

**HIF Board of Directors – Formal Meeting**  
**to be held on Tuesday 29 October 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> 27 August 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>Corporate Governance Update</b> • Meeting structure	Note/ Discuss	Managing Director	Attached	09:40
1.8	<b>Board Assurance Framework (BAF)</b>	Note	Managing Director	Attached	09:50
1.9	<b>Sub-Committee Updates:</b> • Quality & Governance Committee • Innovation, Resource and Commercial Committee	Note/ Discuss	Non-Executive Directors	Attached	10:00
<b>2.0</b>	<b>Blue Box Items</b>				
2.1	Integrated Board Report (IBR)	Note	Managing Director	Attached	
<b>BREAK 10:30 – 10:40</b>					

3.0	Finance				
3.1	Finance Report	Note/ Discuss	Deputy Director of Finance	Attached (in IBR)	10:40
3.2	Consideration of the Going Concern Principle	Discuss	Deputy Director of Finance	Attached	10:50
3.3	Company Accounts: Update	Discuss	Deputy Director of Finance	Verbal	11:00
4.0	Workforce				
4.1	Workforce <ul style="list-style-type: none"><li>General update</li></ul>	Discuss	Deputy Director of People & Culture	Attached (in IBR)	11:10
5.0					
5.1	Items to Escalate to HDFT Board	Discuss	Chair	Verbal	11:20
5.2	Additional Risks to add to Risk Register	Discuss	Chair	Verbal	
5.3	Evaluation of the Meeting	Discuss	Chair	Verbal	
Meeting Close: 11:30am					
NEXT MEETINGS: HIF Board Workshop: Tuesday 26 <sup>th</sup> November 9:00-11:30 Herriots Training Room, Harrogate District Hospital HIF Board Meeting: Tuesday 17 <sup>th</sup> December 9:00-11:30 Boardroom, HIF, 17 Wetherby Road					
Confidential Motion – the Chair to move: The following items will be discussed in a private session which is exempt under the Freedom of Information Act S.33(1)(b) – disclosure would or would likely prejudice substantially the commercial interests of any person or organisation.					

## HARROGATE HEALTHCARE FACILITIES MANAGEMENT LIMITED

Company number: 11048040

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

**Meeting of the Company Board of Directors**  
 held on Tuesday 29<sup>th</sup> October 2024  
 at Meeting Room, HIF Offices, 17 Wetherby Road.

**APPROVED**

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

## DRAFT MINUTES

<b>1.0</b>	<b>Opening Remarks and Matters Arising</b>
<b>HIF/10/29/1.1</b>	<b>Welcome and Introductions</b>
1.1.1	The Chair welcomed everyone to the meeting.
<b>HIF/10/29/1.2</b>	<b>Apologies for Absence</b>
1.2.1	Apologies for absence were noted as above.
1.2.2	The Chair confirmed that the meeting was quorate.
<b>HIF/10/29/1.3</b>	<b>Declarations of Interest</b>
1.3.1	<b>Resolved:</b> There were no additional conflicts of interest declared in relation to the business of the meeting.
<b>HIF/10/29/1.3</b>	<b>Minutes of the Previous Meeting</b>
1.3.2	The minutes of the Board meeting held on 28 <sup>th</sup> August 2024 were approved as a complete and accurate record.
<b>HIF/10/29/1.4</b>	<b>Matters Arising and Action Log</b>

1.4.1	<b>Matters Arising</b>  There were no matters arising from the minutes not already included on the agenda.  <b>Action Log</b>
1.4.2	The action log was taken as read as all open actions were due to be discussed in the meeting.
<b>HIF/10/29/1.5</b>	<b>Chair's Update</b>
1.5.1	The Chair provided an update on the company business, noting: <ul style="list-style-type: none"> <li>• Reports from subcommittees were to be presented later in the meeting, including opportunity for discussion</li> <li>• The company's financial position was noted as broadly positive.</li> </ul>
1.5.2	<b>Resolved:</b> The Chair's update was noted.
<b>HIF/10/29/1.6</b>	<b>Managing Director's Update</b>
1.6.1	The Managing Director highlighted key points for the Committee to note:
1.6.2	<b><u>xxxxxxxxxx: Update</u></b>  Meetings with <b>xxxxx</b> and <b>xxxxx</b> have taken place since the previous Board meeting. During the meeting with <b>xxxxxxx</b> , conversations were held around the <b>xxxxxxx</b> . The Associate Director of Estates and <b>xxxxxxx</b> is due to send a proposal to them within the next few days.  The Managing Director noted that the company is now in possession of a clean copy of the final project agreement, which had also been issued to <b>xxxxxx</b> . Responding to a question from Non-executive Director (RT), the Managing Director assured that the schedules are still being discussed as part of the review of the agreement. The group agreed that the Managing Director would provide an update at the next formal Board meeting in December, as this would provide a clear deadline for <b>xxxxxxx</b> .
1.6.4	<b><u>Workforce: Organisational Changes</u></b>  <b>Portering</b>  The Managing Director reported that the new Portering arrangements came into operation on the 21 <sup>st</sup> October. Initial feedback was positive, and statistics indicate some productivity gain. The HR Business Partner added that colleagues were engaged with the changes, especially with regards to flexible working.  <b>Catering</b>  The Managing Director stated that the EHO visited on Friday and all three Catering outlets received a 5 star rating.
1.6.5	<b><u>PLACE Assessment</u></b>  The Managing Director reported that the annual PLACE inspection had been completed. Initial feedback has been positive, with inspectors

