

**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 Monday 24<sup>th</sup> April 2023, Cedar Court Hotel, Harrogate**

**Present:** Mark Chamberlain, Chairman  
 Lucy Hind, Non-Executive Director  
 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 People & Culture (HDFT))  
 [REDACTED], Head of Financial Management (HDFT)  
 [REDACTED], Assistant Company Secretary (HDFT) (observing)  
 [REDACTED], Executive Assistant (HDFT) – Minute-taker

<b>HIF/04/24/1</b>	<b>Welcome and Apologies for Absence</b>
1.1	The Chairman welcomed everyone to the meeting and introduced [REDACTED], who would be observing the meeting.  There were no apologies to note.
<b>HIF/04/24/2</b>	<b>Declarations of Interest</b>
2.1	There were no interests declared in relation to the business of the meeting.
<b>HIF/04/24/3</b>	<b>Minutes of the previous HIF Board meeting</b>
3.1	<b>Resolved:</b> The minutes of the previous meeting held on 21 <sup>st</sup> February 2023 were approved as an accurate record.
<b>HIF/04/24/4</b>	<b>Matters Arising and Action Log</b>
4.1	<b>Matters Arising</b> There were no matters arising from the minutes not already included on the agenda.
4.2	The Chair referred to item 15.3 – the review of role/staff group specific training – and requested an update. Angie Gillett confirmed this was being taken forward by the People and Culture Committee. Discussions had taken place in relation to the relevancy of training for various staff groups and work was ongoing. HIF was also part of the HDFT review of training for clinical and non-clinical staff groups, led by the Chief Operating Officer and Director of Nursing, Midwifery and AHPs, which was anticipated to be completed within the next two weeks.
4.3	Angie Gillett reported that the Company was keen to look at a broader training package, including 2-hour slots of protected time for new starters to complete training.

<p>4.4</p> <p>4.2</p>	<p>The Chair encouraged all non-executive directors to ensure their mandatory training was up-to-date. [REDACTED] noted that if people are unable to access this, they should use the <i>forgot password</i>, which would facilitate a link to reset this.</p> <p><b>Action Log</b></p> <p>The action log was reviewed and completed actions noted.</p> <ul style="list-style-type: none"> <li>• <b>Ref 12 and 23 – Preparation for CQC Inspection</b> - The briefing paper had been shared with non-executive directors. Angie Gillett had met with the Quality Team to discuss the type of questions she might be asked during a CQC inspection visit – this had been included in the briefing paper. <i>Action complete</i> The Board agreed it would be helpful to have some planned walkabouts and Angie Gillett agreed to take this forward. <i>Remains open</i></li> <li>• <b>Ref 18 – National sickness level target</b> – [REDACTED] had been unable to find any evidence of a national target for the NHS being set and it appeared providers had been left to set their own. <i>It was agreed to leave this action open whilst [REDACTED] continued to look into this.</i></li> <li>• <b>Ref 19 – Catering Service</b> - Work ongoing in catering including changes to the lunchtime menu selection, and a sandwich bar – both had been well received. In terms of staffing, work continued to try and get to a position where agency is not an issue. A further update would be received in three months’ time. Staffing levels continue to be reviewed and this would feed into work in relation to PLACE. <i>Remains open</i></li> <li>• <b>Ref 20 – Risk Management</b> – Timetable in relation to the implementation of Datix Cloud to be shared. – Risk appetite – waiting outcome of Trust-led work. <i>Remains open</i></li> <li>• <b>Ref 21 – Risk Management</b> – The Board Assurance Framework was presented for approval. <i>Action complete</i></li> <li>• <b>Ref 25 - Cash handling</b> – Process put in place – outcome reported in IBR. Establishing good relationship with internal audit and they are being very supportive. <i>Action complete</i> Angie Gillett confirmed that she now attends Audit Committee. Discussions to take place regarding utilising time, for example, quarterly reporting on HIF audit issues to Audit Committee.</li> <li>• <b>Ref 26 – National staff survey results</b> – It was confirmed data had been benchmarked against other wholly owned subsidiaries when presented to the Board on 21<sup>st</sup> February. It was agreed that the results would be re-circulated to the Committee and [REDACTED] would confirm the sample size of the organisations benchmarked against. <i>Action completed 24<sup>th</sup> April 2023.</i> Angie Gillett noted she would be meeting with [REDACTED] and [REDACTED] to discuss work to be taken forward where improvement was required. <i>Action complete</i></li> <li>• <b>Ref 27 - Car Park Management Business Case</b> – [REDACTED] confirmed information had been received and clarified savings were from an existing underspend. <i>Action complete</i></li> <li>• <b>Ref 29 – Workforce Report – Food Hygiene Training</b> - Slight improvement in the training figures noted and work ongoing. <i>Remains open</i></li> </ul>
