

**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 21<sup>st</sup> February 2023, Cedar Court Hotel, Harrogate**

**Present:** Mark Chamberlain, Chairman  
 Lucy Hind, Non-Executive Director  
 Roger Taylor, Non-Executive Director  
 Gary Barrett, 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], Interim Director of Finance (HDFT) *from items 1-8*  
 [REDACTED], Head of Financial Management (HDFT) *from item 9 onwards*  
 [REDACTED], Deputy Director of Estates and Facilities *for item 10*  
 [REDACTED], IQVIA *for item 9 only*  
 [REDACTED], Executive Assistant (HDFT) – Minute-taker

<b>HIF/02/21/1</b>	<b>Welcome and Apologies for Absence</b>
1.1	The Chairman welcomed everyone to the meeting.
1.2	Apologies were received from: Richard Stiff, HDFT Non-Executive Director (Stakeholder Non-Executive Director) Kate Southgate, Associate Director of Quality & Corporate Affairs (HDFT)
<b>HIF/02/21/2</b>	<b>Declarations of Interest and Register of Interests</b>
2.1	There were no interests declared in relation to the business of the meeting.
<b>HIF/02/21/3</b>	<b>Minutes of the previous HIF Board meeting</b>
3.1	The minutes of the previous meeting held on 20 <sup>th</sup> December 2022 were approved as an accurate record.
<b>HIF/02/21/4</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	<b>Action Log</b>  The action log was reviewed and completed actions noted.  Action 12 – <i>CQC Inspection Readiness</i> – A briefing paper had been developed covering areas to focus on and shared with the senior team, who are doing spot checks around the hospital site and briefing staff in preparation. Ensuring record keeping is up-to-date and corridors kept clutter free. It was agreed it would be helpful for non-executive directors to do some walkabouts to talk with staff about the forthcoming visit and Angie Gillett would follow this up, and share the briefing paper with Board members, along with any further insights. <b>ACTION:</b> Angie Gillett

In terms of when a visit might be expected, it was understood that the CQC are suspending their standard inspection visits until April, whilst industrial action is ongoing, and would continue their work on specific services, for example, maternity services and the focus on ED. Therefore an inspection visit to ED could be expected imminently.

Action 15 – *Catering Costs* – Costings had been discussed with HDFT’s Chief Executive and Chief Operating Officer and identified that the service was running at a loss. A proposal regarding increasing the price of meals in Herriots and a potential discount for staff, bearing in mind staff in the community would want to know what they are being offered, had been discussed. Looking at sharing the risk. Whilst HIF has a lot of efficiencies to deliver, it has some major inflationary pressures. HDFT’s Chief Executive was supportive of HIF putting forward a proposal to its executive directors. The Deputy Director of Estates and Facilities would be putting together a paper for consideration by the Leadership Team.

In response to a query from Roger Taylor, it was confirmed that there were currently no issues at the moment with the supply chain for food.

Action 18 – *National sickness absence level target* – Discussions had taken place at the People and Culture Committee and a benchmarking group of facilities providers/other subsidiary companies would be established.

Action 20 – *Datix Cloud IQ System – Timescales* - Working closely with colleagues in the Quality Team and sharing information with HDFT in relation to shared risks/actions. Working through the model, however, anticipate it would be towards the end of the year before the work is complete.

Action 21 – *Risk Management – Appetite and Approach* - BAF formulated for approval by the Board. The next steps in terms of risk appetite will then be determined.

