

HARROGATE HEALTHCARE FACILITIES MANAGEMENT LIMITED
Company number: 11048040
(the "Company") t/a Harrogate Integrated Facilities (HIF)

Minutes of a Meeting of the Company Board of Directors
held on Tuesday 24th October 2023, Cedar Court Hotel, Harrogate

Present: Mark Chamberlain, Chairman
Roger Taylor, Non-Executive Director (RT)
Gary Barrett, Non-Executive Director (GB)
Jeremy Cross, HDFT Non-Executive Director (Stakeholder Non-Executive Director) (JC)
Matt Graham, Director of Strategy (Stakeholder Non-Executive Director)
Angie Gillett, Managing Director

In attendance: xxxxxxxxxx, Deputy Director of Finance (HDFT)
xxxxxxx, HR Business Partner (HDFT)
xxxxxxx, Executive Assistant (HDFT) – Minute-taker

HIF/10/24/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting particularly the Non-Executive Director (JC) to his first meeting of the Board as the Stakeholder Non-Executive Director.
HIF/10/24/2	Apologies for Absence
2.1	Apologies were noted for Lucy Hind, Non-Executive Director (LH) and xxxxxxxx, Deputy Director of People & Culture (HDFT).
HIF/10/24/3	Declarations of Interest
3.1	There were no interests declared in relation to the business of the meeting.
HIF/10/24/4	Minutes of the previous Meeting
4.1	Resolved: The minutes of the meeting held on 29 th August 2023 were approved as an accurate record.
HIF/10/24/5	Matters Arising and Action Log
5.1	Matters Arising There were no matters arising from the minutes not already included on the agenda.
5.2	Action Log The action log was reviewed, updates received and completed actions noted.
HIF/10/24/6	Chair's Update
6.1	The Chair reflected on the last Board workshop and that it had been helpful to have xxxxxxxx, in attendance for the discussion on the production of the annual accounts. The Chair noted he was optimistic that the agreed timescales would be met.

6.2	Discussions would be taking place over the next few months with the Trust to explore how the Company can deliver the best financial position for both organisations and to ensure that teams are fully engaged.
6.3	Resolved: The Chair's update was noted.
HIF/10/24/7	Managing Director's Update
7.1	The report was received and taken as read. The Managing Director highlighted key points for the Committee to note:-
7.2	<ul style="list-style-type: none"> • Pension Offer <ul style="list-style-type: none"> - Positive feedback from staff and many interested in taking up the offer. - Information on the financial impact should be available at the next meeting. - It was hoped it would have a positive impact on recruitment to senior roles.
7.3	<ul style="list-style-type: none"> • Workforce – Portering Organisational Change <ul style="list-style-type: none"> - New staffing structure agreed and interviews for team leader had taken place. - Several internal applicants had successfully applied for roles in the new structure. - Work continued to produce a revised roster, based on HSE standards for shift workers. It was hoped to have a draft by November 2023. - The number of porters currently absent due to sickness was impacting on delivery of the service.
7.4	<ul style="list-style-type: none"> • Workforce – Biometrics Attendance System <ul style="list-style-type: none"> - The majority of staff were happy with the new approach and using a thumbprint and see this as a positive development, the use of a fob/card had been suggested for those unwilling to use a thumbprint. - The go live date for implementation of the new rosters onto this platform had been set for the end of October 2023, with plans to complete the roll out to all identified departments in Q4.
7.5	<ul style="list-style-type: none"> • Freedom to Speak Up (FTSU) <ul style="list-style-type: none"> - Information about FTSU had been promoted and would also be included in the next newsletter. - The FTSU Guardian is happy to engage/support HIF colleagues and had spoken at a recent Trust Team Talk following the trial and conviction of Lucy Letby.
7.6	<ul style="list-style-type: none"> • Car Parking <ul style="list-style-type: none"> - New system implemented and positive feedback from the vast majority of staff, patients and visitors. - Parking is easier for patients/visitors and queuing on Lancaster Park Road was no longer an issue. - Parking spaces in Strayside car park were being better used. - Charging for staff had not yet come into effect therefore there may be some disquiet/queries when deductions from salary commence. - The cost to senior managers was around £2 per day, with cheaper charges for some staff.

