

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, 22nd February 2022 at the Pavilions, Harrogate

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

In attendance: xxxxxxxxxxxx, Associate Director of Quality & Corporate Affairs (HDFT)
(minutes)
xxxxxxxxxx, Head of Employee Experience (Deputy Director of Workforce & OD), HDFT
xxxxxxxxxx, Interim Deputy Director of Finance (HDFT)

HIF/2/22/1	Welcome and Apologies for Absence
1.1	The Chairman welcomed everyone to the meeting.
1.2	Thanks were expressed by the Board to Jonathan Coulter for his help, support and guidance over the last 2 years. His presence will be missed by the Board.
HIF/2/22/2	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); xxxxxxxxxxxx is Interim Deputy Director of Finance at HDFT and xxxxxxxxxxxx is Head of Employee Experience (Deputy Director of Workforce & OD) at HDFT.
2.2	A new declaration was noted by Lucy Hind who is currently working on a project with xxxxxxxx in relation to service transformation for pathology.
HIF/2/22/3	Minutes of the previous HIF Board meeting
3.1	The minutes of the previous meeting held on 21 st December 2021 were approved as an accurate record, with the following minor amendments: <ul style="list-style-type: none"> • 10.1 Sarah Armstrong confirmed that this noted that this was in relation to her role of wellbeing guardian. • Roger Taylor noted regarding the action on Ripon was not designated to him. Action to be reviewed by Kate Southgate.
HIF/2/22/4	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 1 / 2 / 18 (Linked): this was noted as on the agenda and therefore closed as an action.

	<p>Action 5: Action to be transferred to [REDACTED]</p> <p>Action 6: this was noted as on the agenda and therefore closed as an action.</p> <p>Action 12: Schedule of meetings confirmed with a HIF/HDFT Board to Board in June. All Board meetings are in the diary for 2022. Discussion held regarding “Meet the Board” sessions as part of Board meetings. August 2022 to remain in the diary as a formal Board meeting.</p> <p>Action 20: Completed</p> <p>Action 21: Business Continuity due in April 2022 as an update. Date of final plan to be amended to June 2022.</p> <p>Action 22: this was noted as on the agenda and therefore closed as an action.</p>
HIF/2/22/5	Chairman’s Report
5.1	The Chair’s report on meetings attended since the last Board meeting had been circulated, and was taken as read. Meetings attended included:
5.2	<ul style="list-style-type: none"> • Non-Executive Director appointments – 18 applications had been received. Shortlisting would now commence.
5.3	<ul style="list-style-type: none"> • Changes within the Board – with Jonathan Coulter and Sarah Armstrong moving on to new roles. An HDFT stakeholder and a Non-Executive Stakeholder will be appointed to replace them. There will also need to be consideration of a new Chair of the People and Culture Committee.
5.4	There were no questions relating to the report from the Board.
5.5	Resolved: The Chairman’s report was noted.
HIF/2/22/6	Interim Chief Executive’s Report
6.1	The Interim Chief Executive’s report had been circulated to the Board, and was taken as read. Jonathan Coulter highlighted the key messages:
6.2	Vaccination as Condition of Deployment (VCOD): On the 31 st January 2022, a consultation nationally commenced with discussions held on revoking these conditions. Thanks were expressed to all involved in the process within HIF.
6.3	Lucy Hind queried the changes that have been announced nationally regarding isolation and changes in practices. It was confirmed that no NHS guidance had been received currently regarding PPE and isolation. Once this has been received work would commence on if and when practices would be changed.
6.4	Sarah Armstrong queried the mood within the organisation regarding the changes to vaccination rules. Angie Gillett confirmed that there has been no significant communications from individuals on this.
6.5	Mark Chamberlain, confirmed that this would be formally recorded at a future Board meeting.
6.6	NHS Planning Guidance: Updates were provided on current funding and capital allocation. The organisation has approximately 6 weeks to develop clear plans. A return to local financial flows with no ‘top-ups’ was noted. Each system would receive an allocation to manage within:

