

**HIF Board of Directors – Formal Meeting**  
**to be held on Tuesday 25<sup>th</sup> February 2024 09:00 – 11.00am**  
**at HIF, 17 Wetherby Road, Harrogate, HG2 7RY.**

**AGENDA**

All items listed in blue text (throughout the agenda), are to be received for information/ assurance and no discussion time has been allocated within the agenda. These papers can be found in the supplementary pack.

Item No.	Agenda Item	Action	Lead	Paper	Time
<b>1.0</b>	<b>Opening Remarks &amp; Matters Arising</b>				
1.1	<b>Welcome from the Chair</b> - Introductions & apologies	Note	Chair	Verbal	09:00
1.2	<b>Apologies for Absence</b>	Note	Chair	Verbal	
1.3	<b>Declaration of Interests and Conflicts of Interest</b>	Note	Chair	Attached	
1.4	<b>Minutes of Previous Meeting:</b> 17 <sup>th</sup> December 2024	<b>Approve</b>	Chair	Attached	
1.5	<b>Matters Arising and Action Log</b>	Note	Chair	Attached	09:10
1.6	<b>Chair's Update</b>	Note	Chair	Verbal	09:20
1.7	<b>Managing Director's Update</b>	Note/ Discuss	Managing Director	Attached	09:30
1.8	<b>Sub-Committee Updates:</b> • Quality & Governance Committee	Note/ Discuss	Non-Executive Director	Verbal / Attached	9:40
1.9	<b>Review of original business objectives</b>	Note/ Discuss	Chair	Attached	9:50
<b>2.0</b>	<b>Blue Box Items</b>				
2.1	Integrated Board Report (IBR)	Note	Managing Director	Attached	

3.0	Finance				
3.1	Finance Report	Note/ Discuss	Deputy Director of Finance	Attached (in IBR)	10:00
3.2	PAM Progress Update	Note/ Discuss	Managing Director	Attached	10:10
BREAK 10:20 – 10:30					
4.0	Workforce				
4.1	Workforce	Note/ Discuss	Deputy Director of People & Culture	Attached (in IBR)	10:30
5.0	Governance				
5.1	Internal Audit	Note/ Discuss	Managing Director	Verbal	10:40
6.0					
6.1	Any Other Business	Discuss	Managing Director	Verbal	10:50
6.2	Items to Escalate to HDFT Board	Discuss	Chair	Verbal	
6.3	Additional Risks to add to Risk Register	Discuss	Chair	Verbal	
6.4	Evaluation of the Meeting	Discuss	Chair	Verbal	
Meeting Close: 11:00am					
NEXT MEETINGS: HIF Board Workshop: Tuesday 25 March 9:00-11:30 Herriots Training Room, Harrogate District Hospital HIF Board Meeting: Tuesday 29 April 9:00-11:00 Boardroom, HIF, 17 Wetherby Road Private Board Meeting: 29 April 11:00 – 12:00 Boardroom, HIF, 17 Wetherby Road					
Confidential Motion – the Chair to move: The following items will be discussed in a private session which is exempt under the Freedom of Information Act S.33(1)(b) – disclosure would or would likely prejudice substantially the commercial interests of any person or organisation.					

# HARROGATE HEALTHCARE FACILITIES MANAGEMENT LIMITED

Company number: 11048040

(the "Company") t/a Harrogate Integrated Facilities (HIF)

## Formal Meeting of the Company Board of Directors

held on Tuesday 25 February 2025

at HIF, 17 Wetherby Road, Harrogate, HG2 7RY.

<b>Present:</b>	
Mark Chamberlain	Chair
Gary Barrett (GB)	Non-executive Director ( <i>on Teams</i> )
Roger Taylor (RT)	Non-executive Director
Lucy Hind (LH)	Non-executive Director ( <i>on Teams</i> )
Jeremy Cross (JC)	HDFT Non-executive Director, Shareholder Non-executive Director
Matt Graham (MG)	HDFT Director of Strategy, Shareholder Non-executive Director
Angie Gillett (AG)	Managing Director
<b>In Attendance:</b>	
xxxxxx	Deputy Director of Estates & Facilities
xxxxxx	Associate Director of Business Development & Service Improvement
xxxxxx	Assistant Company Secretary and Governance Lead (minute taker)
xxxxxx	HIF Finance Manager
xxxxxx	Deputy Director of Finance (HDFT)
xxxxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF) ( <i>on Teams</i> )
<b>Apologies:</b>	
xxxxxx	Deputy Director of People & Culture (HDFT)
xxxxxx	HR Business Partner (HDFT)
xxxxxx	Associate Director of Estates and Capital Delivery