HIF/02/21/5

**Chair’s Report**

5.1	The Chair noted pressure continues across the Trust and across the NHS, with HDFT doing better than others. The part HIF plays in supporting HDFT remains really important. HDFT’s <i>Team Talk</i> is really helpful in terms of what people are doing and commenting on, including HIF related issues, which are picked up.
5.2	In terms of company secretary support to the HIF Board, the Chair reported that the Deputy Company Secretary had resigned from his post and left the organisation. Kate Southgate had been unable to attend today’s meeting. It was recognised interim support may be required whilst a solution was put in place and that the lack of advice and support to the Company was a risk that would be included on the risk register. The issue would also be picked up by the Governance and Compliance Committee as support may not be in place before the next meeting of the Board. The Quality & Governance Lead, would be working closely with the HIF team and <b>xxxxxxxxxxxxx</b> to keep things on track in terms of meetings.
5.3	The Board recorded its thanks to <b>xxxxxxxxxxxxx</b> for providing secretarial support to the Board and its Sub-Committees.
5.4	Finally, referring to the Company’s annual accounts, which had been circulated prior to the meeting and not included in the pack of meeting papers, it was noted that there were still a couple of queries to be addressed before they could be

	<p>finalised and therefore an extraordinary meeting of the Board may be required to approve the accounts.</p> <p><b>Resolved:</b> The Chair's report was noted.</p>
<b>HIF/02/21/6</b>	<b>Managing Director's Report</b>
6.1	<p>The report was received and taken as read. Angie Gillett highlighted key points for the Board to note:-</p> <ul style="list-style-type: none"> <li>• Business Planning <ul style="list-style-type: none"> <li>- Work ongoing including discussions with HDFT.</li> </ul> </li> <li>• Pension Order <ul style="list-style-type: none"> <li>- Legal advice had been received and a paper would be drafted for the Board's consideration. Discussion would be required with HDFT in relation to the impact this would have.</li> </ul> </li> <li>• Catering <ul style="list-style-type: none"> <li>- Newly appointed front of house manager joining the Company imminently.</li> <li>- To advertise for a production manager for the kitchen.</li> <li>- Opening hours of Bistro Café extended and consequently closed Herriots on an evening. More people using the service and improvement in takings seen.</li> <li>- Feedback is now being collected through the use of a QR code.</li> <li>- Reduction seen in sickness absence.</li> </ul> </li> <li>• Porterage <ul style="list-style-type: none"> <li>- Work had commenced with the team and a culture workshop would be taking place in March. Looking at the structure of the team going forward. The majority of staff are keen to see changes.</li> </ul> </li> <li>• Travel Plan <ul style="list-style-type: none"> <li>- A sustainability workshop would be held in the next few months. The new Sustainability Board was working well. The new security and car parking manager had commenced in post.</li> <li>- Met with Electronic Vehicle (EV) infrastructure charging consultants to establish the scale of the opportunity for EV charging points across the estate.</li> </ul> </li> <li>• <span style="background-color: black; color: black;">xxxxxxxxxxxx</span> Contract / <span style="background-color: black; color: black;">xxxxxxxxxxxx</span> <ul style="list-style-type: none"> <li>- Work continued around the bore hole and windows - to be completed by August.</li> <li>- Contract negotiations are ongoing. Legal advice had been positive and considering HIF's approach prior to next meeting.</li> <li>- Unfortunately, the initial bid for <span style="background-color: black; color: black;">xxxxxxxxxxxx</span> funds had been unsuccessful. It was understood HIF's bid had been as good as others, but others got through the first stage before HIF, the fact that funding had previously been received and delivered on was not a factor. Any further funding opportunities would be followed up.</li> </ul> </li> <li>• Business Development <ul style="list-style-type: none"> <li>- Working with the <span style="background-color: black; color: black;">xxxxxxxxxxxx</span> on a short-term pilot of the provision of <span style="background-color: black; color: black;">xxxxxxxxxxxx</span>, which may be extended by a month or two. Business case for longer term service to be developed, which would be an excellent business opportunity. This was a new venture, with a short time scale to put arrangements in place. The Board would be kept updated on this important opportunity towards becoming more commercial.</li> </ul> </li> </ul>
6.2	Observations and questions were welcomed from the Board.