<p>6.7</p> <p>6.8</p> <p>6.9</p> <p>6.10</p> <p>6.11</p>	<ul style="list-style-type: none"> • A level of growth in funding that is reduced by a ‘convergence’ adjustment to gradually return the NHS to the allocations planned before CoVid • An explicit efficiency requirement (1.1%) for the NHS to meet • A significant reduction (60%) in CoVid support funding • A significant allocation available for elective recovery <p>The impact on HIF is that we will be agreeing a contract with HDFT that is line with the national planning assumptions, with an inflationary uplift to cover pressures like pay awards, but a reduction which will need to meet the efficiency requirement expected. We are in discussion about particular HIF specific pressures (eg energy price increases) and we will look to agree a position in the next few weeks.</p> <p>Discussions were held on key issues regarding Theatre Utilisation, [REDACTED] and Energy Price Fluctuations. Potential financial impacts on this situation would continue to be monitored and reported via future reports.</p> <p>[REDACTED]: Work continues in relation to the Decarbonisation project. This was on target to commit the vast majority of the grant funding, recognising that there will be some commissioning costs next year. The organisation was in dialogue with the [REDACTED] team about progress and the timing of various packages of work. HIF were working with HDFT to manage the programme alongside the operational pressures, in particular the fact that the Trust has a number of beds open for patients that were not planned to be open, as a result of CoVid and winter escalation. An update report is included later in the agenda that covers the current position in relation to the programme.</p> <p>Board Changes: As noted previously in the agenda, Sarah Armstrong would be leaving the Board following her appointment as Chair of HDFT. Jonathan Coulter also expressed his thanks to the Board and noted his enjoyment of the role in HIF.</p> <p>Resolved: The Interim Chief Executive’s report was noted.</p>
<p>HIF/2/22/7</p>	<p>Managing Director’s Report</p>
<p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.3</p>	<p>The Managing Director’s report had been circulated and was taken as read. Key areas highlighted during the meeting were:</p> <p>Key posts had been recruited to and had started to make impacts.</p> <p>Catering: Pressures continue particularly in relation to recruitment and sickness this is impacting on the Herriots to Go offer. Work is underway on refurbishment, contingency plans in place for serving meals during this time. Work was ongoing within engaging with the team to help improve conditions and on morale. Sarah Armstrong queried the work that the catering team would undertaken whilst Herriots was closed. It was confirmed that they have been deployed into other catering areas such as the front of house coffee shop and Herriots to Go, however, it was noted that work was still required and impacted on by sickness. Lucy Hind queried pop up elements of Herriots. It was confirmed that development chefs were working with the organisation to review menus. The new Catering Manager is joining the team from a commercial background and is providing further support to this development.</p> <p>Governance: The Deputy Director was currently working on governance arrangements within HIF that would be monitored via Governance and Compliance Committee.</p>

7.4	Recruitment: Actively working with a range of organisations including an event at York Colleague, Aiden’s Colleague and Harrogate Colleague. A further recruitment day will be held in May 2022. Developments are occurring with staff induction programmes including mentoring arrangements.
7.5	Business Planning: Regular development meetings are now in place with a formal plan to be submitted to Board in April 2022.
7.6	Action: March 2022 Workshop session to be held regarding Business Planning.
7.7	IBR: A draft IBR was circulated to the Board for information. Work was ongoing with the Teams to confirm the structure of development and population of the report. In the future, KPIs would also include stretch targets. By April 2022 Board meeting this will be fully populated. Sarah Armstrong noted the importance of the trajectory and the track of performance over the preceding three months. Lucy Hind noted that it was important to include commentary against RAG rated KPIs. Mark Chamberlain noted the importance of Sub-Committees reviewing their relevant areas of the IBR.
7.8	Quality Strategy: Work had commenced and this would be brought back to a future Report.
7.9	Premises Assurance Framework: xxxxxxxx from xxxxxxxx has been commissioned to undertake a detailed review of services in preparation for our PAM assessment. The review to date has focussed on catering, cleaning and security. A number of actions have been identified following the review that need to be taken forward over the coming weeks. An action plan is being developed which will be discussed and monitored through the Governance and Compliance committee.
7.10	Dyslexia: It was highlighted that some colleagues had raised that dyslexia was impacting on their working environment. Work was ongoing with HIF and HDFT, however an additional support element was being implemented in HIF with a HIF Reading Group. xxxxxxxxxxxx raised the review and development of our Staff Networks.
7.11	Resolved: Managing Director’s report was noted.
HIF/2/22/8	Workforce & Organisational Development Report
8.1	xxxxxxxxxxxxxxxx took her report as read. Key issues were highlighted as follows:
8.2	Sickness absence: levels remain high with proactive discussions being held with individuals and line managers. Sarah Armstrong queried the impact of extended self certification. It was noted that this was being closely monitored over the next few months. Mark Chamberlain noted the changes in long term sickness management.
8.3	Turnover: relatively high turn over was noted. This was an issue that was being highlighted at a national level. Domestic and Sterile Services were the highest level of turnover at the moment. Lucy Hind queried if exit interviews were taking place. It was confirmed that they should be occurring and that an external system was being trialled to provide more robust data on themes and trends. Sarah Armstrong noted that exit interviews can be too late to make changes, therefore a target approach in high number areas was suggested. Lucy Hind noted that it would be beneficial if the Board workshops could be extended to help with conversations such as these.