## APPROVED MINUTES

<b>HIF/02/25/1</b>	<b>Welcome and Introductions</b>
1.1	The Chair welcomed everyone to the meeting.
<b>HIF/02/25/2</b>	<b>Apologies for Absence</b>
2.1	Apologies for absence had been received from those noted above.
2.2	The Chair confirmed that the meeting was quorate.
<b>HIF/02/25/3</b>	<b>Declarations of Interest &amp; Conflicts of Interest</b>
3.1	The register of Interests had been circulated.
3.2	<b>Resolved:</b> There were no additional active conflicts of interests declared in relation to the business of the meeting.

<b>HIF/02/25/4</b>	<b>Minutes of the Previous Meeting – 17 December 2024</b>
4.1	<b>Resolved:</b> The minutes of the Board meeting held on 17 December 2024 were approved as an accurate record of the meeting.
<b>HIF/02/25/5</b>	<b>Matters Arising and Action Log</b>
5.1	<b>Matters Arising</b> There were no matters arising from the minutes not already included on the agenda.
5.2	<b>Action Log</b> The action log was reviewed and noted that all items listed as “propose to close” would be closed. For ongoing items, updates were received and actions highlighted as follows:
5.3	<b>99. HIF/12/17/14.6 - Security: Process for Licensing:</b> Relevant Board members were encouraged to complete their accreditation. <i>Action to remain open</i>
5.4	<b>98. HIF/12/17/14.7 - Security: Process for Licensing:</b> Action is superseded by HIF/12/17/14.6. <i>Action to be closed</i>
5.5	<b>97. HIF/12/17/11.6 - Internal Audit Reports:</b> Internal Audit Reports to be added to Board Workplan as standing agenda item. <i>Action to be closed</i>
5.6	<b>96. HIF/12/17/11.5 – presentation of finance KPIs:</b> The Chair is content with the finance report included in the IBR and further scrutiny would be undertaken at the Innovation, Resources and Commercial Committee (IRCC.) <i>Action to be closed</i>
5.7	<b>95. HIF/12/17/5.8 &amp; 9.2 - BAF Front Cover sheet:</b> work is ongoing on updating the BAF and the updated version will be brought back to the Board in Summer 2025. <i>Action to be closed</i>
5.8	<b>93. HIF/10/29/5.1.1 – changes in HIF sub-committees:</b> HDFT had been advised of changes. <i>Action to be closed</i>
5.9	<b>92. HIF/10/29/1.7.5 - Review of sub-committee representation:</b> Outcome of review expected in April 2025. <i>Action to remain open</i>
5.10	<b>91. HIF/10/29/1.7 - Corporate Framework:</b> Outcome of review expected in July 2025. <i>Action to remain open</i>
5.11	<b>90. HIF/08/27/5.3 - new Board Structure:</b> action is included in the governance review covered by action HIF/10/29/1.7. <i>Action to be closed.</i>
5.12	<b>86. HIF/08/27/13 - Premises Assurance Model:</b> On the agenda for update. <i>Action to be closed</i>
5.13	<b>38. HIF/06/27/10.5 - Depreciation of fixed assets:</b> Deputy Director of Finance is comfortable with the loan model going forward which fulfils accounting standards. Discussions are ongoing in respect of options for the transfer of assets. Once this has been received an options paper would be presented to HIF Board and enough time provided to the Board to consider. <i>Action to remain open</i>

