

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 20th December 2022, Boardroom, Trust HQ

Present: Mark Chamberlain, Chairman
 Roger Taylor, Non-Executive Director
 Gary Barrett, Non-Executive Director
 Richard Stiff, HDFT Non-Executive Director (Stakeholder Non-Executive Director)
 Matt Graham, Director of Strategy (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] Deputy Director of Estates and Facilities (HIF) – for item 9.2
 [REDACTED], Executive Assistant (HDFT) – Minute-taker

HIF/12/20/1	Welcome and Apologies for Absence
1.1	The Chairman welcomed everyone to the meeting.
1.2	Apologies were received from: Lucy Hind, Non-Executive Director Kate Southgate, Associate Director of Quality & Corporate Affairs (HDFT)
HIF/12/20/2	Declarations of Interest and Register of Interests
2.1	There were no interests declared in relation to the business of the meeting.
HIF/12/20/3	Minutes of the previous HIF Board meeting
3.1	The minutes of the previous meeting held on 25 th October 2022 were approved as an accurate record subject to correction of [REDACTED] job title to Head of Financial Management.
HIF/12/20/4	Matters Arising and Action Log
4.1	Matters Arising In relation to meals for staff members' children over half-term in October, the uptake had been low, possibly due to the practicalities of bringing children in for lunch when working. It was agreed it was good to offer this and the Company would look to offer this again over the Christmas period.
4.2	Action Log The action log was reviewed and completed actions noted.
4.3	In terms of industrial action (Ref 3 on the action log) it was noted that HIF is liaising with HDFT in respect of the forthcoming one-day strike by ambulance colleagues. The Company continues to support HDFT as operational pressures continue and

4.4	<p>requests for deep cleans and portering had increased. HIF's Christmas rota would be shared with HDFT's Chief Operating Officer. Industrial action by nursing staff at HDFT was anticipated in January. UNISON had not met the threshold for industrial action.</p> <p>In relation to the issue previously noted that not all staff had received a staff survey (Ref 11 on the action log) or reminders, it was noted this may have been as a result of the recent postal strike. Matt Graham noted the quarterly Inpulse Survey had not run due to the Staff Survey and this survey may be a more useful method of obtaining feedback from HIF colleagues.</p>
HIF/12/20/5 Chair's Report	
5.1	The report was received and taken as read.
5.2	The Chair noted it was pleasing to see HIF colleagues being successful at the KITE awards.
5.3	<p>Together with the Managing Director, the Chair had been pleased to be invited to HDFT's Annual Members' meeting, where they gave a presentation on the Company. Two questions had been answered from the audience.</p> <p>Resolved: The Chair's report was noted.</p>
HIF/12/20/6 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"> • Business Planning – Work was ongoing with Matt Graham and the team and two sessions had been held on preparations for 2023/24 including financial planning, cost improvement programmes and future developments. Priorities had been agreed in terms of work to be taken forward. A session with the Trust would be taking place in February to present outline proposals. An update would be presented to the Board in January. • Strategic Objectives – Sessions had been held with staff, linked to departmental objectives and the new appraisal process, which would be rolled out in the New Year. • CQC Inspection Readiness – Following the presentation at last month's Board workshop, meetings had taken place with teams and preparations underway. It was unlikely that an unannounced visit would be received before Christmas. It was agreed mock interviews with the sub-committee chairs would be useful and this would be organised. <p>ACTION: Angie Gillett</p>
6.2	Richard Stiff referred to value for money work by the external auditors and how the final accounts would look in terms of loans from HDFT, noting this could be a possible line of enquiry by the CQC. The Chair agreed that it would be necessary to ensure there was alignment. Matt Graham advised that the CQC usually look at services and supporting elements and were more likely to speak with domestic colleagues on wards, etc. Therefore it was important to ensure teams know what a visit means for them.
6.3	Roger Taylor questioned whether the forthcoming industrial action might impact on when the CQC visit as it may impact on the availability of staff for interviews. Matt