<p>HIF/04/24/5</p>	<p><b>Chair’s Report</b></p>
<p>5.1</p>	<p>The Chair updated the Committee on the submission of the Company’s annual accounts to Companies House. Following discussions at the HIF Board Workshop on 28<sup>th</sup> March the unaudited accounts had been submitted by [REDACTED] and confirmation of receipt received on 30<sup>th</sup> March. Subsequently, Companies House</p>

<p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p> <p>5.7</p> <p>5.8</p> <p>5.9</p>	<p>had written to HIF to advise that the accounts could not be filed as they were not audited. Therefore the previous advice from Companies House, given to [REDACTED], was incorrect. Companies House website now shows the accounts as not being filed. [REDACTED] had contacted Companies House by telephone and letter and the Company needs to go through the audit process. Companies House had been made aware of the reason for the delay in auditing. The auditors had apologised for the fact that the audit had overrun and the timetable had not been met. It had been requested this is reflected on Companies House website and a response was awaited.</p> <p>It was agreed this was a concern for all the Directors listed on Companies House website. It was additionally concerning as this was the second year in a row that there had been an issue in filing the accounts. The Chair noted that the issue resulting in late submission last year had been different, however, it reflected badly on the Company.</p> <p>[REDACTED] confirmed that work was ongoing in terms of fixed assets, the outcome of this would be a break even position instead of a deficit at the year-end. External audit had been requested to progress the work as a matter of urgency.</p> <p>It was agreed all learning would be identified, including for the Board, to ensure a similar situation does not occur in future years, including the need for a closer working relationship with the audit team so any issues can be resolved as they arise. A six week turnaround by external audit would be required next year, with an agreed timetable in place in future.</p> <p>Roger Taylor observed that learning from the change in auditors in terms of the impact on timescales should have been factored in. Richard Stiff confirmed that [REDACTED] had been a late appointment, when [REDACTED] no longer wished to continue as the external auditors, and it had proved difficult to find external auditors. HIF and the Hospital's Charity had been separated from the Trust in order to make it more attractive to prospective auditors. The Trust had had similar challenges, however, as an NHS organisation, an extension to the deadline for submission of the Group accounts had been agreed. It appeared the change to the treatment of assets would not be material in terms of the Group accounts.</p> <p>Lucy Hind referred to the potential reputational risk in terms of business opportunities, for example, the contract with [REDACTED]. Angie Gillett confirmed that HIF has a good relationship with [REDACTED] and it is happy with the service being provided and no impact was anticipated in terms of the extension to this contract. However, it might be an issue if HIF was actively pursuing formal bids with external companies.</p> <p>Angie Gillett suggested it would be useful to include the treatment of assets in the review of how the Company was set up and the financial flow from the Trust. A session on finance for the Board was being planned, including around the financial structure of the business, and to identify if there are things that need to be done differently.</p> <p>It was agreed that Board members would be kept updated on any developments with Companies House. <b>ACTION:</b> M Chamberlain / [REDACTED]</p> <p>The Chair briefly referred to the outcome of the recent PLACE assessment, noting the position was not as it had first appeared and this would be discussed later in the meeting.</p>
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5.10	In terms of company secretary support to the Board, the Chair noted the assistant company secretary was in attendance and in the future the Board would have company secretary support at all HIF Board meetings.