5.14	The Chair asked if there was currently a risk to HIF regarding fixed assets. The Deputy Director of Finance confirmed that there was no risk to HIF if the current status quo is maintained.
5.15	<b>Resolved:</b> The action log would be updated as discussed.
<b>HIF/02/25/6</b>	<b>Chair's Update</b>
6.1	<p>The Chair provided a verbal update, highlighting the following points:</p> <ul style="list-style-type: none"> <li>• The Chair had attended the spade in ground ceremony for the TIF2 build and suggested that the Board visit the site when building works have progressed as HIF has had an important role in the development</li> <li>• The Board papers provide a positive view of the company in terms of finances, KPI's and people metrics due to the progress made this year and plans for next year and the Chair asked for this view to be reflected back to teams</li> <li>• Dates have been set for a Board to Board in April 2025 and future dates in 2025 and it was felt that there was enthusiasm for further joint work</li> <li>• Non-executive Director (GB &amp; RT) would leave leaving the Board in the coming months. The Chair extended his thanks to both colleagues for their valuable contributions</li> <li>• Relevant Board members were reminded to maintain their mandatory training records.</li> </ul>
6.2	<b>Action:</b> A report of Learning Lab compliance would be provided to Board members by the Assistant Company Secretary and Governance Lead
6.3	There were no questions from the Board on the Chair's update.
6.4	<b>Resolved:</b> The Chair's update was noted.
<b>HIF/02/25/7</b>	<b>Managing Director's Update</b>
7.1	The report was received and taken as read. The Managing Director highlighted key points for the Board to note:
7.2	<u>Kindness Survey</u> – HIF had adopted a paper-based system to undertake the recent Kindness survey rather than the system used by HDFT. The response rate had been much higher. The Board were reassured that the majority of the questions were similar to the <b>xxxxxx</b> questions adopted in the Trust surveys. The Managing Director had shared the high response rate with the Chief Executive. The results of the survey would be shared with the Board in the March workshop.
7.3	<u>Environmental Health:</u> Ripon hospital had been awarded 5 stars by the Environmental Health Team meaning that both the Ripon hospital and HDFT site have achieved the highest level possible.
7.4	<u>Internal Audit plan:</u> The Plan for 2025/26 would be discussed later in the meeting and assurance for internal audits would now come from the IRCC sub-committee.
7.5	<u>Main entrance development:</u> A response from HDFT regarding instructing the supplier was awaited.

7.6	<u>Publication scheme</u> : redacted board papers from April 2021 to March 2024 had been published on the HIF website and the Information Commissioners Office had been notified.
7.7	<u>Adverse weather reviews</u> : the after action review had been undertaken, the findings discussed in a number of forums and actions are being undertaken.
7.8	<u>Capital works update</u> – The current highlight is the TIF2 project with many other smaller projects underway.
7.9	<u>PLACE Submission</u> : the national results had been published which allowed for benchmarking to take place. HIF were marked 30 out of 233 in the food category, which showed a significant improvement. The Board were reminded that continuous investment was required with an action plan in order to maintain position and achieve higher scores. An action plan would be developed in preparation for the next submission. The Chair thanked all the colleagues who had been involved and HDFT for their investment in this area.
7.10	<b>Action:</b> PLACE results to be circulated by the Assistant Company Secretary and Governance Lead
7.11	<b>Action:</b> The Chair asked colleagues to work with the Trust on communicating the PLACE results.
7.12	The Shareholder Non-executive Director noted that the privacy and dignity score could be an area of focus for next year.
7.13	The Board had no questions on the Managing Director's report.
7.14	<b>Resolved:</b> The Board noted the contents of the Managing Director's report.
<b>HIF/02/25/8</b>	<b>Sub-committee Updates</b>
8.1	Due to the report of the Quality and Governance sub-committee having elements of a commercially sensitive nature, the Chair proposed that the agenda item and report be moved to the following private Board meeting and all Board members agreed.
8.2	<b>Resolved:</b> The agenda item and paper would be moved to the Private Board meeting.
<b>HIF/02/25/9</b>	<b>Review of original business objectives</b>
9.1	Due to the discussion of the original business objectives having elements of a commercially sensitive nature, the Chair proposed that the agenda item be moved to the following private Board meeting and all Board members agreed.
9.2	<b>Resolved:</b> The agenda item was moved to the Private Board meeting.
<b>HIF/02/25/10</b>	<b>Integrated Board Report (IBR) – Blue Box Item</b>
10.1	The Chair noted that the IBR was provided for information. However, the Managing Director outlined the following points: <ul style="list-style-type: none"> <li>The new KPI's had been included in line with the new Service Level agreement with the Trust</li> </ul>

