

**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, 26<sup>th</sup> October 2021 at 9.00am**  
**at the Pavilions, Great Yorkshire Showground, Harrogate**

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

**In attendance:** [REDACTED] Deputy Director of Finance (HDFT)  
[REDACTED] Head of Human Resources (HDFT)  
[REDACTED], Corporate Affairs & Membership Manager (HDFT)  
(minutes)

<b>HIF/10/21/1</b>	<b>Welcome and Apologies for Absence</b>
1.1	The Chairman welcomed everyone to the meeting.
1.2	Apologies were noted from Kate Southgate, Company Secretary, [REDACTED], Head of Employee Experience (Deputy Director of Workforce & OD), HDFT
<b>HIF/10/21/2</b>	<b>Declarations of Interest and Register of Interests</b>
2.1	It was noted that Jonathan Coulter is Deputy Chief Executive/Finance Director at Harrogate and District NHS Foundation Trust (HDFT); [REDACTED] is Deputy Director of Finance at HDFT and [REDACTED] is Head of Human Resources at HDFT.
<b>HIF/10/21/3</b>	<b>Minutes of the previous HIF Board meeting</b>
3.1	The minutes of the previous meeting held on 24 <sup>th</sup> August 2021 were approved as an accurate record.
<b>HIF/10/21/4</b>	<b>Matters Arising and Action Log</b>
4.1	<b>Matters Arising</b>
4.1.1	There were no matters arising that were not included on the agenda.
4.2	<b>Action Log</b>
4.2.1	The Chairman requested a simple Action Log number be incorporated for reference during each meeting, in addition to the particular meeting minutes reference. Completed actions were agreed to be closed. Open actions were then discussed in turn.  <i>Action Log 1 &amp; 2: KPI Reporting</i> Draft IBR populated, KPI indicators to be finalised outside Board prior to the December meeting.

	<p><i>Action Log 5: Ripon</i> November 2021 or January 2022 will take place at Ripon, arrangements in hand.</p> <p><i>Action Log 6: xxxxxxxxxxxxxxxx</i> An update was provided, the machine is situated in a warehouse in Leeds. There is some trial and error on usage, using gowns and looking at paper and wraps, as well as understanding relating to cross contamination. Agreed to give more time to iron out issues, and come back with a proposal to be considered to take to the market. Lucy Hind suggested would be useful to link with other hospitals, particularly those with prior experience, she has contacts for discussions if needed.</p> <p>The Chairman felt it was important to factor in broader thinking on usage, and also to ensure that though the machine is situated in Leeds, it does belong to HIF and PR recognition is important. It was agreed that having a working partnership with Leeds connected to the green agenda was very positive.</p> <p>Action to remain open.</p> <p><i>Action Log 11 - Annual Effectiveness Review of the Committee –</i> The Effectiveness Survey is now live, and results will be shared at the December Board meeting. Action to be closed.</p> <p><i>Action Log 12 – Meetings Schedule</i> Review of timings of HIF/HDFT Board meetings and workshops underway, taking into account half term, holiday periods and number of papers for those colleagues who attend both.</p> <p><i>Action Log 14 - Procurement &amp; Materials Management:</i> Still to revisit discussions for potential topics for board workshops.</p> <p><i>Action Log 15 – HDFT/HIF Board</i> Discussions ongoing between the Chair and the Chair of HDFT regarding attendance of HIF NEDs at HDFT board workshop, February 2022.</p>
<b>HIF/10/21/5</b>	<b>Chairman’s Report</b>
5.1	<p>The Chair’s report on meetings attended since the last Board meeting had been circulated, and was taken as read. Meetings attended included:</p> <ul style="list-style-type: none"> <li>• Regular catch up meetings with the Chair of HDFT, plus the regular quarterly meeting between both organisations</li> <li>• HIF/HDFT Board to Board in August, including the environmental agenda where HIF will take a lead role on behalf of HDFT</li> <li>• HDFT Council of Governors &amp; Annual Members Meeting in September, including a short presentation about HIF</li> <li>• Meetings with the newly appointment Director of Strategy for HDFT; independent non-executive directors and MD, with the Business Development Team.</li> <li>• HIF People &amp; Culture Committee.</li> </ul> <p>The Chair commented that presenting recognition awards to members of staff had been a highlight for him.</p> <p><b>Resolved:</b> The Chairman’s report was noted.</p>
<b>HIF/10/21/6</b>	<b>Interim Chief Executive’s Report</b>

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:

**National Issues:**

- i) NHS Guidance had been received, focus on elective recovery, managing winter pressures and Covid response, including vaccinations. The challenging situation was noted, including pressure on beds.
- ii) Vaccination programme is now running within the hospital, important to encourage staff to have the vaccine. After 2 weeks, HDFT rate is 22%, HIF is 15% of staff.

