

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 25 June 2024

at Harrogate Railway Football Club, Station View, Harrogate, HG2 7JA.

Present:	
Mark Chamberlain	Chair
Lucy Hind (LH)	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 (AG)	Managing Director
In Attendance:	
xxxxxx	Deputy Director of Estates & Facilities
xxxxxx	Deputy Director of People & Culture (HDFT)
xxxxxx	Assistant Company Secretary (HDFT)
xxxxxx	HR Business Partner (HDFT)
xxxxxx	Associate Director of Business Development & Service Improvement (<i>for item 13</i>)
xxxxxx	HIF Finance Manager
xxxxxx	Deputy Director of Finance (HDFT)
xxxxxxxx	Director – Audit, Saffery LLP (<i>for item 10</i>)
xxxxxxxxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)
Apologies:	
xxxxxx (xxxx)	Non-executive Director

APPROVED MINUTES

HIF/06/25/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting.
HIF/06/25/2	Apologies for Absence
2.1	Apologies for absence were noted as above.
2.2	The Chair confirmed that the meeting was quorate.
HIF/06/25/3	Declarations of Interest

3.1	Non-executive Director (RT) advised that, owing to the announcement of a General Election, an alternative start date would be advised in due course relating to his declaration of Chair of the Lord Chancellor's Advisory Committee.
3.2	Resolved: There were no additional conflicts of interests declared in relation to the business of the meeting.
HIF/06/25/4	Minutes of the Previous Meetings
4.1	Non-executive Director (GB) and the Deputy Director of People & Culture had requested some minor wording changes to the April minutes prior to the meeting. These were not material.
4.2	Resolved: The minutes of the Board meeting held on 23 April 2024 were approved as an accurate record with the amendments made.
HIF/06/25/5	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>57 – HIF/12/19/9.4: Updated Green Plan – one of the themes in the BAF was sustainability and the green plan. This would be agreed at the July workshop. <i>Action to remain open.</i></p> <p>50 – HIF10/24/10: Contract Variations – there was now a process in place which was considered business as usual (BAU). <i>Propose to close action.</i></p> <p>60 – HIF/01/03/3.1.1: Finance – identify increased expenditure – inflationary growth was monitored.</p> <p>63 – HIF/01/27/8.2 – IBR review of finance risk score – With the review of the BAF and risk register underway, it was agreed to <i>close the action.</i></p> <p>72 – HIF/04/23/11.5 – Workforce Report data reporting – Data had been checked and it was confirmed there was no double-counting of leavers / joiners when changing roles. <i>Propose to close action.</i></p> <p>73 – HIF/04/23/11.8 – Workforce Report options for salaries and pensions & 74 – HIF/04/23/11.8 – Workforce Report clarification of salaries / pensions agreements – Confirmed that HIF employment Terms & Conditions could be offered for hard to fill vacancies but that only the NHS Pension could be part of the offer, no other pension provider. <i>Propose to close actions.</i></p> <p>67 – HIF/01/27/12.4 – Workforce Report SPC chart confidence levels review – Action still live and with the HR analysts. <i>Action to remain open.</i></p> <p>68 – HIF/01/27/12.9 and 69 – HIF/01/27/12.10 – Workforce Reports – linked to work completed under Action log ref 72. <i>Propose to close action.</i></p> <p>42 – HIF/08/29/6.4 – Skills matrix – item to be carried forward to a remuneration Committee. No agreements had been reached at the recent Remuneration Committee meeting. <i>Action to remain open.</i></p> <p>38 – HIF/06/27/10.5 – Finance Report depreciation of fixed assets – the work with Ernst & Young was anticipated being completed by August. It was noted this was causing challenges in finalising the HIF costing mechanisms so a speedy conclusion was requested. <i>Action to remain open.</i></p>
5.4	

