

**HIF Board of Directors – Formal Meeting
to be held on Tuesday 29th April 2024 09:00 – 11.00am
at HIF, 17 Wetherby Road, Harrogate, HG2 7RY.**

AGENDA

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

Item No	Agenda Item	Action	Lead	Paper	Time
Opening Remarks & Matters Arising					
1.0	Welcome from the Chair - Introductions & apologies	Note	Chair	Verbal	09:00
2.0	Apologies for Absence	Note	Chair	Verbal	
3.0	Declaration of Interests and Conflicts of Interest	Note	Chair	Attached	
4.0	Minutes of Previous Meeting: 25 th February 2025	Approve	Chair	Attached	
5.0	Matters Arising and Action Log	Note	Chair	Attached	09:10
6.0	Chair's Update	Note	Chair	Verbal	09:20
7.0	Managing Director's Update	Note/ Discuss	Managing Director	Attached	09:30
8.0	Sub-Committee Updates: <ul style="list-style-type: none"> Quality & Governance Committee People and Culture 	Note/ Discuss	Non-Executive Director	Verbal / Attached	9:40
Finance					
9.0	Finance Report	Note/ Discuss	Deputy Director of Finance	Attached (in IBR)	9:55

Workforce					
10.0	Workforce and Organisational Development update	Note/ Discuss	Deputy Director of People & Culture	Attached (in IBR)	10:05
11.0	Pay Progression report	Approve	Deputy Director of People & Culture	Attached	10:15
BREAK 10:20 – 10:30					
Governance					
12.0	Internal Audit Report	Note/ Discuss	Managing Director	Attached	10:30
13.0	Terms of Reference for the Sub-committees <ul style="list-style-type: none"> • IRCC • Quality and Governance • People and Culture 	Approve	Managing Director	Attached	10:40
Meeting Close: 11:00am					
14.0	Any Other Business	Discuss	Managing Director	Verbal	10:50
15.0	Items to Escalate to HDFT Board	Discuss	Chair	Verbal	
16.0	Additional Risks to add to Risk Register	Discuss	Chair	Verbal	
17.0	Evaluation of the Meeting	Discuss	Chair	Verbal	
NEXT MEETINGS:					
HIF Board Workshop: Tuesday 27 May 9:00-11:30 Herriots Training Room, Harrogate District Hospital HIF					
Board Meeting: Tuesday 24 June 9:00-11:00 Boardroom, HIF, 17 Wetherby Road					
Private Board Meeting: Tuesday 24 June 11:00 – 12:00 Boardroom, HIF, 17 Wetherby Road					
Confidential Motion – the Chair to move:					
<i>The following items will be discussed in a private session which is exempt under the Freedom of Information Act S.33(1)(b) – disclosure would or would likely prejudice substantially the commercial interests of any person or organisation.</i>					

HARROGATE HEALTHCARE FACILITIES MANAGEMENT LIMITED

Company number: 11048040

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

Formal Meeting of the Company Board of Directors

held on Tuesday 29 April 2025

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

Present:	
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
Non-executive Director (MG) Graham (MG)	HDFT Director of Strategy, Shareholder Non-executive Director
Angie Gillett (AG)	Managing Director
In Attendance:	
xxxx	Associate Director of Business Development & Service Improvement
xxxx	Assistant Company Secretary and Governance Lead (minute taker)
xxxx	HIF Finance Manager
xxxx	Deputy Director of Finance (HDFT)
xxxx	HDFT Non-executive Director
xxxx	Deputy Director of People & Culture (HDFT)
xxxx	HR Business Partner (HDFT)
Apologies:	
xxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)

APPROVED MINUTES

HIF/04/29/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting and in particular to xxxx, HDFT Non-executive Director.
HIF/04/29/2	Apologies for Absence
2.1	Apologies for absence had been received from those noted above.
2.2	The Chair confirmed that the meeting was quorate.
HIF/04/29/3	Declarations of Interest & Conflicts of Interest
3.1	The register of Interests had been circulated.
3.2	Resolved: There were no additional active conflicts of interests declared in relation to the business of the meeting.

