

HIF Board of Directors – Formal Meeting
to be held on Tuesday 27 August 2024 09:00 – 11.30am
at HIF, 17 Wetherby Road, Harrogate, HG2 7RY.

AGENDA

Item No.	Agenda Item	Action	Lead	Paper	Time
1.	Welcome and Introductions	Note	Chair	Verbal	09:00
2.	Apologies for Absence	Note	Chair	Verbal	
3.	Declaration of Interests and Conflicts of Interest	Note	Chair	Attached	
4.	Minutes of Previous Meeting: 25 June 2024	Approve	Chair	Attached	
5.	Matters Arising and Action Log	Note	Chair	Attached	09:15
6.	Chair's Update	Note	Chair	Verbal	09:20
7.	Managing Director's Update	Note/ Discuss	Managing Director	Attached	09:30
8.	Board Assurance Framework (BAF)	Approve	Managing Director	Attached CONFIDENTIAL	09:45
9.	Integrated Board Report (IBR)	Note/ Discuss	Managing Director	Attached	10:00
10.	Finance Report	Note/ Discuss	Deputy Director of Finance	Attached (in IBR)	10:10
11.	Company Accounts: Update	Discuss	Deputy Director of Finance	Verbal	10.20
BREAK – 10:25 10:35					
12.	Security	Discuss	Deputy Director of Estates and Facilities	Presenta tion	10:35
13.	Premise Assurance Model	Discuss	Estates Compliance Manager	Presenta tion	10:45
14.	Workforce <ul style="list-style-type: none"> General update Inpulse survey results Staff Survey Proposals 	Discuss	Deputy Director of People & Culture Deputy Director of Estates and Facilities/HR BP	Attached (in IBR) Attached	11:00
15.	Work plan	Note	Associate Director of Quality and Corporate Affairs	Attached	11:25
16.	Any Other Business <ul style="list-style-type: none"> Future format of Board meetings 	Discuss	Chair	Verbal	

Item No.	Agenda Item	Action	Lead	Paper	Time
17.	Items to Escalate to HDFT Board	Discuss	Chair	Verbal	
18.	Additional Risks to add to Risk Register	Discuss	Chair	Verbal	
19.	Evaluation of the Meeting	Discuss	Chair	Verbal	
Confidential Motion – the Chair to move: <i>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.</i>					
	NEXT MEETINGS: HIF Board Workshop: 24 September 2024 at 9am-12noon (Herriot’s Lounge, HDH) HIF Board Meeting: 29 October 2024 at 9am-11.30am (HIF Office, 17 Wetherby Road),				

HARROGATE HEALTHCARE FACILITIES MANAGEMENT LIMITED

Company number: 11048040

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

Meeting of the Company Board of Directors held on Tuesday 27th August 2024 at Meeting Room, HIF Offices, 17 Wetherby Road.

Present	
Mark Chamberlain	Chair
Gary Barrett (GB)	Non-executive Director
Roger Taylor (RT)	Non-executive Director
Jeremy Cross (JC)	HDFT Non-executive Director, Shareholder Non-executive Director
Matt Graham (MG)	HDFT Director of Strategy, Shareholder Non-executive Director
Angie Gillett	Managing Director
In attendance	
xxxxxx	Deputy Director of Estates and Facilities
xxxxxx	Deputy Director of People and Culture
xxxxxx	HR Business Partner (HDFT)
xxxxxx	Deputy Director of Finance (HDFT)
xxxxxx	Administrative Assistant
Apologies	
xxxxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)
xxxxxx	Non-executive Director

APPROVED MINUTES

HIF/08/27/1	Welcome and Introductions
1.1	<p>The Chair welcomed everyone to the meeting.</p> <p>Action: The Chair and Managing Director to review the necessity of the finance meetings held prior to the main Board that are currently in diaries.</p>
HIF/08/27/2	Apologies for Absence
2.1	Apologies for absence were noted as above.
2.2	The Chair confirmed that the meeting was quorate.
HIF/08/27/3	Declarations of Interest
3.1	Non-Executive Director (RT) advised that the "no interests declared" sentence needs removing from his section of the table.
3.2	Resolved: There were no additional conflicts of interests declared in relation to the business of the meeting.
HIF/08/27/4	Minutes of the Previous Meeting

4.1	Non-Executive Director (RT) queried item 72 on the agenda, where it stated that the xxxx contract was to be signed by the end of July, but was then noted that it is due to be signed in September. The Managing Director advised that the original contract is signed but there is still an outstanding contract variation to be finalised and signed. Due to annual leave over August by key personnel in HIF, xxxx and xxxxx some delays had been experienced, however further discussions were scheduled in the coming weeks.
4.2	Resolved: The minutes of the Board meeting held on 27 th June 2024 were approved as a complete and accurate record.
HIF/08/27/5	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 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	<p>83 - HIF/06/25/13.4: Succession Planning – The Associate Director of Business Modernisation and Service Improvement had shared some detail regarding this with the HR Business Partner. The HR Business Partner and Deputy Director of People and Culture will present this to People and Culture Committee. <i>Propose to close action.</i></p> <p>82 - HIF/06/25/12.8 82: Workforce Report - <i>Propose to close action.</i></p> <p>80 - HIF/06/25/11.6: Company Accounts Update – Ongoing work is progressing, and there are no current concerns in terms of timescales. <i>Action to remain open.</i></p> <p>75 - HIF/06/25/6.5: Chair’s Update – Stakeholder Governor position still being advertised, closing date is this week. An update will be provided accordingly. <i>Action to remain open.</i></p> <p>67 – HIF/01/27/12.9: Workforce Report - The template used is unable to be amended, so this action is unable to be resolved. <i>Propose to remove from action log.</i></p> <p>60 – Workshop HIF/01/30/3.1.1: Finance - Work ongoing by the finance team. Any risks or concerns will continue to be raised at the Board of Directors meeting, and will continue to be part of the finance report. <i>Propose to close action.</i></p> <p>57 - HIF/12/19/9.4: Board Assurance Framework – <i>Propose to close action.</i></p> <p>42 – HIF/08/29/6.4: Skills Matrix - It was agreed to include a skills matrix in the succession plan. <i>Propose to close action.</i></p>

	<p><i>A new action was proposed for the Chair and the Managing Director to prepare a proposal for a new Board Structure, to be implemented from December 2024.</i></p> <p>38 – HIF/06/27/10.5: Finance Report - As soon as accounts have been concluded, work will be picked up and also concluded.</p> <p>70 – HIF/04/23/3.4: Declarations of Interest - Declarations of interest to be fully updated and minor changes included. <i>Resolved – Action closed during meeting.</i></p> <p>Resolved: The action log would be updated as discussed.</p>
HIF/08/27/6	Chair's Update
6.1	The Chair provided a verbal update on the company business noting:
6.2	<ul style="list-style-type: none"> The company performance appeared to be progressing well. The company's financial position appeared to be positive, although there were some underlying issues to be aware of which were detailed in the Finance report. The financial position of the NHS remains challenging overall, so focus was needed on monitoring company finances.
6.3	In addition, the Chair stated that, following the Extra Ordinary Board Meeting on [DATE], the contract between the company and xxxxxx xxxxxx was in a position to be signed, which is a positive step forward in ambitions for generating external revenue.
6.4	<p>The Chair advised that there is a Board-to-Board meeting proposed for December 2024, and a date needs to be arranged to ensure maximum attendance. The meeting is planned to be in a discussion format, and the proposed topics that will be covered during the meeting are:</p> <ul style="list-style-type: none"> Green agenda – Further to the information provided by the Managing Director and the Associate Director of Estates and Facilities during the previous meeting, including the geothermal opportunity. Business Development briefing
6.5	It was agreed to contact xxxxxx to discuss the geothermal opportunity.
6.6	Resolved: The Chair's Update was Noted.
HIF/08/27/7	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	<u>Workforce: Organisational Changes</u>
7.21	<p>Portering</p> <p>There has been work ongoing since the previous meeting, the Portering team have provided feedback regarding proposals, which have been addressed. To resolve these concerns, there will be a revised roster published which will address some of the areas of concern and agree a</p>