5.5	<p>It was noted that, in relation to action 74 – HIF/04/23/11.8 – Workforce Report clarification of salaries / pensions agreements, the option of HIF's employment Terms & Conditions along with an NHS pension was an attractive offer for recruiting but that other subsidiaries did not offer similar packages. The Managing Director highlighted that when the decision had been taken, recruitment and retention of senior personnel had been challenging and flexibility had been required.</p> <p>Resolved: The action log would be updated as discussed.</p>
HIF/06/25/6	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 appeared to be progressing well, although focus was still needed in some areas, including monitoring our finances. • The need to maintain staff engagement was important. • The company was autonomous around financial decisions with the need to stay focussed financially. • Supporting business development to improve external opportunities was key. • The Trust's Council of Governors had demonstrated good engagement when the six-monthly update had been provided and their meeting.
6.3	In addition, the Chair advised that he and the Managing Director had had one of their regular meetings with the Chair and Chief Executive of the Trust which had been constructive. The Trust had been supportive, especially around business development and the loss of a key member of staff in SSD.
6.4	The Board thanked the Head of Medical Devices and Sterile Services for her commitment to the company in her various roles, including in the SSD team, but also as HIF's stakeholder Governor and Lead Governor for the Council of Governors.
6.5	<p>With regard to the stakeholder Governor role, the Board were advised that HIF staff had been encouraged to consider the role. A meeting with between the Chair, Managing Director and Company Secretary was requested to discuss the stakeholder governor recruitment process. Currently it was anticipated that expressions of interest would be requested and the Chair and Managing Director would form a panel to select the HIF stakeholder Governor from those interested.</p> <p>Action: Meeting between Company Secretary, Managing Director and Chair.</p>
6.6	Resolved: The Chair's update was noted.
HIF/06/25/7	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	<p><u>Xxxxx xxxxx: Update</u></p> <p>Financial arrangements were on track with some monies withheld until all works were completed. Practical completion discussions were ongoing with a timeline of the end of July for the contract to be signed off.</p> <p><u>Workforce Organisational Changes</u></p>
7.3	Sterile Services Department (SSD): As had been discussed in the Governance & Compliance Committee, the consultation had been concluded. The succession plan in place covered for a senior manager leaving the workforce, whilst work was

	<p>underway to find the long term solution including amongst team members who had voiced an interest in progression. The future of the department looked positive.</p>
7.4	<p>Portering: The consultation had been completed with anticipated implementation in September 2024. Thanks was given to the HR Business Partners for her work on the project.</p> <p>It was also noted that appointment of the new Portering Manager was a positive addition to the Team. The Chair requested to meet with the new manager. Action: <i>Portering Manager to meet with the Chair</i></p>
7.5	<p><u>Premises Assurance Model (PAM)</u> It was explained that the PAM looked in detail at the estate and where support was needed to improve patient care. The completed document would be brought to HIF Board for approval.</p> <p>Shareholder Non-executive Director (MG) advised that delegated authority would be sought from HDFT Board to the Resources Committee for the annual approval of the PAM.</p>
7.6	<p><u>National Estates and Facilities Day – 19 June 2024</u> This was held on 19 June 2024 and HIF were able to celebrate and recognise the work of the teams with rewards available for all HIF staff.</p>
7.7	<p><u>Catering</u> The Board were reminded that the catering service had received 5 stars in the recent Environment Health Officer (xxxx) assessment. The planned works for the kitchen had also explained to the assessors, which had been received favourably.</p>
7.8	<p><u>Additional Item</u> The Board were advised that feasibility discussions were underway with xxxx regarding using geothermal energy to become carbon neutral and achieve net zero emissions. Discussions had been held with the Trust's Director of Finance as there was a small financial risk involved.</p>
7.9	<p>The alternative heat pump option was explained and the potential benefits of geothermal energy were outlined. However conversations were still to be held with xxxxx and the local authority.</p>
7.10	<p>The Board were being asked to approve continuing feasibility discussions. Funding opportunities were being explored with xxxxx. The risk was the drill hole might not provide the energy required. The risk to HIF for the feasibility study was xxxxx and it was briefly explained how the funding would work and options available.</p>
7.11	<p>Non-executive Director (RT) questioned the anticipated format of the contract but it was explained that was still part of the discussions.</p>
7.12	<p>The Board noted the item with interest and welcomed updates at future board meetings.</p>
7.13	<p>The Chair advised that going forwards, the HIF Board meeting would comprise a private session and a formal board meeting. Shareholder Non-executive Director (JC) requested that SSD and Business Development should be standard items in the private section of the meeting going forwards. Action: <i>Assistant Company Secretary to add to the Board Workplan.</i></p>
7.14	<p>Resolved: The Board noted the contents of the Managing Director's report.</p>