10.2	<ul style="list-style-type: none"> <li>Going forward the IBR presented to Formal Board would contain only high level information.</li> </ul> <p><b>Resolved:</b> The content of the IBR was noted.</p>
<b>HIF/02/25/12</b>	<b>Finance Report</b>
11.1	It was noted that the Finance Report was included in the IBR and was taken as read.
11.2	The HIF Finance Manager provided an overview of the accounts and the key anticipated transactions for the month were outlined.
11.3	<p>The Board were advised:</p> <ul style="list-style-type: none"> <li>The surplus forecast is approximately <b>xxxx</b>. This forecast takes into account the downtime of the CHP system, but since the CHP has been operational throughout February, the actual outcome may exceed expectations, potentially resulting in a better-than-anticipated financial position</li> <li>A surplus is forecast for year end</li> <li>There has been no agency spend for the second month running</li> <li>The accounts reflect a positive outcome while effectively managing the challenges posed by rising energy costs.</li> </ul>
11.4	The Finance Report had been discussed in detail at the last IRCC meeting on 13th February 2025 including areas of overspend. The Shareholder Non-executive Director (JC) confirmed that the sub-committee will continue to scrutinise areas of overspend and review the plans put forward for addressing potential improvements.
11.5	The Non-executive Director (GB) asked if the budget was using actual or estimated energy spend. The HIF Finance Manager confirmed that actual usage was used up to December 2024 and from then on it was estimated, including a worst-case position for the CHP.
11.6	The Chair asked what the level of risk was in terms of the financial surplus. The HIF Finance Manager confirmed that there would be a surplus at year-end.
11.7	The Chair thanked the Finance Team and Managers for their work to manage the budgets.
11.8	<b>Resolved:</b> The finance report was received and noted.
<b>HIF/02/25/12</b>	<b>PAM Progress Update</b>
12.1	<p>The report was received and taken as read. The Managing Director highlighted key points for the Committee to note:</p> <ul style="list-style-type: none"> <li>Domain owners have expressed agreement on the direction of progress.</li> <li>Acknowledged that there is a lot of work to do, but progress is being made in a positive direction</li> <li>The PAM group is working with good oversight, ensuring effective management of tasks and actions</li> <li>The primary focus will be on the development of policies, procedures, and the Business Continuity Plan (BCP)</li> <li>The audit plan will be aligned with these efforts</li> </ul>

12.2	<ul style="list-style-type: none"> <li>• Integration efforts with the Trust, specifically around emergency planning and BCPs, are progressing well. The approach to emergency planning will continue to strengthen moving forward</li> <li>• The Digital meal ordering project is linked to the food and drink strategy, which will require further development</li> <li>• The PAM project is linked to the ongoing work on implementing a Quality Management System (QMS)</li> <li>• Efficiency improvements are closely tied to the Green Plan and sustainability efforts</li> <li>• There is an ongoing review of software to improve efficiency, particularly within the IT systems. The Trust is providing support for these initiatives.</li> <li>• Governance matters are being reviewed and will be addressed in the coming months</li> <li>• This is now a mandatory requirement and it is positive that the group is working together on this project.</li> </ul>
12.3	<p>It was acknowledged that a significant amount of work was required in this area. In addition, financial investment would be required for some aspects. The Board was given assurance that progress in this area remained high on the agenda.</p>
12.4	<p>The Shareholder Non-executive Director (MG) reminded the Board that the current PAM project only covers the Harrogate District Hospital site but that in time it should cover all of the properties that the Trust utilises. Ripon Hospital would be added this year and then it would be expanded over time to all 181 community sites. Funding would need to be balanced against other risks e.g. backlog spend. There are five grades available for each question and none of assessments have been graded as unacceptable, most are in the mid-range.</p>
12.5	<p>The Non-executive Director (RT) asked if PAM-related projects would be cross-referenced with the back-log spend to see if projects could be linked together. The Managing Director confirmed that the team had oversight over both areas and joint-projects would be implemented wherever possible.</p>
12.6	<p>The Non-executive Director (GB) asked if there was now a firm control of the RAAC issue and the Shareholder Non-executive Director (MG) confirmed that there was and the actions being undertaken.</p>
12.7	<p><b>Action:</b> a RAAC update would be included in the Managing Directors update at the next meeting.</p>
12.8	<p>It was confirmed that the Quality and Governance committee would provide oversight over the PAM project and escalate to the Board when required.</p> <p><b>Resolved:</b> The paper was noted and it was agreed that any comments on the PAM paper would be sent to the Managing Director. There would be a PAM update at the next Quality and Governance Meeting in April 2025.</p>
<b>HIF/02/25/13</b>	<b>Workforce</b>
13.1	<p>It was noted that the Workforce Report was included in the IBR and was taken as read.</p>