<p>7.22</p> <p>7.3</p> <p>7.4</p>	<p>way forward, and resolve some concerns around flexible working. This is currently being discussed with staff, and this has been received well by the majority of the workforce. Another update will be provided during the next Board meeting.</p> <p>Medical Devices</p> <p>There will be an upcoming consultation regarding medical devices and the medical engineering service. The initial proposal will state that most of the medical engineering service will be provided by the Estates team. The consultation paper is in draft and due to be issued shortly. An update will be provided in due course.</p> <p><u>Pay Award 2024/25</u></p> <p>In line with actions undertaken by the Trust, the Managing Director and the HR Business Partner have drafted a letter to distribute to staff. There may be some staff members who will be challenged financially due to this affecting Universal Credit payments, this will be managed.</p> <p>Resolved: The Board noted the contents of the Managing Director's report.</p>
<p>HIF/08/27/8</p>	<p>Board Assurance Framework (BAF)</p>
<p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p> <p>8.5</p>	<p>The Managing Director presented the Board Assurance Framework (BAF).</p> <p>The BAF was discussed. The Board's general consensus was that in future the BAF would form a larger part of the meeting agenda, and sub committees would report around it in more detail if needed. The BAF as proposed would encompass the current Workforce report and Finance report. It was noted that the Integrated Board Report (IBR) would still be used, as the Chair expressed reluctance in altering the IBR, and it was noted that the IBR is used extensively in HIF Senior Management Team meetings.</p> <p>The Managing Director reported that as part of business development/modernisation, this section of the BAF would be presented at the Private Board meeting as a "Mini BAF."</p> <p>The Chair noted that on page 2 of the BAF, the theme "Delivering our services sustainably, minimising our impact on the environment" needed to be clarified as sustainability was the responsibility of both the Trust and the Company. The Managing Director highlighted that further discussion was needed with the Trust regarding future funding for key initiatives and how greater engagement with clinical teams could be achieved. Non Executive Director (GB) raised a query about net zero targets, as they were baselined in the 1990s, and there are additional underlying targets for 2028 and 2036.</p> <p>Action: Review the sustainability theme in the BAF.</p>
<p>HIF/08/27/9</p>	<p>Integrated Board Report (IBR)</p>

9.1	The Managing Director presented the Integrated Board Report (IBR), noting:
9.2	<ul style="list-style-type: none"> • The new vehicle fleet order has been placed • Work surrounding logistics is ongoing with the HDFT Head of Contracts • A wider piece of work is ongoing, supported by the HDFT Director of Finance, surrounding the Trust's use for taxis and other logistics • Café Bistro is currently being refurbished, and a new menu is being developed • Engagement with Leeds City College has commenced regarding apprenticeships and training for management • The new Fire Safety Manager starts in post today.
9.3	The Managing Director noted that the general position is that there are a few areas of concern, particularly recent levels of sickness.
9.4	The Deputy Director of People and Culture clarified that the Workforce data in the IBR presented is for June and July 2024.
9.5	Resolved: The Board noted the contents of the Integrated Board Report.
HIF/08/27/10	Finance Report
10.1	The Deputy Director of Finance presented the report, noting:
10.2	<ul style="list-style-type: none"> • There has been an overall improvement of the financial position • There is a xxxx surplus • Fixed asset work has taken place, and the income received from this has contributed to the forecast returning to the expected level • There are some risks surrounding the upcoming pay award. • Energy assumptions are based on last year's usage. • CIP delivery has been going well.
10.3	The Deputy Director of Finance noted that there has been an increase of cash in the bank. Last year the Company agreed to an informal loan to cover Capital costs, up to xxxxx , and this has increased to xxxxx . This is being monitored on a daily basis. The Deputy Director of Finance noted that the cash position of the Company is challenging, however there are processes in place to support the payments to suppliers.
10.4	There has been a decreased usage of agency and overtime. There are a couple of areas that require further monitoring due to continued overspend, this is ongoing.
10.5	There have been a few instances of staff overpayments, which are being resolved and monitored on a month-by-month basis.
10.6	The HDFT Non-executive Director, Shareholder Non-executive Director (JC) noted that Estate currently over-delivering, and there are concerns surrounding energy underspending in various areas to combat overspends. The Managing Director added that the HIF operational managers have been challenged to reduce overspend as much as possible, and that conversations around achieving agreed occupancy levels within the staff accommodation are being held.

10.7	The Chair stated that the Company financial position looks positive in the report, however the position still requires improvement as it is still tight. The Managing Director noted that going into winter there will be pressures that may cause financial hits.
10.8	Resolved: The Board noted the contents of the Finance Report.
HIF/08/27/11	Company Accounts: Update
11.1	There was nothing further to discuss in regards to this agenda item.
HIF/08/27/14.1	Workforce
14.1.1	<i>Note: This agenda item was presented out of order to the agenda.</i>
14.1.2	The Deputy Director of People and Culture provided a general Workforce update, noting: <ul style="list-style-type: none"> • Positive movements continue to occur around staff turnover, and turnover within the first year of employment • There has been an increase in sickness which is of concern, this is an area of focus.
14.1.3	The HR Business Partner stated that levels of sickness are highest in the Domestic and Portering department, noting that the high levels of Portering sickness may be due to the ongoing consultations. With the appointment of the new Portering and Logistics manager however it was anticipated that sickness management would be more proactively managed.
14.1.4	It was reported that there is currently a high level of Covid, colds, and flu in the Domestic department. This is continuing to be monitored.
14.1.5	The Non-executive Director (RT) noted that there appears to be a trend of staff going on sickness absence due to musculoskeletal issues, which then turns into anxiety/stress. The Deputy Director of People and Culture stated that the employee assistance programme is highlighted to employees to assist with anxiety caused by issues outside of work.
14.1.6	The Non-executive Director (GB) asked if some of the KPI benchmarking work that was previously undertaken will be reflected in the report. The Deputy Director of People and Culture replied that they are awaiting confirmation for a couple of points, and then the KPI benchmarking will be updated.
14.1.7	The Chair stated that the currently appraisal statistic should be 75% for the board, however it was noted that this is reported a month in arrears.
14.1.8	The Managing Director noted that appraisal rates were below target, however work was being undertaken currently to improve this.
HIF/08/27/12	Security

12.1	The Deputy Director of Estates and Facilities and the Estates Compliance Manager were welcomed to the meeting.
12.2	The Deputy Director of Estates and Facilities provided an update on the current security position, following on from discussions at a previous Board meeting.
12.3	The Deputy Director of Estates and Facilities reported that the Trust and the Company were working together to oversee security across the site, with the following arrangements in place.
12.4	<ul style="list-style-type: none"> • A concierge will be placed at the front desk of the Hospital • Clinical teams will be the initial responders to incidents, and Porters will not respond to violence and aggression incidents • The Health and Safety team will manage wider training • Body work CCTV will be removed • HIF will continue to provide xxxxxx Security Management service as it is not a licensed activity.
12.5	In relation to day-to-day operations, The Deputy Director of Estates and Facilities noted that the police refuse to respond to incidents where there is a mental health component. It was also noted that Porters are still requested to attend incidents where there is no other resource available, and Trust policy and procedures still involve Porters. In response to a question from the Non-executive Director (RT), it was clarified that the clinical team make the decision as to whether there is a mental health component in an incident. The following issues were also reported:
12.6	<ul style="list-style-type: none"> • The current security contractor employed by the Company is not permitted to restrain or directly support clinical teams • The General Office hold and control site key issues
12.7	The Deputy Director of Estates and Facilities noted that there are risks present. There is sufficient documented evidence to show that HIF continue to provide security support without a license, leaving HIF staff at risk. There has also never been a clearly defined specification for security activity within the contract with the Trust.
12.8	The Deputy Director of Estates and Facilities presented a proposal for a potential way forward and this was discussed by the meeting.
12.9	The Managing Director added that the presentation has been shared at the HIF/Trust Contract Review meeting, and the HDFT Director of Finance has been nominated as the Trust's security lead.
12.10	The group discussed the presentation extensively. The Chair summarised the discussion, noting that it would be beneficial to move forward with acquiring the required license. The Managing Director stated that before progressing it is important that all responsibilities and liabilities are known. It was decided to discuss this at the next formal Board meeting, and an update to be provided.
HIF/08/27/13	Premises Assurance Model