7.7	<p>Acknowledging that it had been a difficult project to deliver, the Chair, on behalf of the Board, noted thanks to the Deputy Director of Estates and Facilities and the team.</p> <ul style="list-style-type: none"> • Company Accounts <ul style="list-style-type: none"> - It was reported that the external auditors were currently on site, for two weeks, and the work was progressing well. Further work in respect of payroll and fixed assets would be required but work was currently on track to achieve completion in accordance with the agreed timescale. - The aim would be to receive the accounts at November's Board Workshop, with a pre-meeting to be arranged prior to this. <p>Action: Managing Director</p> <p>The Chair noted thanks to the Deputy Director of Finance and the team for their assistance with this.</p>
7.8	<ul style="list-style-type: none"> • Company Structure <ul style="list-style-type: none"> - Discussions had taken place with the Trust's Chair and Chief Executive regarding the future structure of the Company and to agree how funding flows. - Discussion had also taken place with the Associate Director of Quality and Corporate Affairs, HDFT, regarding the company secretary role. It was hoped to recruit a part-time company secretary and a job description was being prepared on this basis.
7.9	<ul style="list-style-type: none"> • Business Planning <ul style="list-style-type: none"> - Following sessions held a few days earlier, teams had been tasked with putting business plans together, with support where needed, and it was hoped to be in a position to have teams present these to the Board Workshop in November. - The teams would be responsible for monitoring achievement of their plans. - This work would also support work the Trust was doing in relation to business planning and should be completed by December.
7.10	<ul style="list-style-type: none"> • Business Development Work <ul style="list-style-type: none"> - Work being led by the Associate Director for Business Development and Service Improvement was detailed in the report. - Unfortunately, [REDACTED], was not currently in a position to sign the contract for the service being provided. The work HIF is undertaking would continue and [REDACTED], were happy with the service being provided. It was understood there was an issue in relation to the contract held with [REDACTED], and this was being followed up. The Deputy Director of Finance noted this was due to an underlying issue linked to Blood and Transport Services and invoicing. - The Company was keen to establish the contract as working with [REDACTED], would be helpful in terms of future business development. - An update would be received at the next meeting.
7.11	<p>Questions were welcomed from the Board.</p>
7.12	<p>The Non-Executive Director (RT) asked if there was any update on when a visit from the CQC might be expected. The Chair confirmed it was expected</p>

<p>7.13</p> <p>7.14</p>	<p>imminently and the Company needed to be prepared whilst continuing to deliver the best service possible.</p> <p>The Managing Director noted that PLACE assessment continued to be the focus of attention for all the team. The Trust was reinstating protected meal times for patients as part of this work.</p> <p>Resolved: The Managing Director’s report was noted and the ongoing work across the organisation.</p>
<p>HIF/10/24/8</p>	<p>Integrated Board Report (IBR)</p>
<p>8.1</p> <p>8.2</p> <p>8.3</p>	<p>The report was received and taken as read. The Managing Director noted that there was no major issues to highlight to the Board. Points to draw to the Board’s attention were noted:</p> <ul style="list-style-type: none"> • Key Performance Indicators <ul style="list-style-type: none"> - Areas of focus included turnover, vacancies and appraisals. - Work was ongoing looking at reasons for leaving. There was no data available from Great with Talent as information had not been completed when people leave. It was therefore planned to re-introduce a leaver’s exit questionnaire, to be completed when the manager and employee fill in the leaver’s form. - Work was ongoing to improve induction and the pre-recruitment process – with visits to departments to see what the job entails – following feedback from porters leaving that the job was too physical for them. <p>The Non-Executive Director (GB) noted the inclusion of dates in the KPIs was really helpful, together with the inclusion of the Trust’s Corporate risks.</p> <p>The Chair requested an update on the work to produce helpdesk waiting times for jobs to be resolved and it was confirmed that work was ongoing, behind the scenes, with a view to introducing expected timescales and standards for dealing with urgent requests, etc. It was agreed it would be helpful to include target dates for when this work was expected to be completed in the update.</p> <ul style="list-style-type: none"> • Risks <ul style="list-style-type: none"> - The meeting reflected on how risks were recorded, particularly where the actual risk was owned by the Trust but HIF was part of the solution, for example, HIF was responsible for rectifying/resolving, and the need to be clear in the narrative. This included risks relating to system failures, where potentially a system may require replacing but this could only be done if the Trust provided the investment to do so or where risks owned by the Trust were being mitigated by the Company. There may also be an impact on other things the Company does if it was unable to resolve an issue. - In terms of backlog maintenance, for which investment from the Trust was required, there may be operational and reputational risks therefore it was important to be clear where the responsibility lay. - It was agreed to give this further consideration following the meeting including reviewing the wording around the impact for the Company. <p>Action: Managing Director/Chair</p>