13.2	<p>The HR Business Partner (HDFT) had provided the Board with a general workforce update in their absence, highlighting the following points:</p> <ul style="list-style-type: none"> <li>• The overall workforce matrix suggested a positive situation</li> <li>• There had been a slight increase in sickness due to reported fractures which had increased from 1 to 14 in month although 10 had since returned to work. Managers were working to identify the causes</li> <li>• Appraisal rates had slightly reduced and managers had been asked to focus on this over the next 3 months</li> <li>• Staff survey results would be presented to the Board in March 2025.</li> </ul>
13.3	The Chair thanked the HR team and managers for their continued work in this area.
13.4	There were no further questions on the Workforce Report.
13.5	<b>Resolved:</b> The Workforce updates were received and noted.
<b>HIF/02/25/14</b>	<b>Internal Audit</b>
14.1	The Internal Audit Plan for 2025/26 was outlined in the IBR and taken as read. The Plan had been recommended for approval by the IRCC sub-committee and was presented to the Board for approval.
14.2	The Chair asked for comments on the proposed Audit Plan.
14.3	The Non-executive Director (RT) asked if the cash management arrangements internal audit has a verification of changes. The Deputy Director of Estates and Facilities explained the history and rationale for requesting a re-audit.
14.4	A discussion took place regarding the best time to audit the TIF2 project and it was agreed that it would be Audited at an appropriate place during the project but that it would not be included on the Audit Plan.
14.5	The Shareholder Non-executive Director (JC) suggested that the Risk management and BAF audit should fall in Q4 to allow for the governance review to take place in Q1/2.
14.6	The Managing Director outlined the governance process in place for oversight of Audits confirming that reports were received at the Environment Board and IRCC. Risks relating to Internal Audit would be escalated to the Board if they were 12 or over.
14.7	<b>Resolved:</b> The Internal Audit plan was approved.
<b>HIF/02/25/15</b>	<b>Any Other Business</b>
15.1	The People and Culture sub-committee arrangements would be discussed with the Company Secretary outside the meeting.
15.2	There were no further items of business.

<b>HIF/02/25/16</b>	<b>Items to Escalate to HDFT Board</b>
16.1	<b>Resolved:</b> There were no items to escalate to the HDFT Board.
<b>HIF/02/25/17</b>	<b>Additional Risks to add to Risk Register</b>
17.1	<b>Resolved:</b> There were no additional items to add to the risk register.
<b>HIF/02/25/18</b>	<b>Evaluation of the Meeting</b>
18.1	The Board considered the meeting well run and with good discussions.
18.2	The meeting was closed at 10:50am.
<b>HIF/02/25/19</b>	<b>Date and Time of Next Meeting</b>
19.1	The dates, times and locations of the next meetings were noted: <b>Workshop:</b> Tuesday 25 March 2025, 9.00am-12noon – Herriot’s Lounge, HDH <b>Formal Board Meeting:</b> Tuesday 29 April 2024, 9.00am-11:00am – HIF, 17 Wetherby Road <b>Private Board Meeting:</b> Tuesday 29 April 2024, 11.00am-12 noon – HIF, 17 Wetherby Road
<b>PRIVATE SESSION</b>	
	The Board meeting of Harrogate Healthcare Facilities Management Limited continued in private session.

**Signed:**

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**Dated:**

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## Harrogate Integrated Facilities – Board of Directors – Action Log As at end December 2024

Date of Meeting	Action Log Reference	Minute Reference	Action Description	Lead	Target date (as detailed, if not at next HIF Board meeting)	Progress update
17 December 2024	100	HIFP/12/17/8.6	<u>Any other business</u> : Board-to-board feedback to be given to HIF Board	Chair	December 2024	<i>Propose to close:</i> Chair circulated email with feedback on 19 December 2024.
17 December 2024	99	HIF/12/17/14.6	<u>Security: Process for Licensing</u> : Presentation with step-by-step instructions to be circulated to Board Directors	Deputy Director of Estates & Facilities	December 2024	
17 December 2024	98	HIF/12/17/14.7	<u>Security: Process for Licensing</u> : confirmation to Board of acceptance of SIA privacy notice.	Non-executive Director (RT)	January 2025	
17 December 2024	97	HIF/12/17/11.6	<u>IBR</u> : ensure Internal Audit Reports are sighted at Board	Assistant Company Secretary (new)	January 2025	Item to be added to Workplan as standing agenda item
17 December 2024	96	HIF/12/17/11.5	<u>IBR</u> : Consider how finance KPIs are presented to Board	Deputy Director of Estates & Facilities		
17 December 2024	95	HIF/12/17/5.8 & 9.2	<u>Action Log</u> : Discussion required to consider final format of sections on the BAF Front Cover sheet	Managing Director / Associate Director of Quality and Corporate Affairs		
17 December 2024	94	HIF/12/17/3.3	<u>Declarations of Interest</u> : Document to be updated and forwarded to HIF's Administrative Assistant and Associate Director of Business Development & Service Improvement for future amendments to be coordinated by HIF	Assistant Company Secretary	January 2025	<i>Propose to close:</i> Declarations of interest document sent 31 December 2024
29 October 2024	93	HIF/10/29/5.1.1	<u>Items to Escalate to HDFT Board</u> : changes in HIF Sub-committees	Managing Director	December 2024	
29 October 2024	92	HIF/10/29/1.7.5	<u>Corporate Governance</u> : Representation of each sub-committee to be reviewed	Chair / Managing Director	January 2025	
29 October 2024	91	HIF/10/29/1.7	<u>Corporate Governance</u> : Corporate Framework to be presented during the December 2024 Board meeting.	Managing Director	December 2024	
27 August 2024	89	HIF/08/27/12	<u>Security</u> : Security update to be shared at the next Board meeting in October	Deputy Director of Estates & Facilities	October 2024	<i>Propose to close</i> December update: Security Licensing on the December agenda; a business case would be presented to the Innovation, Resource and Commercial Committee (IRCC).
27 August 2024	86	HIF/08/27/13	<u>Premises Assurance Model</u> : Update the Trust's risk register to reflect PAM actions required.	Estates Compliance Manager	October 2024	December update: Managing Director reviewing the risk register for the Trust and HIF. Funding of PAM to be reviewed.
27 August 2024	90	HIF/08/27/5.3	<u>Action Log</u> : Chair and the Managing Director to prepare a proposal for a new Board Structure, to be implemented from December 2024.	Chair/Managing Director	December 2024	