HIF/06/25/8	Integrated Board Report (IBR)
<p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p>	<p>The Managing Director outlined the key points in the [REDACTED] that had not been covered in the earlier update, noting:</p> <ul style="list-style-type: none"> • Summary Company Business Plan was available on the company website, with a video; work was underway to do the same with the [REDACTED]. • A number of staff had attended the recent HDFT Impact training. • Agreed risk appetite at a recent board workshop with another scheduled to develop the Board Assurance Framework (BAF). • The new catering menu had been launched and was being received positively. • Work was ongoing to build on the already improved appraisal rates. • As discussed at the Governance & Compliance Committee, recruitment was underway for a Fire Safety manager owing to the Service Level Agreement (SLA) with Leeds Teaching Hospitals NHS Trust ending. • Planned Preventative Maintenance (PPM) had improved. • There had been a review of SSD processing following an incident; the outcome of the root cause analysis was human factors. Learnings had been taken, including the need to manage the wellbeing of any staff members involved. <p>The Board were appraised of the Corporate Risks as follows:</p> <ul style="list-style-type: none"> • [REDACTED]: the risk would reduce over time with a new fleet –. • Risk regarding [REDACTED] Rating would be removed in the next IBR following the achievement of the 5 star rating. • Portering, uniform and PPE risk was unchanged, as was the financial position. • The delay in confirming the fixed assets position was impacting on finalising the company's costing mechanism. <p>It was explained to Non-executive Director (RT) that with the courier fleet solution in place, the company could better manage depreciation and other issues that had led to the recent challenges.</p> <p>Resolved: The content of the Integrated Board Report was noted.</p>
HIF/06/25/9	Finance Report
<p>9.1</p> <p>9.2</p> <p>9.3</p>	<p>It was noted that the Finance Report was included in the IBR.</p> <p>The Deputy Director of Finance (HDFT) provided an overview of the accounts and the key anticipated transactions for the month were outlined:</p> <ul style="list-style-type: none"> • Currently had a [REDACTED] surplus. • Cost Improvement Plan (CIP) was positive although it was noted that much of savings related to non-recurrent costs. • Expenditure levels were consistent with last year. • Cash in bank – the reduction had been questioned by Non-executive Director (GB) which was explained as the gradual transfer of HDFT funds to HIF to ensure the company got financially on track. However, it was noted that the Trust continued to provide HIF with the informal loan arrangement which required reconciliation to cover capital but this needed to be reconciled and up to date to show the true cash position. • Increased agency spend was explained as gaps in vacancies. • Retrospective Purchase Orders (POs) – Improved compliance with obtaining approvals before committing to spending was noted but further adherence to policy would be welcomed.

9.4	<ul style="list-style-type: none"> HIF was the best performing directorate for managers accessing REACH to understand their budget positions. However further work was needed to manage the overspend variances. <p>In addition, the Finance Manager explained there were some risks with inflation of laundry, postage, xxxx and xxxx. Postage costs were highlighted although it was expected that the new xxxxx xxxx xxxxx (xxxx) app would provide postage cost savings. In order to highlight the costs and potential increases to Trust Board, the Managing Director advised this would be managed through the regular contract management meetings with the Trust's Director of Finance.</p>
9.5	The Chair summarised the positive messages of compliance with retrospective
9.6	xxxx, the year to date surplus (but noted caution with managing this), and the xxxx.
9.7	<p>Resolved: The finance report was received and noted.</p> <p><i>The Managing Director and Company Secretary left the meeting.</i></p>
	The agenda was taken out of order owing to technical difficulties.
HIF/06/25/10	Review of Internal Audit KP Findings
10.1	The Deputy Director of Finance explained how some actions from Internal Audit were still outstanding but good progress was being made.
10.2	<p>Shareholder Non-executive Director (JC) requested to see a summary of Internal Audit reports at future Board meetings with the full internal audit reports reviewed at Governance and Compliance Committee.</p> <p>Action: Assistant Company Secretary to add to Committee workplan.</p>
10.3	<p>The issue of security management and ownership of some of the actions was questioned. It was explained that HIF was not licenced to provide security so was unable to undertake some of the actions. However they were working with the HDFT Health and Safety Manager until confirmation of security ownership was resolved. Shareholder Non-executive Director (JC) noted he was also Chair of the Trust's Audit Committee and was aware of the issue of security being on the Trust's internal audit. There was a discussion about how security licencing was implemented.</p> <p>Action: Managing Director to follow up with HDFT Director of Finance and HDFT Health & Safety Manager with an aim to agreeing ownership of the security risk.</p>
10.4	With regard to car parking at Harrogate District Hospital, it was advised that Internal Audit had been asked to independently verify the benefits.
10.5	Resolved: The verbal update on the review of internal audit was noted.
HIF/06/25/11	Company Accounts: Update
11.1	<i>The Managing Director and Company Secretary returned to the meeting.</i> Owing to technical difficulties, the board would reconvene later in the day to receive an update from the external auditors, xxxx.
11.2	In the meantime, the Deputy Director of Finance provided the Board with a proposed timetable for the production of the company accounts:
11.3	<ul style="list-style-type: none"> Draft accounts: aiming for 28 June 2024 Commence testing accounts: 15 July 2024

