

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 25th October 2022, Boardroom, Trust HQ

Present: Mark Chamberlain, Chairman
 Lucy Hind, Non-Executive Director
 Richard Stiff, HDFT Non-Executive Director (Stakeholder Non-Executive Director)
 Angie Gillett, Managing Director

In attendance: [REDACTED], Head of Employee Experience (Deputy Director of Workforce & OD) (HDFT)
 [REDACTED], Head of Financial Management. (HDFT)
 [REDACTED], Deputy Company Secretary (HDFT)
 [REDACTED], Executive Assistant (HDFT) – Minute-taker

HIF/10/25/1	Welcome and Apologies for Absence
1.1	The Chairman welcomed everyone to the meeting.
1.2	Apologies were received from Roger Taylor, Non-Executive Director and Gary Barrett, Non-Executive Director, Matt Graham, Director of Strategy (Stakeholder Non-Executive Director) and Kate Southgate, Associate Director of Quality & Corporate Affairs (HDFT).
HIF/10/25/2	Declarations of Interest and Register of Interests
2.1	There were no interests declared in relation to the business of the meeting.
HIF/10/25/3	Minutes of the previous HIF Board meeting
3.1	The minutes of the previous meeting held on 30 th August 2022 were approved as an accurate record.
HIF/10/25/4	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 HIF/08/30/5 – Military Covenant - Angie Gillett confirmed the article would be included in this or next month's newsletter. Action to remain on the Action Log.
HIF/10/25/5	Chair's Report
5.1	The report was received and taken as read.
5.2	The Chair noted that two HIF Heroes presentations were scheduled to take place to colleagues in Estates and Non-Executive Directors were invited to join the Chair and Angie Gillett for these. Lucy Hind noted she would be happy to join them if

5.3	<p>able to do so. The previous award had been made to the domestic team and they had been delighted to receive it.</p> <p>Referring to the HDFT/HIF Board to Board Workshop to be held the next day and the presentation from HIF Board, the Chair noted that the update on HIF would commence with an introduction from the Chair, a report from the Managing Director and then the sub-committee Chairs, followed by a Q&A session. It was noted that HDFT's Chair is keen for all to participate and that it would be a good opportunity for the HIF Board to interact with HDFT Board members.</p> <p>Resolved: The Chairman's report was noted.</p>
HIF/10/25/6	Managing Director's Report
6.1	<p>The report was received and taken as read. Angie Gillett highlighted key points to note:-</p> <ul style="list-style-type: none"> • A Planning Session with the Trust had taken place – Angie had been pleased to be part of that discussion. • Work ongoing with the senior leadership team in relation to planning, cost improvement challenges and initiatives HIF would like to explore such as looking at the retail unit, where the lease expires next year, and the xxxxxxxxxxxxxxxx, contract. The skill set within the HIF team is different now enabling greater exploration of initiatives, whilst recognising there is still work to do. • Strategic objectives – objectives have now been agreed at SMT for each service area. These will be mounted and placed in each area for colleagues, to raise awareness. • Staff appraisals – plans in place to undertake group appraisals, with the option for individuals to request an individual appraisal. These will start to identify people who want to develop. They will also facilitate team building. They will also help to identify people under-performing and unacceptable behaviour, and individual meetings would then follow to discuss improvement. xxxxxxxxxxxxxxxx, had previous experience of group appraisals so aware of the dynamics to be managed. The Board would be kept updated on progress. • Recruitment: The recruitment process for the Head of Facilities had gone well and xxxxxxxxxxxxxxxx, had been appointed and would be taking up the post in mid-December. An induction programme would be arranged. Next recruitment event scheduled for 24 November. Open job advert now in place for domestic staff and looking to do the same for portering staff, due to high turnover. Work ongoing with the recruitment team in relation to getting people in post quicker. • Catering – the consultation on the restructure was now complete and a number of posts would be advertised. The new structure would enable the catering manager to take on more managerial responsibilities. • Domestic – a number of things had been raised at sessions held with domestic colleagues and work would be taking place to develop standard operating practices, etc. • Portering – the report had been concluded in relation to an ongoing grievance and a number of things identified to be addressed, including a restructuring within portering is required. • Estates – consultation ongoing regarding amending the structure and good engagement from the team. • Cost of Living Help – free lunches for colleagues' children (HDFT/HIF) to be offered in Herriot's over half-term week. • Cultural work – launching charters in domestics and portering services.