5.11	The Chair reported that, together with Angie Gillett, he had attended the HDFT Board Workshop in February when Director of People and Culture had highlighted HIFs really good staff survey results, and that it was good to see this recognised. The Chair noted his appreciation to all teams for encouraging staff engagement.
	<b>Resolved:</b> The Chair's report was noted.
<b>HIF/04/24/6</b>	<b>Managing Director's Report</b>
6.1	Angie Gillett began her update by noting that the <i>meet and greet</i> were not as well attended as previously, possibly as colleagues are now raising concerns at team level, and it was planned to revisit these sessions.
6.2	<p>The report was received and taken as read. Angie Gillett highlighted key points for the Committee to note:-</p> <ul style="list-style-type: none"> <li>• Business planning was ongoing and an update was included under agenda item 9.</li> <li>• PLACE assessment: <ul style="list-style-type: none"> <li>- The catering team had been upset by media reports that the food at Harrogate hospital is not good, however, it had been explained to them that the issue is wider – relating to how food is managed and served – and they had found this helpful and supportive. The same food, served at Ripon Community Hospital had received a positive score. The assessment had taken place in October 2022 and things had moved on since then. The catering team was keen to improve the service by the next assessment.</li> <li>- A joint action plan had been presented to the Operational Management Group (OMG), which included looking at a digital ordering system and reintroducing protected meal times, and work was underway with <span style="background-color: black; color: black;">xxxxxxxxxxxxxxxx</span> regarding nutritional assistants.</li> <li>- From a HIF perspective, it was planned to strengthen relationships and engagement with PLACE assessors, including updating them on work taking place, to avoid any surprises when assessment takes place.</li> <li>- Scores in relation to infection, prevention and control had been good at 99.5%, however, this had not been mentioned and the domestic services team should be congratulated.</li> </ul> </li> <li>• Following a recent time-out to consider engagement and succession planning – a paper would be brought to the Board in due course.</li> <li>• Business opportunity – Community estate - If agreed with the Community and Children's Directorate, a paper would be brought to the Board in due course.</li> <li>• Car Park Management – Currently in the implementation phase, a stakeholder group had been established and the contract had been signed.</li> <li>• New business – Liaising with <span style="background-color: black; color: black;">xxxxxxxxxxxxxxxx</span> and finalising the business case in respect of the longer-term opportunity – the Board would be kept updated on this.</li> </ul>

6.3	Observations and questions were welcomed from the Committee.
6.4	In relation to the PLACE assessment, Lucy Hind noted the Governance and Compliance Committee had discussed the outcome and what it was actually telling the Company and questioned if an article had been considered to counter the negative reporting. Angie Gillett advised this had not been considered in this instance and the focus was on ensuring a different outcome in the next assessment.
6.5	The Chair noted he had been taken by surprise by the article in the Health Service Journal particularly as, in his opinion, the quality of the food is very good. It was therefore important to learn from the outcomes and rectify the issues. It was noted that HDFT's governors had requested feedback on this and they would also be helpful in getting a positive message out. [REDACTED] highlighted the issue of information going outside the organisation and people not being aware of the outcome of the assessment until in the media. Angie Gillett agreed that the process would be reviewed.