<p>1.6.6</p> <p>1.6.7</p>	<p>noting positive changes, especially in the Dementia domain. The Chair asked if there was any indication as to how the company compares to Trusts around the country. The Managing Director replied that it was currently difficult to assess, however there have been some definite improvements since last years' inspection. The Chair stated that it would be beneficial to circulate a list of improvements that had been made, including sharing with the Trust Board of Directors.</p> <p><b>Xxxxxx/xxxxxxx Payment</b></p> <p>The Managing Director explained that there were some issues reported around the use of the xxxxxx system, which impacted the Catering departments and car parks. The Managing Director stated that a joint meeting between HIF and the Trust to identify lessons learned from the incident was being arranged. The conclusions from this meeting will be provided as an update at an appropriate future Board meeting.</p> <p><b>Resolved:</b> The Board noted the contents of the Managing Director's report.</p>
<p><b>HIF/10/29/1.7</b></p>	<p><b>Corporate Governance Update</b></p>
<p>1.7.1</p> <p>1.7.2</p> <p>1.7.3</p> <p>1.7.4</p> <p>1.7.5</p> <p>1.7.6</p>	<p>The Managing Director stated that the paper outlined the proposals for the new corporate governance arrangements including the establishment of the Innovation, Resource and Commercial Committee. The report includes the remits of each group. The Managing Director highlighted that the Quality and Governance Committee previously had accounts and audits within its remit, however this was agreed to move to be under the IRCC's responsibility.</p> <p>The Managing Director noted that the Corporate Framework would be presented during the Board meeting in December.</p> <p>Membership of each committee was discussed. The group agreed to amend the membership of the IRCC; Non-executive Director (RT) would be added to the membership of the IRCC, and move the executive directors from members to attendees.</p> <p>The HDFT Director of Strategy, Shareholder Non-executive Director noted that the Managing Director is a member of every committee, and raised concerns regarding workload. The Managing Director agreed, stating that the process for nominating a deputy to attend a committee needed to be formalised.</p> <p><b>Action:</b> The Chair and the Managing Director to review the representation of each subcommittee.</p> <p>The Chair summarised the discussion, noting that if the subcommittees are all in place and generate concise reports, this is an opportunity to shorten particular sections of the Board meeting, and focus on things that require Board scrutiny. The Chair asked the group to review the paper thoroughly, and it will be reviewed again in the Board meeting in December.</p>
<p><b>HIF/10/29/1.8</b></p>	<p><b>Board Assurance Framework</b></p>

1.8.1	The Managing Director provided an update on the Board Assurance Framework (BAF), noting that it is still a work in progress. The structure and format of the BAF was discussed and it was hoped to introduce this formally at the December Board meeting.
<b>HIF/10/29/1.9</b>	<b>Sub Committee Update</b>
1.9.1	<p><b>Quality and Governance</b></p> <p>The Non-executive Director (LH) provided an update on the Quality and Governance Committee. The report was taken as read, with the Non-executive Director (LH), noting:</p> <ul style="list-style-type: none"> <li>• The Committee will meet on a monthly basis</li> <li>• Ongoing work around Health and Safety has been positive, with fire safety and legionella prevention highlighted as particular areas of improvement</li> <li>• There is a large amount of work underway regarding the General Office. This will be reported at a future meeting.</li> </ul>
1.9.2	<p><b>Innovation, Resource and Commercial Committee (IRCC)</b></p> <p>Non-executive Director (JC) provided an update on the IRCC, noting:</p> <ul style="list-style-type: none"> <li>• As it was the first meeting of the new subcommittee, attendance, quoracy and frequency of meetings was discussed</li> <li>• Finances were discussed, and it was reported that we are ahead of the projected plan</li> <li>• A business development update was provided. Non-executive Director (JC) noted that the full contract with xxxxxxxx has been signed, xxxxxxxx are interested in further work and xxxxxxxx is ongoing.</li> </ul>
1.9.3	<b>Resolved:</b> The Sub-committee updates were noted.
<b>2.0</b>	<b>Blue Box Items</b>
<b>HIF/10/29/2.1</b>	<b>IBR</b>
2.1.1	The IBR was taken as read.
2.1.2	The HR Business Partner highlighted that from a workforce perspective all KPIs had improved significantly.
2.1.3	The Managing Director noted that there has been a lot of organisational change work, and thanked the HR Team for their support.
<b>3.0</b>	<b>Finance</b>
<b>HIF/10/29/3.1</b>	<b>Finance Report</b>
3.1.1	<p>The finance report was taken as read, with the Deputy Director of Finance highlighting:</p> <ul style="list-style-type: none"> <li>• Agency spend is reducing</li> <li>• No formal or informal loans have been enacted this financial year.</li> </ul>

