours

9.1

The paper was noted. Head of Employee Experience explained that following a consultation process with HDFT/HIF colleagues, new expected behaviours had been developed: kindness, integrity, teamwork and equality. The Board was request to approve the proposed use of the KITE behaviours within HIF. It was also proposed that the PRIDE values be retained as part of the logo as colleagues have become familiar with this.

Resolved: The Board approved the proposal.

HIF/08/21/10

National Staff Survey 2021

10.1

The paper was noted. Head of employee experience advised the Board that in HDFT the national staff survey would be launched sometime between 15 September and 4 October, closing on 26 November 2021.

10.2

XXXXXXXXXXXXXX had been appointed to provide the survey for HDFT and would also provide the same service to HIF if a decision was made to undertake the survey. Head of employee experience highlighted the additional features that **XXXXXXXXXXXXXX** would be providing, including a presentation to be shared at Team Talk/meetings within HIF to brief colleagues around the process, which would address any concerns regarding confidentiality of the survey.

10.3

She also explained that HDFT's Chief Executive had made the decision that the survey would be completely online with no paper questionnaires provided, as it can be completed on the newly launched staff App in addition to via desktop. The App was currently being promoted as both organisations are keen that staff should use this as an aid to communications and information resources. This decision had also been based on the fact that in the previous staff survey paper copies had been provided to encourage response rates and this had not made a significant difference. Discussion had taken place with Human Resources, who would be managing the survey for HIF, supported by Head of Employee experience, who is managing the survey for HDFT, and it was recognised that colleagues would need to be encouraged to use the App, in addition to being given time to complete the survey.

10.4

It was noted that to date over 1000 HDFT/HIF colleagues had downloaded the App in response to the initial communication regarding this.

10.5

The People and Culture Committee had considered whether HIF should participate in the national staff survey, as it is was not mandatory for HIF to do so, and recommended to the Board that it should, as it would provide valuable feedback from colleagues and a useful comparator of colleagues' views and engagement across HDFT and HIF.

10.6

It was agreed that the Company needs to achieve a greater response rate than the previous year, of 30% (42% for HDFT), and that giving people time to complete the survey is really important. A weekly update on the response rate would be provided. The Chairman enquired whether it would be possible to provide paper copies if the

response rate was looking low and it was confirmed that this would be at additional cost and sufficient notice would be required for printing and distribution.

10.7 Laptops would be available to colleagues to complete the survey and xxxxxxxxxxxxxxxx would be providing a telephone service and an operative to fill in the survey on behalf of members of staff, which may help colleagues where English is not their first language. The Board hoped staff in HIF would feel more engaged and empowered in this survey as a result of the changes that had taken place in the last year. The aim would be to achieve over 50% response rate.

Resolved: The Board agreed that HIF would participate in the national staff survey, on the basis of a three-year contract with xxxxxxxxxxxxxxxx as set out in the paper, with an online only approach, with laptops and space to complete to be provided, and completion rates monitored weekly.

It was agreed that Board members would not participate in the survey in line with HDFT, where Executive Directors and Non-Executive Directors do not participate.

HIF/08/21/11 Pay Award for HIF Colleagues

11.1 The paper was noted. The pay award for substantive NHS staff employed under the remit of the NHS Pay Review Body (NHS PRB) had been announced by the government the previous week. The government has accepted the recommendations of the NHS PRB, as outlined in its 34th report, and agreed a xxxxxxxxxxxxxxxx uplift, to be backdated to 1 April 2021.

11.2 The paper had been considered by the People and Culture Committee who had recommended that the same uplift be applied to all HIF pay scales and backdated to April 2021.

11.3 It was confirmed that financial provision is available through the ICS to support the implementation of a xxxxxxxxxxxxxxxx, backdated to April 2021 and funded up to month six, however funding may not be received for the second half of the year. The amount involved was not significant in the scheme of things, approximately xxxxxxxxxxxxxxxx.

Resolved: The Board approved the application of a xxxxxxxxxxxxxxxx to all HIF pay scales and backdated to April 2021.

HIF/08/21/12 Overtime Payments during Leave ('Flowers')

12.1 The paper was noted outlining the implication of the ruling on the 'Flowers' versus East of England Ambulance Trust Employment Tribunal Appeal and the Court of Appeal ruling that employers should include regular hours worked, overtime and additional standard hours in the calculation of pay when staff are on annual leave.

12.2 Following discussion at the People and Culture Committee, the Committee had recommended the 'Flowers' case judgement be applied to all eligible HIF staff as set out in the framework agreement, based on overtime earned in financial years 2019/20 and 2020/21.

12.3 It was noted that overtime cannot be guaranteed, but the decision of the High Court must be accepted, noting that other sectors, such as Councils have adjusted their terms and conditions in line with the ruling. It was confirmed budget provision is available to support corrective payments to be made as detailed within the framework agreement, in September 2021, and the payroll team is establishing the principle for payments going forward. The Trust would reimburse HIF on a like for like basis.

Resolved: The Board approved the recommendation that the 'Flowers' case judgement be applied for all eligible HIF Staff to ensure parity and fairness.

HIF/08/21/13

HIF Board Committees

13.1

People and Culture Chair's Report

13.1.1

The People and Culture Committee Chair's report from the meeting held on 11 August 2021 and the recommendations contained therein was noted.

Resolved: The People and Culture Committee Chair's report from the meeting held on 11 August 2021 was noted.