<p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p> <p>6.7</p> <p>6.8</p>	<ul style="list-style-type: none"> • HIF Newsletter – feedback has been positive. • Reading Group and IT Sessions – lots of staff wishing to attend, managers struggling to release but committed to doing it. <p>The Chair noted it would be useful for the Board to understand the learning from the investigation and to consider how the findings are shared. Lucy Hind noted it provided some assurance that people are feeling confident to raise issues as she understood concerns had initially been raised at a “meet and greet”. It also demonstrated that things are taken forward when concerns are raised.</p> <p>In relation to recruitment challenges, Lucy Hind suggested considering incentives for people bringing someone into the organisation. Angie Gillett advised that this had been previously tried and had not been very successful. The Chair noted the importance of highlighting the benefits of working for HIF in recruitment campaigns. Angie Gillett noted that in terms of catering, the catering manager had received some enquiries in relation to catering roles and further interest may be created as establishments close due to the current financial situation.</p> <p>In terms of cost of living initiatives, Lucy Hind had received a useful guide produced by a colleague in the NHS and shared widely, and offered to share this with HDFT to see if it would be of any interest for HDFT/HIF colleagues. The guide included lots of practical ways to save money, what to do if someone cannot pay their bills, etc. This would be shared with Angie Gillett to share with the communications manager to decide if appropriate for sharing widely.</p> <p>Action: Lucy Hind/Angie Gillett</p> <p>Richard Stiff drew reference to ballots regarding industrial action in the NHS from unions such as UNITE and the GMB and asked if any impact was anticipated on HIF colleagues, or was there any update on whether industrial action might be avoided within the NHS by increasing the pay offer. XXXXXXXXXXXXXXXX noted that it had been mentioned that any industrial action would be in specific locations. HDFT was maintaining relationships with trade union colleagues and monitoring what is happening. Lucy Hind highlighted the potential impact of the fire service taking industrial action and also in the current financial situation the increased risk of fire from people using candles or not getting chimneys swept, etc.</p> <p>XXXXXXXXXXXXXXXX confirmed that a contingency planning group is in place and it was not anticipated that there would be any impact as an organisation generally, however, the position regarding any impact on HIF would be clarified and an update provided if anything had changed.</p> <p>Action: XXXXXXXXXXXXXXXXXXXX</p> <p>The Chair referred to free meals being provided for colleagues’ children during half-term week and provision of food for staff working shifts outside of normal working hours and asked how this is funded. It was confirmed these costs would be charged to the Trust. Angie Gillett noted there was no indication of potential take up by colleagues with children or how it would work in practice – staff bringing children in for lunch. An update would be provided at the next meeting.</p> <p>Action: Angie Gillett</p> <p>There were no further questions from the Board.</p> <p>Resolved: The Managing Director’s report was noted.</p>
<p>HIF/10/25/7</p>	<p>Integrated Board Report</p>