3.1.2	The Chair asked the Deputy Director of Finance about confidence levels regarding the <b>xxxxx</b> forecasted surplus. The Deputy Director of Finance replied that it is likely, assuming that underspends continue.
3.1.3	The Managing Director noted that Winter is typically a more expensive time of year, and this may impact the financial position.
<b>HIF/10/29/3.2</b>	<b>Consideration of the Going Concern Principle</b>
3.2.1	The Consideration of the Going Concern Principle was taken as read.
3.2.2	The Board approved the appropriateness of having prepared the 2023/24 accounts on a Going Concern basis.
<b>HIF/10/29/3.3</b>	<b>Company Accounts Update</b>
3.3.1	The Deputy Director of Finance provided a Company Accounts update, noting that the finalised accounts would be presented in November.
3.3.2	The changes to the accounts were noted by the group.
<b>HIF/10/29/4.0</b>	<b>Workforce</b>
<b>HIF/10/29/4.1</b>	<b>Workforce – General Update</b>
4.1.1	There was nothing further to update in terms of workforce.
<b>5.0</b>	
<b>HIF/10/29/5.1</b>	<b>Items to Escalate to HDFT Board</b>
5.1.1	The group agreed to inform the Trust Board of Directors of the Subcommittee changes in December's meeting.
<b>HIF/10/29/5.2</b>	<b>Additional Risks to add to Risk Register</b>
5.2.1	No additional risks were added to the Risk Register.
<b>HIF/10/29/5.3</b>	<b>Evaluation of Meeting</b>
5.3.1	It was considered that the meeting ran well, and faster than usual.
5.3.2	The Formal Board meeting closed.
<b>PRIVATE SESSION</b>	
The Board meeting of the Harrogate Healthcare Facilities Management Limited continued in private session.	



## 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	Progress to be updated at October's Board meeting.
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	Progress to be updated at October's Board meeting.
27 August 2024	87	HIF/08/27/14.2	<u>Inpulse Survey Results</u> : A HIF dedicated Impulse survey to be developed.	Managing Director	January 2025	Progress to be updated at October's Board meeting.
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 October'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 October'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	Progress to be updated at October's Board meeting.
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	Propose to close: All Directors have been invited to an induction session.
25 June 2024	81	HIF/06/25/11.12	<u>Company Accounts Update</u> : Weekly call to update on company accounts and audit status between Managing Director and xxxxxxxx Audit Director.	Managing Director	October 2024	July update: Meetings scheduled in diary for catch up on progress: 21 August and 3 September. October 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 Saffery, Info requests being processed. October 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	Propose to close: Workplan clarified to ensure some items discussed confidentially
25 June 2024	76	HIF/06/25/7.4	<u>Managing Director's Update</u> : Chair to meet with the new Portering Manager	HIF Admin	August 2024	July Update: Date to be agreed – suggest both attend the next Meet & Greet session. October update: General invite to be confirmed as part of Meet and Greet.
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		October Update: Propose to close: New Governor confirmed as xxxxxxxx, Catering Manager.
23 April 2024	71	HIF/04/23/10.7	<u>Finance Report</u> : Balance sheet to be circulated and additional training session on Finance to explain movements on balance sheet.	Deputy Director of Finance		Informal finance update meeting scheduled for directors before alternate Board meetings – next one scheduled for 27 August 2024.
23 April 2024	72	HIF/04/23/11.5	<u>Workforce Report</u> : Review how leavers / movers could be reported more accurately going forwards.	Deputy Director of People & Culture/ HR BP		Propose to close: data checked and confirmed no double-counting of leavers / joiners when changing roles
23 April 2024	73	HIF/04/23/11.8	<u>Workforce Report</u> : Report on options for salaries, pensions, etc., for difficult-to fill vacancies	Deputy Director of People & Culture	June 2024	Propose to close: HIF employment Terms & Conditions could be offered for hard to fill vacancies but only NHS pension available.