	<ul style="list-style-type: none"> • Balance sheet testing: 19 August 2024 • Draft auditors report to circulate to Board: 16 September 2024 • Accounts to be presented to Board: 24 September 2024 • Accounts to be submitted to Companies House: by end October 2024
11.4	Non-executive Director (RT) questioned the risks to the timetable but it was explained that the process had improved and there was considered to be sufficient time as the accounts had been prepared earlier this year. The Deputy Head of Financial Services was thanked for her input into the improved process.
11.5	The Managing Director noted that the external auditors were intending to review both the car parking system and the progress with [REDACTED], but there was not considered to be a current concern.
11.6	<p>Shareholder Non-executive Director (MG) requested the finance pack included a regular update on the status of the financial accounts and audit process.</p> <p>Action: Deputy Director of Finance</p>
11.7	Resolved: The update on the Company Accounts and the timeline were noted.
11.8	The separate meeting to receive the update from the external auditors commenced at 2.30pm. Those present were the Chair, Managing Director, Shareholder Non-executive Director (JC), Non-executive Director (RT), Non-executive Director (LH); Deputy Director of Estates & Facilities, Company Secretary, and the Assistant Company Secretary, Director of Audit ([REDACTED]).
11.9	The Director of Audit ([REDACTED]) noted that they were working alongside the Trust to ensure there were sufficient staff available to respond taking into consideration the Finance Department's commitments to the Trust's accounts. As a result, it was felt the timetable provided was achievable and realistic with approval at the HIF Board meeting in October. One of the delays in the previous year had been with the [REDACTED] [REDACTED] input. The Board were reminded that the Deputy Director of Finance would be providing regular updates on progress and the new online system for providing information to the auditors would highlight early any challenges.
11.10	The Director of Audit ([REDACTED]) reminded the Board that the accounts were prepared under standard FS2 as a stand-alone company, rather than NHS finance reporting standards. She further outlined specific areas they would be looking at in detail, including management override, revenue recognition, capital projects, going concern, contract with [REDACTED], and anything that could potentially be a risk in terms of fraud. Shareholder Non-executive Director (JC) noted he was also a member of the Trust's Audit Committee which received regular reports from the Trust's Counter Fraud specialist.
11.11	It was requested that if the [REDACTED] contract was not likely to be complete by the end of July 2024, then the external auditor should be kept informed as early as possible.
11.12	The external auditor asked if there were any new related parties that directors might be aware of where there were transactions taking place. The Board's response was that they were not aware of any.
11.13	Action: Director of Audit ([REDACTED]) to have a weekly call to update the Managing Director of progress with the accounts to provide assurance.
11.14	The separate meeting with the auditors concluded at 2.48pm. The remainder of the minutes refer to the continuation of the formal board meeting.

HIF/06/25/12	Workforce Report
12.1	It was noted that the Workforce Report was included in the xxxxx .
12.2	<p>The Deputy Director of People & Culture highlighted the current areas of focus, noting the narrative was based on more up-to-date data which would be circulated after the meeting:</p> <ul style="list-style-type: none"> • KPIs were steady • Appraisal situation would be highlighted
12.3	<p>Non-executive Director (GB) had provided a written comment relating to the KPIs. The HR Business Partner advised they had benchmarked against other wholly-owned subsidiaries and the existing sickness and turnover KPIs were considered difficult to achieve, so proposed revised targets based on the need to ensure HIF remained an attractive option with local competition for staff:</p> <ul style="list-style-type: none"> – Turnover: Green if below 15%; Amber if 15-19%; red if 19%+ – Sickness: Green if below 5%; amber if 5-9%; red if 10%+
12.4	Shareholder Non-executive Director (MG) drew attention to the need to factor these into establishment calculations for the number of people required for each role if allowing for increases in sickness and turnover. The Deputy Director of People & Culture pointed out the Trust's turnover target was 12%. The Board agreed to the increased the KPI turnover targets as proposed.
12.5	In relation to the sickness targets, Shareholder Non-executive Director (JC) was concerned to note that a sickness rate of 9.9% would be considered acceptable with the proposed new KPIs and requested that the company be more creative. A bonus scheme if sickness was at certain low rates was suggested. After some discussion, it was agreed that the KPIs for sickness would remain unchanged until a completion of the sickness policy was complete across the Trust. Sickness would continue to be monitored at the People & Culture Committee.
12.6	The HR Business Partner continued with her summary noting that the vacancies in engineering were difficult to recruit.
12.7	Non-executive Director (RT) questioned the "sickness due to back problems" category. It was advised that manual handling training had increased and the sickness was generally in specific age brackets. Another contributory factor could be having a new manager resulting in a shift in departmental culture.
12.8	<p>The anomalies with Non-executive Director figures on appraisals and mandatory training was questioned and it was suggested that they attend a HIF Induction session to resolve the mandatory training issues.</p> <p>Action: HR Business Partner to circulate induction session dates for Directors to consider attending.</p>
12.9	Resolved: The Board noted the update and agreed to change the KPI for staff turnover rates as proposed, but the change in the KPI for sickness was on hold.
HIF/06/25/13	Succession Planning
13.1	<i>The Associate Director of Business Development & Service Improvement joined the meeting.</i> She provided the Board with a verbal update on succession planning within HIF noting a more detailed update had been given at the People and Culture Committee:
13.2	