Date of Meeting	Action Log Reference	Minute Reference	Action Description	Lead	Target date (as detailed, if not at next HIF Board meeting)	Progress update
27 June 2023	38	HIF/06/27/10.5	Finance Report - Information in relation to depreciation of fixed assets to be included in the report going forward. August 2023 – not yet available – to be followed up by <b>xxxxxxx</b> December 2023 – updated included I Fixed Asset Paper – Look to resolve when Fixed Asset discussions taken place	Deputy Director of Finance		July update: EY Report to be received by 26/07/24 June update: EY work to be completed by 08/24 May update: delay until Fixed Asset situation reviewed April update: action to remain open until process completed Feb update: discussions ongoing October update: Still awaiting EY report.



**Board of Directors  
Tuesday 25<sup>th</sup> February 2025  
Report from the Managing Director**

Agenda Item Number:		1.7
Presented for:	Discussion	
Report of:	Managing Directors Report	
Author (s):	Managing Director	
Report History:	None	
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act 2000 if requested.	
Links to HIF’s Objectives		
Delivering safe, efficient, compliant, responsive and outstanding quality services		√
Being Well Led and Financially Sustainable		√
Embedding business modernisation and service development throughout the company		√
Growing our future business development opportunities		√
Being an employer of choice, developing our staff, being an outstanding place to work and delivering our services with pride		√
Delivering our services sustainably, minimising our impact on the environment		√
Recommendation:		
The Board of Directors is asked to note the work that is ongoing across the organisation.		

## **1.0 Introduction**

This report provides the Board of Directors with an update on current matters within the Company.

## **2.0 xxxxxx Quarterly Surveys**

During February, we carried out our quarterly Impulse surveys, introducing a new paper-based format for all teams to complete. The questions sets remained consistent with previous surveys, though some wording was adjusted to make the questions clearer and easier to understand. Our revised approach has yielded over 100 responses which demonstrate good engagement and a better response rate than previous surveys (34 responses). A detailed analysis of the results is underway and will be presented at the Governance and Compliance committee in due course.

## **3.0 Finalising 2025/26 Business Planning**

We have concluded our 2025/26 business planning process. This includes agreement on our efficiency plans for the next financial year (WRAP) We have also completed our Equality Impact Assessments relating to the various WRAP schemes and ensured that budget holders have signed-off their budgets for the forthcoming financial year.

## **4.0 EHO Visit to Ripon (5 Stars)**

I can report that Ripon Catering achieved a 5-star rating for food safety following its recent inspection by the Environmental Health Officer (EHO). The inspection, part of our annual compliance review, highlighted several areas where we are excelling in maintaining high standards. A few actions for improvement were identified, and we are already addressing these to ensure we continue to build on this success. This recognition reflects the team's dedication and commitment to excellence in food safety practices.

## **5.0 Audit Plan for 2025/26 Agreed**

Our audit plan for 2025/26 has been finalised and presented at the Governance and Compliance Committee. This comprehensive plan includes revisiting several key themes such as general office cash handling, catering provisions and associated Trust processes, alongside detailed follow up audits of previous management responses. These steps will help reinforce accountability and ensure that previous recommendations are being effectively actioned. I am confident this plan provides a robust framework to support continuous improvement across the organisation.