Date of Meeting	Action Log Reference	Minute Reference	Action Description	Lead	Target date (as detailed, if not at next HIF Board meeting)	Progress update
23 April 2024	74	HIF/04/23/11.8	<u>Workforce Report</u> : information to be presented at Board that clarifies the previous agreements regarding salaries/ pensions, the current situation and proposed ways forward for any decision by HIF Board, if required	Deputy Director of People & Culture	June 2024	Propose to close: HIF employment Terms & Conditions could be offered for hard to fill vacancies but only NHS pension available.
27 February 2024	63	HIF/01/27/8.2	<u>IBR</u> : Finance risk score to be reviewed in time for next meeting to align with the Risk Register	Deputy Director of Finance	April 2024	Closed: of BAF and CRR being reviewed
27 February 2024	65	HIF/01/27/10.7	Finance Report: 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		June update: action remained with HR analysts October update: On hold, to be discussed at a future meeting. Template unable to be amended. <i>Propose to remove from action log.</i>
27 February 2024	68	HIF/01/27/12.9	<u>Workforce Report</u> : Gender Pay Gap Report – identify an appropriate tolerance levels of the pay gap for similar organisation	Deputy Director of People & Culture		Propose to close: linked to work completed as part of action 72.
27 February 2024	69	HIF/01/27/12.10	<u>Workforce Report</u> : Gender Pay Gap Report – add mean Gender Pay Gap to KPIs	Deputy Director of People & Culture		Propose to close: agreed to provide GPG pay gap benchmarking in the annual GPG report rather than include in workforce KPIs
30 January 2024	60	Workshop HIF/01/30/3.1.1	<u>Finance</u> : Identify increased expenditure, including any increase in rents	Finance Team		June update: Inflationary growth being monitored
19 December 2023	57	HIF/12/19/9.4	Board Assurance Framework – Managing Director to work with Quality & Governance Lead to present updated Green Plan (to include digital and sustainability) to February Board	xxxxxx xxxxxx	27 February 2024 <del>May 2024</del> July 2024	Open June Update: A BAF theme was sustainability and the green plan – to be agreed at July Workshop April update: Green plan almost up to date and to be presented at June 2024 HIF Board Meeting and then onward to HDFT Board in July 2024 October Update: Final BAF to be approved at December's Board meeting. Propose to close.
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 xxxxxx xxxxx xxxxx		<i>Proposed to Close:</i> June update: process considered BAU April update: Internal Audit reviewing hospitality offering/processes. Work ongoing to align with HDFT's approval process Feb update: process agreed for minor works; POs required for other items.
29 August 2023	42	HIF/08/29/6.4	Consideration to be given to having a formal skills matrix for the Board.	xxxxx	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 xxxxxxxx. 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.	xxxxxxx	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.	xxxxxxx	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 Companies House	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.	xxxxx		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.	xxxxxx xxxxxxx		Closed at Feb 2024 meeting - Meeting held with xxxxxx in Planning and way forward agreed
24 October 2023	51	HIF/10/24/10	Contract Variations – Discussion to take place with Director of Finance, HDFT, regarding the Avensys contract and how this is delivered.	xxxxxxx		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.	xxxxxxx		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.	xxxxxx	30 January 2024	Closed at Feb 2024 meeting - item added to January 2024 Workshop agenda
19 December 2023	55	HIF/12/19/7.12	Accounts accrual of sum agreed to date for one element of xxxxx 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	xxxxxxx		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	xxxxxx		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	<b>62</b>	<b>HIF/01/27/3.2</b>	<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	<b>64</b>	<b>HIF/01/27/10.6</b>	<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	<b>66</b>	<b>HIF/01/27/10.9</b>	<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	<b>61</b>	<b>Workshop HIF/01/30/3.1.1</b>	<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	<b>40</b>	<b>HIF/06/27/16.1.5</b>	Workforce Report – Mandatory and Role specific training – To consider any HIF specific training the Company might wish to include.	xxxxxx	April 2024	Closed at April 2024 meeting – confirmed that current arrangements align with the Trust.
23 April 2024	<b>70</b>	<b>HIF/04/23/3.4</b>	<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 xxxxxx platform.

**Board of Directors  
Tuesday 29 October 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 xxxxxx: Update**

- 2.1 Work is continuing to finalise the Project agreement and schedules. A meeting was held with the MD from xxxxx on 19 September to discuss the outstanding issues, the proposals for the replacement xxxxxxx and xxxxxxx of the contract. No agreement was reached at that meeting and xxxxxxx have requested HIF to submit a proposal in relation to the guaranteed savings. This is currently in development.
- 2.2 Subsequent to that meeting we have also met with xxxxxxx who have provided a progress report. xxxxx have confirmed that the Project Agreement will be finalised to issue to xxxxxx w/c 28 October, with a view to a final meeting thereafter with all parties if necessary.

