

**HIF Board of Directors – Formal Meeting  
to be held on Tuesday 17<sup>th</sup> December 2024 09:00 –  
11.30am 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	
1.3	<b>Minutes of Previous Meeting:</b> 29 <sup>th</sup> October 2024	<b>Approve</b>	Chair	Attached	
1.4	<b>Matters Arising and Action Log</b>	Note	Chair	Attached	09:10
1.5	<b>Chair's Update</b>	Note	Chair	Verbal	09:20
1.6	<b>Managing Director's Update</b>	Note/ Discuss	Managing Director	Attached	09:30
1.7	<b>Business Plan</b>	Note/ Discuss	Managing Director	Attached	09:40
1.8	<b>Board Assurance Framework (BAF)</b>	Note	Managing Director	Verbal	09:50
1.9	<b>Sub-Committee Updates:</b> <ul style="list-style-type: none"> <li>Quality &amp; Governance Committee</li> <li>People and Culture Committee</li> </ul>	Note/ Discuss	Non-Executive Directors	Verbal / Attached	10:00
<b>2.0</b>	<b>Blue Box Items</b>				
2.1	Integrated Board Report (IBR)	Note	Managing Director	Attached	10:15

3.0	Finance				
3.1	Finance Report	Note/ Discuss	Deputy Director of Finance	Attached (in IBR)	10:25
BREAK 10:30 – 10:40					
4.0	Workforce				
4.1	Workforce <ul style="list-style-type: none"><li>General update</li><li>Report on Career Progression Policy</li></ul>	Discuss	Deputy Director of People & Culture	Attached (in IBR)	10:45
4.2	Security Process for Licensing	Discuss	Deputy Director of Estates and Facilities	Presentation	11:00
5.0					
5.1	Any Other Business <ul style="list-style-type: none"><li>KITE Awards Nominations</li></ul>	Discuss	Managing Director	Verbal	11:20
5.2	Items to Escalate to HDFT Board	Discuss	Chair	Verbal	
5.3	Additional Risks to add to Risk Register	Discuss	Chair	Verbal	
5.4	Evaluation of the Meeting	Discuss	Chair	Verbal	
Meeting Close: 11:30am					
NEXT MEETINGS: HIF Board Workshop: Tuesday 28 <sup>th</sup> January 9:00-11:30 Herriots Training Room, Harrogate District Hospital HIF Board Meeting: Tuesday 25 <sup>th</sup> February 9:00-12:00 Boardroom, HIF, 17 Wetherby Road					
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>					

# 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 17 December 2024

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

Present:	
Mark Chamberlain	Chair
Gary Barrett (GB)	Non-executive Director ( <i>on Teams</i> )
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 (AG)	Managing Director
In Attendance:	
xxxx	Deputy Director of Estates & Facilities
xxxxxx	Assistant Company Secretary (HDFT)
xxxxxx	HR Business Partner (HDFT)
xxxxxx	HIF Finance Manager
xxxx	Deputy Director of Finance (HDFT)
Apologies:	
xxxx	Non-executive Director
xxxxxx	Deputy Director of People & Culture (HDFT)
xxxxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)

## APPROVED MINUTES

HIF/12/17/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting.
HIF/12/17/2	Apologies for Absence
2.1	Apologies for absence had been received from those noted above.
2.2	The Chair confirmed that the meeting was quorate.
HIF/12/17/3	Declarations of Interest & Conflicts of Interest
3.1	Non-executive Director (RT) advised he would forward his updates in relation to his connections with dissolved companies to the Assistant Company Secretary.
3.2	Non-executive Director (MG) noted that his position within xxxx had been mentioned twice.