## **6.0 Main Entrance Project**

HIF has been commissioned to deliver the main entrance project. The supplier engagement phase has now been completed, and HIF has submitted an options paper for Trust executive review and completed the supplier evaluation. We now require further approvals to advance to the next stage of the project.

## **7.0 Information Commissioner's Office (ICO) Decision**

Following a recent instruction from the ICO, the team has completed the substantial task of redacting and uploading board papers for publication on our publication scheme. This is a significant piece of work requiring meticulous attention to detail to ensure compliance. The team has made good progress, and I'd like to thank them for their dedication in tackling this important initiative, which underlines our commitment to transparency and accountability. The ICO has been advised of the actions taken.

## **8.0 Adverse Weather Impact**

The recent period of extreme weather, marked by unusually low temperatures and heavy snowfall, presented significant challenges across our sites. Difficulties with the gritting and snow-clearing contractor compounded the impact, resulting in several falls on-site despite our best efforts to maintain safe conditions.

We are actively working with the Trust to identify key areas for learning and improvement, focusing on command-and-control processes and escalation protocols. An after-action review has been conducted, capturing lessons from the event to inform future preparedness. Actions identified include strengthening contractor oversight, refining escalation pathways, and ensuring sufficient resources are in place for severe weather scenarios. A new gritting and snow clearance contractor is now in place.

## **9.0 Security Update**

The Outline Business Case (OBC) for Security has been completed and has now progressed to the Innovation Resource and Commercial Committee (IRCC) for review and approval. Once approved, it will be submitted to the Trust for consideration to Full Business Case (FBC). In parallel, we are ensuring that directors undergo SIA (Security Industry Authority) licensing as part of this initiative.

## **10.0 Medical Engineering**

The full business case has now been completed and has been presented at our IRCC for approval. HIF and Trust boards will need to sign off the business case given the value and TUPE being applicable. A full mobilisation plan is being developed and the contractor is working collaboratively to ensure a smooth transition for July 1 2025.

## **11.0 xxxxx**

Discussions continue with xxxxxx on progressing to an agreeable position on the xxxxxx and the completion of the deed of variation.

## **12.0 xxxxxx**

The contractors have now established their contractor's compound in Willaston Car Park as part of the work to begin construction on the new Theatre and Imaging project. The Trust has now finalised agreements on local authority planning conditions but this delay has resulted in a delay to the start on site.

## **13.0 Conclusion**

The Board of Directors is asked to: -

- 1 Note the work that is ongoing across the Organisation.

Date: 12/02/25

Ref: AG/AC/



## Pam update - HIF Board

**February 2025**

<b>Agenda Item Number:</b>	3.2
<b>Presented for:</b>	Information
<b>Report of:</b>	Premises Assurance Model Position
<b>Author (s):</b>	Head of Operational Estates (Contracts, Quality and SSD)
<b>Report History:</b>	None
<b>Links to HIF's Objectives</b>	
<b>Deliver an efficient and effective service offering to Harrogate and District Foundation Trust</b>	✓
<b>Create strong sustainable partnerships</b>	
<b>Develop sustainable organisational systems</b>	✓
<b>Develop and maintain a strong, efficient and agile workforce</b>	
<b>Strengthen the local community through collaboration</b>	

### Recommendation:

Note the position, status and timeline of the PAM submission.

## HIF Board

February 2025

### Premises Assurance Model Position

#### 1.0 Executive Summary

- 1.1 This paper provides an overview of progress since the September 2024 Premises Assurance Model (PAM) submission and outlines preparations for the 2025 submission.
- 1.2 Key developments since the last update include strengthening Harrogate Integrated Facilities (HIF) governance in collaboration with Harrogate District NHS Foundation Trust (HDFT), clarifying work-stream ownership, and the establishment of a clear timeline for the upcoming submission.
- 1.3 This report also highlights key results from last year's submission and the actions taken to address any challenges
- 1.4 HIF Board are asked to note the current position and proposed timeline for the 2025 submission.

#### 2.0 Background

- 2.1 PAM is a national monitoring tool developed by the Department of Health used to assess compliance and performance in the NHS Estate.
- 2.2 Effective use of the tool ensures premises' meet regulatory standard, operational needs and patient safety requirements.
- 2.3 A total of 183 actions were identified in the 2024 submission which was set out in a costed action plan against the various domains (Safety, Patient Experience etc.)
- 2.4 A budget investment of xxxxxxxx is required to resolve 40 of the 183 actions.