6.3	Gary Barrett and the Chair commented on the politeness of the catering team in general, noted during recent visits to Herriots. Angie Gillett undertook to share with the team.
6.4	<p>Referring to sustainability and the strategy in relation to car parking, Lucy Hind noted that [REDACTED] is working with Trusts and assisting with funding for EVs and suggested it may be worth getting in touch and she would be happy to supply contact details. Matt Graham noted the Trust is having discussions with other energy providers and there is a public sector framework for this for procurement of contracts.</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/02/21/7 Integrated Board Report</b>	
7.1	<p>The report was received and taken as read. Angie Gillett highlighted the key points for the Board's attention, noting that some of the elements appear in other reports:-</p> <ul style="list-style-type: none"> <li>• HIF's birthday would be celebrated on 1<sup>st</sup> March.</li> <li>• Following really good engagement from colleagues with the Inpulse Survey on Kindness, the outcomes were being acted upon.</li> <li>• SSD BSI Audit for ISO 13485 – the team had been successful with only some minor queries raised. The process had been very intense and it was planned to nominate the team for the <i>Team of the Month</i> award.</li> <li>• Performance was generally satisfactory. The issue in relation to Estates data collection PPMs had not yet been resolved, however improvement should be seen over the next few months.</li> <li>• Cash handling to be reviewed following issues that had recently come to light within catering. The Governance and Compliance Committee had received a report on the outcome of fact-finding work, new practices were now in place, and Internal Audit would be auditing these to provide further assurance. No fraudulent practice had been found. Consideration was also being given to introducing completely cashless systems, although it was recognised that this could disadvantage some clientele. [REDACTED], referring to the audit programme, suggested the review of cash handling could be incorporated in the audit being undertaken of HDFT's practices, thereby saving HIF's audit days. <b>ACTION:</b> Angie Gillett</li> <li>• Time clock software is to be introduced, using eye recognition or a thumb print to clock in. The majority of staff had indicated this would be welcomed. This would remove the current paper-based systems.</li> </ul>
7.2	Lucy Hind noted that PPMs would be key for starting to look at external work.
7.3	<p>There were no further questions on the IBR.</p> <p><b>Resolved:</b> The Integrated Board Report was noted.</p>
<b>HIF/02/21/8 Annual Accounts 2022/2023</b>	
8.1	Draft annual accounts for 2022/23 had been circulated prior to the meeting and the Interim Director of Finance explained that the accounts had been prepared by HIF's auditors, [REDACTED], and explained the background to their appointment. For a number of years the accounts had been produced as part of the Trust-wide accounts and submitted, following audit by [REDACTED]. Following [REDACTED]'s decision that it no longer wished to continue as the Trust's auditors, the Trust had