6.6	<p>Richard Stiff referred to car parking and highlighted that [REDACTED], widely used across hospitals in the North East, would have a number of disgruntled people who had received fines and not been successful when seeking a refund, there was therefore the potential for negative feedback so it would be important to stress the benefits of the new arrangements in communications.</p> <p>There were no further questions.</p> <p><b>Resolved:</b> The Managing Director's report was noted and the ongoing work across the organisation.</p>
<b>HIF/04/24/7 Integrated Board Report</b>	
7.1	<p>The report was received and taken as read. Angie Gillett highlighted the key points for the Committee's attention:</p> <ul style="list-style-type: none"> <li>• HEFMA awards – Sterile Services and the Catering Team had been shortlisted for an award – an update would be received in next month's report.</li> <li>• Inpulse survey – Integrity – A competition would be taking place to encourage completion.</li> <li>• The Internal Audit Programme for the year had been agreed. The Contract Management [REDACTED] audit had been "limited" and the system would be reviewed.</li> <li>• Appraisals – The numbers had improved significantly and work ongoing. Group appraisal had been well received by the domestic team. The catering team was having individual appraisals, which had also been well received, particularly as they had not previously had appraisals.</li> <li>• Moving to MiCad from Backtrack from May 2023 when reporting would improve.</li> <li>• SSD – Fast track issues continue, mitigation in place, however beyond HIF's control.</li> <li>• PolyStat – HIF has been asked to trial this new document management system prior to it being rolled out.</li> <li>• Risks – Discussions ongoing, including in relation to joint risks with HDFT. The extended Contract Meeting would also consider risks.</li> </ul>
7.2	<p>Matt Graham confirmed that all risks rated '12' and above are reviewed by the Trust. The risk relating to water temperature had not been included on the Corporate risk register as Infection, Prevention and Control had confirmed that the checks in place mitigate the risk and therefore lower the score. Angie Gillett had sought confirmation</p>

7.3	of that assurance. Whilst regular flushing is taking place it needs to be evidenced by fully documenting this. The level of risk remained 'red' on HIF's risk register.
7.4	It was confirmed that the fire alarm system is included on the Corporate risk register.
7.5	Angie Gillett confirmed that areas that are a risk but where mitigation is in place are reflected in the report, at some point systems/equipment would need to be replaced, for example, nurse call bells, as parts become obsolete. HIF would continue to be responsible for maintaining the systems/equipment therefore there would always be differences in the level of risk for the Trust and this may need to be reflected in the narrative.
7.6	Lucy Hind requested that a date be included on the register. Angie Gillett noted that some of the issues would not change unless there was funding to address, therefore, mitigation was in place – this would be included in the risk detail to aid understanding. ACTION: Angie Gillett
	There were no further questions on the IBR.  <b>Resolved:</b> The Integrated Board Report was noted.
<b>HIF/04/24/8</b>	<b>Board Assurance Framework</b>
8.1	A Board Assurance Framework (BAF), based on the Trust's template, was presented for review and comment. HIF's strategic themes, agreed by the Board, were set out in the framework, the structures in place and risks assessed, and the work ongoing against each of the themes, showing work in progress and outcomes.
8.2	If the Board was happy with the BAF as presented, implementation of its use would commence and it would be discussed at the various forums within HIF including Contract Management meetings.
8.3	Any comments were to be sent directly to Angie Gillett.  <b>Resolved:</b> The BAF was received and noted and any comments were to be sent directly to the Managing Director.
<b>HIF/04/24/9</b>	<b>Business Plan 2023/24</b>
9.1	Angie Gillett presented the business plan for 2023/24 for approval by the Board. The plan reflected the work that had taken place over the last 12 months and priorities for 2023/24. The document was taken as read and any questions were welcomed. Once accepted, the plan would be included on the Company's website and a professional design company would be commissioned to produce the final document.
9.2	The Chair noted there were a number of typos in the document and suggested that these should be corrected and the document shared again, for final sign off, before going to print.
9.3	Gary Barrett referred to discussions at the last Board workshop around financial planning and questioned whether the numbers reflected the costs of running the service or the amount HDFT was willing to contract for. Angie Gillett advised that a session on financial planning and future challenges would be included at a future Board workshop. There had previously been a lack of information to support discussion around funding, however, as the Company becomes more established it highlights the need for these discussions.