#### 3.0 Progress to Date

- 3.1 The 2024 submission provided valuable insights into the current status and progress of the PAM. The table below summarises the main findings and the actions taken to address them:

Area	2024 Findings	Actions Taken
<b>Governance Framework</b>	Governance needs to be strengthened to ensure improved management and oversight.	Revised reporting structures, appointed domain owners. SRO and agreed responsibilities for work streams.
<b>Submission Accuracy</b>	Departmental data lacked clarity and accuracy	Improved data validation processes and submission timelines as part of an internal PAM programme
<b>Engagement</b>	Lack of buy in across the submission	PAM group established in November 2024 to provide increased oversight and collaboration across HIF and HDFT.

- 3.2 A full review of the costed action plan was conducted in January 2025, with the following key findings:

Domain	Actions 'September 2024 Submission'	Outstanding Actions 'January 2025 Review'	No. Actions Complete	No. Actions Requiring Funding	Progress (%)
Safety Hard	99	80	19	9	19
Safety Soft	46	34	12	13	26
Patient Experience	3	3	0	0	0
Effectiveness	24	24	0	10	0
Efficiency	10	10	0	8	0
Governance	1	1	0	0	0
<b>Total</b>	<b>183</b>	<b>152</b>	<b>31</b>	<b>40</b>	<b>17</b>

- 3.3 Over the preceding 4 months, work has progressed on the action plan with a focus on safety hard and safety soft. Whilst there has been progress delivering a 17% reduction, it is recognised that there is still a significant challenge to address all the outstanding actions by September 2025.

- 3.4 A summary of outstanding actions across each domain includes:

Domain	Outstanding Action Summary
Safety (Hard & Soft)	<ul style="list-style-type: none"> <li>• <b>Development:</b> Comprehensive suite of policies, procedures and business continuity plans for all E&amp;F Services. Some gaps are being worked through in terms of management procedures and an E&amp;F Management Policy, including a robust audit plan.</li> <li>• <b>Review:</b> EPRR and BCP plans with HDFT integration for all services.</li> </ul>
Patient Experience	<ul style="list-style-type: none"> <li>• <b>Development:</b> Food and Drink Strategy, Digital Meal Ordering</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• <b>Strategy development:</b> E&amp;F strategy aligned with HIF QMS system, Estate Lite strategy, and energy efficiency policy.</li> <li>• <b>Assessments &amp; plans:</b> TM44 assessments, appointment of Energy Manager, heat decarbonisation plan, smart metering, and water efficiency policy.</li> <li>• <b>Sustainability and regulations:</b> F Gas register, Clean Air Hospitals Framework completion, NHS Net Zero Supplier Roadmap adoption, and air pollution strategy.</li> <li>• <b>Waste &amp; business travel:</b> Waste Management Group establishment and development of business travel policy.</li> </ul>

Efficiency	<ul style="list-style-type: none"> <li>• <b>Sustainability strategies:</b> Development of a collaborative HIF/HDFT strategy, updated green plan for 2025-30, and sustainability impact assessment.</li> <li>• <b>Training &amp; software:</b> Procurement of software, sustainability training, and development requirements</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• <b>Framework review:</b> Review and ratification of the Corporate Governance Framework.</li> </ul>

3.5 Work will continue over the next 6 months to address the outstanding actions and work with the trust for all actions that require additional investment.

#### 4.0 Next Steps

4.1 **Prioritisation of actions:** Focus on those that can be completed without additional funding whilst actively seeking financial approval.

4.2 **Governance and monitoring:** Regular reporting and oversight mechanisms are in place to provide assurance on progress and accountability.

4.3 **Risk based approach:** High-risk actions are identified and escalated for urgent resolution, ensuring patient safety and compliance.

#### 4.4 Timeline

Milestone	Deadline	Responsible
2024 Costed Action Plan Review	January 2025	xxxxxx
NHSE 2025 PAM Release	April 2025	NHSE
Draft Submission	May 2025	xxxxxxx
Final Submission to HIF Board	June 2025	Head of Operational Estates (Contracts, Quality and SSD)
Final Submission to HDFT Resources Committee	July 2025	Head of Operational Estates (Contracts, Quality and SSD)
Internal Review	August 2025	Head of Operational Estates (Contracts, Quality and SSD)
Submission Date to NHSE Portal	August 2025	Head of Operational Estates (Contracts, Quality and SSD)
NHSE PAM Deadline	September 2025	N/A

#### 5.0 Recommendation

5.1 HIF Board are asked to note the current position, progress and time line.