13.1	The Estates Compliance Manager presented the report on the xxxxxxxx
13.2	Answering a question from the Chair, The Estates Compliance Manager confirmed that it is the Trust's responsibility to ensure that the model is followed across all sites.
13.3	The Estates Compliance Manager also confirmed that the some of the money spent on the xxxxxx would have been spent anyway, however some of it will be spent on new things, such as digital improvement. The Managing Director added that the establishment of a xxxxxxx assurance group is key to decide whether the money will be spent on it.
13.4	The Estates Compliance Manager noted that the annual submission is in September, so it could be brought to the Board meeting in May/June, to ensure there is enough time to make any amendments.
13.5	HDFT Director of Strategy, Shareholder Non-executive Director (MG) stated that the next step will be updating the risk register, and deciding whether it will be financially beneficial to proceed. The Managing Director added that it will be helpful if the next steps are agreed at the Resources Committee, and a decision needs to be made as to who will be included in the xxxxxx project group.
13.6	The group agreed that this should be added to the Trust's Risk Register.
HIF/08/27/14.2	Workforce – Inpulse Survey Results
14.2.1	The HR Business Partner presented the results of the Inpulse survey. It was noted that the response rate was 12%, so is potentially not indicative of the wider opinions of the workforce.
14.2.2	The Deputy Director of Estates and Facilities proposed a strategy to increase engagement with the staff surveys, following feedback from staff that included survey fatigue, challenges with accessing digital surveys, concerns that the surveys are not anonymous, and potential language barriers. The strategy proposed was to develop a department-specific paper based survey to be used to generate feedback from staff, and to step away from using the Inpulse surveys.
14.2.3	This was discussed extensively. The HDFT Deputy Director of People and Culture noted that the Trust may require HIF to continue to complete the Inpulse surveys. The HDFT Director of Strategy, Shareholder Non-executive Director stated that there may be concerns of losing a link between HIF and the Trust with the Inpulse surveys. In addition, many of the issues noted by HIF staff may also be relevant to Trust staff, so it may be more beneficial to address the common problems.
14.2.4	The Chair summarised the discussion, noting that work needs to be undertaken to address the issues identified with the Inpulse survey, but there HIF could continue exploring alternative solutions to survey staff undertaking an alternative paper based method. The group agreed that the new survey would be trialled, and further conversations with the Trust would be held.
HIF/08/27/15	Work Plan

15.1	Not discussed, included in the agenda for information only.
HIF/08/27/16	Any Other Business
16.1	Future format of Board Meetings: AG noted that the Company will require subcommittees to meet more frequently to inform conversations at the Board meeting.
16.2	Action: Managing Director to discuss with Non-executive Director (GB) and Non-executive Director (LH) to discuss the frequency of subcommittees and to develop a plan.
HIF/08/27/17	Items to Escalate to HDFT Board
17.1	It was agreed the following items would be escalated to the Trust Board:
17.2	<ul style="list-style-type: none">• Security – Next steps
HIF/08/27/18	Additional Risks to add to Risk Register
18.1	It was agreed to add the Premises Assurance Model (PAM) to the HIF Risk Register.
HIF/08/27/19	Evaluation of Next Meeting
19.1	It was considered that the meeting ran well.
19.2	The formal Board meeting closed.
PRIVATE SESSION	
The Board meeting of the Harrogate Healthcare Facilities Management Limited continued in private session.	

Harrogate Integrated Facilities – Board of Directors – Action Log

As at July 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
25 June 2024	83	HIF/06/25/13.4	<u>Succession Planning</u> : Deputy Director of People & Culture to assist with succession planning.	Associate Director of Business Development and Service Improvement / Deputy Director of People & Culture		
25 June 2024	82	HIF/06/25/12.8	<u>Workforce Report</u> : HR Business Partner to circulation induction session dates for Directors to consider attending one.	HR Business Partner		
25 June 2024	81	HIF/06/25/11.12	<u>Company Accounts Update</u> : Weekly call to update on company accounts and audit status between Managing Director and xxxxxxxx Audit Director.	Managing Director	October 2024	July update: Meetings scheduled in diary for catch up on progress: 21 August and 3 September.
25 June 2024	80	HIF/06/25/11.6	<u>Company Accounts Update</u> : Finance pack to include regular update on the status of the financial accounts and audit process.	Deputy Director of Finance	July 2024	July update: Draft accounts submitted to Saffery, Info requests being processed.
25 June 2024	79	HIF/06/25/10.3	<u>Review of Internal Audit KP Findings</u> : Ownership of Security Risk – Managing Director to discuss with Director of Finance and Health & Safety Manager to agree risk ownership.	Managing Director	24 July 2024	July update: Meeting to be held on 24 July with Trust and HIF representatives.
25 June 2024	78	HIF/06/25/10.2	<u>Review of Internal Audit KP Findings</u> : summary of internal audit reports to be presented at future board meetings; full internal audit reports to be reviewed at the Quality and Compliance Committee. Workplan to be updated accordingly.	Assistant Company Secretary	August 2024	Propose to close: Board and Committee workplans to be updated.
25 June 2024	77	HIF/06/25/7.13	<u>Managing Director's Update</u> : Private Board session to be added to Board meeting dates to discuss Business Development, SSD and other confidential matters. To be added to the workplan.	Assistant Company Secretary	August 2024	Propose to close: Workplan clarified to ensure some items discussed confidentially
25 June 2024	76	HIF/06/25/7.4	<u>Managing Director's Update</u> : Chair to meet with the new Portering Manager	HIF Admin	August 2024	July Update: Date to be agreed – suggest both attend the next Meet & Greet session.
25 June 2024	75	HIF/06/25/6.5	<u>Chair's Update</u> : meeting to discuss stakeholder governor recruitment process – attendees required: Chair, Managing Director, Company Secretary	Associate Director of Quality and Company Secretary		
23 April 2024	71	HIF/04/23/10.7	<u>Finance Report</u> : Balance sheet to be circulated and additional training session on Finance to explain movements on balance sheet.	Deputy Director of Finance		Informal finance update meeting scheduled for directors before alternate Board meetings – next one scheduled for 27 August 2024.
23 April 2024	72	HIF/04/23/11.5	<u>Workforce Report</u> : Review how leavers / movers could be reported more accurately going forwards.	Deputy Director of People & Culture/ HR BP		Propose to close: data checked and confirmed no double-counting of leavers / joiners when changing roles
23 April 2024	73	HIF/04/23/11.8	<u>Workforce Report</u> : Report on options for salaries, pensions, etc., for difficult-to fill vacancies	Deputy Director of People & Culture	June 2024	Propose to close: HIF employment Terms & Conditions could be offered for hard to fill vacancies but only NHS pension available.