7.1	<p>The report was received and taken as read. Angie Gillett highlighted key points to note and that finance and workforce related information would be picked up under the reports from the two areas:-</p> <ul style="list-style-type: none"> • Discussions ongoing on the estates side regarding fire safety and compliance and looking to enter into a relationship in order to get in a good position in respect of this. There would be some capital aspects required to deliver satisfactory compliance. • Performance – compliance remains the top area of concern. • Audit Programme – this year’s programme had commenced. In relation to one of the audits within the programme, a useful presentation had been received from [REDACTED] on the tendering process and contracts and the need to adopt these in order to meet current guidelines. The presentation would be shared at a future meeting of the Governance and Compliance Committee and a copy would be produced for managers. • Risk – this had been discussed at the last Board workshop and a paper would be brought to a future Board meeting around risk and the Board Assurance Framework. Work was ongoing in relation to this and a couple of risk scores had been reduced since the report had been prepared. The business case for the replacement of the washer disinfectant machines had been considered by the Business Case Review Group, when further clarification had been requested, and this would be re-presented. The next IBR would show a reduction in risk scoring in relation to estates areas following changes implemented in the service yard, etc. • HR Policies – work was ongoing and none were categorised as “red”. Some require joint work with HDFT. <p>Thanks were noted to all colleagues for their efforts.</p>
7.2	<p>Lucy Hind referred to recognition of [REDACTED] role as Head of Medical Devices, previously flagged as a risk, and enquired if the post had been made official. Angie Gillett understood it had, but agreed to check.</p> <p>Action: Angie Gillett</p>
7.3	<p>Richard Stiff observed that [REDACTED] had joined the Quality Committee to present the Health and Safety report, the first report for some time, which was positive. Manual handling training was gaining traction and the management of the service yard.</p>
7.4	<p>The Chair, referring to the KPI slides, asked if the size of the font could be increased as it is difficult to read and Angie Gillett confirmed this would be amended.</p> <p>In terms of the appetite for risk and the BAF for the organisation, it was noted that Kate Southgate is considering this, with a possible future Board workshop to feature this.</p>
7.5	<p>There were no further questions on the IBR.</p> <p>Resolved: The Integrated Board Report was noted.</p>
<p>HIF/10/25/8 Green Plan including Salix Update and Travel Plan</p>	
8.1	<p>Green Plan</p> <p>The report was received and taken as read. It was noted that the Sustainability Board was now well established, with sub-group leads for most areas. It was currently very HIF focused. Representation was being sought from the Trust, particularly from clinical areas. The Chair suggested Angie Gillett highlighted this at the Board to Board workshop.</p> <p>Action: Angie Gillett</p>

8.2	<p>The sub-groups would be developing action plans, some were more advanced, such as looking at a travel plan, engaging with colleagues, use of car parks, etc. Lucy Hind noted she would be happy to be involved in the work looking at gases and inhalers and the national targets to be met in terms of green plans, as aware of things taking place elsewhere. Lucy would be meeting sustainability leads from two other Trusts and they would be happy to share information with HIF.</p> <p>Action: Angie Gillett/Lucy Hind to follow up outside the meeting.</p>
8.3	<p>Work was commencing on year 2 of the Green Plan and a report would be brought to the Board for discussion.</p>
8.4	<p>In terms of the travel plan, the Chair asked if discussion should take place at a Board workshop or meeting. Angie Gillett advised that she would discuss with HDFT's Chief Executive how this should be shared, for example, presented to the Senior Management Team or brought to HIF Board for a view, as it contained some radical proposals in respect of car parking. HIF is looking to reinstate the car parking group and some difficult decisions would be needed. Richard Stiff highlighted that public transport and subsidies in North Yorkshire is to be reviewed prior to April 2023 and therefore assumptions based on what is in place now may be inaccurate. Bus services in rural areas were being reduced where no longer viable as passenger numbers dropped during COVID and have not picked up. Transport in West Yorkshire is different and cheaper. Lucy Hind suggested it might be worth HIF or the Trust writing to NYCC as it will be having these discussions now, to express concerns and encourage other Trusts to do the same. It was agreed to raise this at the Board to Board meeting.</p> <p>Action: Mark Chamberlain/Angie Gillett</p> <p>Resolved: The Green Plan was noted.</p>
8.5	<p>xxxxxxxxxxxxxxxxx Update</p> <p>It was reported a number of issues were coming to light. There had been issues relating to the standard of workmanship and co-ordination, in particular in theatres, and with windows, the plant room and the borehole. Discussions had taken place with xxxxxxxxxxxxxxxx in relation to HIF's expectations and Angie Gillett advised that she was not confident they would deliver and was trying to bring things to completion.</p>
8.6	<p>In relation to the borehole, xxxxxxxxxxxxxxxx was currently looking at this with a view to putting forward options following concerns that it is not delivering as expected. Feasibility for this was first undertaken in the 1970s, when findings were similar and other explorations around Harrogate had encountered similar issues. Therefore, it would be necessary to assess before any further investigation and the next step would be to discuss with the Trust. A detailed report would be received by the Board.</p>
8.7	<p>Richard Stiff reported that the Quality Committee had been informed of water leaks, noise, etc. However, the directorate had felt issues raised were responded to when escalated. In terms of issues in theatres, there were a number of factors; a downpour had highlighted workmanship issues, and measures were in place for when working out of hours. Noise could not be avoided with the amount of work going on but actions had been taken to minimise this, ensuring good communications between contractors and teams, as it was recognised it is not ideal for patients.</p>
8.8	<p>In response to a question from Lucy Hind regarding a project management role, Angie Gillett confirmed it was still planned to appoint one. Lucy Hind advised that she was aware of three potential expressions of interest in this.</p>