## **3.0 Workforce: Organisational Changes**

### **Portering**

- 3.1 I am pleased to report to the Board that the organisational changes within the Portering department have now been completed and the new structure became operational on 21 October. Initial feedback is positive but we will be evaluating the new arrangements in the coming weeks and will report via the People and Culture Committee of any lessons learnt from the consultation and the impact of the new rosters.

### **Medical Devices**

- 3.3 The consultation on changes within the estates and SSD teams to support the work to implement changes to the delivery of medical engineering services across the company is reaching a conclusion. A business case is currently being finalised on the new model which will be considered at a future IRCC meeting in the near future. The current contract ends in July 2025.

## **4.0 Catering**

- 4.1 The Environmental Health officer is due to meet with the catering team on 24 October as part of scheduled inspection. An update on the outcome of the inspection will be provided at the Board meeting.

## **5.0 PLACE Assessment**

We have completed our annual PLACE inspection with external assessors undertaking visits at Harrogate Hospital on the 16<sup>th</sup> and 17<sup>th</sup> October and at Ripon on the 22<sup>nd</sup> October. Initial feedback has been positive with the inspectors observing improved food service at ward level and noting quality of the food on offer. They noted improvements in Dementia and Disability domains which will require continual investment to maintain momentum on improving our scores further. We expect the overall results to be issued on a national level in the new year.

## **6.0 Business Planning update**

- 6.1 Work is progressing well to develop the business plan for 2025/26. A workshop with all service leads was held in early October which has enabled plans to be developed for 2025/26 and future years. It is intended to hold a market place event to include service leads from all areas at our next Board workshop to highlight the work that is being progressed by all our departments.
- 6.2 With regard to the financial plan, discussions are ongoing with the Trust to agree the contract offer for 2025/26. In addition, plans are being developed in relation to our efficiency programme and this work is progressing well.
- 6.3 The timeline setting out the key tasks to enable the business plan to be finalised for 2025/26 is attached at **Appendix A**.

## **7.0 xxxxxx/xxxxxxxx Payment**

- 7.1 Whilst the previous issues which prevented card payment being processed by xxxxxxxx have been resolved a subsequent issue with xxxxxx has been identified. This issue has now also been resolved but has highlighted the need to clarify the operational ownership of the accounts. A joint meeting between HIF and HDFT Finance is planned to review the processes around card payments with a view to clarifying responsibilities,

## **8.0 Conclusion**

- 8.1 The Board of Directors is asked to: -

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

Date: 23/10/24

Ref: AG/AC/

## Appendix 1:

### HIF Business Plan Timeline

2025-2026

RAG Rating Key	
Completed	Green
In Progress	Yellow
Behind Plan or of Concern	Red
Not Commenced/On hold	Purple

Month	Week Commencing	Action	RAG
September 2024	09/09/2024	SLT to agree process for budget setting	Green
	09/09/2024	SLT to identify leads for business planning workstreams	Green
	16/09/2024 – 30/09/2024	Pre-planning for business planning workshop (in October 2024)	Green
	16/09/2024	Discussions with SLT to agree priorities for business planning 25/26	Green
	23/09/2024	Timeline, strategic themes and business planning update to Board	Green
October 2024	07/10/2024	Business planning workshop scheduled with SLT and service leads (extended SMT workshop)	Green
	14/10/2024 – 21/10/2024	Workshop notes paper to be typed up	Green
	21/10/2024 – 11/11/2024	Agree leads for presentation for each service areas to present to the Board of Directors (November 2024)	Yellow
November 2024	25/11/2024	Board Business planning workshop scheduled with SLT and service leads (Board workshop)	Purple
	25/11/2024 – 09/12/2024	Pay budget setting session scheduled with service leads	Purple
December 2024	09/12/2024 – 30/12/2024	Initial discussions with Trust Director of Finance on the contract for 25/26	Purple
	16/12/2024 – 30/12/2024	Summary Board paper on business plan to Board	Purple
	16/12/2024 – 30/12/2024	Contract offer from Trust to HIF	Purple
	16/12/2024 – 30/12/2024	Identify cost pressures and underspends (assume no additional funding)	Purple
January 2025	13/01/2025 – 20/01/2025	Session to draft the business plan (AG SL LS DQ AP)	Purple
	20/01/2025 – 27/01/2025	First draft of business plan	Purple
	20/01/2025	Business planning workshop scheduled (half day - January)	Purple
	20/01/2025	Pay budgets to be signed and agreed	Purple
	27/01/2025	Finalise draft business plan	Purple
	27/01/2025	Preliminary HIF contract discussion to take place at the Board of Directors	Purple