Date of Meeting	Action Log Reference	Minute Reference	Action Description	Lead	Target date (as detailed, if not at next HIF Board meeting)	Progress update
23 April 2024	74	HIF/04/23/11.8	<u>Workforce Report</u> : information to be presented at Board that clarifies the previous agreements regarding salaries/ pensions, the current situation and proposed ways forward for any decision by HIF Board, if required	Deputy Director of People & Culture	June 2024	Propose to close: HIF employment Terms & Conditions could be offered for hard to fill vacancies but only NHS pension available.
27 February 2024	63	HIF/01/27/8.2	<u>IBR</u> : Finance risk score to be reviewed in time for next meeting to align with the Risk Register	Deputy Director of Finance	April 2024	Closed: of BAF and CRR being reviewed
27 February 2024	65	HIF/01/27/10.7	<u>Finance Report</u> : Review of timing of reports presented at board to enable more up-to-date information to be provided at Board Meetings	Assistant Co. Sec.		Finance Report: start of 2 nd week each month IBR: couple of days into new month HR Report: by 10/11 th of month
27 February 2024	67	HIF/01/27/12.4	<u>Workforce Report</u> : Confidence levels to be considered in SPC charts to enable an understanding of longer term change.	HR Team		June update: action remained with HR analysts
27 February 2024	68	HIF/01/27/12.9	<u>Workforce Report</u> : Gender Pay Gap Report – identify an appropriate tolerance levels of the pay gap for similar organisation	Deputy Director of People & Culture		Propose to close: linked to work completed as part of actin 72.
27 February 2024	69	HIF/01/27/12.10	<u>Workforce Report</u> : Gender Pay Gap Report – add mean Gender Pay Gap to KPIs	Deputy Director of People & Culture		Propose to close: agreed to provide GPG pay gap benchmarking in the annual GPG report rather than include in workforce KPIs
30 January 2024	60	Workshop HIF/01/30/3.1.1	<u>Finance</u> : Identify increased expenditure, including any increase in rents	Finance Team		June update: Inflationary growth being monitored
19 December 2023	57	HIF/12/19/9.4	Board Assurance Framework – Managing Director to work with Quality & Governance Lead to present updated Green Plan (to include digital and sustainability) to February Board	xxxxx xxxxxx	27 February 2024 May 2024 July 2024	Open June Update: A BAF theme was sustainability and the green plan – to be agreed at July Workshop April update: Green plan almost up to date and to be presented at June 2024 HIF Board Meeting and then onward to HDFT Board in July 2024
24 October 2023	50	HIF/10/24/10	Contract Variations – Following the increase seen in requests for maintenance and hospitality, work to take place to ensure budget holders are aware of the costs involved and approve these requests.	xxxxxxx xxxxxxxxx xxxxxxx xxxxxxx		<i>Proposed to Close:</i> June update: process considered BAU April update: Internal Audit reviewing hospitality offering/processes. Work ongoing to align with HDFT's approval process Feb update: process agreed for minor works; POs required for other items.
29 August 2023	42	HIF/08/29/6.4	Consideration to be given to having a formal skills matrix for the Board.	xxxxxxx	10/23	June update: to be considered at a Remuneration Committee meeting. No agreement reached at April xxxxxx.
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 xxxxxxx December 2023 – updated included I Fixed Asset Paper – Look to resolve when Fixed Asset discussions taken place	xxxxxxx		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

Harrogate Integrated Facilities - Board of Directors - Action Log

CLOSED ACTIONS

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	35	HIF/06/27/5	Workforce Report – Sickness Absence – Target to be proposed to measure against.	xxxx	September 2023	Closed at Feb 2024 meeting - discussed at Board on 24 October 2023
29 August 2023	45	HIF/08/29/10.6	Scenarios around identifying and achieving the cost improvement programme (CIP) to be produced for discussion.	xxxxx	10/23	Closed at Feb 2024 meeting - Discussed as part of the finance update at the Board on 24 October 2023
24 October 2023	47	HIF/10/24/7	Annual Accounts – Currently on track to receive the accounts for approval at November's Board Workshop and a pre-meeting would be arranged prior to this to consider the accounts. Subsequently, Extra Ordinary meeting of the Board held on 6 th December to receive the accounts. 22/12/23 – Accounts delivered to Companies House	xxxxxx		Closed at Feb 2024 meeting
24 October 2023	48	HIF/10/24/7	Business Development – Update on business development in terms of SSD to be included in the next Managing Director's report.	xxxxxxx		Closed – update in MD report for December
24 October 2023	49	HIF/10/24/8	Risk Register – Wording to be reviewed to ensure accurate in relation to risks owned by the Trust but where HIF is part of the solution or where investment would be required from the Trust to replace an asset, including mitigation in place for risks owned by the Trust. To reconsider when discussing model of company and governance arrangements whether a corporate risk register is required for the company.	xxxxxxx xxxxxxx		Closed at Feb 2024 meeting - Meeting held with xxxxxx in Planning and way forward agreed
24 October 2023	51	HIF/10/24/10	Contract Variations – Discussion to take place with Director of Finance, HDFT, regarding the xxxx contract and how this is delivered.	xxxxxx		Closed – Meeting held with Trust DOF and next steps agreed
24 October 2023	52	HIF/10/24/11	Workforce Report – All future reports to include legend on any charts.	xxxx		Closed at Feb 2024 meeting - legend to graphs and so will be provided at the beginning of future reports.
19 December 2023	53	HIF/12/19/5.3	HIF Risk Register: review recording of risks between HIF and HDFT. Discussions ongoing between Managing Director and Head of H&S	xxxxxxx		Closed at Feb 2024 meeting - see action log ref 49
19 December 2023	54	HIF/12/19/6.2	January 2024 Workshop Agenda Items: detailed consideration of the finances, including structure, assets, treatment of VAT and other areas highlighted by the auditors around contracts, including the contract with the Trust.	xxxxxx	30 January 2024	Closed at Feb 2024 meeting - item added to January 2024 Workshop agenda
19 December 2023	55	HIF/12/19/7.12	Accounts accrual of sum agreed to date for one element of xxxxxx contract – ensure existing written documentation would be considered sufficient as evidence if needed.	xxxxxxx		Closed at Feb 2024 meeting - sum was included in M9 finance position.
19 December 2023	56	HIF/12/19/8.4	Integrated Board Report – HDFT KITE Awards Ceremony on 19 January 2023: Managing Director to liaise with HR to arrange for a Non-executive member of HIF Board to attend	xxxxx		Closed at Feb 2024 meeting - xxxxxx attended
19 December 2023	58	HIF/12/19/12.4	Workforce Report: Managing Director to give consideration to including information in the Trust Induction Programme to explain the relationship with HIF and how they work together	xxxxxxx		Closed at Feb 2024 meeting
19 December 2023	59	HIF/12/19/14.2	Update on RAAC situation	xxxxxxxxx	January 2024 Workshop	Closed at Feb 2024 meeting - included as an agenda item – February 2024 Board meeting

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 February 2024	62	HIF/01/27/3.2	<u>Declarations of Interest</u> : Register of interests to be included in Board papers pack in future	Assistant Co. Sec.	April 2024	Closed at April 2024 meeting – Register of Interests included as standing agenda item
27 February 2024	64	HIF/01/27/10.6	<u>Finance Report</u> : More detailed analysis on non-pay expenditure to be brought to the next meeting including separating between “activity drive” versus budget.	Deputy Director of Finance	April 2024	Closed at April 2024 meeting: March Update: discussed with MD and FM and agreed to focus on future rather than review historic spend.
27 February 2024	66	HIF/01/27/10.9	<u>Finance Report</u> : Business development to be explored further at a Board Workshop	Managing Director		Closed at April 2024 meeting – Business Development session held at end of March 2024 workshop
30 January 2024	61	Workshop HIF/01/30/3.1.1	<u>Finance</u> : Arrange quarterly catch up on finances – 30 minute session before a board meeting	Assistant Co. Sec.		Closed at April 2024 meeting – informal meeting for directors scheduled for before alternate Board meetings, rather than quarterly.
27 June 2023	40	HIF/06/27/16.1.5	Workforce Report – Mandatory and Role specific training – To consider any HIF specific training the Company might wish to include.	xxxxxx	April 2024	Closed at April 2024 meeting – confirmed that current arrangements align with the Trust.
23 April 2024	70	HIF/04/23/3.4	<u>Declarations of Interest</u> : declarations to be fully updated	Assistant Co Sec	June 2024	Closed June 2024 meeting – all updates advised have been incorporated into document and work ongoing to ensure it matches with information on the Declare platform.