<p>8.9</p> <p>8.10</p> <p>8.11</p>	<p>In terms of SDS1 and contractual issues, following discussion with [REDACTED], legal advice had been sought. The issue lies in the drafting of the contract, leading to contention as both sides have a different view of what is right. If successful in the next round of [REDACTED] funding, some of the issues would be addressed. If unsuccessful, more complicated discussions would be needed. In response to a question as to how comfortable Angie Gillett was with more funding going to this contractor and the ongoing work, along with TIF2 etc, Angie noted there would have to be some changes, including the introduction of a project manager, costed into the project, working with [REDACTED] and overseeing and liaising with clinical teams, etc.</p> <p>Lucy Hind asked if [REDACTED] understood their responsibilities under the main contractor remit. Angie Gillett advised that they are being paid a management fee but she felt this role is not being provided. Lucy also noted the need to be mindful if moving forward, on receipt of funding, with a project team in place, HIF does not take on the main contractor responsibilities as this can become really complicated. Richard Stiff noted there might be a tipping point due to the amount of activity underway and potential to disrupt services. The Chair noted that discussions would continue and confirmed the Board is supportive and happy to be involved in discussions if needed.</p> <p>Angie Gillett confirmed a bid had been submitted and feedback received. The outcome was anticipated in January 2023.</p> <p>Resolved: The update on the Salix programme was noted.</p>
<p>HIF/10/25/9</p>	<p>Refurbishment of Wensleydale Ward – Business Case</p>
<p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p>	<p>The paper was received for information and taken as read, having also been received by HDFT’s Board. It related to capital funding only, with a separate case for revenue. HIF would feed into this in relation to maintenance, portering, etc. In accordance with the Articles of Association, both HDFT and HIF Boards were obliged to approve this, and also the logistics in respect of how this would be managed going forward. The Trust’s responsibility finishes at the tendering stage and then transfers to HIF but the practicalities were more complicated, for example, the loan situation, contract, and project management support. HIF are not currently resourced or funding allocated to support PM resource within HIF. The Design Team needs to be novated across to HIF and the financial elements of project management resources need to be established for this and future business cases.</p> <p>[REDACTED] clarified in terms of the future, when HIF is asked to take on capital work, it would be necessary to ensure agreement is in place in terms of finances as it impacts on cash flow. The capital programme for the next year is around £ [REDACTED], with schemes starting in April 2023, so it was important that both HDFT and HIF understand the implications and have processes in place to ensure HDFT funds HIF to deliver this in a timely fashion.</p> <p>In response to a question from Lucy Hind, it was confirmed quantity surveying is included in the design team.</p> <p>Lucy Hind stressed the importance of the project manager being in post before the project starts and highlighted the short timescale to achieve this and the need to progress this now. Angie Gillett noted that funding is still to be agreed and it was planned to use a recruitment agency. The Board noted it would be happy to provide any support needed to progress this.</p>