	<p>unsuccessfully tendered twice for new auditors. Following discussions with the NHS national team, [REDACTED] had been appointed as the Trust's auditors [REDACTED] had expressed an interest in being the Trust's auditors, however did not have the infrastructure, but were able to support HIF.</p> <p>8.2 The process was therefore out of sequence, due to the length of time it had taken to make the new appointment, and it would be necessary to agree where everything sits in terms of the process going forward.</p> <p>8.3 Two queries required addressing in order to finalise the accounts; obtain the audit opinion and for the Board to sign off the accounts prior to submission. These had been highlighted in relation to risk and development, and to include a reference to the Covid-19 pandemic, which would not be relevant in future accounts. It was not expected that there would be any material changes. Last year's accounts had been signed off by HDFT Chief Executive and this year's accounts would be signed off by Angie Gillett as Managing Director. The deadline for submission of the accounts was 31<sup>st</sup> March.</p> <p>8.4 It was hoped the accounts could be signed off during the week commencing 6<sup>th</sup> March. The process for submission to Companies House would be confirmed. If posting, this would be via Registered Delivery. Areas requiring clarification would be picked up following the meeting by Angie Gillett and [REDACTED].</p> <p>8.5 In response to a query regarding the list of directors of HIF, it was confirmed that this would be checked at Companies House.</p> <p>8.6 In response to a query from Gary Barrett in relation to last year's position, it was confirmed that the accounts had been prepared on a going concern basis, with a letter confirming the position between HDFT and HIF Board, that should have been shared, to confirm that the Trust would not call on any of its debts if there was an operational risk. Roger Taylor confirmed that this had been shared.</p> <p>8.7 Gary Barrett drew reference to depreciation, shown as [REDACTED], and [REDACTED] explained this related to fixed assets transferred to HIF.</p> <p>8.8 It was agreed an extraordinary meeting would be convened for the week commencing 6<sup>th</sup> March to sign off the accounts. <b>ACTION:</b> Angie Gillett/[REDACTED]</p>
<b>HIF/02/21/9</b>	<b>Staff Survey Results</b>
<p>9.1</p> <p>9.2</p> <p>9.3</p>	<p>[REDACTED] was welcomed to the meeting and introductions were made. [REDACTED] is a private company delivering a service on behalf of the CQC and NHSE. The results had not yet been published by NHSE therefore only comparisons were available with [REDACTED] of their clients. The results may change slightly when the national results are published. The results were currently embargoed so there could be no external discussion on these.</p> <p>[REDACTED] took the meeting through the key outcomes of the survey. The response rate indicated a well engaged group of staff. It was highlighted that if staff feel senior manager will make changes they are more likely to participate. All scores had increased from last year.</p> <p>Positive movement on scores for:</p> <ul style="list-style-type: none"> <li>• Enthusiasm for job</li> <li>• Recommend as a place to work</li> <li>• Morale</li> </ul>

9.4	<ul style="list-style-type: none"> <li>• Staff kind and understanding</li> <li>• Compassionate leadership: this drives health and wellbeing / reducing stress levels</li> <li>• Discrimination</li> <li>• Happy with level of pay: staff feel valued and rewarded / less likely to feel stressed / absent</li> <li>• Health and wellbeing - feeling well supported</li> </ul> <p>Negative experiences:</p> <ul style="list-style-type: none"> <li>• Increase in scores re violence experienced from managers and colleagues – around average score – may be due to interpretation of question</li> <li>• Learning and development – scores around average – however appraisals show staff valued – work may be required on appraisals</li> <li>• Flexible working – significant movement on organisation doing all it can to balance work/home life</li> <li>• Teams working well together – scored around average</li> </ul>
9.5	<p>Recommendations</p> <ul style="list-style-type: none"> <li>• Violence at work – recommend review by location</li> <li>• Health and wellbeing and absence – focus on appraisals – noted this is ongoing</li> <li>• Suggest celebrating some of these results with staff</li> </ul>
9.6	<p>In summary, really good results, showing an organisation responding well to challenges.</p>
9.7	<p>Questions were welcomed from the meeting.</p>
9.8	<p>Gary Barrett noted it would be helpful to include in the report where we need to be.</p>
9.9	<p>Roger Taylor referred to “I do not feel trusted to do my job” and the difference in how people answered this question as it did not appear to correlate. It was confirmed it may be due to the positioning of the question in the survey or the way it is framed.</p>
9.10	<p>xxxxxxx referred to terminology used, specifically “key skills framework”, and asked if there would be an opportunity to reframe the questionnaire in the next survey as staff would not know what this is or where terminology is not relevant to some areas. xxxxxxx noted this would be taken on board for these staff groups. The Chair agreed and suggested if this was not possible, an explanation could be provided for staff.</p>
9.11	<p>The Chair thanked the senior team for their work in encouraging engagement, which had resulted in the desired outcome. He reflected that that the company had made huge progress since the Deloitte survey. He expressed his appreciation to all those that had driven the change and improvement, noting the need to continue, and to share and celebrate in a way that works for its people.</p>
9.12	<p>The Chair thanked xxxxxxx for joining the meeting.</p>
9.13	<p>xxxxxxx congratulated HIF on an excellent set of results, the like of which xxxxxxx had not seen from other organisations. HDFT’s results were quite similar. In terms of the next steps, the Trust would be engaging xxxxxxx to work through its results. Angie Gillett agreed that HIF would also like to engage Lynda to work through its results and recommendations. It was noted that xxxxxxx had left the employ of HDFT but remained on its bank to undertake specific projects. Angie</p>