9.4	<p>xxxxxxxxxxxxxxxx observed that when HIF was established it was structured based on the budget at the time with less focus on what was required and what it would cost.</p>
9.5	<p>Gary Barret highlighted that a commercial company would not agree to an inflation uplift of xxxxxxxxxxxxxxxx Roger Taylor questioned how any gap would be balanced – either by efficiencies or bringing in revenue.</p>
9.6	<p>The Chair observed that the Board now needs to review how the Company is structured, how it works in reality in the most cost effective way and what the service could look like. Angie Gillett agreed and noted there are other initiatives the Company could look at to retain money within the Group.</p>
	<p>ACTION: Angie Gillett</p>
	<p><b>Resolved:</b> The business plan for 2023/24 was received and noted. A final draft was to be circulated for approval.</p>
<b>HIF/04/24/10</b>	<b>Finance Report</b>
10.1	<p>xxxxxxxxxxxxxxxx presented the financial report, which was taken as read. The key messages included:</p>
	<ul style="list-style-type: none"> <li>• In terms of this financial year, a xxxxxxxxxxxxxxxx was forecast instead of the previously forecasted xxxxxxxxxxxxxxxx and the initial plan for a xxxxxxxxxxxxxxxx. This was as a result of under recovered car park charges of xxxxxxxxxxxxxxxx.</li> </ul>
	<ul style="list-style-type: none"> <li>• Income – An additional xxxxxxxxxxxxxxxx as a result of contract changes recently processed.</li> </ul>
	<ul style="list-style-type: none"> <li>• Pay – 38 WTE average vacancies month on month. Overtime – xxxxxxxxxxxxxxxx a total of 18,000 hours in total over the year. xxxxxxxxxxxxxxxx spent on agency staffing. In accordance with national drive, work was ongoing to reduce this.</li> </ul>
	<ul style="list-style-type: none"> <li>• Non-pay - £ xxxxxxxxxxxxxxxx on engineering contracts and building maintenance.</li> </ul>
	<ul style="list-style-type: none"> <li>• Non-pay – £ xxxxxxxxxxxxxxxx on energy (xxxxxxxxxxxxxxxxxxxxx additional budget allocated).</li> </ul>
	<ul style="list-style-type: none"> <li>• Efficiency programme – Good progress being made - £ xxxxxxxxxxxxxxxx to be identified.</li> </ul>
	<ul style="list-style-type: none"> <li>• Balance sheet –Timing issue re payment of debtors highlighted.</li> </ul>
	<ul style="list-style-type: none"> <li>• Cash balance – £ xxxxxxxxxxxxxxxx - as expected.</li> </ul>
10.2	<ul style="list-style-type: none"> <li>• Loans - £ xxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxx repaid.</li> </ul>
	<ul style="list-style-type: none"> <li>• Lease liability – Little change was anticipated.</li> </ul>
	<p>Gary Barrett highlighted the potential to capitalise on interest charged and to ensure there is not a financial deficit to HIF.</p>
10.3	<p>Lucy Hind noted the need to be clear around backlog maintenance where this is not undertaken and costs increase as a consequence of operating ageing properties/systems. Angie Gillett responded that more detail is now available in terms of backlog maintenance, however it was recognised that the costs in maintaining an ageing estate would increase year-on-year in terms of day-to-day requests. MiCad would help to prioritise replacement and the data was now available to support recommendations to HDFT. Lucy Hind suggested it would be helpful to arrange a walk around for the HDFT Board, to show them what is going on behind the scenes so they are better informed, after the HIF Board workshop on Finance had taken place.</p>
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12.2	<p>XXXXXXXXXXXXXXXXXX. XXXXXXXXXXXXXXXXXXXX confirmed that she would continue to attend HIF Board meetings and the People and Culture Committee.</p> <p>In terms of other work underway in the People and Culture Directorate, which may impact on HIF, a piece of work on a just and learning culture was underway, in partnership with trade union colleagues. Implementing a just and learning culture would mirror the approach to patient serious incidents and investigations, with a more person centred approach and a culture of learning rather than blame.</p>
12.3	<p>XXXXXXXXXXXXXXXXXX, XXXXXXXXXXXXXXXXXXXX, Angie Gillett and XXXXXXXXXXXXXXXXXXXX had met to discuss the HR support required by HIF to manage the People and Culture Committee aspects effectively and work arising from the discussion would be taken forward.</p>