	27/01/2025	HIF to feedback and present draft business plan summary to HDFT (Performance review meeting HDFT/HIF)	
April 2025	03/02/2025	Depreciation and backlog schemes for 25/26 to be agreed	
	17/02/2025	Finalise business plan	
	24/02/2025	Draft plan to HIF Board of Directors meeting	
	24/02/2025	Review contract and service specs with the Trust	
March 2025	17/03/2025	Final plan to HDFT Board with agreed contract value for 25/26	
	31/03/2025-07/04/2025	HIF business plan for 25/26 launched and publicised	
April 2025	07/04/2025	HIF summary plan to be developed	

**Board of Directors  
Tuesday 29 October 2024  
Corporate Governance arrangements  
New Committee structure**

Agenda Item Number:		1.7
Presented for:	Discussion/Agreement	
Report of:	Corporate Governance arrangements New Committee structure	
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 As the Board of Directors is aware work has been progressing to review our Board assurance framework and risk appetite over recent months. This work is still on going and it is hoped to finalise our BAF for formal adoption at our December Board meeting.
- 1.2 As part of the development of the BAF, we agreed to review our subcommittee structure. This paper sets out the new reporting arrangements.

## **2.0 New Committee structure**

- 2.1 In line with the BAF discussions, 3 sub committees will be introduced namely; -
  - People and Culture
  - Quality and Compliance
  - Innovation, Resources and Commercial

## **3.0 Remit and membership of each sub committee**

- 3.1 The remit and membership of each committee is set out in the table in **Appendix A**.
- 3.2 The committees will in general meet bi monthly but this could change subject to the needs of each group.

## **4.0 Corporate Framework**

- 4.1 Work has been progressing to develop and finalise a Corporate Framework for the Company. This document will fully outline the Committee structures and the strategic alignments and reporting processes.
- 4.2 The Corporate Framework is scheduled to be finalised and approved at the December Board of Directors meeting.

## **5.0 Conclusion**

- 5.1 The Board of Directors is asked to:–
  - 5.1.1 Note the work that is ongoing across the Organisation.

Date: 23/10/24  
Ref: AG/AC/



## Appendix A – Image REDACTED

### Quality and Governance Committee

#### Members

- Non-Executive Director – [REDACTED]
- Non-executive Director – [REDACTED]
- Managing Director – [REDACTED]

#### Responsibilities

- Ensure that the Business Plan meets regulatory requirements and performance against achievement of the plan is monitored.
- Review the Company's Strategy and Annual workplan and monitor progress against priorities/plans prior to Board review.
- Monitor compliance against Health Technical Memorandums (HTMs)/Premises Assurance Model (PAM), Patient-Led Assessments of the Care Environment (PLACE) Standards, Estates Return Information Collection (ERIC), Hazard Analysis & Critical Control Points (HACCP), Companies House, Companies Act 2006, and other relevant regulatory and legal requirements.
- Ensure there is a process in place to collect conflicts of interests and gifts and hospitality for all decision making staff, with an annual review of the register.
- Review of the Company's Integrated Board Report (IBR)
- Ensure there is a Code of Conduct in place for decision making staff.
- Monitor performance against HDFT Service Level Agreements (SLAs).
- Monitor progress against major findings and limited assurance internal audit reports.
- Monitor HIF's high level Risk Register of risks scoring 12 and above.
- Identify any further risks which should be added to the risk register.
- Review the Sustainability/Carbon Reduction/Environment Plans and monitor progress against approved priorities/plans.
- Review the Annual Report and financial statements before submission to the Board.
- Ensure arrangements are in place for staff and contractors to raise (in confidence) concerns about possible improprieties in financial, clinical or safety matters and ensure that any such concerns are investigated proportionately and independently.
- Ensure adequate arrangements are in place to mitigate against counter fraud, bribery and corruption.