	<p>Graham advised that if the visit was scheduled for a day when strike action was taking place, they would still undertake their inspection.</p>
6.4	<p>Matt Graham noted the formal outcome from the announced visit to maternity services was expected imminently. There had been very little follow up from the inspection team and this was viewed as a positive indication. A number of things had been picked up on the day of the visit.</p>
6.5	<ul style="list-style-type: none"> • Workforce <ul style="list-style-type: none"> ○ An update on catering services would be received from [REDACTED]. ○ Sickness absence remained challenging and work in relation to this ongoing. Managing this more robustly had caused some behavioural reactions. ○ [REDACTED] would be working with/shadowing the catering team. ○ Work was underway in relation to job matching posts in catering and also domestics. ○ Christmas Lunches – over 2250 lunches had been served and appreciation was noted for support from HIF Board members. The Eventbrite booking system had worked well. Feedback from colleagues had been very positive. ○ Portering – following conclusion of the grievance, the report was to be shared and details shared with the Board. It was likely a restructure would be required to address how the service is delivered. ○ Recruitment – the recruitment event on 24th November had been well supported, with 48 applications including some multiple applications. It was hoped these would progress to employment. It was planned to hold recruitment events for some specific roles in May 2023.
6.6	<p>Gary Barrett referred to recruitment and retention being the biggest risk to achievement of improvement plans, but not highlighted in the business plan. Angie Gillett agreed it was a fair observation and assured the Board that work was ongoing behind the scenes looking at recruitment and retention and what would encourage people to stay, for example, clear career progression pathways so that people have something to aspire to.</p>
6.7	<ul style="list-style-type: none"> • Other ongoing work <ul style="list-style-type: none"> ○ Car Parking – As part of the Travel Plan, plans to remove the barrier and introduce automatic number plate recognition would improve flow. The Trust is content for a proposal to enter a contract with a private provider for a car park management service to be progressed. A proposal would be received at HIF and HDFT Boards. It was anticipated that it would be challenging to implement some aspects of the plan as colleagues would not view some of the changes favourably. ○ [REDACTED] Update – In terms of the options identified in relation to the bore hole, option 1B had been agreed as the preferred option and approved by the Board. The next meeting with [REDACTED] was scheduled for the New Year. In response to a question from the Chair, it was confirmed that reasonable settlement was being sought and it was not anticipated that it would be necessary to go to court to settle. [REDACTED] had accepted there had been some shortcomings and weekly meetings continued to take place. [REDACTED] is currently auditing the programme. The Board would be kept updated. <p>There were no further questions.</p>

	<p>Resolved: The Managing Director's report was noted, the ongoing work and in relation to the [REDACTED] programme and the borehole, that Option 1B had been approved by the Board.</p>
HIF/12/20/7	<p>Integrated Board Report</p>
7.1	<p>The report was received and taken as read. Angie Gillett noted that some of the key points had been mentioned in the Managing Director's report.</p> <ul style="list-style-type: none"> • Performance – A data issue in relation to estates performance would be reviewed and the Board would be updated on this. • Service Level Agreement – Response times were being reviewed and linked to work in catering. This would be included on the agenda for the Governance and Compliance Committee in February. Audit of HIF's governance procedures had received 'limited' assurance and links between HDFT and HIF required improvement and evidencing. • Catering – Following a recent audit, 'significant' assurance had been received following a lot of work by the team, after having being 'limited' for several years. The team had been pleased with the outcome. Angie Gillett recorded her thanks to the team. • Policies – The position looked better, work had started on joint policies with the Trust, primarily around HR.
7.2	<p>Matt Graham referred to the section on risk, and two items under estates; fire and RAAC not referenced and was this because they were joint risks with HDFT. Angie Gillett said she would be happy to add if appropriate, or they may flow through the health and safety route. In relation to fire, a 12-month agreement with Leeds had been entered into. The health and safety manager had highlighted issues and remedial work required. Angie Gillett to discuss with the Chair of the Governance and Compliance Committee. ACTION: Angie Gillett</p>
7.3	<p>Richard Stiff noted that the Audit Committee would receive the audit report at its meeting in March and noted new arrangements put in place for Angie Gillett, or her representative from the senior management team, to attend Audit Committee to ensure HIF has visibility on pertinent matters.</p>
7.4	<p>In relation to the nurse call system, rated '16', Angie Gillett advised that the system required replacing, as it was over thirty years old, and was one of a number of issues as a result of the backlog of maintenance. Richard Stiff asked how frequently the nurse call system breaks down and Angie Gillett advised it was difficult to quantify, the system does not go down all the time and the risk is mitigated and managed by the team.</p>
7.5	<p>It was noted that how HIF risks are identified and escalated for consideration to HDFT/Group risk register needed to be considered and Matt Graham agreed to follow this up with Kate Southgate. Angie Gillett noted [REDACTED] is part of the monthly risk management group meeting and confirmed that risks of '12' and above would be escalated to this group and there would be an audit trail to evidence this.</p>
7.6	<p>Referring to the nurse on-call system and how likely it was that this would be picked up by the CQC, Angie Gillett advised that if the issue has been recognised and mitigating action in place, and evidenced, the CQC would acknowledge that. The Chair suggested that it might be helpful to show mitigating action in a separate column on the risk register. ACTION: Angie Gillett</p>