13.3	<ul style="list-style-type: none"> • The planning had considered the competencies and skills of senior managers, including business continuity. • Senior Leadership Team had consulted with colleagues about professional development within HIF – especially for those who had skills and competences not relevant to their current roles. • Overall, it was considered there was resilience at senior manager level but there was room for improvement in some areas. • The principles for succession planning had been agreed – to make stronger leaders and identify future leaders by investing in their people. <p>Non-executive Director (LH) noted that whilst people had been identified that could move into senior roles, she questioned how the roles of those stepping up would be filled. It was explained that those wanting to be developed had been identified and the company would look to progress them where possible.</p>
13.4	<p>The Deputy Director of People & Culture offered to assist with succession planning and skills needed alongside the Learning & Development team.</p> <p>Action: <i>Deputy Director of People & Culture meeting with Associate Director of Business Development and Service Improvement.</i></p>
13.5	<p>There were further discussions around development of staff and the importance of supporting those who wanted to move into different careers to a level where they had the right skills to be part of a competitive recruitment process.</p>
13.6	<p><i>The Associate Director of Business Development & Service Improvement left the meeting.</i></p>
13.7	<p>Resolved: The verbal update on succession planning was received and noted.</p>
HIF/06/25/14	Committee Chair's Report: HIF People & Culture Committee
14.1	<p>The People & Culture Committee Chair's report was taken as read. A number of the issues it contained had already been discussed. There were no further questions.</p>
14.2	<p>Resolved: The Committee update was received and noted.</p>
HIF/06/25/15	Committee Chair's Report: HIF Governance & Compliance Committee
15.1	<p>The Chair of the Governance & Compliance Committee summarised the discussions around:</p> <ul style="list-style-type: none"> • SSD • Fire safety management • PLACE – status on catering and the need to review the dementia and disability requirements • Security, following an incident resulting in an injury to a member of HIF staff.
15.2	<p>The Deputy Director of Estates & Facilities noted that clarity was required on security as porters were often expected to respond to incidents, including where they had to deal with some challenging patient behaviours and when restraint was required. However, HIF had a duty of care to staff and was not licenced to provide a security service.</p>
15.3	<p>Further engagement with the Trust was needed to move the position forwards and it was suggested that the Managing Director meet with the Shareholder Non-executive Director (MG) to discuss next steps. The Chair suggested including as</p>

	<p>an item on a future workshop agenda when there was clarity on the model being adopted and confirmed it is an item on the risk register.</p> <p>Actions: <i>Meeting to discuss next steps; add item to workshop agenda.</i></p>
15.4	The Committee had also suggested a name change to the Quality and Compliance Committee, which would also require a review of the work the committee undertook and its Terms of Reference. The Board approved the new name of the Committee.
15.5	Resolved: The Committee update was received and noted, and the change of the name of the Committee agreed.
HIF/06/25/16	Workplan
16.1	Resolved: The content of the workplan was noted.
HIF/06/25/17	Any Other Business
17.1	Resolved: There were no further items of business to discuss.
HIF/06/25/18	Items to Escalate to HDFT Board
18.1	<p>It was agreed the following items would be escalated to the Trust Board:</p> <ul style="list-style-type: none"> • Security – work required with the Trust • Feasibility discussions with the potential investor and risk associated with continuing with the geothermal borehole • Impact on PLACE scores with the work required in the dementia and disability domains, including the reputational risk to the Trust
18.2	It was noted that as areas of the hospital were refurbished they were brought into line with the dementia requirements and that the programme of works would be incorporated in the backlog maintenance once clarity had been received on work required.
18.3	Resolved: The Board agreed that the items detailed would be escalated to HDFT Board.
HIF/06/25/19	Additional Risks to add to Risk Register
19.1	In relation to the PLACE scores for dementia and disability requirements, the Board discussed the reputational risk to the Trust and so associated risk to HIF. However, it was not considered a <u>direct</u> risk to be added to the HIF Risk Register
19.2	Resolved: There were no additional items to add to the risk register.