**Board of Directors
Tuesday 27 August 2024
Report from the Managing Director**

Agenda Item Number:		
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		
Deliver an efficient and effective service offering to Harrogate and District Foundation Trust		√
Create strong sustainable partnerships		√
Develop sustainable organisational systems		√
Develop and maintain a strong, efficient and agile workforce		√
Strengthen the local community through collaboration		√
Recommendation:		
The Board of Directors is asked to note the work that is ongoing across the organisation.		

1.0 Introduction

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

2.0 xxxxxxxx: Update

- 2.1 Work has been continuing with xxxxxx and xxxxxx to finalise the contract variation. xxxxx confirmed last week that this is now in the final stages with only a small number of areas to address. It is anticipate that a final draft for review will be available in September 2024.

3.0 Workforce: Organisational Changes

Portering

- 3.1 As previously highlighted to the Board, further discussions have been taking place with the portering teams regarding the implementation of new shift patterns. Whilst a number of staff were supportive of the new proposals, some members of the team had expressed their concerns. In view of this, further consideration has been given to the concerns raised, with two open meetings held to discuss the issues further and a revised proposal has now been developed and is to be shared with the team in the next couple of weeks.

Medical Devices

- 3.2 Proposals for the new arrangements to support the delivery of the medical engineering and medical devices service has been finalised and consultation with staff is due to commence in the very near future. Further updates will be given to the Board in due course.

4.0 Inpulse Survey Results

- 4.1 We have received the results of the latest quarterly Inpulse Survey on Teamwork. Our response rate was 12% which is down 4% from our last survey. Of those who responded our engagement index is 63%. This refers to the number of positive responses divided by the number of responses. Our staff are positive on feeling committed to a team, there is a good work life balance and our staff are personally committed to achieving success. For our conflicted population they do not feel clear on the organisational strategy and purpose. This is likely that the Inpulse survey has no reference to the HIF strategy as it is a Trust (NHS) survey which references the Trusts strategy. Negative responses reference line manager support for some and some mention a high workload. Given the low number of responses, only one department (SSD) can undertake a deep dive into the survey. Further work, is progressing with a revision to our survey process to address the low response rate, accessibility issues and simplifying the survey process for our teams.
- 4.2 A more detailed update will be provided at the Board meeting.

5.0 Insurance Update

- 5.1 As the Board will be aware, we have been undertaking a review of our Insurance cover as the company expands its services in relation to business development. I am pleased to report that we now have the appropriate levels of cover for our main areas of business, however we are taking the opportunity, working with the Trusts Director of

Finance and our broker, to review with whether additional cover is required. Further updates will be given to the Board in due course.

6.0 Pay Award 2024/25

- 6.1 At the end of July the government announced the 2024/25 pay awards for staff under the remits of the NHS Pay Review Body (NHS PRB) and Doctors' and Dentists' Review Body (DDRB).
- 6.2 With effect from 1 April 2024, a 5.5% consolidated uplift for all Agenda for Change staff on NHS terms and conditions will be applied, this will also be applied to all staff on HIF contracts of Employment. All pay uplifts will be backdated to 1st April 2024.
- 6.3 HIF has previously agreed that it will fully support and pay award agreements for agenda for change and HIF staff.
- 6.4 The government has not confirmed when the rise will be enacted, however it is likely back pay will be paid in October 2024 and we will keep you informed.
- 6.5 For staff on HIF Contracts of Employment who opted to join the NHS Pension and have had their HIF salaries frozen until the Agenda for Change pay scale either met or became higher than the HIF pay scale you will receive a proportion of the salary increase and the appropriate back pay.
- 6.6 A letter is being issued to all staff advising them of the new pay arrangements.

7.0 Conclusion

- 7.1 The Board of Directors is asked to: -

- 7. 1.1 Note the work that is ongoing across the Organisation.

Date: AG/AC/
Ref: 19/08/24

Board of Directors Meeting

27 August 2024

HIF STAFF SURVEYS

Agenda Item Number:		
Presented for:	Information	
Report of:	Briefing Paper - HIF Staff Surveys	
Author (s):	xxxxxxxxx, Deputy Director of Estates and Facilities	
Report History:	None	
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act	
List of HIF's Objectives		
1. Delivering safe, efficient ,compliant, responsive and outstanding quality services		
2. Being well led and financially sustainable		
3. Embedding Business Modernisation and service development throughout the Company		
4. Growing our future Business Development opportunities		
5. Being an employer of choice, developing our staff, being an outstanding place to work and delivering our services with pride		✓
6. Delivering our services sustainability, minimising our impact on the environment		
Recommendation:		
The board is asked to: - <ul style="list-style-type: none"> Note the work to progress greater staff engagement in Staff surveys across the company Confirm agreement to undertake a pilot project using an alternative format, with the results considered a the People and Culture Committee 		

Briefing Paper

HIF Staff Surveys

1.0 Introduction

The purpose of this paper is to provide the board with an update on the current approach on how we survey our staff to illicit feedback on a variety of topics. This paper outlines the current challenges and proposes a plan to address these issues.

2.0 Current approach

HIF undertake a number of NHS centric staff surveys, which includes the main National NHS staff survey which is issued annually in October. The survey is anonymous and explores various topics about working and individual wellbeing. An additional NHS Impulse quarterly survey is also sent to staff to be completed digitally which is focused on establishing metrics around teamHDF values and other NHS specific metrics not directly relevant to HIF.

3.0 What are the current challenges

Our staff tell us that there are a number of issues for them in relation to completing surveys, which results in lower engagement.

3.1 Survey Fatigue.

We are told that the timing of the surveys is too frequent with a general feeling of survey fatigue being experienced. This typically results in poor uptake and engagement.

3.2 Digital completion and anonymity

The current approach does not recognise the challenges faced by a large proportion of our staff who have informed us that they find accessing the surveys difficult due to the surveys being totally digital, (online). It is recognised that the NHS staff survey does have a paper option and whilst some request this format, this approach leads to a further concern from staff regarding the overall confidentiality and anonymity of the NHS staff survey. This appears to be a perennial problem with the annual NHS staff survey and despite assurances the perception continues as reminder letters are sent to individuals who have not completed the survey. The usual response from staff is "how do they know I have not completed the survey if it is anonymised"

3.3 Understanding or interpretation of questions because of over complicated language

Our staff have said that the questions are written in an overcomplicated way which makes it difficult to interpret the meaning and therefore confidently understand what the question is asking. The answers are therefore given in the context of not fully understanding what was being asked in the first place often resulting in some flawed responses. We are also told the surveys are too long and include lots of questions which repeat themselves on previous surveys e.g. ethnicity data etc, so the time to complete is excessive.

3.4 Relevance

Given the surveys are NHS biased and focus on the aims and objectives of the Trust in the main, there are frequent comments about the relevance and therefore validity of some of the questions and subsequent results to HIF as a private company.

3.5 Timing of the receipt of survey results

We are typically in receipt of the results of the NHS National Survey many months after the actual completion of the survey. The timeliness and relevance on developing subsequent action plans in response to the survey is compromised. We miss the opportunity to address issues in a timely manner which typically leads to some having the view that we lack responsiveness and therefore do not take the concerns raised seriously .

3.6 English language

Our ethnicity data tells us that we are a diverse company. For example, in our Domestic department approx. 40% of staffing are from an Eastern European background with English not being their primary language. Surveys are in English which contributes to a lack of engagement and resistance to completing surveys with questions they may not understand (see 3.3)

3.7 Summary

In summary the above issues have resulted in a continuing decline in engagement on the number of surveys completed. For example, the Impulse survey completion rates have more than halved since 2022.

	Teamwork QS 2022 (04.07 - 18.07)	Kindness QS 2023 (17.01 - 31.01)	Integrity QS 2023 (17.04 - 30.04)	Teamwork QS 2023 (03.07 – 18.07)	Kindness QS 2024 (12.01 – 31.01)	Integrity QS 2024 (12.04 – 30.04)
HIF	37%	41%	44%	35%	14%	16%

4.0 Proposal

Our approach on how we survey our staff and on what topics needs to be considered as an opportunity to address the above concerns. Rather than not undertaking the current surveys we should look to enhance the approach.