<p>8.4</p> <p>8.5</p> <p>8.6</p> <p>8.7</p>	<p>The Non-Executive Director (JC) queried whether HIF needed a corporate risk register, for any significant risks. The Non-Executive Director (GB) confirmed that this had been discussed earlier in the year when the consensus had been that it was not needed, however, he felt not having this was a risk open to scrutiny and challenge. The Non-Executive Director (RT) suggested it might be necessary to look at the detail behind any current significant risks before making a decision.</p> <p>The Chair noted that this was the subject of a board paper and part of the structure and governance arrangements of the Company and suggested it would be sensible to considering when reviewing the model of the Company. It could be a regular Board item until March and then again next year so that it was visible and action being taken could be recorded in the minutes. Legal advice had been sought on the model and structure and the ongoing work provided some mitigation.</p> <p>It was noted that the sum involved would be significant. All subsidiaries had been set up differently with inconsistencies in reporting in annual accounts.</p> <p>Action: Managing Director</p> <p>Resolved: The Integrated Board Report was noted.</p>
<p>HIF/10/24/9</p>	<p>Board Assurance Framework (BAF)</p>
<p>9.1</p> <p>9.2</p> <p>9.3</p>	<p>The Board Assurance Framework was received for information and taken as read.</p> <p>The Non-Executive Director (GB) drew reference to the risk relating to the Company’s financial position reflected in the BAF but not on the risk register. It was noted the BAF would be refreshed in the coming months.</p> <p>Resolved: The BAF was received and noted.</p>
<p>HIF/10/24/10</p>	<p>Finance Report</p>
<p>10.1</p>	<p>The Deputy Director of Finance, HDFT, presented the financial report for September 2023, which was taken as read. The key messages were highlighted:</p> <ul style="list-style-type: none"> • The forecast position remained variable for many reasons; the ongoing dispute, car parking income, maintenance requests for estates, etc. Depreciation had been incorrectly calculated the previous month. Whilst there had been a reduction in energy usage, the price had increased, however, this had been funded by the Trust. • In terms of pay, a reduction in overtime payments had been seen, however, there had been an increase this month. Progress had been made in terms of recruitment but a gap of 30 WTE remained. • The cost improvement programme was still to be achieved with xxxxxxxxxx, • Financial controls being considered in respect of HDFT and the Company included monitoring requisitions. In terms of HIF, it was noted that 240 retrospective purchase orders had been placed therefore expenditure had been committed prior to approval of the requisition. The focus would be

<p>10.2</p>	<p>on areas of high spend including discretionary spend. Invoices were being raised for people staying in accommodation, payment in advance, through salary deduction, would be better in terms of income flow and this would be explored.</p> <ul style="list-style-type: none"> • Rostering system controls continued to be monitored. • The cash balance reflected the removal of the negative revaluation as this had now been restated. <p>The Managing Director noted discussions continued in relation to the cost improvement programme, with a focus on areas where savings may be possible. In relation to car parking income, the position should be clearer next month. Discussions continued at contracting meetings in relation to contract variations. Clarity was needed regarding the overspend position, to clarify work regarded as essential, etc. as there had been an increase in requests from the Trust for maintenance work. There had also been an increase in requests for hospitality and budget holders need to approve and pay for this. The Managing Director and Director of Strategy would be discussing this with finance colleagues.</p> <p>Action: Managing Director</p>
<p>10.3</p>	<p>Discussions would also be taking place with the Director of Finance, HDFT regarding the contract with xxxxxxxxxx, and how this is delivered.</p> <p>Action: Managing Director</p>
<p>10.4</p>	<p>The Non-Executive Director (GB) drew reference to the workforce position in June/July and the increase in contractual pay, it was confirmed that this reflected the pay award received and backdated to April 2023.</p>
<p>10.5</p>	<p>Resolved: The finance report was received and noted.</p>
<p>HIF/10/24/11</p>	<p>Workforce Report</p>
<p>11.1</p>	<p>The report was received and taken as read. The HR Business Partner highlighted the key points:</p>
<p>11.2</p>	<ul style="list-style-type: none"> • The sickness absence rate had remained steady. There had been a spike in the previous year in late November/December. Plans would need to be developed in the event of this happening this year as there would be no external funding this year. Sickness absence continued to be managed; ensuring return to work interviews take place. • Figures relating to the take up of the NHS pension scheme should be available next month. The addition of this scheme would result in effectively a three tier workforce: those on the NHS pension scheme, People Plan and hybrid terms and conditions and would be reflected in this way in future reporting. Consideration would be given to how to utilise the options available when recruiting.
<p>11.2</p>	<p>The Chair requested that charts in future reports should include legend.</p>
<p>11.3</p>	<p>Action: HR Business Partner</p>
<p>11.3</p>	

