

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, 26th April 2022 at the Pavilions, Harrogate

Present: Mark Chamberlain, Chairman
Sarah Armstrong, Non-Executive Director
Lucy Hind, Non-Executive 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)

In attendance: [REDACTED], Corporate Governance Officer (minutes)
[REDACTED], Head of Employee Experience (Deputy Director of Workforce & OD), HDFT
[REDACTED], Interim Deputy Director of Finance (HDFT)

HIF/4/22/1	Welcome and Apologies for Absence
1.1	The Chairman welcomed everyone to the meeting.
1.2	Apologies were received from [REDACTED], Associate Director of Quality & Corporate Affairs (HDFT) and Angie Gillett, Managing Director absent due to Covid.
1.3	The Chairman welcomed Richard Stiff, HDFT Non-Executive Director and Matt Graham, Director of Strategy and Transformation as Stakeholder Non-Executive Directors.
HIF/4/22/2	Declarations of Interest and Register of Interests
2.1	It was noted that [REDACTED] is Interim Deputy Director of Finance at HDFT and [REDACTED] is Head of Employee Experience (Deputy Director of Workforce & OD) at HDFT. It was further noted that [REDACTED] is currently working on a project with [REDACTED].
HIF/4/22/3	Minutes of the previous HIF Board meeting
3.1	The minutes of the previous meeting held on 22 nd February 2022 were approved as an accurate record, with the following minor amendment: <ul style="list-style-type: none"> 2.2 should be 'declaration' - says 'deceleration'
HIF/4/22/4	Matters Arising and Action Log
4.1	Matters Arising There were no matters arising that were not included on the agenda.
4.2	Action Log Action 5: Update provided by Mark Chamberlain in relation to holding a future meeting at Ripon Hospital.

	<p>Action 18 & 1 (IBR): <i>Action closed</i></p> <p>Action 21: An update will take place at next Governance and Compliance Committee meeting</p> <p>Action 23: <i>(logged as action 9 on the printed action log)</i> changed to 23 for accuracy of the log.</p>
HIF/4/22/5	Chairman's Report
5.1	The Chairman's report was taken as read. Key points were highlighted as follows:
5.2	The HIF Board Workshop took place on 29 th March 2022, with a particular focus on Business Planning/Modernisation and a review of the Staff Survey results.
5.3	The recruitment and selection process for an additional Independent Non-Executive Director was now complete, and Garry Barrett had been appointed.
5.4	It was noted that Richard Stiff (HDFT Non-Executive Director) would be joining the HIF Board as a Stakeholder Non-executive Director as would Matt Graham (Director of Strategy and Transformation.
5.5	There were no questions from members of the Board.
5.6	Resolved: The Chairman's report was noted.
HIF/4/22/6	Managing Director Report
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 Contract meeting was held with the Trust on Tuesday 5 April 2022. The contract was agreed with HDFT, with an Opening Baseline [REDACTED]. Recurrent adjustments in relation to Energy inflation of [REDACTED] and the maintenance of equipment in radiology [REDACTED] were also agreed.
6.3	It was agreed that the following areas would be considered at future contract meetings:-
	<ul style="list-style-type: none"> • Management of Confidential waste • Compliance on the management of clinical waste • Staff accommodation • Review of the [REDACTED] lease, as it is due for renewal in 2023 [REDACTED]
6.4	Action: Angie Gillett to provide an update on the contract with [REDACTED]
6.5	Action: Angie Gillett to provide an update on the proposal for the Front Entrance,
6.6	HIF is engaging with the HDFT on the development of the Trust's Clinical Strategy and has attended a series of workshops to help inform the Strategic Direction.
6.7	HIF have an agreed mission statement, which states, "Our mission is to be an exceptional Provider of Integrated facilities for the benefit of our Communities, Our Staff and our Partners".
6.8	A workshop with the catering team, facilitated by the Business Development Team, was held on 28 March 2022, with a second event scheduled for early May.

6.9	Following the success of the Recruitment Day in November 2021, the Company will be holding a further Recruitment Day on Thursday 26 May 2022 from 9am-7pm at the Cedar Court Hotel, Harrogate.
6.10	The Green Plan was formally signed off at the HDFT Board of Directors meeting in March 2022.
6.11	The official reopening and upgrade of the Herriots restaurant took place on Monday 25 th of April.
6.12	Resolved: The Managing Director's report was noted.
HIF/4/22/7	Integrated Board Report
7.1	<p>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:</p> <ul style="list-style-type: none"> • Herriots refurbishment completed and re-opening on 25/04/22 • Health & Safety Consultant completed draft report • Green Plan approved by HDFT Board of Directors • Environmental Health Officer conducted ad-hoc unannounced visit and we successfully passed • Development of HIF Business Plan and IT Strategy (3 years) • HIF Recruitment Day on 26/05/22 • MiCAD Reactive Trial commenced • Successfully recruited to 2 x Catering Service Improvement Leads (9 month fixed term) • Health & Safety Consultant completed draft report • Green Plan approved by HDFT Board of Directors • Environmental Health Officer conducted ad-hoc unannounced visit and we successfully passed • Development of HIF Business Plan and IT Strategy (3 years) • HIF Recruitment Day on 26/05/22 • MiCAD Reactive Trial commenced • Successfully recruited to 2 x Catering Service Improvement Leads (9 month fixed term)
7.2	Resolved: The Integrated Board Report was noted.
HIF/4/22/8	Workforce & Organisational Development Report
8.1	The Workforce & Organisational Development Report had been circulated and was taken as read. xxxxxxxxxxxxx highlighted key issues as follows:
8.2	The HIF absence rate for March had seen a decrease from 8.62% in February 2022 to 6.65% in March. Both short term and long term sickness has seen a decreasing trend since January 2022, with long term sickness at 4.24% this month and short term sickness at 2.41%. The absence rate is over the overall Trust target of 3.9%
8.3	Turnover for the year was at 16.61% with 52 individuals leaving the company in the past 12 months.