	<p>The Board confirmed it was happy to approve from a HIF perspective subject to governance, finance and resource arrangements being in place. Process mapping would be undertaken and a proposal brought to the Board.</p> <p>Action: Angie Gillett/Matt Graham/Kate Southgate</p> <p>Resolved: The business case for Wensleydale Ward was noted and the Board confirmed its agreement/Approval.</p>
<p>HIF/10/25/10</p>	<p>Finance Update</p>
<p>10.1</p>	<p>The report showing the position at September 2022 was received and taken as read. [REDACTED] highlighted key points to note:-</p> <ul style="list-style-type: none"> • £ [REDACTED], £ [REDACTED] in month, adjusted for first loan repayment – to ensure budget in place in relation to the loan repayment schedule. • Income – areas [REDACTED] noted. • Increase in pay costs in September – fully funded so no impact on HIF. • Pay – high levels of overtime – spending £ [REDACTED] per month. Turnover remains high – 30 WTE – unable to close gap and achieve full establishment. • Issues around rostering and work ongoing to get structure and rosters correct, which would impact on agency and bank usage. • Cost pressures - £ [REDACTED] – discussion required as to whether HIF or HDFT should address. • Energy costs – further budget to be allocated to cover excess costs as could not have foreseen the increase. • Depreciation – high due to assets coming on to HIF’s books as a result of the capital programme. A similar situation would occur in terms of Wensleydale. • Medical and surgical equipment – using [REDACTED] – budget transferring to [REDACTED] contract – need to cost up loss of budget. • Car parking income – availability of spaces has reduced due to capital work. Need to understand loss against contract. Sustainability work and [REDACTED] would offset and to include in future agreements that contractors cannot park on site. Visitors are now being charged but not staff, in accordance with national decision, unless they choose to pay. Scope for discussion in relation to staff car parking (40-50 spaces) plus staff parking in main car park. Discussion would be picked up at the next contract meeting. • Management structure – including £ [REDACTED] for support from the business development team, plus some additional roles within the management team. It was highlighted that there had not been £ [REDACTED] worth of business development generated in Year 1 of 3. The Board considered how it could be assessed if value for money was being provided. Angie Gillett noted the Company is using their expertise to deliver restructuring and implement change and there is not currently the capacity to do that within HIF teams. SSD are making progress and the outcome of the work in this area would be presented to the Board in January 2023. Angie Gillett recommended carrying on with this support or it would be necessary to buy in from elsewhere. The Chair suggested it would be helpful to have an update on what has been developed and on value for money and plans for the next two years. The Board workshop in March would include business development achievements and forward planning to enable a formal review. Lucy Hind agreed that it would be necessary to go externally, without the current support, as there is not the capacity within HIF teams and highlighted the cultural work and website had been delivered by the business development team. • In terms of additional management roles, previously discussed at Board, Angie Gillett explained it was funded through her previous post and used to fund a direct report to herself. It was noted that Jonathan Coulter’s role on HIF Board had been funded by HDFT. It was agreed a managing director was required and the role justified.

<p>10.2</p> <p>10.3</p> <p>10.4</p> <p>10.5</p>	<ul style="list-style-type: none"> • Cost improvement plans – further work to take place – from £ xxxxxxxxxxxxxxxx initially only £ xxxxxxxxxxxxxxxx left to identify since the report was prepared. In terms of next year's efficiency, the ask was likely to be at least 2.5% and starting to plan for this. • Catering and the coffee shop – a forecast spend of £ xxxxxxxxxxxxxxxx and £ xxxxxxxxxxxxxxxx respectively, some related to income, pay and non-pay, rising cost of provisions, to look at within planning and cost pressures work. The restaurant was busier so opportunities to recover some costs and look at modernising menus –. The catering manager would have the capacity to do this next year. Lucy Hind agreed that catering and the coffee shop should be making the company money and suggested an external company may be able to advise or a review of opening hours, etc, in view of changes at the front entrance. It was suggested it would be helpful to have a high level forward plan for both areas. It was agreed to include a session on modernisation of catering with the business development team at January's Board workshop. <p>Action: Angie Gillett</p> <p>In response to a question from Richard Stiff, it was confirmed the coffee shop is not treated as a discrete business unit but rather a cost centre within HIF. Currently there are not systems in place to identify what each item costs. Costs are increasing day by day. If prices for customers are increased it impacts on people in addition to the rising cost of living, etc. Patient meals are funded by HDFT. Richard Stiff and Lucy Hind commented that the coffee shop should be regarded as a commercial operation rather than a cost centre and there was an opportunity to develop its potential.</p> <ul style="list-style-type: none"> • It was hoped the significant agency usage would start to reduce. • xxxxxxxxxxxxxxxx – a significant increase in spending during COVID, and work to be done in relation to the contract, which was now worth £ xxxxxxxxxxxxxxxx. HIF does not have the resources to manage. The contract is due for renewal in 2024. Discussions to take place regarding the current model and future plans and the Board would be kept updated. HIF undertake a lot of capital related work and charges for overheads have not been factored in. Principles to be established and ensure part of contract and paid for. To discuss and agree a better process between HIF and HDFT at the contract meeting, ensuring the right people are involved in discussions and frequency of meetings is appropriate. It was also planned to tighten up the process in relation to variations to enable these to be processed more quickly. The Chair noted he would be happy to provide any support needed. <p>Lucy Hind noted the need to ensure projects come to Board before agreeing to them, ensuring costs are covered, as this does not currently happen in the present model.</p> <p>xxxxxxxxxxxxx noted the capital slides required updating and would be updated for the next meeting.</p> <p>In terms of the balance sheet, xxxxxxxxxxxxxxxx highlighted the loan had started to be repaid and the cash position reflected what had happened over the year.</p> <p>The Chair thanked xxxxxxxxxxxxxxxx for her report and thanked the Committee for a really useful discussion, leading to a number of actions to be taken forward.</p> <p>Resolved: The Board noted the Finance update.</p>
<p>HIF/10/25/11</p>	<p>Workforce and Organisational Development Report</p>
<p>11.1</p>	<p>xxxxxxxxxxxxx noted her appreciation to the catering team for providing the recent Black History month and Divali menus, which had been well received by colleagues.</p>
<p>11.2</p>	<p>The report previously received by the People and Culture Committee was taken as read. The following key points were noted:-</p>