The value of remaining in the NHS survey regime needs to be evaluated against the validity of the results and being able to survey our staff on meaningful business-related issues which will focus on evidencing the success of achieving our strategic objectives, which are very different from the Trusts strategic objectives. In addition, how we ask the questions (paper or IT) should be considered due to the challenges our staff have raised.

4.1 Blended approach

A blended approach is therefore proposed where we continue to illicit what we need from the Annual NHS survey but seek to introduce a company wide staff survey regime to replace the xxxxxx surveys following the final survey in Quarter 4.

We will aim to increase our engagement through paper-based surveys which will be short (max 10 questions) and will be issued during regular team meetings. The survey questions will be simplified and targeted (by department) to establish opportunities for learning related to HIF's own strategic objectives e.g. our people plan objectives, wellbeing and our values.

HIF use a survey product which will permit the production of anonymised, branded surveys in different languages. Taking direct ownership at the department level on the completion and return of surveys we will be able to potentially receive feedback the same day supporting the rapid development of action plans and timely feedback to staff and management.

Our approach will utilise our Corporate Governance framework with our People and Culture Committee to receive updates on the summary results including subsequent action plans.

From 1st September 2024, it is proposed that we commence this project as a trial within two large departments, (Domestics and Estates). The results will then be evaluated, with any learning and improvements incorporated prior to extending this model to cover all service areas in HIF.

Further updates on progress will be shared at HIF's People and Culture Committee.

XXXXXX

Deputy Director of Estates and Facilities

HIF

25/07/24

Results Report

teamHDFT Quarterly Survey: Teamwork 2024

Segment: Harrogate Integrated Facilities

Survey Dates: 15/07/2024 - 31/07/2024

Engagement Survey



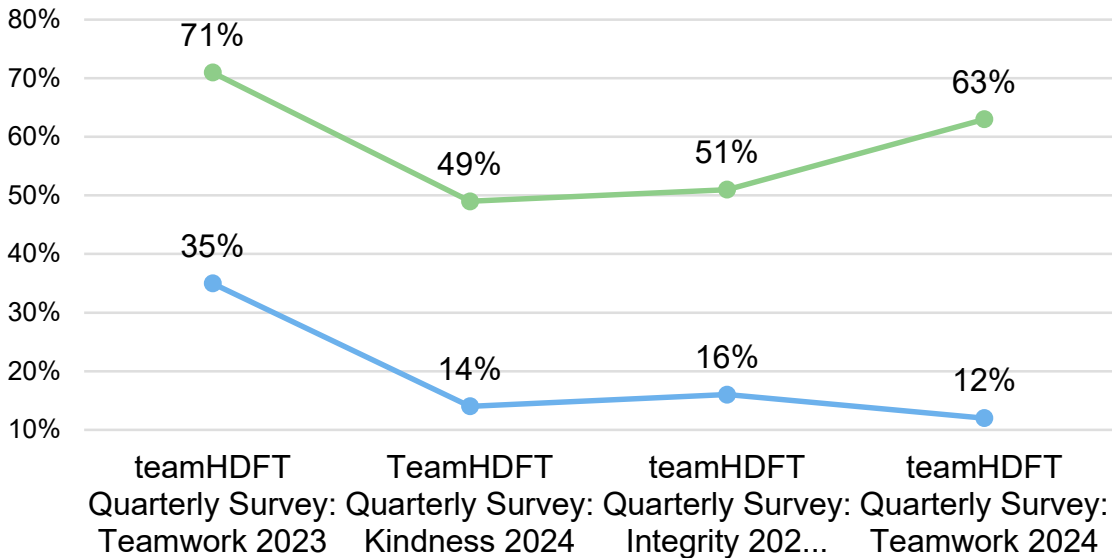
Contents

Survey details	3
Emotions	4 - 5
Indices	6 - 9
Other survey questions	10 - 16
Comparisons to Parent and Overall Survey	17 - 20
Transforming Results into Action	21

Headline Survey Details

Response Rate, Engagement Index

Response Rate Engagement Index



Harrogate Integrated Facilities	teamHDFT Quarterly Survey: Teamwork 2024	teamHDFT Quarterly Survey: Integrity 2024	TeamHDFT Quarterly Survey: Kindness 2024	teamHDFT Quarterly Survey: Teamwork 2023
Total responses	41	55	47	118
Response Rate	12%	-4	-2	-23
Engagement Index	63%	+12	+14	-8

The comparisons represent the percentage point difference to this survey for Harrogate Integrated Facilities

Emotions

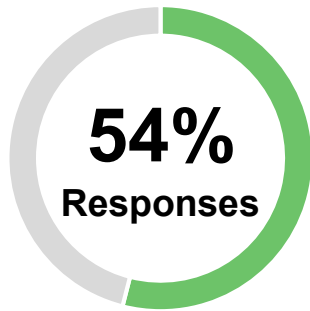
teamHDFT Quarterly Survey: Teamwork 2024

How have you been feeling about work over the last few weeks?				
Positive	29%	<div>56% Positive emotions +1 vs company</div>	Frustrated	24%
Hopeful	27%		Unappreciated	22%
Enthusiastic	15%		Unhappy	17%
Valued	12%		Stressed	15%
Motivated	12%		Intimidated	5%
Empowered	12%		Isolated	0%

The middle percentage gauge shows the % of positive emotions chosen out of all of the emotions selected. The individual emotion percentages show the % of respondents that chose each emotion. Each respondent can choose up to 2 emotions, so individual emotions percentages added together may exceed 100%.

Emotion populations

Positive Population



PEOPLE
22

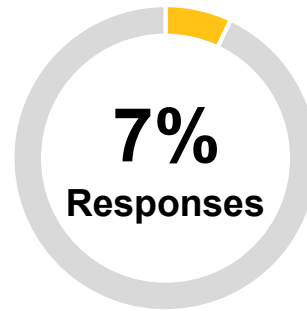
ENGAGEMENT
INDEX
87%

Dominant Emotions

Positive 55%

Hopeful 36%

Conflicted Population



PEOPLE
3

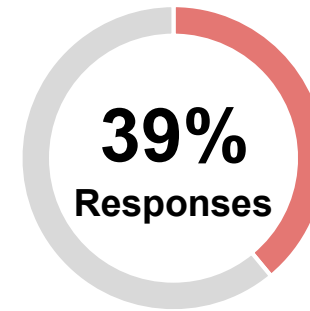
ENGAGEMENT
INDEX
60%

Dominant Emotions

Hopeful 100%

Frustrated 100%

Negative Population



PEOPLE
16

ENGAGEMENT
INDEX
26%

Dominant Emotions

Unappreciated 56%

Frustrated 44%

Positive population = they chose solely positive emotions, Conflicted population = they chose one positive and one negative emotion, Negative population = they chose solely negative emotions.