In response to a question from Roger Taylor about numbers of COVID patients within the hospital, Jonathan Coulter confirmed that there are currently 18 patients in the hospital, and operationally there is higher impact once numbers are above 12. For example, the demands for cleaning and turning bed spaces around are increased. Looking to recruit more cleaners rapidly. In addition, work is ongoing on environmental improvements including ward ventilation, which also has an impact on how many beds can be opened, due to space requirements.

Mark Chamberlain asked about implications relating to compulsory vaccinations which are currently featuring in the press. Jonathan Coulter confirmed that 88% of HIF staff had received double jabs in the spring, which meant around 1 in 10 staff members had not, for medical, maternity or other reasons. Sarah Armstrong noted that some staff members may not have taken up the vaccine as they had been worried about letting their teams' down if they were seriously affected by adverse vaccination reactions.

Board members briefly discussed the possible impact compulsory vaccinations could have, particularly if these were not necessary in the hospitality industry. The Board acknowledged the complexity of the issues, and Mark Chamberlain confirmed that further discussions will be held by the Board when appropriate.

**Strategic Items:**

- i) [REDACTED]: Jonathan Coulter reported a meeting had been held with the [REDACTED], and also with the [REDACTED]. He then clarified the process involved, which would firstly be to declare whether the site is surplus to NHS requirements, noting that if this was the case, it would be necessary to seek best value and place on the open market. It was further noted that there were both time and alternative-site pressures to consider.

Mark Chamberlain summarised the discussions, particularly as to whether the site would be considered to be surplus to requirements or could be better utilised by expansion of HDFT services. He thanked Jonathan Coulter for the useful update, noting the importance of professional and confidential handling of this matter.

- ii) Ripon Hospital: It was noted that [REDACTED] the new Director of Strategy for the HDFT, will be leading on the continuing discussions relating to any service changes.
- iii) [REDACTED] project: A comprehensive update report as at the end of September 2021 had been circulated, and was noted. Jonathan Coulter confirmed that the completion date for the project had now been extended to the end of March 2022, and so far just under [REDACTED] had been received, with a further order to be placed shortly for an additional £3m. He confirmed that further discussions had been held with [REDACTED] relating to the contract, and an update was expected for November's board meetings for both HIF and HDFT.

	<p>In response to a question from the Chairman about the partnerships, Angie Gillett commented that the scheme is progressing, there are day to day challenges on general issues such as payments, and it was noted that a new manager on site had made a positive difference.</p> <p>In terms of the <b>xxxxxxxxxxxxxxxx</b> programme, the Chairman asked about progress on communications and PR, in particular with the borehole. It is believed there is water 200m underground, and all agreed that this was a great story for Harrogate and HIF, but though the expectation is that water is there, PR should wait until that is confirmed.</p> <p>The Chairman asked for an update on the timeline for the Green Plan. Jonathan Coulter confirmed that the plan has to be submitted in January 2022, with the aim to approve the final draft at the next full board meetings for HIF and HDFT. An update to the draft will be included in the November workshop. The Board agreed that, if necessary, an additional session could be arranged.</p> <p>Lucy Hind noted the window costs, and roofing issues, and asked whether there was a need to return any funding. In response, Jonathan Coulter confirmed an improved figure for the windows, and the net ask is to deliver 500 tonnes of carbon reduction.</p> <p><b>Resolved: The Interim Chief Executive’s report was noted.</b></p>
<b>HIF/10/21/7</b>	<b>Managing Director’s Report</b>
7.1	<p>The Managing Director’s report had been circulated and was taken as read. Angie Gillett confirmed the purpose of the report was to provide an update on current issues and performance of the Company during the September/October 2021 period. Key areas included were:</p> <ul style="list-style-type: none"> <li>• Staffing: <ul style="list-style-type: none"> <li>i) Consultation for the Estates Restructure has now closed, response drafted;</li> <li>ii) Catering Team Task and Finish group established, and work has commenced regarding the future structure of the department;</li> <li>iii) Due to operational pressures, a proposed Workshop for the Catering team has been delayed;</li> <li>iv) Recruitment Event planned to take place on 24 November at Cedar Court.</li> </ul> </li> <li>• Business Development</li> <li>• Performance Monitoring, including IBR, an item on the agenda and SLA Review/KPIs.</li> </ul> <p>Angie Gillett drew further attention to specific points:</p> <ul style="list-style-type: none"> <li>i) In relation to the Deputy Director of Estates recruitment, there are six candidates through to the second round, with interviews to be held shortly. Other appointments will follow. In terms of the restructure, the consultation process has been detailed and a compromise has been reached on various points. The proposal will be rolled out shortly, linked to the recruitment day.</li> <li>ii) Staffing issues in catering had placed pressure on the team, including sickness and annual leave, the ability to recruit and the impacts this was having on the team. This is an area of concern at the moment, discussions with the team will continue into January.</li> <li>iii) Work has been undertaken with IPC on enhanced/deep cleaning teams, with an invitation to join the IPC group.</li> </ul>