11.3	<ul style="list-style-type: none"> Sickness absence increased to 7.7% (7.08% in August), highest in domestics, catering and portering and continuing to monitor. Staff turnover for the past year had risen to 24.60%, compared to 15.76% in HDFT. Further data had been requested in relation to age profiling, reason for leaving, retiring, promotion, etc. There had been some challenges in relation to certain behaviour and practice and this may have led to people leaving. In terms of the national context, retention is becoming a key focus across the NHS, with scrutiny by NHSE and hopefully further support. Flexible working is a top attraction for people and also to consider ways of retaining people looking to move on. A project is underway to track 19 new starters for three months, looking at their experiences and learning from this. The outcomes would be shared with HIF. The national staff survey was currently open and would close on 25th November; the response rate to date was 17%. Paper copies had been provided and session offered to give colleagues an opportunity to complete the survey. Angie Gillett noted some colleagues had not received a paper copy and xxxxxxxxxxxxxxxx agreed to follow this up. <p>Action: xxxxxxxxxxxxxxxx</p> <p>In terms of sickness absence, it was noted that “unknown” absences had been discussed at SMT and this would be picked up in return to work interviews to try and understand what lies behind this. Stress, anxiety and depression were the three top reasons for sickness absence, possibly as a result of the pandemic. Good interventions are in place in terms of colleagues’ health and wellbeing and continuing to raise awareness of these.</p> <p>Resolved: The Board noted the updates.</p>
HIF/10/25/12	HIF Sub-Committees Chair’s Reports
12.1	<p>Governance and Compliance Committee</p> <p>The report was received and taken as read. The Chair of the Committee noted it was pleasing to see the way the governance compliance team are working together and the work being undertaken with other groups around governance and compliance. The biggest risk facing the company was recruitment, however it was felt this was moving in the right direction.</p>
12.2	<p>People and Culture Committee</p> <p>The report was received and taken as read. The Chair noted that it had been an open and helpful meeting.</p> <p>Resolved: The Board noted the updates.</p>
HIF/10/25/13	Risks
13.1	<p>It was agreed further discussion was required on issues discussed at the meeting, with recruitment being the biggest risk.</p>
13.2	<p>In terms of the situation with the borehole, it was noted that review would take place of how material this would be if the expected results could not be achieved, it might be a risk from an energy perspective as planned energy efficiencies may not be achieved. The outcome of the review would be awaited.</p>
HIF/10/25/14	Any Other Business
14.1	<p>Christmas Lunch</p> <p>All were welcomed to meet for Christmas lunch following December’s Board meeting.</p>
14.2	KITE Awards

	It was noted details of the event on Friday 25th November would be announced shortly.
HIF/10/25/15	Evaluation of Meeting and Any Items to Escalate to HDFT Board
15.1	It was agreed the meeting had covered a wide range of topics with lots of proactive discussions.
HIF/10/25/16	Date and Time of Next Meeting
16.1	Tuesday 29 November 2022 – HIF Board Workshop Tuesday 20 December 2022 – HIF Board Meeting The meeting closed at 11.55am.