	<p>It was agreed the font used on the document would be increased if possible. ACTION: Angie Gillett</p> <p>There were no further questions on the IBR.</p> <p>Resolved: The Integrated Board Report was noted.</p>
HIF/12/20/8	Finance Update – including Financial Plan Update and Cash Flow Forecast
8.1	<p>The report showing the position at November 2022 was received and taken as read. xxxxxxxxxx highlighted key points to note:-</p> <ul style="list-style-type: none"> • Year to date deficit had been reduced by £ xxxxxxxxxx, xxxxxxxxxx • Non-Pay expenditure had reduced in month as a result of spending on energy in September and October being less than forecast, this continued to be monitored closely. • Non-NHS income relating to car parking, dining room and coffee shop remained behind plan with a year to date xxxxxxxxxx, however month on month the run rate was improving. • Pay expenditure remained consistent, and work continued to reduce agency/bank spend. • Work continued to establish a better process in relation to loans between HDFT and HIF and a more visible process in relation to capital and would be concluded shortly. This should also improve the cash balance. An update on this would be provided at the next meeting. • Work was ongoing on the forecast year-end position, with further contract variations including £ xxxxxxxxxx to go into pay which would alleviate some of the management restructuring in terms of people involved in capital schemes across the organisation. • The approach to be taken regarding inflation was being discussed and waiting to hear what the uplift would be to the HIF contract. In relation to patient meals and the increased cost of living pressures, a structured proposal, for year on year cost of meals, was to be drafted, including risk sharing. A similar proposal would also be drafted in relation to car parking charges and income. <p>ACTION: Angie Gillett / xxxxxxxxxx</p>
8.2	<p>Cash Flow Forecast to December 2023</p> <p>The paper entitled “Consideration of the Going Concern Principle” was received and taken as read including the supporting paper providing a 13-month cash flow forecast for the period December 2022 to December 2023. The Board was asked to consider and approve the appropriateness of having prepared the 2021/22 Financial Statement on a Going Concern basis.</p> <p>It was noted that review of income and expenditure had confirmed the Company is a going concern. Richard Stiff noted that the document was a retrospective agreement as the Annual Report and Financial Statement had been submitted for 2020/21. Karen Scarth agreed to provide clarity regarding this.</p> <p>ACTION: Karen Scarth</p> <p>The Chair noted the work underway as the year-end approaches and it was confirmed that it should be possible to xxxxxxxxxx. The situation would continue to be monitored at Board meetings. In terms of the cost improvement programme, although some items were non-recurrent, the position looked positive and Angie Gillett noted thanks to the teams for their efforts.</p>

	<p>Gary Barrett referred to the improved [REDACTED] and queried [REDACTED]. [REDACTED] explained that it related to money owed in relation to capital works over a number of years which had been identified following a review of capital spend. It was agreed that narrative would be provided in the next report.</p> <p>The Chair noted the need to ensure the timetable for submission of the Annual Report and Financial Statement is in place and the Board to receive confirmation of this.</p> <p>ACTION: [REDACTED]</p> <p>The Chair noted his thanks to Angie Gillett and [REDACTED] for the progress made in terms of establishing a better contracting position with HDFT. Angie Gillett noted that there was now more data and supporting evidence to have these contracting discussions and a good system was being developed. The Board would continue to monitor the position.</p> <p>Resolved: The Board noted the Finance update and considered the appropriateness of having prepared the 2021/22 Financial Statement on a Going Concern basis.</p>
HIF/12/20/9	Workforce and Organisational Development Report
9.1	<p>The report was received and taken as read.</p> <p>It was noted there had been an increase in sickness absence but decrease in long term sickness absence which continues to be managed. Anxiety, stress and depression being the main reasons for sickness. Colleagues continue to be supported with the use of THRIVE and other preventative tools.</p> <p>Gary Barrett queried the Trust's sickness target of 3.9% when he understood the national target for the NHS was 2%. [REDACTED] confirmed that 3.9% is the Trust's target and one that had been in place for a number of years and she understood it is in line with other Trusts, but would check on the national target.</p> <p>ACTION: [REDACTED]</p> <p>It was noted that the majority of sickness was within the catering service, where actively managing this was having an impact. [REDACTED] agreed to look at what had happened in July and if there were any common factors that had led to the increase, for example, had reporting improved, had an increase been seen elsewhere? Angie Gillett noted there had been pressure on the team after the Christmas lunches due to staff sickness and retention. Gary Barrett suggested the rising cost of living might also have had an impact. As staff absence represents a significant risk to the business, it would be helpful to know what lies behind the figures.</p> <p>Angie Gillett confirmed that the importance of return to work interviews had been highlighted to managers. In terms of Covid sickness, the numbers are consistently low, also people have reported this under colds, coughs and flu. Sickness reported as "other known causes" would require manual intervention to identify.</p> <p>Staff turnover was currently 23.82%, across sterile services, portering, engineering, domestics and catering. The company was experiencing similar recruitment issues as those across the NHS, where a national solution, including flexible working practices was being looked at. Whilst the Group has a policy covering this, it was recognised that it is more difficult for operational roles. It was hoped to retain staff by offering improved training and career progression. The Chair suggested it would</p>