	<p>iv) News that HIF is compliant on “Natasha’s law”, centred on labelling and nutrition, was noted.</p> <p>v) Following on from recent strategy work, key action plans with Board and SMT included inviting champions in areas to lead on some aspects for the work, not just senior leaders, and this will be a standing item on the SMT agenda.</p> <p>In relation to the consultation process, Sarah Armstrong asked if any longer term issues may develop with any staff members. Angie Gillett commented that the major issues will still be around rotas and shifts, though these align with what the service has to deliver, though some areas of concern had been legitimate. She acknowledged that all needs may not be able to be accommodated. It was important to recognise the solution is much improved and positive results can be seen, including engagement with the senior team.</p> <p>Sarah Armstrong complimented the catering team on the themed menus available in Herriots, commenting that even though this is a difficult time, it was important to carry on with such events to lift spirits. In response, Angie Gillett confirmed that the Chefs themselves plan the menus, having studied festival calendars to choose options.</p> <p>In response to a question from the Chair about dishwashers, Angie Gillett confirmed details are being finalised, and though long overdue, the outcome will be worth the wait!</p> <p>The Chair asked for an update on the Sterile Services Department, and Angie Gillett confirmed that a briefing session had been held and the team were very much on board in relation to future business development opportunities.</p> <p><b>Resolved: Managing Director’s report was noted.</b></p>
<p><b>HIF/10/21/8</b> 8.1</p>	<p><b>xxxxxxxxxxxxxxxx Progress Report</b> This item had been discussed in the Chief Executive’s report.</p>
<p><b>HIF/10/21/9</b> 9.1</p>	<p><b>HIF Board Committees:</b> <b>People &amp; Culture Committee Chair’s Report</b> The People and Culture Committee Chair’s report from the meeting held on 13<sup>th</sup> October 2021 had been circulated and was taken as read. The Board noted the risks highlighted in the report, relating to the health and safety role and the recruitment risk.</p> <p>Sarah Armstrong confirmed that the meeting had been both useful and of good quality. She acknowledged the incredibly difficult time and upcoming winter pressures.</p> <p>In relation to the Wellbeing Guardian role, Sarah Armstrong reported on a helpful meeting with the Director and Deputy Director of Workforce &amp; Organisational Development, and felt confident with our approach. Sarah reported that she had joined a regional discussion group, and she would be attending a national discussion early in December to hear other experiences first hand.</p> <p>Mark Chamberlain commented that it would be helpful to include and log the nine principles that are being demonstrated through the People &amp; Culture Committee minutes and subsequently to Board as a formal record.</p>