12.4	<p>Items to highlight from the report included:</p> <ul style="list-style-type: none"> <li>• Appraisals – An improving position – people value and appreciate having this conversation.</li> <li>• Sickness absence – 6.25% against the target of 3.9% - line managers continue to proactively manage sickness absence. Benchmarking against data from Airedale shows sickness is slightly higher in HIF.</li> <li>• Turnover – 24.75% over the last 12 months compared to the turnover in Airedale of 14.67%. Airedale is an isolated unit, people in Harrogate have a greater choice of employment within the hospitality services.</li> <li>• Mandatory training compliance – 86% - The review of training for non-clinical roles was ongoing.</li> <li>• Industrial action – Preparations for the next strike by RCN members at the end of April into May was underway, when there would be no derogations, which may present challenges. There was no indication of when this might be resolved. UNISON members have accepted the Government's pay offer.</li> </ul>
12.5	<p>Matt Graham suggested the Model Hospital data may provide some useful data for comparison purposes. Lucy Hind commented that it would be helpful to show comparator months in the report for the same month the previous year.</p> <p>ACTION: XXXXXXXXXXXXXXXXXXXX</p>
12.6	<p>In terms of reasons for absence, musculoskeletal issues was a theme, possibly due to the aging workforce, the correlation between sickness and age would be explored, particularly in the portering service where resolving manual handling issues and other known causes would be discussed in a workshop to be held in the next week. XXXXXXXXXXXXXXXXXXXX suggested it would be helpful to include a representative from the Occupational Health department if not already invited.</p>
12.7	<p>Roger Taylor queried the cause of the difference between the percentage rate for sickness of colleagues on HIF terms and conditions and those on Agenda for Change. Angie Gillett suggested it could be due to how sickness is being managed.</p>
12.8	<p>Roger Taylor observed that the higher turnover might be as a result of the changes that had taken place over the last 12 months. Angie Gillett noted that some people had chosen to leave which would have had an impact on the numbers. It could also be a measure of the demographics, geography and economy of an area and understanding these factors would show if there were any issues. Exit interviews remain a useful tool in highlighting themes. The People and Culture Committee would be monitoring feedback from these. In addition, colleagues would be asked, at their appraisal, what would make them want to stay. XXXXXXXXXXXXXXXXXXXX confirmed work was underway in relation to stay conversations, recognising the different age profiles and the number of people over 55 years of age potentially starting to think</p>

12.9	<p>about retiring or reducing their hours. The work would include exploring more flexible working patterns and provision of equipment to help them to remain in the workplace longer. It was agreed that a more in depth look at this would be useful and to consider opportunities for more flexible working where this could be accommodated.</p> <p>There were no further questions.</p> <p><b>Resolved:</b> The workforce report was received and noted.</p>
<b>HIF/04/24/13</b>	<b>HIF Sub-Committee Chairs' Reports</b>
13.1	<p><b>Governance and Compliance</b> The Chair of the Committee, Lucy Hind, reported that a productive meeting had taken place on 18<sup>th</sup> April when the Committee had received updates on all the work underway, including in relation to the service specification and business continuity planning. Areas to look at this year included CQC preparedness, internal audit reports and reducing waste.</p>
13.2	<p>The Committee had agreed that it was now an appropriate time, in view of the progress made, to move to quarterly meetings.</p>
13.3	<p><b>People and Culture Committee</b> The Chair of the Committee, Gary Barrett, reported that April's meeting had been deferred to 16<sup>th</sup> May to enable more time for additional reporting requirements to be met.</p> <p><b>Resolved:</b> The Board noted the updates.</p>
<b>HIF/04/24/14</b>	<b>Any Other Business</b>
14.1	<p><b>Session for the Board on Finance</b> It was suggested that this session be arranged for 27<sup>th</sup> June, immediately after the Board meeting, subject to everyone's availability. ACTION: Sue White</p>
14.2	<p>There were no further items of business.</p> <p>The meeting closed at 11:52.</p>
<b>HIF/04/24/15</b>	<b>Date and Time of Next Meeting</b>
15.1	<p>Tuesday 30<sup>th</sup> May 2023 – 09:00 – Workshop Tuesday 27<sup>th</sup> June 2023 – 09:00 – Board meeting</p>