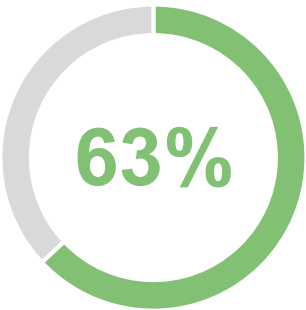
Top themes behind how people feel

Positive Population		Conflicted Population		Negative Population	
1. Commitment to Team	4	1. Wellbeing	1	1. Line Manager	4
<i>People feel part of a good team, enjoy the company of their colleagues and work well together as a productive unit so they don't want to let their team down</i>		<i>Your people are trying to achieve a better work-life balance but are struggling to achieve that at present. If specific issues are not identified and resolved, it will have a negative impact on their wellbeing. Key areas to address are workload, being more supportive and general wellbeing (physical, financial, mental)</i>		<i>Frustration at the lack of line manager feedback undermines their commitment. People feel unclear on their roles/responsibilities when their line manager is not aligned to the wider organisation/strategy and being treated with a lack of respect creates negative feelings</i>	
2. Wellbeing	3	2. Processes and Systems	1	2. Wellbeing	3
<i>People feel enthusiasm and gratitude for a good work-life balance and flexible working - as well as supportive line management and a good working environment which enables happiness within their role or at work. They are also balancing their general wellbeing in a way that works for them (physical, financial and mental)</i>		<i>There is growing frustration toward the processes, systems and equipment provided within your organisation. There is still time to resolve this so that people have the right tools and systems and feel positively towards your organisation</i>		<i>People feeling anxiety and stress caused by heavy workload and unsupportive line management. Working more hours than contracted with no recognition, reward or appreciation is leading to disengagement and are often linked to mental health issues categorised in this section. Finally, any personal health (including mental health) issues which are mentioned will be highlighted here.</i>	
3. Personal Commitment	2	3. Organisation Strategy and Purpose	1	3. Workload	2
<i>People's personal enthusiasm and/or individual work ethic are the driving force behind their commitment and their own drive to succeed regardless of the organisation and how it is perceived by the individual</i>		<i>There is an organisational issue causing your people to not give their best and feel conflicted. These are typically to do with a lack of strong leadership to execute the vision, poor communication of the goals, and inadequate change management</i>		<i>There is a sense of frustration at a seemingly unachievable workload which prevents a good work-life balance, growth opportunities, job satisfaction and positive team morale. Also highlighted is unsupportive leadership who seem out of touch with the realities of the individual or their team, and the resentment that comes from not being recognised or thanked for going above and beyond to complete tasks. This theme is very regularly linked with a lack of resources, tools and / or people</i>	

These are the themes with the highest number of comments categorised into them from Q2 'Why do you feel...?'.
 The numbers next to each theme represent how many comments were categorised into that theme within each emotions population.

Positive population = they chose solely positive emotions, Conflicted population = they chose one positive and one negative emotion, Negative population = they chose solely negative emotions.

Engagement Index



Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
+12 (51%)	+14 (49%)	-8 (71%)

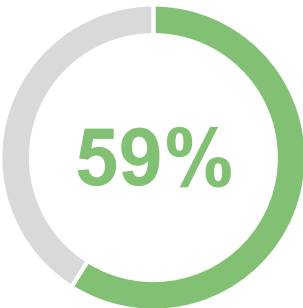
The Engagement Index calculation is formed by the total number of positive responses divided by the total number of responses.

Engagement Index Questions			
Questions	Results		
	Positive	Neutral	Negative
I feel I can be myself at work	73%	8%	19%
If a friend or relative needed treatment I would be happy with the standard of care pro...	68%	24%	8%
I am able to make suggestions to improve the work of my team/department	68%	21%	11%
I often/always look forward to going to work	55%	26%	18%
I would recommend my organisation as a place to work	53%	24%	24%

Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
Positive score	Positive score	Positive score
+23 (50%)	+25 (48%)	-2 (75%)
+12 (56%)	+9 (59%)	-11 (79%)
+10 (58%)	+22 (46%)	+2 (66%)
+10 (45%)	+5 (50%)	-11 (66%)
+6 (47%)	+12 (41%)	-14 (67%)

The comparisons represent the percentage point difference to this survey for Harrogate Integrated Facilities

Management Index



Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
+7 (52%)	+12 (47%)	-11 (70%)

The Management Index calculation is formed by the total number of positive responses divided by the total number of responses.

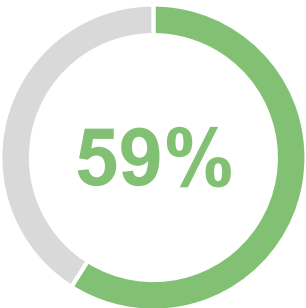
Management Index Questions

Questions	Results		
	Positive	Neutral	Negative
Care of patients/service users is teamHDFT's top priority	74%	18%	8%
There are frequent opportunities for me to show initiative in my role	63%	21%	16%
I understand our Trust Strategy and how I can make improvements to support its delivery	59%	35%	5%
Our teamHDFT leadership team is supportive	51%	24%	24%
I am able to make improvements happen in my area of work	47%	34%	18%

Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
Positive score	Positive score	Positive score
+17 (57%)	+3 (71%)	-8 (82%)
+8 (55%)	+17 (46%)	-5 (68%)
+15 (44%)	+6 (53%)	-14 (73%)
+7 (44%)	+3 (48%)	-17 (68%)
-11 (58%)	+13 (34%)	-11 (58%)

The comparisons represent the percentage point difference to this survey for Harrogate Integrated Facilities

Wellbeing Index



Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
+8 (51%)	+8 (51%)	-9 (68%)

The Wellbeing Index calculation is formed by the total number of positive responses divided by the total number of responses.

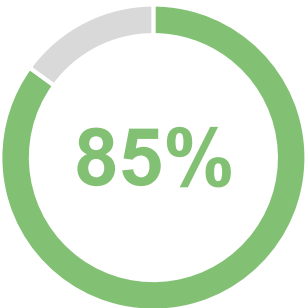
Wellbeing Index Questions

Questions	Results		
	Positive	Neutral	Negative
I am often/always enthusiastic about my job	68%	18%	13%
My organisation is proactively supporting my health and wellbeing	50%	18%	32%

Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
Positive score	Positive score	Positive score
+8 (60%)	+13 (55%)	-5 (73%)
+8 (42%)	+4 (46%)	-13 (63%)

The comparisons represent the percentage point difference to this survey for Harrogate Integrated Facilities

Teamwork Index



Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
+85 (0%)	+85 (0%)	+3 (82%)

The Teamwork Index calculation is formed by the total number of positive responses divided by the total number of responses.

Teamwork Index Questions			
Questions	Results		
	Positive	Neutral	Negative
I TAKE opportunities to be helpful, listen and communicate:	95%	5%	-
I regularly experience/witness teamwork amongst my colleagues:	76%	16%	8%

Comparison to teamHDFT Quarterly Survey: Integrity 2024	Comparison to TeamHDFT Quarterly Survey: Kindness 2024	Comparison to teamHDFT Quarterly Survey: Teamwork 2023
Positive score	Positive score	Positive score
-	-	+2 (93%)
-	-	+6 (70%)

The comparisons represent the percentage point difference to this survey for Harrogate Integrated Facilities

Other survey questions

Questions	Positive	Neutral	Negative	teamHDFT Quarterly Survey: Integrity 2024	TeamHDFT Quarterly Survey: Kindness 2024	teamHDFT Quarterly Survey: Teamwork 2023
Time often/always passes quickly when I am working	71%	24%	5%	+20 (51%)	+9 (62%)	-10 (81%)
In general, how does your day-to-day working life at HDFT/HIF impact on your health and wellbeing?	61%	-	39%	-	-	-

Question results not totalling 100% are due to rounding. The comparisons represent the percentage point difference to this survey for Harrogate Integrated Facilities

Key areas to celebrate and focus on

Your highest scores <small>(highest percentage of positive responses)</small>	
I TAKE opportunities to be helpful, listen and communicate:	95%
I regularly experience/witness teamwork amongst my colleagues:	76%
Care of patients/service users is teamHDFT's top priority	74%

Your lowest scores <small>(highest percentage of negative responses)</small>	
In general, how does your day-to-day working life at HDFT/HIF impact on your health and wellbeing?	39%
My organisation is proactively supporting my health and wellbeing	32%
I would recommend my organisation as a place to work	24%

Your highest increases	
I feel I can be myself at work	73% (+23)
Time often/always passes quickly when I am working	71% (+20)
Care of patients/service users is teamHDFT's top priority	74% (+17)

Your highest decreases	
I am able to make improvements happen in my area of work	47% (-11)

Highest increases and decreases are comparing to teamHDFT Quarterly Survey: Integrity 2024

The comparisons represent the percentage point difference to this survey for Harrogate Integrated Facilities