9.2	<p><b>Governance &amp; Compliance Committee Chair’s Report</b></p> <p>The Governance &amp; Compliance Committee Chair’s report from the meeting held on 11<sup>th</sup> October 2021 had been circulated and was taken as read. The Board noted the discussions relating to the re-alignment of the committee, alignment of risk requirements and terms of Reference for the Committee.</p> <p>Lucy Hind confirmed the introduction of [REDACTED] and Kate Southgate to the committee, and felt that the whole group had a very positive meeting, demonstrating the progress that is being made, including alignment to HDFT systems, and the progress with the risk register and policy systems.</p> <p><b>Resolved: The Board noted the updates from the Sub-Committees.</b></p>
HIF/10/21/10	<p><b>Workforce and Organisational Development Report</b></p>
10.1	<p>The Workforce and Organisational Development report as at September 2021 had been circulated and was taken as read, and [REDACTED] summarised the key highlights from the report for the Board.</p> <p>Lucy Hind requested for clarification about current sickness levels, and it was confirmed that these are largely Covid related. The Board discussed Covid-related absence, noting that some absence is family related and linked to the return of children to schools, when bubbles were relaxed.</p> <p>Sarah Armstrong pointed out other issues that would perhaps create the perfect storm going into winter, in addition to Covid, such as flu, patient backlogs, and the pressures on ED with the current GP situation. The Chair noted though that the Trust is managing, and there had been a reduction in long term sickness, which was positive. Jonathan Coulter gave assurance to the Board that the Trust is doing everything it can to minimise problems, including continuing to make this a good place to work with focus on health and wellbeing a priority.</p> <p>Board members agreed that engagement with staff was so important, and it felt as though a huge amount of work had been done, which in turn feeds through to a positive approach.</p> <p>The Chairman drew attention to the appraisal rates and the “zero” numbers in some departments, and it was acknowledged that though regular conversations around values may have been undertaken, annual appraisals were really important. Angie Gillett confirmed that mandatory training and appraisal issues had been raised, and she was assured that teams are undertaking appraisals, and [REDACTED] confirmed to the Chairman that regular reminders to log these was provided.</p> <p>Sarah Armstrong asked if managers from HIF are attending the line manager webinars. [REDACTED] confirmed that there is always a really good turnout, including HIF managers.</p> <p>In regards to mandatory training, Lucy Hind and Sarah Armstrong reported difficulties with some online training such as data protection and fire training. It was also noted that some HIF colleagues may not have access to laptops. [REDACTED] agreed to feed this back to the Learning &amp; Development team.</p> <p>It was confirmed that access to a paper version of the staff survey was underway, and the Chairman encouraged Board members to remind colleagues of the importance of achieving as high a percentage as possible to complete the survey.</p> <p><b>Resolved: The Workforce report and update was noted.</b></p>

<p><b>HIF/10/21/11</b></p>	<p><b>Annual Pensions Governance Report</b></p> <p>The Annual Pensions Governance Report from Prosperis Limited had been circulated and was taken as read. Jonathan Coulter confirmed that the report is to provide the Board with assurance that the pension scheme is correctly regulated.</p> <p>Sarah Armstrong asked what is done to encourage people to take up the pension, and whether financial advice is offered to those members of staff who may decide to opt out. In reply, Jonathan Coulter confirmed that HIF and HDFT are not permitted to offer financial advice. The Chairman confirmed that employees can be steered towards organisations such as Citizens Advice, but the organisation cannot be seen to promote any particular financial advisers.</p> <p>Jonathan Coulter confirmed that staff members have to make a positive decision to opt out of the scheme, as they are automatically enrolled. The Board agreed that a check should be made about any advice that can be provided.</p> <p><b>Action:</b> [REDACTED] <b>to check advice provided to individuals relating to Pensions.</b></p> <p><b>Resolved:</b> <b>The Annual Governance Pensions report was noted.</b></p>
<p><b>HIF/10/21/12</b></p> <p>15.1</p>	<p><b>Finance Report</b></p> <p>The Finance report to the end of September 2021 had been circulated and was taken as read. [REDACTED] drew attention to the key points of note:</p> <ul style="list-style-type: none"> <li>i) Year to date surplus of [REDACTED], which was positive. Pay expenditure under budget, includes settlement of the 'Flowers payment', which was funded by the Trust; no financial pressure as a result.</li> <li>ii) The forecast is currently [REDACTED] surplus, highlighting the underspend on pay, and clinical waste.</li> <li>iii) Cash balance of [REDACTED] positive.</li> </ul> <p>The Chairman felt that, on the Summary Position slide, the Year to Date surplus bubble was confusing with brackets, and this will be removed.</p> <p>Roger Taylor commented that the as the rate of return on investment improves, that will drive more innovation and investment in green technology.</p> <p>Angie Gillett confirmed that in relation to rostering, ongoing work is being undertaken around the Allocate system, with more detail being provided on areas such as catering and portering.</p> <p>The Chairman noted the forecast surplus of £450k, in particular that movement away from agency to substantive staff will reduce costs. He asked whether this a prudent forecast, and [REDACTED] confirmed that, though this forecast and the cash in bank were good positions, this was a good time to reflect on business development opportunities.</p> <p>Sarah Armstrong asked whether there is still a deficit being carried relating to set up and whether the surplus will be required to pay this off. Board members discussed business development opportunities and the importance of investing in areas that would be profit-generating. Jonathan Coulter commented it was important to have the cash, though the key is for the company to be a going concern. He felt the important thing to recognise is how the surplus has arisen, noting that as the company has struggled to appoint staff, money has been saved, though having people in post will affect the run rate. Angie Gillett further</p>