3.3	<b>Action:</b> Once updated, the Assistant Company Secretary to forward the updated Declarations of Interest document to HIF's Administrative Assistant and to the Associate Director of Business Development & Service Improvement for future amendments to be coordinated by HIF.
3.4	<b>Resolved:</b> There were no additional active conflicts of interests declared in relation to the business of the meeting.
<b>HIF/12/17/4</b>	<b>Minutes of the Previous Meeting – 29 October 2024</b>
4.1	<b>Resolved:</b> The minutes of the Board meeting held on 29 October 2024 were approved as an accurate record of the meeting.
<b>HIF/12/17/5</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>89. HIF/08/27/12 – Security Update:</b> Noted that Security Licensing was on the agenda; a business case would be presented to the Innovation, Resource and Commercial Committee (IRCC). <i>Action to be closed.</i>
5.4	<b>88. HIF/08/7/16 – Sub-committees:</b> Confirmation these had moved to bi-monthly in line with Trust Board. <i>Action to be closed.</i>
5.5	<b>87. HIF/08/27/14.2 – Inpulse Survey:</b> The Deputy Director of Estates & Facilities had met with the Trust HR department and were content with the proposed approach of using a paper-based solution. <i>Action to be closed.</i>
5.6	<b>86. HIF/08/27/13 – PAM – Update Trust's Risk Register:</b> The Managing Director was reviewing the risk register for the Trust and HIF. Funding of PAM would need to be reviewed. <i>Action to remain open.</i>
5.7	<b>85. HIF/08/27/8 – BAF – Review Sustainability Theme Update:</b> The Managing Director advised this had been completed. <i>Action to be closed.</i>
5.8	<b>Action:</b> Discussion required between the Managing Director and Company Secretary to consider the final format of sections on the BAF front sheet.
5.9	<b>79. HIF/06/25/10.3 – Review of Internal Audit KP findings – Security Risk Update:</b> Confirmed that the security licencing issue had replaced this item (Action Log 89). <i>Action to be closed</i>
5.10	<b>78. HIF/06/25/10.2 – Review of Internal Audit KP Findings – internal Audit Reports:</b> The Managing Director noted the Innovation, Resource and Commercial Committee would report the findings to Board. In addition, the documentation was shared at the Trust's Audit Committee. In future, these should also be shared at Board meetings. Items to be added to HIF Board and IRCC Workplans and HIF Board and IRCC Forward Plans.

5.11	<b>Resolved:</b> The action log would be updated as discussed.
<b>HIF/12/17/6</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>• Non-executive Director (GB) would be leaving the HIF Board in 2025</li> <li>• The HIF/HDFT Board-to-Board meeting the next day had been advised at short notice. The Managing Director was liaising with the Trust to schedule the meetings into diaries further in advance in future. The format would also be based on a board-to-board discussion rather than a HIF presentation to the HDFT Board. This would provide the structure and assurance requested by the Trust.</li> <li>• Finances within the NHS remained challenging. HIF could also review Waste Reduction and Productivity (WRAP), and income generation to save money for NHS partners.</li> <li>• The company recognised the winter illness situation with high Emergency Department attendance impacting the whole NHS. HIF's role was to ensure patients were moved when needed and well cared for to enable clinical staff to be successful in their roles.</li> <li>• The Secretary of State was making the future of the NHS clear with the aging population and the need to keep through-flow in hospital beds.</li> </ul>
6.2	There were no questions from the Board on the Chair's update.
6.3	<b>Resolved:</b> The Chair's update was noted.
<b>HIF/12/17/7</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 Committee to note:
7.2	<u>Company Accounts:</u> had been successfully filed at Companies House. The finance team were congratulated by the Board. Deputy Director of Finance noted that the term with the current external auditors would soon be completed, allowing the Trust to instruct <b>xxxxxx</b> , who currently audited the Trust's accounts.
7.3	<u>Christmas Lunches:</u> 1,063 lunches had been served with good staff feedback on quality. Logistics and access had seen challenges but there would always be some queues with the volume of lunches being served. However, positive feedback had also been good.
7.4	The Chair noted the need to reflect on the logistics but also for staff to remember that the lunch was free to them.
7.5	<u>Workforce – Domestic Services:</u> A workforce review of Domestic services would commence to ensure the needs of the Trust were being met, and not focussing solely on the requirements of national standards. HIF would review auditing methods and include a clinical approach by involving the Associate Directors of Nursing (ADoNs).
7.6	<u>Waste Management Proposal:</u> The aim to reduce on-site waste would be discussed further at the board-to-board meeting the following day and a proposal to implement a scheme to support this objective was being developed.