### People and Culture Committee

#### Members

- Non-Executive Director – [REDACTED]
- Non-executive Director – [REDACTED]
- Non-executive Director – [REDACTED]
- Managing Director – [REDACTED]

#### Responsibilities

- Set annual objectives and a plan of work to coordinate with the Board of Directors' Annual Cycle of Business;
  - Ensure HIF's activities enable colleagues to feel supported in their work, and consistently experience civil and respectful behaviours;
  - Oversee the development of a consistent culture where people feel safe and able to raise concerns and that concerns raised are suitably addressed;
  - Ensure the activities are systematically and effectively promoting health and wellbeing, and psychological safety;
  - Ensure HIF is actively seeking to reduce inequalities in staff experience and is promoting equality, diversity and inclusion in a systematic and effective way;
  - Ensure the Committee's focus is aligned with HDFT's People and Culture Strategy when developing HIF's forward plans;
  - Ensure engagement and consultation processes with staff, stakeholders and communities reflect the ambition and values of HIF overall;
  - Shape, approve and drive improvements arising from the triangulation of feedback from staff surveys, exit interviews, Freedom to Speak Up Guardians and other sources;
  - Review the overall effectiveness of internal communications and engagement;
  - Review and drive performance improvement where appropriate;
  - Ensure compliance with current statutory and regulatory requirements.
  - Oversee workforce efficiency to ensure the Company maximizes productivity while maintaining high standards of colleague engagement and health & well-being.
- Ensure the workforce has the necessary skills and competencies to meet current and future Company goals, evaluating and overseeing training programs, development initiatives, and skills assessments to address any gaps in workforce capabilities.

### Innovation, Resource and Commercial Committee

#### Members

- Non-Executive Director – [REDACTED]
- Managing Director – [REDACTED]
- Deputy Director of Estates and Facilities – [REDACTED]
- Associate Director of Business Modernisation and Service Improvement – [REDACTED]
- Associate Director of Estates and Capital Delivery – [REDACTED]

#### Responsibilities

- Support the Board by scrutinising HIF's monthly financial position including operational activity levels (excluding performance against operational standards) and the workforce plan;
- Scrutinise financial performance against the annual Cost Improvement Programme and the impact on the Company;
- Scrutinise the Contract as agreed with the Trust prior to approval by the Board;
- Scrutinise and endorse assumptions in significant business cases prior to consideration by the Board
- Scrutinise significant business cases one year after implementation, carrying out post-evaluation and providing relevant assurance to the Board on the outcome.
- Scrutinise the development of the company's financial and commercial strategy, both revenue and capital;
- Ensure that the annual financial plan is consistent with the financial strategy;
- Make recommendations to the Board of Directors on the Company's financial plan.
- Assess the impact of financial performance on the Use of Resources Risk Rating;
- Oversee how initiatives highlighted by use of the Model Hospital benchmarking are being implemented within the Company
- Scrutinise proposals for significant projects prior to formulation of business cases and business plans;
- Seek assurance on the Company's audit processes and systems including overseeing financial reporting, risk management, internal controls, and audit processes.
- Undertake any relevant matter as requested by the Board of Directors.



## Board Committee report to the Board of Directors

<b>Committee Name:</b>	Quality & Governance Committee
<b>Committee Chair:</b>	XXXXXXX Non executive Director (LH)
<b>Date of last meeting:</b>	30 <sup>th</sup> September 2024
<b>Date of Board meeting for which this report is prepared</b>	29 <sup>th</sup> October 2024

### Summary of key issues:

This Quality & Governance Report outlines the organisation's commitment to upholding ethical standards, regulatory requirements, and best practices in corporate governance, ensuring transparency, accountability, and sustainable growth. This report outlines topics discussed at the September Q&G meeting.

#### Service Update

XXXXXX – the system went down on the site on the 26<sup>th</sup> September which in turn raised issues with both the catering and carpark service. The systems across the service areas were still down as of the meeting on the 30<sup>th</sup>. The system is managed and run by the Trust and XXXXX turned the system off, wanting all director details to include passport / driving licence and full details. The Trust and HIF are working with XXXXXX to understand why the information was required / where it would be stored (GDPR) and why the systems were cancelled in the first place.

An update will be provided by the MD at the board meeting.

Issues have led to a reduction in takings over the period (approx. XXXX per day on the carpark) and a number of IOUs being issued in the catering facilities.

#### Contract / Service Specification

Service specifications are all currently being worked upon by the team and are being aligned with operations to ensure the right elements are included into the service delivery specifications. Aligned to this costs are also being reviewed.

Process – agree scope / review KPIs & SLAs / agree costs aligned to scope of work.

Discussion undertaken to outline that KPIs should be of a partner approach to put responsibility on both the Trust & HIF and not just be a HIF activity.

#### Customer Service

Deputy Director of Estates and Facilities and MD are looking at VAFs and strategy aligned to what HIF currently provide, how we do things / what could be done and how we can enhance service & quality.

An action plan will be being brought to the Q&G Committee for review that can be taken to full board.

Time scale – Action Plan Dec 2024 / Full Board Q1 2025

### **Realignment of SDS Service**

Responsibilities within SDS have been realigned and a number of activities moved into the wider estates team. The structure is being realigned to the business objectives to allow strength to focus on future work for the SDS Team.