8.4	Appraisal: NED Appraisals still flagging as zero, however this was noted as a reporting issue and this would be dealt with in the coming weeks.
8.5	Thrive Wellbeing Conversations: In the future this would be reported as the expectation would be that all colleagues reviewed at least two a year.
8.6	Staff Survey: Initial embargoed report would be released at the end of the Month. This would be discussed at the March 2022 workshop.
8.7	Gender Pay Gap: This would be submitted on the 4 th April 2022. This would be discussed at the March 2022 workshop
8.8	Project Search: 8 placements would commence in September 2022 across HDFT and HIF. They are 10 week placements and the individual would have an external learning coach and support. Further details would be provided by [REDACTED], Director of Strategy (HDFT)
8.9	Action: <i>The staff survey and the gender pay gap would be included on the March 2022 workshop.</i>
8.10	Action: <i>Consideration to be given to focusing the agenda with the time available, or potential extension of meeting times.</i>
8.11	Resolved: <i>Project Search would be supported by the Trust Board and would be linked to other work that was ongoing with local colleagues.</i>

HIF/2/22/9	Financial Plan
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9.1	[REDACTED] noted her report as read. Key Highlights were as follows:
9.2	In January HIF reported a deficit of £xxk which means the year to date surplus was reduced to £xxk, [REDACTED]. The non NHS income related [REDACTED] levels. Year to date there is a deficit of £xxk against plan. Forecast numbers suggest this will be circa £xxxk by the end of the financial year. HIF are currently forecasting a surplus of circa £xxxxk by the end of the financial year, the context of this is provided on slide 5. This has reduced again from last month due to the continued pressures within the Energy services. Pay expenditure continues to be significantly under budget due to the level of vacancies & sickness. [REDACTED]
9.3	The overall pay bill for HIF in January increased by £xxk, this was mainly as a result of the additional bank holiday payments over Christmas. The continued use of non contract spend is a result of vacancies and continued high sickness levels across hotel services particularly. Additional hours and overtime payments have remained static in recent months, however Agency spend has crept up again this month. Finance are working closely with budget holders to ensure that establishment data is understood and recruitment is prioritised where vacancies exist.
9.4	Year to date the non pay budgets are £xxxxk. Electricity costs have escalated in the last 2 months [REDACTED]. The [REDACTED] contract was reconciled in month which resulted in a £xxxx benefit to the year to date position, this is to be reviewed again for 22/23. The efficiency target of £xxxx is phased in at month 10, as yet this has not been recurrently identified against any resources. Catering – Non pay provisions [REDACTED], however there is an offset here [REDACTED] related to the HDFT additional requests of provisions that are recharged back. Work is underway with the teams to identify cost pressures going forward in 22/23.

9.5	Forecast Surplus has reduced to [REDACTED] plan. The significant pay underspend that we are forecasting is offset by the under recovery of the Non NHS income targets for Car parking, dining room & coffee shop. The forecast over spend for energy includes the significant electricity bills incurred for Dec -Feb due to the CHP down time. The CIP allocated in 21/22 is sat in non -pay reserves as an overspend, the plan is to recurrently identify resources to offset this in 22/23. At the moment the value is offset by unallocated cost pressure funding.
9.6	The contract adjustments would leave HIF with a cost efficiency programme in 22/23 [REDACTED]. There are some opportunities (identified in low risk) within existing budgets that reduces [REDACTED]. Depending on the final value of cost pressures that HIF need to fund internally the value of the efficiency programme may increase further.
9.7	The Board queried the energy price fluctuations and the 9% increase prediction. Discussions were held regarding where the pressure lies, in HDFT or HIF.
9.8	Car parking charges were discussed with regards to staff paying for car parking. It was noted that other local Trusts had re-commenced charging staff for car parking. [REDACTED].
9.10	It was noted following a query from Sarah Armstrong, that work was ongoing with forecast income following the revised catering offer once Herriots reopened.
9.11	The format of the report was noted and thanks expressed on the style and content. Forecasting would be further welcomed in future reports.
9.12	Action: The Managing Director to review the CHP performance situation and provide information back to the next formal Board.
9.13	Action: In the next round of contract planning, decisions need to be finalised regarding energy increases and enhanced IPC arrangements in relation to where the pressure lies – HDFT or HIF. The conclusions of these would be brought back to the April 2022 formal Board.
9.14	Resolved: The Board noted the updates.
HIF/2/22/10	HIF Board Committees
10.1	People and Culture Committee: No meeting held since December 2021. The next meeting will be held in March 2022.
10.2	Governance and Compliance Committee: No meeting held since December 2021. The next meeting will be held in March 2022.
HIF/2/22/11	[REDACTED]
11.1	Angie Gillett update the Board on the current progress. Key highlights were noted as:
11.2	Good progress was being made with AHU replacement, desteamming and BMS works. Window designs are nearly finalised and dates for Herriots windows aligned to the refurbishment project. Roof works have not progressed as required due to contractor issues. The programme dates highlighted in the previous report