7.7	Non-executive Director (JC) noted his concern about discussing this with the Trust if it was not yet something that HIF would progress. However, it was explained that this would form part of the Green Plan. Non-executive Director (RT) noted there would be no physical waste from the proposed provider. Further explanation was provided by the Managing Director about the gasification process, the use as fertiliser of the resulting waste, and the outlay would be on the equipment.
7.8	<u>PLACE Submission</u> : all the required forms had been completed and that the scores in relation to other Trusts were awaited. It was anticipated that the score would be above average following the improvements made on the dementia and food scores, but this was subject to final confirmation when the national results were published. However, the Board were reminded that continuous investment was required with an action plan in order to maintain a higher score.
7.9	<u>Capital Delivery</u> : the contract had been signed for theatres and imaging project that would start at the end of January. The Board thanked all those involved.
7.10	<u>HIF Christmas Party</u> : 65 people had attended the first HIF Christmas party at the Harrogate Railway Football Club and feedback had been positive. HIF were now considering whether a similar party in the summer could be provided.
7.11	The Board had no questions on the Managing Director's report.
7.12	<b>Resolved</b> : The Board noted the contents of the Managing Director's report.
<b>HIF/12/17/8</b>	<b>HIF Business Plan 2025/26</b>
8.1	The Managing Director provided the Board with an update on the HIF Business Plan and Summary Plan for 2025/26.
8.2	It was explained that the principles around the business plan were now part of the Finance Report which was being reviewed at Board Workshops. Attention was drawn to the positive situation regarding <b>xxxxx</b> and the identification of recurrent savings. However, it was stressed that work was ongoing to consider cost pressures to find where further reductions might be achieved.
8.3	The Chair was mindful that there was transparency with the Trust on what HIF was able to achieve, including if <b>xxxx</b> could be over-delivered.
8.4	The Managing Director pointed out that Combined Heat and Power (CHP) situation was challenging and remained on the Risk Register. Discussions were ongoing with the contractor on guaranteed savings for 2024/25.
8.5	The next steps in the Business Plan were highlighted and that work was ongoing with the Trust's Director of Finance to timetable Trust Board approval, including allowing time for due consideration of the plan.
8.6	Non-executive Director (GB) noted the identification of <b>xxxx</b> depreciation monies quoted in the report. The Deputy Director of Finance explained that when HIF was set up that there would be money allocated for HIF to invest. Non-executive Director (MG) further explained how depreciation was considered in NHS accounting terms and the Managing Director noted that it had been used primarily for the upgrade of the kitchens in 2024/25. However, the digitisation of the meal ordering in catering was a separate cost.

8.7	There were no further questions from the Board on the progress with the Business Plan.
8.8	<b>Resolved:</b> The Board noted the progress and actions to agree the Business Plan for 2025/26.
<b>HIF/12/17/9</b>	<b>Board Assurance Framework (BAF)</b>
9.1	The Managing Director provided a verbal update regarding the Board Assurance Framework (BAF), explaining that the front page required another review with the Company Secretary to ensure it was more meaningful.
9.2	<b>Action:</b> Meet with Company Secretary to review front sheet of BAF.
9.3	The Chair welcomed using the BAF to prioritise Board and Committee conversations. However, he questioned if it was felt that this method would ensure all necessary issues were escalated. The Managing Director confirmed that the methodology was used successfully at Committee meetings and did not consider anything would be missed, but this could be regularly monitored and reviewed.
9.4	<b>Resolved:</b> The Board noted the Managing Director's verbal update on the BAF.
<b>HIF/12/17/10</b>	<b>Board Sub Committee Updates</b>
10.1	It was noted that there was no Quality & Governance Committee update as there had been no committee meetings since the last Board meeting.
10.2	<p><b>People &amp; Culture Committee</b></p> <p>The Committee Chair, Non-executive Director (GB), noted:</p> <ul style="list-style-type: none"> <li>• Staff turnover had reduced slightly</li> <li>• Sickness was the main issue</li> <li>• Succession planning was now business as usual</li> <li>• Received a report on career progression and recommends to Board that this is taken forward.</li> <li>• New format of having the committee meetings on the same day as HIF Board would start in February 2025</li> <li>• Consider new Committee Chair</li> </ul>
10.3	The Chair commented that the people statistics were encouraging and the improvements were noted.
10.4	<b>Resolved:</b> The Board noted the Board Sub-Committee updates.
<b>HIF/12/17/11</b>	<b>Integrated Board Report (IBR) – Blue Box Item</b>
11.1	<p>The Chair noted that the IBR was provided for information. However, the Managing Director outlined the following points:</p> <ul style="list-style-type: none"> <li>• The meeting with the Trust's Council of Governors had been well received</li> <li>• The issues with some of the performance KPIs were all documented.</li> </ul>
11.2	Non-executive Director (RT) asked if xxxx were concerned about the KPI challenges. The Managing Director explained the positive relationship with the xxxx and the Chair noted that whilst there were some KPI breaches, these would not impact on the performance targets agreed with the xxxx