<p>9.14</p> <p>9.15</p> <p>9.16</p> <p>9.17</p>	<p>Gillett noted that discussions would be taking place around sharing feedback and celebrating the excellent results.</p> <p>Board members were reminded that the results were currently under embargo until 9<sup>th</sup> March therefore must not be shared outside the meeting. The national staff survey report from NHSE would arrive on 28<sup>th</sup> February, when benchmarking would be applied across the whole of the national reference group. This survey was benchmarked against [REDACTED] clients. [REDACTED] agreed to ask [REDACTED] for names of wholly owned subsidiaries for comparison purposes. <b>ACTION:</b> [REDACTED]</p> <p>Angie Gillett confirmed the Company is aware of areas requiring focus. The work underway in Catering and Portering services may be reflected in the survey.</p> <p>Lucy Hind observed that people are more open to raising issues which in turn makes the organisation more efficient. Angie Gillett noted the work with supervisors and first line leaders had had an impact. The Board also recorded its thanks to the leadership in the organisation.</p> <p>There were no further questions.</p> <p><b>Resolved:</b> The outcome of the Staff Survey was noted.</p>
<p><b>HIF/02/21/10</b></p>	<p><b>Car Park Management Business Case</b></p>
<p>10.1</p> <p>10.2</p> <p>10.3</p> <p>10.4</p> <p>10.5</p>	<p>The paper was received and taken as read. [REDACTED] confirmed that it had been through the internal process before being presented to the Board for approval. It was explained that it set out the changes for the future management of the car park, aligned to the organisation's sustainability objectives, moving to a technology based solution, which included removal of the barrier, implementing ANPR and e-permits. The proposed system would enable variable charges based on emissions and flexibility around charging staff based on their pay banding. Concessions would be re-aligned and the application process for a parking permit would be criteria based and digitalised.</p> <p>It was proposed to re-implement car parking charges for staff from April 2023, which it was hoped would reduce some of the current congestion problems. The stake holder group would be meeting later in the week to agree criteria.</p> <p>It was proposed that a framework provider be selected to provide the car park management service and installation of required infrastructure/cloud based software. The capital outlay would be at the expense of the contractor, who would look to recover the cost of the investment over a five-year period.</p> <p>The preferred option, recommended to the Board, was Option 3, to enter a [REDACTED] contract with [REDACTED], a company operating this model on over [REDACTED]. The company supply and maintain the necessary equipment and make their income from individuals who fail to comply with parking rules, receiving 60% of the fine. There would be flexibility where clinics overrun etc. People would be able to speak to a member of the car parking team where there was an issue. Signage would highlight the restrictions and there would be a list of exemptions. It was confirmed that the risk of not getting the anticipated income from parking fines would rest with the car park management company.</p> <p>Questions were welcomed from the Board.</p>