	<p>be helpful to explore what flexible working practices might mean and also reasons for leaving from exit interviews when there was capacity to do this.</p> <p>In term of appraisals, it was noted the number was low at 15.17%, however, group appraisals would be commencing in 2023 and would see the rates improve. People would still be able to choose to have an individual appraisal in addition to a group appraisal.</p> <p>In relation to statutory and mandatory training, it was noted that overall compliance had risen to 83%.</p> <p>Richard Stiff referred to compliance in relation to food hygiene, currently zero. It was agreed that this was unacceptable and noted that it would be part of induction going forward. The training is online, which is a barrier to completion as people find it difficult to complete online. Shirley Silvester noted the Trust would be happy to look at delivering the training in a different way, for example, in person.</p> <p>There were no further questions.</p> <p>Resolved: The Board noted the updates.</p>
9.1	<p>Gender Pay Gap Report The report was received and taken as read.</p> <p>It was noted that the Company is reporting a 3.88% gender pay gap, meaning that based on an average hourly rate men are paid 3.88% more than women. This gap is a decrease on 2021, which was 4.82%. The Company has a -0.87% median gender pay gap in 2022, which means that the median rate is lower for males. In 2021 the figure was 1.02%, which was disadvantageous to females. The Company profile shows the percentage of females has decreased in 2022 compared to 2021, effectively moving away from a balance between the male and female workforce.</p> <p>xxxxxxxxxx highlighted the difference the new EDI Lead was making, and was reaching out to different groups of colleagues. The staff support networks had seen their membership increase and two new networks had been launched, including a Men’s Health Network. Work continued to ensure the total reward package is comparable for all staff and is bias free in its application. Also to raise awareness and be more responsive to flexible working opportunities through internal communications and training, and to evaluate current recruitment practices to ensure that applications are encouraged to achieve a more even gender balance at all levels. A new suite of training packages to ensure fair recruitment were now available.</p> <p>The Chairman noted that it was a positive report but with room for improvement.</p> <p>Resolved: The Board noted the report and confirmed it was happy for the report to be submitted.</p>
9.2	<p>Catering Report</p> <p>xxxxxxxxxx was welcomed to the meeting and his report was received and noted. The challenges in catering were highlighted, particularly in relation to the loss of income, inconsistent leadership and management, inadequate systems and a lack of investment in the fabric of buildings and equipment including food production elements, and compliance with food safety systems. Staff morale is low, the culture is poor, and staff sickness was over 20% in some areas.</p>

9.3	<p>The positive developments were noted including:</p> <ul style="list-style-type: none"> • A new Head of Facilities and Catering Manager would be joining the company. • Staff rostering issues were being addressed. • Sickness is now being managed more robustly (some people have left who do like these changes). • Encouraging IT competence and less reliance on paper systems. • ‘Significant’ assurance on procurement having been ‘limited’ assurance since 2018. • System to be put in place to understand profit/loss in relation to patient menus and what sells well in the Café Bistro to maximise revenue opportunities. Currently sandwiches and salads are bought in as unable to meet food safety requirements in house. • Looking to bring Café Bistro back into the service as it had not fully transitioned since it was run on a voluntary basis.
9.4	<p>Concluding his presentation, [REDACTED] noted the significant work required to modernise processes, however, there are some good people in the team who are enthusiastic and committed to change.</p>
9.5	<p>Questions were welcomed from Board members.</p>
9.6	<p>Roger Taylor, referring to recruitment, observed a targeted campaign might be beneficial, for example, ex-military people.</p>
9.7	<p>Richard Stiff referred to food safety compliance and that there was no evidence of Local Authority Environmental Health Officer annual inspection findings being actioned as far back as 2018. [REDACTED] explained that this involves a high level inspection of the environment and recommendations, they may not follow up to check that recommendations have been implemented. However, if an incident occurred they would check that recommendations had been implemented. In terms of the national food and drink strategy and the standards introduced, the Company is required to undertake a gap analysis and provide an action plan, and evidence providing assurance to the Board is required.</p>
9.8	<p>Richard Stiff enquired about the risk in respect of allergens to patients/members of the public and Andy Colwell confirmed that processes are in place, assuming the correct meal is given to the patient. All foods produced by external companies are labelled by them.</p>
9.9	<p>The Chair asked what the highest priority is in terms of recovering some of the loss of income. Angie Gillett confirmed plans were in place including extending the opening house of Café Bistro, reviewing menus to make more profitable and revisiting some of the charges, and putting systems and processes in place. However, changes would be dependent on having staff in place. New people would have a fresh approach and the benefits should start to be seen.</p>
9.10	<p>It was agreed that an update would be received in three months’ time. ACTION: [REDACTED] Resolved: The Board noted the update.</p>
HIF/12/20/10	HIF Sub-Committees Chair’s Reports
10.1	People and Culture Committee