11.3	The Deputy Director of Estates & Facilities assured Non-executive Director (MG) that the work to revise the KPIs on the IBR was underway. The Managing Director noted that this would form part of the HDFT/HIF contract meeting rather than requiring Board approval. However the Chair requested that there was a briefing to HIF Board so any risks could be considered.
11.4	In addition, the Chair requested that Board were given updates on internal audit reports.
11.5	<b>Action:</b> consider how KPIs are presented to Board.
11.6	<b>Action:</b> ensure Internal Audit Reports are sighted at Board.
11.7	<b>Resolved:</b> The content of the IBR was noted.
<b>HIF/12/17/12</b>	<b>Finance Report</b>
12.1	It was noted that the Finance Report was included in the IBR and was taken as read.
12.2	The HIF Finance Manager provided an overview of the accounts and the key anticipated transactions for the month were outlined.
12.3	<p>The Board were advised:</p> <ul style="list-style-type: none"> <li>• Surplus forecast of approximately xxxx, depending on energy usage with xxxx remaining a factor.</li> <li>• The VAT charge for accommodation noted in the audit would be processed in December.</li> <li>• Workforce pay spend for November included minimal agency, reduced bank staff and lower overtime – all indicating rostering was working well as the rostering targets were being met.</li> <li>• Progress being made on 2025/26 annual planning</li> <li>• There were documents such as loan agreements that were still to be presented to Board for approval</li> <li>• The asset work being undertaken by xxxx was being chased.</li> </ul>
12.4	It was explained to the Chair that the company would definitely finish the year in a surplus position but the value was still unknown. However, Non-executive Directors (JC and GB) voiced concern on the increased energy spending given the focus on xxxx. The Managing Director explained the need for the continued emphasis on xxxx in order to aim for the CHP to be working to provide the savings. Scenarios were being reviewed internally with the solutions being negotiated with xxxx.
12.5	The Chair thanked the Finance Team for their work to manage the budgets.
12.6	<b>Resolved:</b> The finance report was received and noted.
<b>HIF/12/17/13</b>	<b>Workforce</b>
13.1	It was noted that the Workforce Report was included in the IBR and was taken as read.
13.2	The HR Business Partner (HDFT) provided the Board with a general workforce update, highlighting the following points:



	<ul style="list-style-type: none"> <li>• Sickness had fallen to 5.2% but was not in any particular area.</li> <li>• Portering absences had fallen which was reported as a reflection of time between shifts and portering changes.</li> <li>• The new sickness policy had been introduced and comments had been received about ill-health capability assessments starting earlier.</li> <li>• There had been enquiries regarding ill-health retirement as an option on the sickness policy.</li> </ul>
13.3	Non-executive Director (JC) sought clarification on the sickness policy concerning those with life-threatening illnesses such as cancer. It was explained that those were dealt with separately.
13.4	There were no further questions on the Workforce Report.
13.5	<b><u>Report on Career Progression Policy</u></b>
13.6	The HR Business Partner (HDFT) presented a report on the status of a Career Progression Policy.
13.7	It was explained that where the company were investing in training, there was a need to ensure career paths were available to them rather than waiting for opportunities to arise. Likewise, if someone had been successfully “acting up” into a more senior role, they may be lost if a post was advertised externally. However, if the acting role was for a limited term with a clear career pathway, then a post may not need to be advertised. It was explained further that, career grading (qualifications) and a career pathway (time to obtain the required skills) were included as part of the policy.
13.8	The Deputy Director of Finance raised a concern regarding the outcomes of the Deloitte review which advised all jobs should be advertised. However, it was felt that if the career pathway was clear on initial appointment, then it would be possible to employ people on lower grades and upskill appropriately.
13.9	The People & Culture Committee Chair (Non-executive Director, GB) noted that the paper about the policy had been considered at the Committee and whilst, the points that had been raised were recognised, it was seen as an additional aid to help team managers progress staff through the organisation.
13.10	The Chair noted that it was operating within the NHS’s open recruitment policies, but could also promote those who had been recruited onto a career path or individuals who had been operating in a role, doing well and assessed accordingly.
13.11	Various scenarios were discussed but it was agreed the ultimate reason for the policy was to ensure a fair and transparent process for all recruitment, including to ensure that jobs advertised had not been allocated internally.
13.12	It was clarified that there was no risk to industrial relations as it allowed for people to apply for a career pathway. However it did raise an issue of managing budget expectations and the need to ensure apprenticeships were limited and allocated fairly.
13.13	The Board were reminded that this was a paper requesting Board approval to develop the policy for approval and ultimately implementation.

13.14	It was agreed to develop a draft policy for scrutiny and approval at the People & Culture Committee, with a view to recommending approval of implementation to the Board.
13.15	<b>Resolved:</b> The Workforce updates were received and noted; approval was given for a Career Progression Policy to be developed for initial scrutiny at the People & Culture Committee with final approval at HIF Board.
<b>HIF/12/17/14</b>	<b>Security Process for Licensing</b>
14.1	<p>The Deputy Director of Estates &amp; Facilities provided a presentation to the Board explaining the security application process for licencing members of the HIF Board to enable the provision of security services to the Trust:</p> <ul style="list-style-type: none"> <li>• The Security and Car Park Manager had drafted the presentation.</li> <li>• Directors would need to register individual online accounts with the Security Industry Authority (SIA) – the web process was outlined.</li> <li>• Once an application number had been obtained, the individual would need to take their identity documents as detailed and the application number to a main post office for verification.</li> <li>• Individual SIA photo-cards would then be mailed out to the Directors.</li> <li>• The Directors could claim the application fee back on expenses.</li> <li>• All HIF Directors registered at Companies House would need to apply.</li> <li>• It was anticipated the process would be complete by the end of January 2025.</li> </ul>
14.2	There was some concern regarding providing personal details including home address but it was explained that personal information would not be available online for others to view, in the same way that it was not available through Companies House. In addition, the privacy notice on the website would hopefully provide some support.
14.3	The Chair noted that if Directors were not comfortable with providing the information to gain accreditation then HIF would need to reconsider the security approach with the Trust.
14.4	It was noted that Non-executive Director (GB) would not be required to complete the SIA application as he would not be a member of the Board from May 2025.
14.5	Non-executive Director (JC) confirmed that, having read the privacy information, his concerns had been addressed. Non-executive Director (RT) advised he would read the privacy information and would notify the Board as and when he felt comfortable with the process.
14.6	<b>Action:</b> The Deputy Director of Estates & Facilities to circulate the presentation providing step-by-step instructions.
14.7	<b>Action:</b> Non-executive Director (RT) to confirm if / when comfortable with the SIA processes.
14.8	<b>Resolved:</b> The presentation and processes on security licensing was noted.
<b>HIF/12/17/15</b>	<b>Any Other Business</b>
15.1	<b><u>KITE Awards Nominations</u></b>
15.2	The Managing Director advised that a number of staff had been nominated for the HIF categories in the HDFT KITE awards, due to take place in March 2025.