	remain the same. The new roof plantrooms have been returned from tender and are in the process of evaluation.
11.3	The project budget has been reviewed in [REDACTED] an improved position. It was noted that the costs of the two new roof plantrooms including design fees and any yet to be determined RAAC related remedial works are outside the project costs
11.4	Elements of the works are extending beyond the agreed [REDACTED] completion date and it is not anticipated that these elements will be brought back in line. [REDACTED] are aware of this and a positive meeting with them held.
11.5	It was noted that completion dates would be included in future reports.
11.6	Resolved: The update was noted by the Board.
HIF/2/22/12	Green Plan
12.1	Angie Gillett noted the content of the Plan as read and highlighted the following:
12.2	The Board of Directors considered the draft Green Plan at its meeting in December 2021. Work has continued to develop the plan to incorporate the comments from the initial review, with a view to finalising the details for sign off by the Board of Directors. The final draft of the plan was reviewed at the meeting for consideration and approval.
12.3	Since December, work has been on going to agree the timeline for key actions, as well as refining the message to our staff, service users and wider stakeholder audience as we roll out the Plan. In addition, HIF have commissioned a graphic designer, [REDACTED], to work with the organisation as part of developing our communications strategy for the green plan to design posters which we can share across the organisation to promote the work we are undertaking. [REDACTED] are also reviewing the final draft of the Plan to incorporate some graphics into the document prior to publication.
12.4	The initial actions that we will be taking forward include : <ul style="list-style-type: none"> • Finalising the content of the Green plan, including graphics. • Establishing the Sustainability Group • Engaging with the Organisation and establishing our Green Champions • Agree Project leads for each of the work streams in the action Plan • Developing our Communications Strategy, including promoting the work in relation to the [REDACTED] • Agreeing a set of KPIs for inclusion in the IBR to report to SMT and the Board of Directors • Provide regular updates to the Board of Directors on progress against the agreed action plan
12.5	Lucy Hind requested that details for timescales for reviewing would be included. Mark Chamberlain also noted the delivery dates and queried if these would be achieved. Further work would be undertaken to confirm that these dates would be achieved.
12.6	The Board noted the visual style of the report and noted the engaging design.
12.7	Discussions took place within the Board regarding the expanding footprint of the organisation. This was noted as different perspectives and ambitions in relation to the Acute and the Community services.

12.8	Lucy Hind noted the new Plastics Tax and how this would need to be reviewed as part of this work.
12.9	Resolved: The Board supported the content and design of the Green Plan and congratulated all for their involvement.
HIF/2/22/13	Risks
13.1	Energy was noted as a risk and this had been discussed at previous meetings.
13.2	Discussions were held on the changes in relation to the Board composition. This was noted as a low risk and did not warrant noting on the risk register.
HIF/2/22/14	Any Other Business
14.1	There were no items of Any Other Business raised.
14.2	At the January 2022, the Pension discussion was noted in the Board workshop.
14.3	Resolved: The formal Pension discussion was approved.
HIF/2/22/15	Evaluation of Meeting and Any Items to Escalate to HDFT Board
15.1	Discussions were held on the content of the reports received by the Board and the work that was ongoing with recruitment and selection.
15.2	Sarah Armstrong was noted as it being her last formal Board. Thanks were expressed to the support provided by Sarah.
HIF/2/22/16	Date and Time of Next Meeting
16.1	The next meeting would take place on Tuesday 26 th April 2022, 9.00am