10.2	<p>The Chair of the Committee's report was received and taken as read.</p> <p>Gary Barrett reported that he had met with the Chair of the Governance and Compliance Committee and agreed that having the risk register on the People and Culture Committee's agenda would create duplication. If something was deemed to be a risk during a meeting, this would be escalated to the Board. The only issue identified at the moment was in relation to culture, which whilst it is being addressed, continues to present a risk.</p>
10.3	<p>Angie Gillett noted that sub-committee meeting dates for 2023 were now in diaries and the sub-committees were next due to meet in February 2023.</p> <p>Resolved: The Board noted the update.</p>
HIF/12/20/11	Risk Management Update
11.1	<p>The paper was received and taken as read. Angie Gillett explained that following the workshop on risk several months ago, a Risk Management Policy and Board Assurance Framework (BAF) were being developed, the latter would become a standing agenda item, and both documents would be brought to Board for approval.</p>
11.2	<p>Referring to Appendix 1 – Good Governance Institute Exemplar Risk Appetite Matrix – Gary Barrett noted an error in the second paragraph where it referred to Harrogate Integrated Faculties Ltd.</p>
11.3	<p>Actions were being taken forward and joint work underway with HDFT on the Datix System. Details of the timescales would be brought to the next meeting.</p> <p>ACTION: Angie Gillett</p>
11.4	<p>It was noted that the Chair and Managing Director would be discussing the company's appetite for risk and approach once HDFT had agreed its approach as this may impact on what the Company does.</p> <p>ACTION: Chair/Angie Gillett</p>
11.5	<p>In response to a question on the Datix Cloud IQ system and whether the risks relating to people and financial risks were included, Angie Gillett agreed to follow this up. Matt Graham briefly explained the capabilities of the system and it was agreed it would be helpful to have all Group risks on this model.</p> <p>ACTION: Angie Gillett</p> <p>Resolved: The Board noted the ongoing work and approved the future approach to risk management outlined in the paper.</p>
HIF/12/20/12	Any Other Business
12.1	<p>Procurement</p> <p>It was noted that discussions were ongoing regarding how procurement, including materials management, is managed going forward, and a scoping exercise was being undertaken within HDFT regarding the operational process and opportunities; some opportunities may arise for the company.</p>
12.2	<p>Capital Programme</p> <p>Discussions were underway around the management of the capital programme and capital schemes, including concept, process, business case, completion of projects, and where this sits within HDFT/HIF. There had been some changes within the team and it was timely to look at how the function might operate in the future, potentially moving functions over to HIF once the business case had been</p>

	<p>approved. Some external support may be required to manage the significant capital programme next year whilst a permanent solution is put in place.</p> <p>Roger Taylor queried why it was suggested handing over to HIF at the business case stage and not at concept. Matt Graham responded that a blended approach was proposed, the business case stage is where the feasibility, outline costing, factual information and sign off has occurred. HIF would be involved up to this stage and then take over the detail of what is required.</p> <p>The Board would be kept updated on this at future meetings.</p>
HIF/12/20/13	Evaluation of Meeting and Any Items to Escalate to HDFT Board
13.1	There were no items requiring escalation to the HDFT Board.
HIF/12/20/14	Date and Time of Next Meeting
14.1	<p>Tuesday 24th January 2023 – HIF Board Workshop</p> <p>Tuesday 21st February 2023 – HIF Board Meeting</p> <p>The meeting closed at 11:55.</p>