15.3	Members of the board were asked to confirm if they wished to attend the event in Durham on 7 March 2025.
15.4	There were no further items of business.
<b>HIF/12/17/16</b>	<b>Items to Escalate to HDFT Board</b>
16.1	<b>Resolved:</b> The Board agreed that the CHP system concerns would be taken to HDFT Board.
<b>HIF/12/17/17</b>	<b>Additional Risks to add to Risk Register</b>
17.1	A decision on whether the CHP risk should be increased would be made once the Managing Director had liaised with Associate Director of Estates and <b>xxxxxx</b>
17.2	<b>Resolved:</b> There were no additional items to add to the risk register.
<b>HIF/12/17/18</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 11.12am.
<b>HIF/12/17/19</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 28 January 2024, 9.00am-12noon – Herriot's Lounge, HDH <b>Board Meeting:</b> Tuesday 25 February 2024, 9.00am-12noon – 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 October 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 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 and Facilities	October 2024	Licensing to be discussed at December's Board.
27 August 2024	88	HIF/08/27/16	<u>Sub-Committees:</u> Sub-committees dates schedule for 2025 to be established. To note, these meetings will be bi-monthly moving forward.	Managing Director	December 2024	Propose to close: Complete subject to People and Culture Committee Dates.
27 August 2024	87	HIF/08/27/14.2	<u>xxxxx Survey Results:</u> A HIF dedicated xxxxxx survey to be developed.	Managing Director	January 2025	Propose to close: Survey to be issued in January 2025.
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	Progress to be updated at December's Board meeting.
27 August 2024	85	HIF/08/27/8	<u>Board Assurance Framework:</u> Review the sustainability theme in the BAF.	Managing Director	October 2024	Progress to be updated at December's Board meeting.
27 August 2024	84	HIF/08/27/1	<u>Finance Meetings:</u> The Chair and Managing Director to review the necessity of the finance meetings held prior to the main Board that are currently in diaries	Chair/Managing Director	October 2024	Propose to close.
25 June 2024	83	HIF/06/25/13.4	<u>Succession Planning:</u> Deputy Director of People and Culture to assist with succession planning.	Associate Director of Business Development and Service Improvement / Deputy Director of People & Culture		Propose to close: This will be presented at the next People and Culture Committee.
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	October 2024	Closed.
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 xxxxxx Audit Director.	Managing Director	October 2024	July update: Meetings scheduled in diary for catch up on progress: 21 August and 3 September. December update: Propose to close.
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 xxxxxx, xxxxx requests being processed. December update: Propose to close. Ongoing work is progressing and there are no current concerns in terms of timescales.
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. October update: Item to be discussed in Private Board.
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	Closed.
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	Closed.
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		Closed.
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		Closed.
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		Closed.
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	Closed.

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	Closed.
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 <sup>nd</sup> week each month IBR: couple of days into new month HR Report: by 10/11 <sup>th</sup> of month October Update: Propose to close: Agreed finance report dates and new meeting dates to be scheduled.
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		Closed
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		Closed
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		Closed
30 January 2024	60	<b>Workshop</b> 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 xxxxx	27 February 2024 <del>May 2024</del> July 2024	Closed
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.	xxxxx xxxxx xxxxx xxxxx		Closed
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 xxxxx October update: Propose to close.

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 xxxxxx. December 2023 – updated included I Fixed Asset Paper – Look to resolve when Fixed Asset discussions taken place	xxxxxx		<p>July update: EY Report to be received by 26/07/24</p> <p>June update: EY work to be completed by 08/24</p> <p>May update: delay until Fixed Asset situation reviewed</p> <p>April update: action to remain open until process completed</p> <p>Feb update: discussions ongoing</p> <p>October Update: Still awaiting the EY report.</p>
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## 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.	xxxxx	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.	xxx	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 <sup>th</sup> December to receive the accounts. 22/12/23 – Accounts delivered to xxxxxx	xxxxxxx		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.	xxxxxx		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.	xxxxx xxxxx		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 xxxxxx contract and how this is delivered.	xxxxx		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.	xxxxx		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	xxxxx		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.	xxxxx	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.	xxxxx		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	xxxxx		Closed at Feb 2024 meeting
19 December 2023	59	HIF/12/19/14.2	Update on RAAC situation	xxxxx	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.	xxxxx	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 17 December 2024  
Report from the Managing Director**

Agenda Item Number:		1.6
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 Company Accounts**

- 2.1 I am pleased to report that the Company accounts have now been signed and received at Companies House.