	<p>In response to a question from Gary Barrett, it was confirmed that [REDACTED] of the income from parking would be retained by HIF. [REDACTED] confirmed no capital outlay would be required. Costs re communications and parking disputes were included with the outlay in Year 1 including electrical work. A separate business case would be presented to outline the reinvestment strategy of the expected improved performance from car park income – an investment of [REDACTED] over five years would be required to increase the number of spaces and support essential maintenance work. [REDACTED] agreed to share financial information to support the business case.</p> <p><b>ACTION:</b> [REDACTED] / [REDACTED]</p>
10.6	<p>Roger Taylor enquired how people would pay for parking and it was confirmed there would be pay stations or an App and payment linked to car registration. There would be an option for staff to pay monthly.</p>
10.7	<p>Information would be included in KPIs so that data could be tracked and the Board kept updated on progress.</p>
10.8	<p>[REDACTED] highlighted the impact on morale and recruitment that changes to car parking would have and stressed the importance of joint communications and also presenting in a way that highlights it is part of the sustainability plans of the organisation, improving access to the site, reducing congestion and creating spaces for visitor parking. [REDACTED] confirmed that all Trusts are reverting to charging staff for parking and HDFT would be one of the last to do this.</p>
10.9	<p>The Board agreed it was happy to agree in principle to the recommendation of Option 3 subject to confirmation in relation to financial information requested by [REDACTED]</p> <p><b>Resolved:</b> The Board approved the recommendation of Option 3 in the business case subject to confirmation around the financial details.</p>
<b>HIF/02/21/11</b>	<b>Business Plan 2023/2024 Update</b>
11.1	<p>An update was received from Angie Gillett on the work that had taken place to date. Discussions had taken place with the teams around budgets, cost pressures and to agree cost improvement programme targets following confirmation of the efficiency programme. Confirmation of the contract offer from HDFT was now awaited to see how this aligns with HIF's expectations and strategy. [REDACTED] provided an overview of what this comprised of, noting that £ [REDACTED] was the figure HIF was looking for, with an efficiency target of £ [REDACTED] of which [REDACTED] had been identified to date. It would be necessary to relook at cost pressures. If the company is able to generate income that would help to offset some of this. Angie Gillett would be meeting with the senior team to discuss this further and an update would be received at the Board workshop next month.</p>
11.2	<p>Budget holders would be required to sign off their budgets by the end of March.</p> <p><b>Resolved:</b> The Board noted the ongoing work and agreed to receive a draft plan at the workshop next month.</p>
<b>HIF/02/21/12</b>	<b>Risk Management Policy</b>
12.2	<p>The paper, together with Appendix 1, the Risk Management Policy, was presented for observations and approval. There were no questions from the Board and the policy was ratified.</p>



	<b>Resolved:</b> The Board approved the Risk Management Policy for HIF.
<b>HIF/02/21/13</b>	<b>Future Management of Capital Projects</b>
13.1	The paper was received and taken as read. The paper set out proposed new arrangements for the management of capital, following discussions at Board, when it had been agreed there was a need to take a paper to HIF and HDFT Boards to formalise arrangements under Schedule 20 of the Contract to reflect the new model. The process was outlined, together with the changes that would be required. These were currently being considered with a view to implementing from April 2023 if possible. There would be a risk whilst transitional arrangements were in place but ultimately it would allow both organisations to deliver future schemes in the most effective way. It was recommended the Board support the proposed new arrangements together with amendment to Schedule 20 of the Contract.
13.2	Angie Gillett noted that the details of the consultation with staff, transition and timeline were currently under discussion.
13.3	Lucy Hind suggested, if the decision was made to move forward with the proposal, it would be helpful for the Board to receive any capital plans and projects, for information and discussion, to ensure everything had been considered. Angie Gillett noted that the Board had received the Wensleydale business case for information and confirmed projects would be taken to respective boards, depending where leadership sits.
13.4	Roger Taylor, whilst supportive, questioned what would be the ongoing cost to support it as the lifecycle cost was missing. Gary Barrett asked which projects come under this and it was clarified all estates capital projects.
13.5	xxxxxxx queried if the proposal was based on the capital programme over the next two years, noting it would reduce back to the level of previous years at the end of this period. Angie Gillett noted that she expected there would be plenty of work to do, for example, backlog maintenance. There would also be national funding to bid for.
13.6	Gary Barrett highlighted the need to monitor transfer of assets and its impact on the accounts.  <b>Resolved:</b> The Board agreed in principle to the proposed new arrangements for the management of capital schemes, subject to the outcome of the consultation exercise with staff and final review of finances. The Board agreed the amendment to Schedule 20 of the Contract with HIF to reflect the new model.
<b>HIF/02/21/14</b>	<b>Finance Report</b>
14.1	The Finance Report was received and taken as read.
14.2	The year to date xxxxxxxx xxxxxxxx was reported as being xxxxxxxx. Agency and energy costs remained higher than anticipated and work was ongoing with teams in relation to agency usage. The forecast position to the end of March 2023 was a xxxxxxxx, xxxxxxxx
14.3	Lucy Hind noted a cash reserve would be needed for external developments. xxxxxxxx agreed and noted there would be further opportunities for developments and savings and exploring income generation longer term. Angie Gillett confirmed work would be taking place around improving controls in respect of payments and cash flow. In relation to making efficiencies, Roger Taylor noted the need for caution so it is not at the detriment of services.