HIF/06/25/20	Evaluation of the Meeting
20.1	It was considered that the meeting ran well although a little over time.
20.2	The formal Board meeting closed at 11:42am.
HIF/06/25/21	Date and Time of Next Meeting
21.1	Workshop: Tuesday 30 July 2024, 9.00am-12noon – Herriot’s Lounge, HDH Board Meeting: Tuesday 27 August 2024, 9.00am-12noon – HIF, 17 Wetherby Road
PRIVATE SESSION	
	The board meeting of the 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 April 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
23 April 2024	70	HIF/04/23/3.4	<u>Declarations of Interest</u> : declarations to be fully updated	Assistant Co Sec	June 2024	Propose to close – all updates advised have been incorporated into document and work ongoing to ensure it matches with information on the Declare platform.
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		
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	
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	
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	
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		
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		
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		
30 January 2024	60	Workshop HIF/01/30/3.1.1	<u>Finance</u> : Identify increased expenditure, including any increase in rents	Finance Team		
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	Xxxxxx xxxxxx	27 February 2024 May 2024 July 2024	Open April update at Board: 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 Xxxxxxx Xxxxxxx Xxxxxxx		Feb update: a way forward had been agreed for minor works and POs now required for other items. April update at Board: Internal Audit reviewing hospitality offering and processes Work ongoing to incorporate into the Trust's approval process

Date of Meeting	Action Log Reference	Minute Reference	Action Description	Lead	Target date (as detailed, if not at next HIF Board meeting)	Progress update
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	Open – in addition to skill matrix to aid with succession planning. xxxxxx being held 23 April.
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	xxxxxxx		Open – Propose to delay until Fixed Asset situation reviewed Feb update: discussions were ongoing April update at Board: action to remain open until process completed

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.	S Silvester	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.	K Laurence	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	A Gillett		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.	A Gillett		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.	M Chamberlain A Gillett		Closed at Feb 2024 meeting - Meeting held with Jo Parker 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 Avensys contract and how this is delivered.	A Gillett		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.	K Hatch		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	A Gillett		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.	S Grahamslaw	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 Dalkia contract – ensure existing written documentation would be considered sufficient as evidence if needed.	K Scarth		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	A Gillett		Closed at Feb 2024 meeting - Lucy Hind 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	A Gillett		Closed at Feb 2024 meeting
19 December 2023	59	HIF/12/19/14.2	Update on RAAC situation	M Graham	January 2024 Workshop	Closed at Feb 2024 meeting - included as an agenda item – February 2024 Board meeting
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

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	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.	A Gillett	April 2024	Closed at April 2024 meeting – confirmed that current arrangements align with the Trust.

**Board of Directors
Tuesday 25 June 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 is continuing to progress the outstanding works to enable practical completion sign off. This is now at 70 % complete. Discussions are also continuing in parallel to agree the contract variation. Following discussions with xxxxx, the aim is to have this work completed by the end of July 2024.

3.0 Workforce: Organisational Changes

Portering

- 3.1 As the Board will be aware, we have been going through an organisational change exercise with the portering teams and recently completed the consultation with staff. One to one sessions are now taking place and the general feedback on the proposals is positive. Once we have reviewed the comments further, the new model can be finalised and it is anticipated that the new arrangements will be introduced in September 2024.

SSD

- 3.2 The recent consultation in SSD has now concluded. Staff feedback is positive with revisions to roles now agreed. The revised structure reinforces resilience in the department in relation to compliance and operational support for the decontamination teams.

Medical Devices

- 3.3 The contract with the current provider has been formally extended for 12 months. Work is continuing on improving the accuracy of the medical device asset database. Improvements in the accuracy have permitted decisions to be made on removing a number of assets, resulting in a small reduction in maintenance costs. Further rationalisation is being planned.
- 3.4 A project group has been established to formally scope out the next steps for this contract and identify the best option and the development of a business case, prior to the contract formally ending in July 2025. Further updates will be provided in due course.