8.4	The appraisal rate was noted as 54.70% across HIF.
8.5	A request was made for the cost of absence from the previous year to be added to the report.
8.6	Action: It was agreed that a further breakdown of the Staff Survey for HIF including verbatim comments would be circulated.
HIF/4/22/9	Financial Update
9.1	<p>xxxxxxxxxxx noted her report as read. Key Highlights were as follows:</p> <ul style="list-style-type: none"> • In March HIF reported xxxxxxxxxx which meant the final xxxxxx figure for 21/22 was £xxxxxxx the plan. • The non NHS income related to car parking, dining room and coffee shop was £xxxxxxx behind the planned level for 21/22. • Pay expenditure continued at a similar level for xxxxxxxxxx. Agency spend has continued to xxxxxx up over the last 3 months. • Non-pay spend also continued at a similar level to the previous quarter including inflated energy costs for electricity and ongoing pressures within the engineering contract budget lines. • Non-pay budget lines xxxxxxxxxx by the end of the financial year. • Electricity costs have escalated in the last 4 months due to xxxxxxxxxx. Discussions are ongoing with xxxxxxxx regarding any financial liability related to this. • The estates contracts xxxxxxxxxx relates to engineering contracts spend above budget and includes the xxxxxxxx contract. Work is ongoing to identify any recurrent pressures that are outside of the current contract value. • The 21/22 contract efficiency reduction of £xxxxxxx has been dropped into non-pay this year however, recurrent plans have now been identified for 22/23 going forward. • The waste contract xxxxxxxxxx this year and has been included on the efficiency programme for 22/23.
9.2	<p>A query was raised around the xxxxxxxxxx. Lucy Hind confirmed that this was xxxxxxxxxx and there have been problems with output. It was confirmed that a payment would be received for the deficit.</p> <p>Resolved: The Board noted the updates.</p>
9.3	
HIF/4/22/10	HIF Board Committees
10.1	Governance and Compliance Committee:
10.2	The Quality and Governance Lead (xxxxxxxxxxxxxxxx) has developed a Governance and Compliance Work plan.
10.3	The Deputy Director of Estates and Facilities has met with all heads of service to review their risks. It has been noted that many are not scored correctly, and work is required to be undertaken to ensure alignment. This will include a review of all risks and moving them onto Datix.

10.4	The Quality and Governance Lead has set up a policy register, this will be reviewed at a policy group which has been set up and work will start on the red flagged policies.
10.5	KPI's have now been collated for each area and the Quality and Governance Lead is developing an SOP for how and when areas report, so we can look at this ongoing and have the most up to date information.
10.6	People and Culture Committee: The next Impulse survey will be focused on 'integrity', and focus on a small number of questions about observing this in others, what it looks like in action, and how it can be different for different people. The Committee discussed ways to increase engagement in the surveys as this can produce such valuable data and insight.
10.7	The Committee was extremely pleased to have an early view of some of the headlines from the recent staff survey, and very pleased about the overall positive results.
10.8	The Committee had a very open discussion about the recruitment process; they heard that some aspects can take time and that can result in a risk of losing people before the process completes. It was acknowledged that further work needs to be done to understand the issues better.
10.9	It was noted that the People and Culture Committee currently has no Chair, as xxxxxxxx has taken on her new role. Mark Chamberlain assured the group that a new Chair would be appointed in due course.
HIF/4/22/11	xxxxxxxxxx
11.1	Angie Gillett update the Board on the current progress.
11.2	Resolved: The update was noted by the Board.
HIF/4/22/12	Risks
12.1	Health and Safety would be added as a risk
12.2	CHP, Combined Heating Power not producing expected outcome, would be updated on the risk register.
HIF/4/22/13	Any Other Business
13.1	There were no items of Any Other Business raised.
13.2	xxxxxxxxxx informed Board that a special meal to celebrate Eid would take place in Herriot's.
HIF/4/22/14	Evaluation of Meeting and Any Items to Escalate to HDFT Board
14.1	Discussions were held on the content of the reports received by the Board and the work that was ongoing with recruitment and selection.
14.2	Nothing to escalate. Meeting ended 11.19am
HIF/4/22/15	Date and Time of Next Meeting

15.1

The next meeting would take place on Tuesday 28th June 2022, 9.00am