## **3.0 Christmas Lunches**

- 3.1 The Catering department successfully delivered staff Christmas lunches again this year with over 1653 served to staff. Very good feedback was received from a number of staff, although some comments have been received from clinical staff on the waiting times for their meals. We have been asked to review the logistics around the service for next year which we will discuss further with the Catering Team.

## **4.0 Workforce**

### **Domestic Services**

- 4.1 A service review of our domestic service has recently commenced following discussions with the Trust. The review will focus on ensuring we are delivering services to the required national cleaning standards, as well as considering whether the current delivery model is fit for purpose or needs revision. Further updates will be provided to the Board as the work progresses.

## **5.0 Waste Management Proposal**

- 5.1 Following a scoping exercise it has been established that HDFT and HIF has the potential opportunity to consider a small to medium-scale gasification project as an on-site waste treatment solution. This will reduce the carbon footprint of Harrogate Hospital site in line with NHS Net Carbon Zero targets, as well as enhancing our plans to improve our sustainability in waste management on site. The project will potentially generate cost savings and operational efficiencies by reducing the reliance on waste contracts, transport and the use of fossil fuels as an energy source. The projects immediate next steps will be to submit a Project Initiation Document (PID) via IRCC in December and ultimately the HIF and HDFT Board of Directors to allow a MOU to be signed. This will then initiate a feasibility study at zero cost to HIF.

## **6.0 PLACE Submission**

We have completed the annual PLACE inspection and submitted the results to NHS Digital. We have noted significant improvements on Dementia, Disability and Ward Food domains. The other domains have remained at similar levels to last year with no notable concerns. However, further improvements are needed at Ripon to lift the disability and dementia scores above the national average. Our submitted scores will now be considered in line with national reporting and benchmarking, and we expect the official results to be issued in the new year. This may differ slightly from our own calculations below.

HARROGATE DISTRICT HOSPITAL- Collection: 2024								
	Cleanliness	Food	Organisation Food	Ward Food	Privacy, Dignity and Wellbeing	Condition Appearance and Maintenance	Dementia	Disability
After Review - HDH	99.36%	97.58%	91.67%	100.00%	87.28%	97.32%	87.36%	89.69%
After Review - RCH	99.44%	94.05%	91.67%	97.22%	88.33%	97.35%	82.57%	80.72%
2023 - HDH	99.51%	92.35%	91.67%	92.62%	87.47%	98.30%	78.36%	82.72%
2023 - RCH	99.02%	91.01%	91.49%	90.48%	87.30%	96.69%	74.81%	73.79%
Comparison % 2024 to 2023								
HDH	-0.15%	5.23%	0.00%	7.38%	-0.19%	-0.98%	9.00%	6.97%
RCH	0.42%	3.04%	0.18%	6.74%	1.03%	0.66%	7.76%	6.93%
National Average in 2023	98.41%	91.98%	91.15%	92.92%	89.23%	95.94%	85.56%	85.60%

## 7.0 Capital Delivery

- 7.1 I am pleased to report that the contract for the construction of the new Theatre and Imaging project has now been signed. Work is due to start on site in the new year.

## 8.0 Conclusion

- 8.1 The Board of Directors is asked to: -

8. 1.1 Note the work that is ongoing across the Organisation.

Date: 12/12/24

Ref: AG/AC/

**Board of Directors  
Tuesday 17<sup>th</sup> December 2024  
Report on the HIF Business Plan 2025/26**

Agenda Item Number:		1.7
Presented for:	To note / Discussion	
Report of:	The HIF Business Plan 2025/26	
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. Introduction**

- 1.1. This report is to update the Board of Directors of progress regarding the development of the HIF Business Plan and Summary Plan for 2025/26.