14.4	<p>There were no further questions.</p> <p><b>Resolved:</b> The Board updates were noted.</p>
<b>HIF/02/21/15</b>	<b>Workforce Report</b>
15.1	<p>The report was received and taken as read. [REDACTED] highlighted the key messages:-</p> <ul style="list-style-type: none"> <li>• A reduction in sickness absence, whilst remaining higher than the target of 3.79%, and being proactively managed. Training for supervisors on return to work interviews had made a difference.</li> <li>• Monitoring agency usage and spend.</li> <li>• Appraisals – plans in place to commence shortly.</li> <li>• Mandatory and Essential Skills Training – compliance at 82% - work ongoing to increase compliance.</li> </ul>
15.2	<p>It was noted there were two tables within the report for MEST and [REDACTED] undertook to check if one was a duplicate.</p> <p><b>ACTION:</b> [REDACTED]</p>
15.3	<p>The Chair requested a review of training to ensure it is specific to roles/staff groups. It was noted that this had been discussed at the People and Culture Committee and work is underway regarding this. HIF would be included in the review currently underway within HDFT.</p>
15.4	<p>Angie Gillett referred to Food Hygiene training shown as zero compliance in the report and explained that completion of training had not been captured on the database. [REDACTED] requested that the register for the training sessions or copies of certificates are sent to the Learning and Development Team to enable this to be picked up.</p> <p><b>ACTION:</b> Angie Gillett</p>
15.5	<p>Angie Gillett noted that a suggestion had been put forward to use work books for some staff groups within HIF, where there are challenges accessing IT, and it was agreed that this would be discussed outside the meeting as there would be resource implications of this.</p>
15.6	<p>The Chair reminded members of the Board to ensure their mandatory training is up-to-date.</p>
15.7	<p>There were no further questions.</p>
15.8	<p><b>RCN Industrial Action Update</b></p> <p>An update on industrial action was received from [REDACTED]. Further strikes were planned by RCN members for 1<sup>st</sup> – 3<sup>rd</sup> March and unlike in the previous strike, where derogations were in place to ensure patient safety, no derogations had been agreed for the forthcoming strike. Proactive strike planning continued to reduce the impact on services. There had been minimal impact during the last strike. It was not known how many staff would be striking, it was anticipated numbers could be higher as the RCN had offered payments to members to mitigate loss of pay.</p>
15.9	<p>It was agreed that [REDACTED] would join the strike committee meetings.</p>
15.10	