Survey questions ranked by positive score



Grid Questions

I regularly experience/witness teamwork amongst my colleagues:

Grid question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Who are attentive and help each other where and when needed	22%	59%	11%	8%	0%
Listening, involving and consulting with each other	16%	59%	19%	5%	0%
Making an effort to communicate regularly and clearly	19%	49%	19%	14%	0%

Grid Questions

I TAKE opportunities to be helpful, listen and communicate:

Grid question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
Doing what I say I will and not making others feel 'a burden'	32%	59%	5%	3%	0%
Hearing others views, ideas and valid concerns	30%	68%	3%	0%	0%
Adjusting my communication so others can confidently understand	27%	68%	3%	3%	0%

Grid Questions

Our teamHDFT leadership team is supportive

Grid question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I feel heard and supported by my manager	24%	30%	24%	11%	11%
My manager acts fairly towards everyone	24%	27%	27%	14%	8%
My manager, and my manager's manager, understand the issues I face in my job	27%	22%	22%	19%	11%

Grid Questions

I understand our Trust Strategy and how I can make improvements to support its delivery

Grid question	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
I know how we are performing against our Strategic objectives	8%	51%	30%	11%	0%
I understand the contribution my team and I make to delivery of our Strategy	19%	43%	30%	8%	0%
I know how to make improvements to support delivery of our Strategy	5%	49%	38%	8%	0%

Emotions comparison against company and parent segment scores

Emotions	Harrogate Integrated Facilities	Company
Positive Emotions Score	56%	+1
Positive	29%	+1
Hopeful	27%	+6
Frustrated	24%	-5
Unappreciated	22%	+8
Unhappy	17%	+9
Stressed	15%	-11
Enthusiastic	15%	+2
Empowered	12%	+9
Valued	12%	-10
Motivated	12%	-4
Intimidated	5%	+3
Isolated	0%	-4

Comparison is against the Harrogate Integrated Facilities score, e.g. "+3" in the company column means the segment score is 3% points above the company

Indices comparison against company and parent segment scores

Index	Harrogate Integrated Facilities	Company
Engagement Index	63%	-8
I often/always look forward to going to work	55%	-4
I am able to make suggestions to improve the work of my team/de...	68%	-5
I would recommend my organisation as a place to work	53%	-15
If a friend or relative needed treatment I would be happy with ...	68%	-4
I feel I can be myself at work	73%	-8
Management Index	59%	-10
There are frequent opportunities for me to show initiative in m...	63%	-7

Comparison is against the Harrogate Integrated Facilities score, e.g. "+3" in the company column means the segment score is 3% points above the company

Indices comparison against company and parent segment scores

Index	Harrogate Integrated Facilities	Company
I am able to make improvements happen in my area of work	47%	-11
Care of patients/service users is teamHDFT's top priority	74%	-4
Our teamHDFT leadership team is supportive	51%	-23
I understand our Trust Strategy and how I can make improvements...	59%	-5
Wellbeing Index	59%	-7
I am often/always enthusiastic about my job	68%	-5
My organisation is proactively supporting my health and wellbei...	50%	-8
Teamwork Index	85%	-6

Comparison is against the Harrogate Integrated Facilities score, e.g. "+3" in the company column means the segment score is 3% points above the company

Indices comparison against company and parent segment scores

Index	Harrogate Integrated Facilities	Company
I regularly experience/witness teamwork amongst my colleagues:	76%	-9
I TAKE opportunities to be helpful, listen and communicate:	95%	-2

Comparison is against the Harrogate Integrated Facilities score, e.g. "+3" in the company column means the segment score is 3% points above the company

Recommended actions to consider



Line Manager

Ensure that line managers are equipped with the skills and confidence to connect with and engage their teams



Wellbeing

Train local leaders to spot the signs and symptoms of someone struggling with wellbeing and equip them with the tools to support their people



Workload

Refer frequently to the importance of work-life issues and set a good example. Empowering line managers to make decisions to help their teams get better balance between work and life is also essential

HIF Board Meeting: Annual Work Plan 2024 – 2025 – Draft v3

	Lead / Report	February 2024	April 2024	June 2024	August 2024	October 2024	December 2024	February 2025
STANDING ITEMS								
Apologies	Chair	✓	✓	✓	✓	✓	✓	✓
Declarations / Conflicts of Interest	Chair	✓	✓	✓	✓	✓	✓	✓
Minutes of previous meeting	Chair	✓	✓	✓	✓	✓	✓	✓
Matters Arising / Action Log	Chair	✓	✓	✓	✓	✓	✓	✓
Any Other Business	Chair	✓	✓	✓	✓	✓	✓	✓
Items for Escalation	Chair	✓	✓	✓	✓	✓	✓	✓
Risks	Chair	✓	✓	✓	✓	✓	✓	✓
Evaluation of Meeting	Chair	✓	✓	✓	✓	✓	✓	✓
STRATEGIC								
Chair's Report	Chair	✓	✓	✓	✓	✓	✓	✓
Managing Director's Report	MD	✓	✓	✓	✓	✓	✓	✓
GCC – Chair's Report	LH			✓		✓		✓
PCC – Chair's Report	GB			✓		✓		✓
Annual Plan				✓				
Green Plan – Annual Review	AC			✓				
Risk Register	MD	✓	✓	✓	✓	✓	✓	✓
Health & Safety Report	PY							
Integrated Board Report (IBR)	AG	✓	✓	✓	✓	✓	✓	✓
Board Assurance Framework (BAF)	KSo	✓	✓	✓	✓	✓	✓	✓
Business Development Update	SL			✓	✓	✓	✓	✓
Sterile Services Department	??			✓	✓	✓	✓	✓
Review and Overview of Estates	DQ			To be rescheduled				
Review and Overview of Facilities	DJS			To be rescheduled				
Review and Overview of Sterile Services Dept / Medical Equipment Library	ES			To be rescheduled				
WORKFORCE								
Workforce & OD Report	RE	✓	✓	✓	✓	✓	✓	✓
Staff Survey	PJ / RE		✓					
Pay Award	RE			*	*	*	*	*
Freedom to Speak Up Guardian Report	JC					✓		
Gender Pay Gap Report	RE	✓						✓

	Lead / Report	February 2024	April 2024	June 2024	August 2024	October 2024	December 2024	February 2025
Ethnicity Pay Gap Report (<i>not a formal requirement – to be presented to People & Culture Committee</i>)	n/a							
Apprenticeship Levy	RE						✓	
Annual Pensions Governance Report	RE						✓	
Review of HIF Employment Terms & Conditions	RE							
Workforce Absence Report	RE							
Annual Long Service Awards / Celebration	RE							?
FINANCE								
Financial Report	KSc / KL	✓	✓	✓	✓	✓	✓	✓
Internal Audit Planning	KSc / KB							
Contract Review Meetings	JM / AG	✓	✓	✓	✓	✓	✓	✓
Annual Accounts (including Going Concern; Letter of Representation; Accounts; xxxxxx , Audit Opinion)	KSc				✓			
Loan Agreement	KSc			Unlikely to be needed once fixed asset work complete				
Review of Standing Financial Instructions / Standing Orders	KSc		✓					
PLACE / Catering Update	AC		✓					
WELL LED / GOVERNANCE								
Board Sub Committees:								
GCC – Terms of Reference Ratification	GB		✓					
GCC – Minutes of meetings	GB				✓	✓	✓	✓
PCC – Terms of Reference Ratification	LH		✓					
PCC – Minutes of meetings	LH				✓	✓	✓	✓
Board to Board preparation	AG	✓						
Board Meeting / Workshop Workplan	KSo	✓	✓	✓	✓	✓	✓	✓
Board Effectiveness Survey	SG						✓	
xxxxxxxxxxxxxxxx (this is an item in HDFT July 2024 Resources Committee)	SL			✓				
Annual Review of Publication Scheme	AG / AC						✓	

✓ Items for private session / minutes not available under Freedom of Information

* Information to be presented when available