13.2

Governance and Compliance Chair's Report

Lucy Hind reported that the meeting scheduled to take place on 16 August 2021 had been deferred and would be re-arranged for a date in September. It was agreed that [REDACTED] would be invited to the next meeting.

Action: A Gillett

Resolved: The Board noted the update.

HIF/08/21/14

Workforce and Organisational Development Report

14.1

The Workforce and Organisational Development report as at June 2021 was received and taken as read.

14.2

In relation to long-term sickness absence, absence over 28-30 days, it was highlighted that the rate remains high and the Board was advised that Human Resources is actively working with individual line managers to manage this. The position had impacted on agency spend. It was noted:

- [REDACTED] who had been on long-term sick absence had recently returned to the workplace as a result of pro-active intervention.
- [REDACTED] with [REDACTED] days absence, was now approaching the point when the Company has authority to dismiss.
- [REDACTED] would be returning to work at the end of [REDACTED] 2021.
- [REDACTED] would be returning to work on [REDACTED] 2021, after [REDACTED] days sickness absence, and is currently taking annual leave.
- In relation to long-term absence due to COVID, in accordance with current national guidance, there is no end date set.

14.3

In addition to an increase in agency spend, the burden on colleagues covering long-term sickness absence was noted. The fact that sickness absence is being seen to be monitored will be seen as positive action by these colleagues. The need for the process to be managed properly had been highlighted in discussions with staff regarding terms and conditions.

14.4

Analysis of short-term sickness absence showed there were no trends in relation to reason for sickness absence between colleagues on HIF contracts and those on Agenda for Change contracts.

14.5

It was noted [REDACTED] [REDACTED] were absent due to fractures:

- [REDACTED] relating to [REDACTED] and this is being managed through Occupational Health. The individual had been absent for [REDACTED] days and [REDACTED] which had not aided recovery and they may be unable to return to their present duties.
- [REDACTED] had [REDACTED] [REDACTED] and has been absent for [REDACTED] and a return to adjusted duties is being explored.

- [REDACTED] had been [REDACTED] and had been absent for [REDACTED] days.
- [REDACTED] had an [REDACTED] which had not healed and had been absent for [REDACTED] days. A long-term sickness meeting was planned.

14.6

In terms of the formal ER case referred to in the report, Deputy Chief Executive reported that he had chaired the disciplinary panel and the outcome of this had been that the individual had been dismissed from the Company's employ. The individual had four days in which to lodge an appeal.

14.7

Roger Taylor noted that staff would see that matters are being handled more positively than in the past and this would give them confidence in leadership, promote improved engagement and confirm that racial abuse will not be tolerated.

Resolved: The Board noted the proactive action being taken and progress made regarding long-term sickness absence and thanks were noted to Human resources.

HIF/08/21/15

Finance Report

15.1

The report was taken as read. Deputy Director of Finance drew attention to the key points to note:

- A surplus of [REDACTED] as at July – an improved position on last month following in-month correction for depreciation, IRF16, contract value and moving the cost of postage into HIF and corresponding income. The year to date deficit was [REDACTED] against plan.
- Significant improvement in the cash balance – from [REDACTED] at the end of May, to [REDACTED] at the end of June and [REDACTED] at the end of July.
- Better control of bank/agency spend, ongoing work on additional hours/overtime where numbers are high to ensure staff are not being over worked – the new Allocate system will help in better rostering.
- A deep dive on non-pay average spend.
- An improvement in relation to Non-NHS income.
- To explore re-marketing the coffee shop.

15.2

It was noted that the deeper dive into the finance report prior to the Board meeting had looked at portering, transport and postage. It had also looked at longer-term trends and ongoing monitoring following changes made.

15.3

The Chair referred to discussions earlier in the year in relation to scope and that it would be useful to revisit this, including procurement and materials management, possibly at the next Board workshop. It was agreed that Director of Finance would discuss this with Angie Gillett.

Action: Deputy Director of Finance

Resolved: The finance report was noted and suggested topics for a future workshop to be considered.

HIF/08/21/16

Board Meeting/Workshop Workplan

16.1

The workplan was noted.

HIF/08/21/17

Risks

17.1

No additional risks were identified.

HIF/08/21/18

Any Other Business

[REDACTED] Machine

18.1 It was noted that the machine had been installed in the facility in Leeds and staff were currently being trained in its use. It was anticipated that the machine should be in operation by the date of the next meeting.

18.2 Lucy Hind noted that the market for recycled bricks might be limited as China is no longer in the market for these. However, the main function of the machine was to provide local disposal for PPE and the vast majority of PPE would flow through from other regional Trusts.

An update would be received at the next meeting.

Action: A Gillett

18.3 There was no other business.

HIF/08/21/19 Evaluation of Meeting and Any Items to Escalate to HDFT Board

19.1 There were no items to escalate to HDFT Board.

19.2 Director of Finance reflected on the challenges of producing papers/attending meetings in August due to annual leave and noted that some forums do not meet in August for this reason. Advice would be sought from Kate Southgate on this.

Action: K Southgate

19.3 It was noted that the HDFT Board and HIF Board meets annually and it was suggested that HIF Non-Executive Directors attend the HDFT workshop in February 2022 for a HIF session. The Chair agreed to discuss this with the Chair of HDFT.

Action: M Chamberlain

19.4 There were no items to escalate to HDFT Board.

HIF/08/21/20 Date and Time of Next Meeting

20.1 The next Board meeting is scheduled to take place on 26 October 2021 at 9am.

The meeting closed at 11:15.