<p>15.11</p> <p>15.12</p>	<p>It was confirmed that HDFT has adopted a supportive approach to the right to strike whilst maintaining patient services.</p> <p>A strike by junior doctors was to be called for 15<sup>th</sup> March over a 72-hour period and planning for this had commenced. [REDACTED] would be invited to these meetings.</p> <p>The Chair referred to other staff groups, including non-clinical, and the potential for industrial action. It was confirmed that the ballot for members of UNISON had not reached the threshold for industrial action. HIF would be kept updated on strike action and would continue to support with hot refreshments for those on picket lines.</p> <p><b>Resolved:</b> The Board updates were noted and the work that had taken place to reduce the sickness absence rate was recognised.</p>
<p><b>HIF/02/21/16</b></p>	<p><b>HIF Loan Agreement</b></p>
<p>16.1</p>	<p>The paper and supporting documentation was received and taken as read. [REDACTED] explained that the Board was asked to note the schedule of capital schemes requested by HDFT, including schemes already carried out and those to be carried out by HIF up to 31<sup>st</sup> March 2023. The loan agreement between HDFT (lender) and HIF (borrower) for a proposed facility of [REDACTED] would provide the cash required to fund schemes committed to 2022/23 and, if approved, would be drawn down as required over the period.</p> <p><b>Resolved:</b> The Board approved the Loan Agreement.</p>
<p><b>HIF/02/21/17</b></p>	<p><b>HIF Sub-Committee Chairs' Reports</b></p>
<p>17.1</p> <p>17.2</p>	<p><b>People and Culture</b></p> <p>The Chair of the Committee provided a brief overview of the meeting held on 14<sup>th</sup> February 2023, via MS Teams, in advance of providing a written report. Discussions had covered the following areas:</p> <ul style="list-style-type: none"> <li>• Succession Planning – work continued and a report would be received by the Committee and Board in due course.</li> <li>• Mandatory Training – work ongoing to ensure training is relevant for roles.</li> <li>• A new welcome pack prepared and with designers.</li> <li>• Inpulse Survey on Kindness – good colleague engagement.</li> <li>• Leadership Programme – available and kept updated – moving to a leadership structure rather than management structure, backed up by training.</li> <li>• Workforce Reporting discussed and the need for more service orientated metrics in the report, benchmarking against similar service providers, recognising the unique workforce needs, whilst retaining the link between HDFT.</li> </ul> <p><b>Governance and Compliance</b></p> <p>The report was received and taken as read. The Chair of the Committee highlighted some of the key areas covered, noting that the last meeting had been in October, and that it had been reassuring to hear how the Company is moving forward, with some excellent work underway:-</p> <ul style="list-style-type: none"> <li>• [REDACTED] joined the meeting to share observations on joining the Company and highlighted issues to be addressed within facilities and work being taken forward.</li> <li>• Update received on estates compliance and work being taken forward in relation to fire and water, including opportunities for income generation arising from [REDACTED]</li> </ul>

	<ul style="list-style-type: none"> <li>• An update on policies and a new HDFT/HIF digital library for policies, which HIF would be taking the lead on uploading its policies.</li> <li>• A presentation on the new tendering process to be implemented.</li> </ul> <p>The Chair referred to the ongoing discussions in relation to community properties and gaps in compliance to be addressed. Whilst this could be a business development opportunity, neither organisation was resourced to do this, and noted that a business case was awaited.</p> <p>It was agreed that the Board would be kept updated on progress within facilities through the Governance and Compliance Committee's Chair's report.</p> <p>It was noted that both sub-committees had considered the future frequency of meetings, currently every two months, as systems and structures are put in place, people are recruited and less monitoring is required. In terms of the People and Culture Committee it was proposed to move to quarterly meetings, unless there was a particular need for a meeting in the interim. The Governance and Compliance Committee would continue to meet every two months, moving to quarterly after the meeting scheduled for June 2023.</p> <p><b>Resolved:</b> The Board noted the updates.</p>
<b>HIF/02/21/18</b>	<b>Any Other Business</b>
18.1	There were no further items of business.
<b>HIF/02/21/19</b>	<b>Evaluation of Meeting and Any Items to Escalate to HDFT Board</b>
19.1	There were no items requiring escalation to the HDFT Board.
<b>HIF/02/21/20</b>	<b>Date and Time of Next Meeting</b>
20.1	<p>Tuesday 28<sup>th</sup> March 2023 – HIF Board Workshop  Tuesday 25<sup>th</sup> April 2023 – HIF Board Meeting</p> <p>The meeting closed at 12:20.</p>