4.0 Premises Assurance Model

- 4.1 The NHS Premises Assurance Model (PAM) is a monitoring tool developed by the Department of Health to provide information relating to the NHS Estate. Estate costs are the third highest in the NHS after staff and drugs and nationally the estate is valued at tens of billions of pounds. It is therefore essential we provide a safe, high quality and efficient estate, supporting patients' right to be "cared for in a clean, safe, secure and suitable environment".
- 4.2 HIF is taking the lead on the completion of the self-assessment tool that includes a number of self-assessment questions (SAQs) categorised into 6 applicable domains:-

- Safety (Hard)
- Safety (Soft)
- Patient Experience
- Efficiency
- Effectiveness
- Governance

- 4.3 Each SAQ is then rated as Not applicable, Outstanding ,Good , Requires Minimal Improvement, Requires Moderate Improvement or Inadequate.
- 4.4 Any SAQs that are rated as Requires Minimal Improvement, Requires Moderate Improvement or Inadequate will require a costed action plan to be generated to bring each SAQ up to a Good rating, with approval given by both the HIF Board and HDFT Board.
- 4.5 The 2024 submission is currently under review with specific domain/SAQ owners appointed. The proposed submission for approval is to be via the Trust's Resources Committee and HIF Board in July allowing for an overall submission to NHSE by 13th September deadline.

5.0 Catering

- 5.1 I am pleased to report that following the visit by the EHO on 11 June 2024, we have now achieved a 5 star rating. Thanks go to all our staff in the catering and estates department for ensuring this rating has been achieved. Work is now ongoing to take forward the next phase of upgrading works in the main kitchen to improve the environment further.

6.0 National Estates and Facilities Day 19th June

- 6.1 On Wednesday the 19th June, we held our official National Estates and Facilities day and celebrated this formal day of recognition for all the work our teams do. With the help of the Charity team we held a raffle with a number of great prizes. In addition, all HIF staff received a xxxxxx voucher for a breakfast bap and a drink which can be used during the next 30 days.

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/SL
Ref: 17/06/24

Board Committee report to the Board of Directors

Committee Name:	People and Culture Committee
Committee Chair:	XXXXXXX
Date of last meeting:	21 st May 2024
Date of Board meeting for which this report is prepared	June 25th 2024

Summary of key issues:

The meeting was held successfully in the Trust's Boardroom.

Apologies received from XXXXXXX.

A good, proactive meeting was held with a renewed focus for the Committee on a set of key priority areas for the business that align to the Workplan.

The new workforce report has been reviewed and the Committee agree it provides a useful set of measurements. Use of Contract staff continues to reduce and is reflected in the Financial reporting at Main Board. The cost of hiring and retraining permanent staff is monitored still to ensure we maintain a viable operating balance of temp and permanent staff.

A small project has been carried out to benchmark HIF against similar organisations and their KPI metrics has shown that we may have been a little tough on ourselves since the contract started. But has however provided a focus in the right areas. The new more appropriate KPI's will be brought to Main Board for approval.

A review and subsequent paper will be produced regards the possibility of a dedicated promotions policy for HIF.

Good feedback continues from the induction workshops with positive views on the format and the presenters.

Recruitment Retention and Leavers:

Work continues on streamlining the onboarding process with a new welcome pack available. There has been a continued positive response to recruitment adverts which is encouraging. It is the Senior Management belief that staff are happier and feeling more empowered than in previous years. Staff turnover is at 17.26% which has been steadily decreasing. The turnover rate of those within the first year of service has seen a small increase from 20.96% in March to 21.45% at end April. 43% of the leavers within their first year of employment were aged between 26 and 35 years of age. The 1 to 2 years length of service band has the greatest turnover rate, with a rate of 22.33%, however this is a decrease from 23.23% last month.

Absence:

Sickness due to 'S11 Back Problems' is the top reason for sickness this month and accounts for 19.9% of overall sickness within HIF at 6.9%.

Succession Planning:

Excellent work has been done by the HIF management and staff in implementing a workable process for Succession Planning. This will come to Board for sign off.

Appraisal:

The number of staff appraisals being carried out had improved slightly.

Risk Register:

It was agreed that a risk register is not required at the moment for this Committee. Any risks that are identified will be escalated initially by the Chair of this committee to the MD and Board Chair and included in the HIF risk Management process as appropriate.