1<sup>st</sup> November consultation is concluded.

### **H&S Update**

Current prediction of backlog maintenance **xxxxx**

Fire Risk Assessment has been undertaken across the estate and a fire officer has been appointed since Leeds removed support.

- Fire Officer started in Aug 2024
- Fire Authorised Engineer support also appointed via an external provider

Domestics – highlighted a ramp risk at Ripon which has been reviewed.

Water Flushing Regime aligned to L8 – has been improved across the estate to minimise the risk of legionella.

Catering – van broke down but has been replaced & food hygiene training at 90%

### **Internal Audits**

Catering – a joint provisional audit of catering has been undertaken by Trust & HIF teams.

- Discretionary Spend – governance being reviewed to ensure a process is in place
- Record Keeping – is under discussion to agree the length of time to keep all records

Work underway improving assurance.

### **PLACE**

Audit due Oct 2024 over a period of 3 days. Once the report is complete it will be reviewed by the Q&G Committee and actions presented to the board.

An update on the audit will be presented by the MD at the October board meeting.

### **General Office**

There are current challenges in the GO and a review of the provision of service and

work loads is underway to reduce stress and look at where support can be given. KPIs being looked at to improve delivery of service and paper removal – we will continue to discuss and update the board with a suggested plan over the coming months to support the service and ensure staff wellbeing.

Training is also currently being reviewed aligned to bereavement & customer service.

### **Risks**

No risks to report out formally.

A lot of work continues and the risk management group is working well reporting up to Trust any risks that are above 12.

### **Workplan**

Final workplan being brought back to the Q&G Committee Dec 2024. It was agreed at the Board that the committee will look to move to a monthly meeting to align with the requirements and commitments of the work plan.

### **HIF Governor**

xxxxxxx will replace xxxxxxxx as the new HIF Governor - congratulations

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

Nothing to note at this time

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

Nothing to note at this time.

**Board Meeting  
29 October 2024  
Consideration of the Going Concern Principle**

<b>Agenda Item Number:</b>		
<b>Presented for:</b>	Decision/Approval.	
<b>Report of:</b>	Managing Director	
<b>Author (s):</b>	Deputy Finance Director	
<b>Report History:</b>	NONE.	
<b>Publication Under Freedom of Information Act:</b>	This paper can be made available under the Freedom of Information Act 2000 if requested.	
<b>Links to HIF's Objectives</b>		
<b>Deliver an efficient and effective service offering to Harrogate and District Foundation Trust</b>		√
<b>Create strong sustainable partnerships</b>		
<b>Develop sustainable organisational systems</b>		
<b>Develop and maintain a strong, efficient and agile workforce</b>		
<b>Strengthen the local community through collaboration</b>		

<b>Recommendation:</b>
The Board is asked to consider and approve the appropriateness of having prepared the 2023/24 Financial Statement on a Going Concern basis.

# Harrogate Integrated Facilities Board Meeting

September 2024

## Consideration of the Going Concern principle

### Managing Director

#### 1.0 Executive Summary

- 1.1 The going concern assumption is a fundamental principle in the preparation of financial statements. Under the going concern assumption, an entity is ordinarily viewed as continuing in business for the foreseeable future with neither the intention nor the necessity of liquidation, ceasing trading or seeking protection from creditors pursuant to laws or regulations. Accordingly, unless the going concern assumption is inappropriate in the circumstances of the entity, assets and liabilities are recorded on the basis that the entity will be able to realise its assets, discharge its liabilities, and obtain refinancing (if necessary) in the normal course of business. The assessment of an entity's ability to continue as a going concern is the responsibility of the entity's management.

#### 2.0 Background

- 2.1 HIF commenced trading on the 1 March 2018 and was funded initially by HDFT via a 50/50 split of equity and debt totalling **xxxx**.
- 2.2 The capital schemes commissioned by HIF's parent entity HDFT which HIF undertakes are funded via loan funding between the two organisations. To date HIF have maintained repayments on these loans and the outstanding balance of these loans as at the August 2024 is **xxxx**. An informal loan arrangement was agreed by Board for 2023/24 whilst the treatment of fixed assets is explored, **xxxx**. **xxxx** have been commissioned to review options on future treatment of fixed assets.
- 2.3 HIF's financial performance for the past three years is summarised below
- REDACTED – see published accounts*
- 2.4 To support the assessment of the going concern assumption it is appropriate for management to take into account all available information about the future, cash flow forecast for 25/26 has been including in the supporting information.

#### 3.0 Recommendation

- 3.1 The Board is asked consider and approve the appropriateness of having prepared the 2023/24 Accounts on a going concern basis.

#### 4.0 Supporting Information

- 4.1 Cash Flow - REDACTED