## **2. Business Plan 2025/26**

### **Current Position**

- 2.1. Work has now commenced with the HIF Senior Membership Team (SMT) across all service areas to develop the HIF Business Plan for 2025/26.
- 2.2. A Business Planning workshop was held in September to discuss proposals for the new financial year, as well as considering **xxxx** schemes and cost pressures. This session was well received by the teams and a further session is plan for January 2025 to finalise our plans.
- 2.3. A number of these plans were shared at our Board workshop in November and work is now on going to move these forward with a view to implementation in the new financial year. With regard to WRAP, each of the service areas have identified efficiency schemes and I am pleased to report that we have identified so far recurrent schemes up to **xxxx** against a target of **xxxx** which it is anticipated can be transacted from April 25. There is still some work to do to ensure delivery to time and further discussions will be needed over the coming weeks to finalise the efficiency programme. In addition, the services are identifying if there are any costs pressures that need to be addressed. It is not envisaged that there will be any major issues but any pressures with need to be managed through identifying additional WRAP schemes.
- 2.4. We are currently awaiting a contract offer from the Trust for 25/26, but we have already agreed to adopt the same contracting principles as applied for 24/25. Further updates will be provided once an offer has been received.
- 2.5. A sum of £400k depreciation monies has been identified for 2025/26 and proposals are being finalised for inclusion in the Plan.

## **3. Next steps**

- 3.1 Over the coming weeks the following actions will be taken



Finalise contract offer	December 2024
Finalise WRAP schemes and cost pressures	December 2024
Develop first draft of the business plan for Consideration at IRCC	January 2025
Approval of Business plan for 25/26 by HIF Board of Directors	February 2025
Approval and sign off of Business Plan for 25/26 by HDFT Board of Directors	March 2025

#### **4. Conclusion**

- 4.1 The Board is asked to note the progress and actions to agree the Business Plan for 2025/26.

Ag/12/12/24

**Board of Directors  
Tuesday 17<sup>th</sup> December 2024  
Report on Career Progression Policy**

Agenda Item Number:		4.1
Presented for:	Discussion	
Report of:	Career Progression Policy	
Author (s):	Non-Executive 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**

Over the past five years HIF have experienced difficulty in recruiting to certain positions and promoting employees within the Company. This was partially due to the recruitment market, availability of staff and staff leaving the Company within the first year.

During this time under previous management HIF was not always following the correct recruitment processes and there appeared to be some nepotism and a culture that was not fair and equitable to all.

Since 2020 there has been a complete change of senior management across the Company. The new management team have reviewed and invested considerable amounts of time addressing:

- Recruitment processes to substantive, bank and temporary contracts
- Streamlined time to hire
- Held culture workshops in each department
- Commenced a Company Induction program
- Agreed process of offering Apprenticeships

The legacy of the previous poor practices continues to hinder and complicate fair and transparent promotion and development opportunities within the Company. This has also led to the Company investing in individuals but not being able to utilise their training and skills by having to advertise all vacancies externally.

## **2.0 Development Opportunities**

HIF recognises that some departments have not had development opportunities and lack both Career Progression and Career Pathways for employees. Therefore, HIF would like to introduce a Career Development Policy which will ensure development opportunities are available to all staff through a fair and consistent process. The policy will introduce the concepts of:

- Career Grades
- Career Pathways
- Apprenticeships
- Departmental Key Competencies
- Formal/Informal Supervision

## **3.0 Process**

All development opportunities will be open for all employees through an internal recruitment process in line with the policy. This process will take into account the employees appraisal development and **xxxxx** health and wellbeing conversations. Line managers will be responsible for ensuring that staff who have expressed a desire to learn and progress are made aware of the process and development opportunities available within the Company.

Each department will have KPIs for each role within the department and a structure that allows employees to obtain skills and experience within each role to progress through a career pathway. Certain departments may require formal qualifications to enable employees to progress e.g. Estates.

Apprenticeships will be recruited to following the internal recruitment process and may allow for a Career Grade for the employee to be given supervision on the job to gain the apprenticeship. A career grade role will be job evaluated as a training post automatically progressing on successful completion of the training eg start Band 4 progressing to Band 5

#### **4.0 Benefits of Having a Policy**

- Clear, fair and transparent policy to allow development and progression.
- Retention of Staff
- In line with Company and NHS People Plan
- In line with Company Strategy of Best Place to Work
- Improved Company Reputation
- Skilled, knowledgeable workforce

#### **5.0 Conclusion and Recommendation**

Introducing a Career Development Policy will attract applicants and assist in retention of new and current employees. Ensuring employees are aware of the opportunities available to them will improve staff morale and job satisfaction. Employees will be engaged and want to shape the Company and their futures.

Recommendation is to develop and implement the policy to improve the culture and standing of the Company.