With regards to policies and ongoing activity focus within the relevant teams the Committee are reassured by the work being done by the HIF leadership and staff.

Are there any significant risks for noting by Board? (list if appropriate)

No additional risks were highlighted that required escalating.

Any matters of escalation to Board for decision or noting (list if appropriate)

It was agreed the next meeting of the **xxxxx** would not be required until September. All members agreed that a meeting by Teams could be called between now and then if required and any subsequent papers could be circulated.

Board Committee report to the Board of Directors

Committee Name:	Governance & Compliance Committee
Committee Chair:	XXXXXXX
Date of last meeting:	18 th June 2024
Date of Board meeting for which this report is prepared	25 th June 2024

Summary of key issues:

SSD

As everyone is aware XXXX is leaving the team and she has been an exceptional manager. Currently succession planning is in place and plans are being enacted for the team to ensure that the service delivery is not compromised. This is a risk that we want to make the board aware of as there are significant activities that need to be addressed to ensure quality & service continued to be driven especially aligned to business development activities.

Fire Management

Leeds Trust have advised that the service provided by them for fire management is going to be terminated. XXXXXX is working with recruitment to ensure cover either by recruiting into the team or through a consultancy to ensure legal requirements and governance for the HDFT Trust is met. This may mean that the Trust is left in a position that for a period when coverage is not provided. However, it should be noted that risk assessment and work is now in place due to the work undertaken so the Trust as a whole is less vulnerable than when the contract was put in place.

Security

There has been another incident where a porter was assaulted by a patient last week and had to pay a visit to A&E. There is a state of flux within the Trust re security and a concern from HIF that although a position has been reached with the Trust we are at risk. HIF staff are still engaged in incidents at the Trust site and we have to consider our liability and our duty of care to our staff. Discussions are underway with the Trust but support is required to ensure that incident management is agreed and systems / training and staff are put in place.

PLACE Audit

A lot of work has been undertaken aligned to the PLACE audit undertaken in 2023 which aligns the team in receiving a better outcome from a scoring perspective for 2024. However, there is work that is required to be undertaken in conjunction with dementia that currently the Trust does not have the funding to undertake. HIF are currently looking to fully cost the work, in conjunction with the Trusts Planning Team and a proposal developed for 2025 aligned to capital but this does pose a risk for the audit for 2024. Other Trusts are in a similar position and are working hard on the work required to enhance their rankings so ultimately there is a risk that by not undertaking this additional work that we will still be in the bottom percentile for the audit. We would like noting and consideration as the next PLACE audit is due in October 2025 and there are limits to what can be achieved if all areas of the audit suggested works are not undertaken.

Policy Register

The Quality and Governance Lead is continuing to work on the policy register, and a new policy log has been introduced. Work is underway to ensure a full review aligned to each policy is undertaken to check need & want to encourage shared responsibility and alignment with the trust policies.

Committee Rename

The **xxxx** is to be reviewed and agreed with regards to the new name of the committee – the board is asked to consider & agree.

Additionally discussions were held covering water coolers and regulatory compliance, **xxxx**, service specifications, **xxxxx**, backlog, internal audit and work plans along with a discussion on the **xxxxxxxxxxxxx xxxxxxxx**.

The feedback from the meeting was positive and as always some good discussions were had in an open and inclusive environment. There is a lot of positive work underway aligned to risk appetite and personnel responsibility within the wider estates teams.

Examples of highlights include:

- HIF People Plan and Summary Business Plan now finalised and due for launch this month
- Positive presentation to the Council of Governors on HIF's achievements and plans

This committee continues to align its duties with the People Committee to ensure that there is consistency in approach and to limit any duplication of activity.

Are there any significant risks for noting by Board? (list if appropriate)

See notes in the main body of the report for detail:

- Fire Management Support
- SSD
- Security
- PLACE audit aligned to dementia works

Any matters of escalation to Board for decision or noting (list if appropriate)

We would like the board to consider the new name of the committee – change from Governance & Compliance to Quality & Compliance enhancing the committee and allowing for quality inclusion to the committees remit.

We have regained our 5 star rating from the **xxxxx** in the catering department – great news.

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	AG	✓	✓	✓	✓	✓	✓	✓
Board Assurance Framework (BAF)	KSo	✓	✓	✓	✓	✓	✓	✓
Business Development Update	SL			✓	✓	✓	✓	✓
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; ISA260, 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						✓	
xxxxxxxxxxxx (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