	<p>commented that though there were opportunities in business development, it hasn't been possible to undertake them due to lack of staff.</p> <p>The Chairman commented that it would be useful to understand what the position would look like if a fully established payroll was in place compared to the current position, and to include an income plan associated with catering and car parking, and it was agreed that forecast options would be helpful.</p> <p><b>Action:</b> <del>xxxxxxxxxxxxxxxx</del> <b>to provide additional forecast options.</b></p> <p><b>Resolved:</b> <b>The finance report was noted.</b></p>
<b>HIF/10/21/13</b>	<p><b>Contract Review Meeting Minutes</b></p> <p>The minutes for the meeting held on 14<sup>th</sup> July 2021 had been circulated and taken as read.</p> <p>Angie Gillett drew attention to contract negotiations, which it was agreed should be more regularly discussed between HIF and HDFT, with clarity about responsibility for managing contracts. This would be discussed further at the next Governance &amp; Compliance committee meeting.</p> <p>Lucy Hind drew attention to possible conflicts of interest for both the Interim Managing Director and the Interim Chief Executive in signing off contracts, and the importance of a policy and process to ensure clear separation of duties. It was felt that these issues should be reviewed within the Trust as appropriate, and noted on the risk register.</p> <p><b>Resolved:</b> <b>The minutes of the meeting were approved as an accurate record.</b></p>
<b>HIF/10/21/14</b>	<p><b>Development of Integrated Board Report</b></p> <p>Angie Gillett confirmed that, following the development of the Integrated Board report, a draft would be circulated to the Board.</p> <p><b>Action:</b> <b>Angie Gillett to circulate draft IBR to Board members.</b></p>
<b>HIF/10/21/15</b>	<p><b>Board Meeting/Workshop Workplan</b></p> <p>The workplan was noted.</p>
<b>HIF/10/21/16</b>	<p><b>Risks</b></p> <p>16.1</p> <p>It was noted that Herriots had been closed for operational reasons, due to recruitment/staffing issues. Angie Gillett confirmed that recruitment/staffing is included on the Risk Register.</p> <p>The expected escalation in gas prices was noted, though there was no action necessary to include on the risk register at this time.</p> <p>It was further noted that the HDFT Company Secretary, Kate Southgate, is undertaking a review of reporting of risks, together with identifying solutions.</p>
<b>HIF/10/21/17</b>	<p><b>Any Other Business</b></p> <p>17.1</p> <p>Sarah Armstrong, as a member of the steering group, highlighted the work of the Schwartz rounds, raising awareness and providing support and learning</p>



<p>17.2</p> <p>17.3</p>	<p>opportunities. The rounds are held on Teams and Sarah Armstrong agreed to circulate the link to colleagues.  <b>Action: Sarah Armstrong to circulate Schwartz Round link to colleagues.</b></p> <p>xxxxxxxxxxxxxxxx updated the Board on the current status on the audit of the annual accounts, noting that the KPMG Partner reviewing these has been away for a prolonged period. KPMG will be providing an update later this week, and no issues were envisaged. The Chair asked that if the Board needed to review outside the usual board cycle to let him know, and an extraordinary meeting would be arranged.</p> <p>Angie Gillett confirmed that she and Jonathan Coulter were discussing options for a thank you to staff around the Christmas period, there would be no lunch this year. She also updated the Board about a trip around departments, and Mark Chamberlain asked that a diary slot is identified for this.  <b>Action: Angie Gillett to identify and circulate date for Walkaround.</b></p> <p>Board members will advise the Chair directly if they would like a self-funded meal at Christmas.</p>
<p><b>HIF/10/21/18</b></p>	<p><b>Evaluation of Meeting and Any Items to Escalate to HDFT Board</b></p>
	<p>There were no items to escalate to HDFT Board.</p>
<p><b>HIF/10/21/19</b></p>	<p><b>Date and Time of Next Meeting</b></p>
	<p>The next Board meeting is scheduled to take place on 21 December 2021 at 9am.   The meeting closed at 11:30am.</p>