11.4	<p>The Director of Strategy referred to the target performance indicators for appraisal, mandatory training and the vacancy rate, highlighting the difference between these and the ones set by the Trust. The HR Business Partner noted these would be reviewed, including the indicator in respect of sickness, which was 4.5% whilst the absence policy states 3.9%. The latter was unrealistic with the levels of sickness the Company has. The Managing Director observed that the target originally set was focused on the standard set for the Trust. In terms of mandatory training, work continued to ensure the training required for HIF staff was relevant.</p> <p>The Non-Executive Director (GB) noted that the People and Culture Committee had discussed KPIs when it had been agreed to wait until the Committee was comfortable that the data was measuring the right things before proposing any changes to targets. It was planned to look at this early next year, as part of refining KPIs.</p>
11.5	<p>It was noted the Staff Survey was currently live, however, staff appeared to be weary of surveys and it was proving difficult to encourage its completion. A number of sessions arranged for staff to complete this had not had any staff attend.</p>
11.6	<p>In terms of surveys going forward, consideration was being given to just running two of the Inpulse survey per quarter: Kindness and Teamwork to see if that would help with engagement. The HR Business Partner noted the position was similar across the Trust, where there was a weariness of surveys and a feeling that nothing had changed since the last one. It was also possible that staff in HIF were feeling more positive, following the improvements made, than in the previous year.</p>
11.7	<p>The Director of Strategy noted that as an NHS Trust, HDFT is required to run the quarterly Inpulse surveys, HIF could move to two per year as it should not affect the Trust's results as figures are shown separately. There may be a better way of undertaking surveys within HIF.</p>
11.8	<p>Resolved: The report was noted.</p>
HIF/10/24/12	Review of Home Office Deportation of Employee
12.1	<p>XXXXXXXXXX,</p> <p>XXXXXXXXXX, XXXXXXXXXX,</p> <p>Resolved: The report was noted.</p>
12.2	
12.3	

12.4	
HIF/10/24/13	Contract Dispute xxxxxxxxx,
13.1	The Managing Director noted that as agreed at the previous meeting, following the regular updates on the contractual discussions with xxxxxxxxx,, xxxxxxxxx,, the Board would be provided with a detailed update on the issues and associated financial implications for the Trust/HIF. The report was taken as read.
13.2	The three main issues currently under discussion were: <ol style="list-style-type: none"> 1. xxxxxxxxx, 2. xxxxxxxxx, 3. xxxxxxxxx,
13.3	Despite a series of meetings between HIF, xxxxxxxxx, and legal representatives from both parties no agreement had been reached to date in relation to the first two issues and discussions continued in relation to the third.
13.4	The paper set out the financial implications for both HIF and the Trust and it was confirmed that the Trust's Director of Finance was aware of the current discussions and had highlighted the risks to NHS England.
13.5	Further information had been requested and submitted to xxxxxxxxx, since the report was written and a response was awaited in relation to this.
13.6	The Board considered if it would be appropriate to include an estimated figure in the annual accounts.
13.7	Resolved: The report was noted and the Board confirmed its support for the approach being taken and for proceeding to dispute if there was no other option.
HIF/10/24/14	Reinforced Autoclaved Aerated Concrete (RAAC)
14.1	The report was received and noted. The Managing Director reported that whilst there were some areas with RAAC within HDH, used in roof construction, the position was not as bad as in some other organisations. Plans had been included in the report to address the areas of potential risk and to eradicate RAAC across the hospital site. The potential risk had been reflected on risk registers.
14.2	A multidisciplinary working group had been established to manage the range of strategic and operational risks identified. A business case had been developed and submitted to the NHSE RAAC Board in May 2023 for capital funding totalling xxxxxxxxx,. Some remedial work had already taken place in corridor areas.
14.3	In relation to community premises, a review was underway and all landlords had been requested to provide information on their RAAC position. A number of responses had been received and were being reviewed.
14.4	Resolved: The Board noted the report and the ongoing work to manage RAAC across the site together with the actions being taken to address the issues. The Board would be kept updated on progress and on any changes to the risk rating.
HIF/10/24/15	Any Other Business

15.1	It was noted that the People and Culture Committee would be meeting on 12 th December.
15.2	It was confirmed that Board meetings in 2024 would be held at 17 Wetherby Road.
15.3	It was noted the Board to Board meeting with the Trust had been cancelled and a new date would be advised.
15.4	There were no further items of business.
15.5	The Chair thanked everyone for their contributions to the meeting.
15.6	The meeting closed at 11.30am.
HIF/10/24/16	Date and Time of Next Meeting
16.1	Monday 27 th November 2023, 9.00am - Workshop