HIF/04/29/4	Minutes of the Previous Meeting
4.1	The Chair thanked Non-executive Director (GB) for chairing the workshop in March 2025.
4.2	Resolved: The minutes of the Board meeting held on 25 February 2025 were approved as an accurate record of the meeting.
HIF/04/29/5	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	104. PAM update: Update provided in the Managing Directors update paper. <i>Action to be closed.</i>
5.4	103. PLACE results: The results had been discussed with the Trust. <i>Action to be closed.</i>
5.5	99. Security: Process for Licensing: Relevant Board members were encouraged to complete their accreditation. <i>Action to remain open</i>
5.6	92. Review of sub-committee representation: Sub-committee representation has been finalised and TOR’s for the sub-committees are on the agenda. <i>Action to be closed</i>
5.7	91. Corporate Framework: Outcome of review expected in July 2025. <i>Action to remain open</i>
5.8	38. Depreciation of fixed assets: The xxxx report has been received and a paper will be presented to the Board at the next meeting. <i>Action to remain open</i>
5.9	Resolved: The action log would be updated as discussed.
HIF/04/29/6	Chair’s Update
6.1	The Chair provided a verbal update.
6.2	The year-end position had been very positive, both financially and in terms of performance and quality. Significant progress had been made, in particular building on the people agenda. The whole company can feel proud of what has been achieved.
6.3	Looking ahead, the coming year will be challenging. However, the Chief Executive of xxxx highlighting the role of wholly owned subsidiaries presents

<p>6.4</p> <p>6.5</p> <p>6.6</p>	<p>some opportunities. HIF are in the right place to deliver real value back into the NHS.</p> <p>The Board to Board meeting would be another great opportunity to connect with the Trust Board. It has been rewarding to see the relationship grow and flourish over the last 12 months.</p> <p>There were no questions from the Board on the Chair's update.</p> <p>Resolved: The Chair's update was noted.</p>
<p>HIF/04/29/7</p>	<p>Managing Director's Update</p>
<p>7.1</p> <p>7.2</p> <p>7.3</p> <p>7.4</p> <p>7.5</p> <p>7.6</p> <p>7.7</p> <p>7.8</p> <p>7.9</p> <p>7.10</p>	<p>The report was received and taken as read. The Managing Director highlighted key points for the Board to note:</p> <p><u>Medical Engineering project</u> The project is progressing well, with TUPE and asset work underway. There were some risks regarding the accuracy of information, but mitigations are in place, and the programme is on track to achieve a go-live date of 1 July 2025.</p> <p><u>Domestic Services</u> The domestic services review is complete, with key areas identified as workforce modelling, supervisory support and audit procedures being reviewed. There would be a focus on improving productivity, digitising the service and enhancing communication, with updates being made to ensure the Trust's satisfaction. The relationship with the IPC team had been particularly positive.</p> <p>Discussions with the Trust around the hydration of patients being provided by Domestic Assistants have started but it was noted that this was a complex situation which would require a large amount of work to resolve. It was confirmed that approximately xxxx of Domestic Assistants is taken up with providing drinks to patients on the wards.</p> <p>Stakeholder Non-executive Director (MG) added that there was clear case for why an extra post would be needed and the Non-executive Director (JC) added that the hydration of patients was a very important requirement.</p> <p><u>Capital</u> The upper deck of the car park had been re-opened with positive feedback from colleagues and finance for how the project had been managed by HIF.</p> <p>The Chair had spoken with colleagues in the Waste Team who had been pleased with the updated goods yard.</p> <p>Following a question from Non-executive Director (JC) the Managing Director confirmed that the cleaning of staircases and outdoor areas was under discussion.</p> <p><u>Main Entrance</u> The Main Entrance project was moving forward. A contractor was working with HIF and Trust colleagues to create an Outline Business Case which would be brought to the June Board meeting. Some challenges were expected but work was being undertaken to mitigate the risks.</p>

7.11	<p>The Chair reminded the Board that it was the Trust's decision to progress with the Main Entrance and HIF's role was providing project management oversight. The Non-executive Director (JC) added that a good discussion had taken place at IRCC, and hoped that Board members would have the opportunity to be involved in discussions before the OBC would be presented to Board.</p> <p><u>RAAC</u> The RAAC business case was currently being reviewed by xxxx. The Trust, with HIF's support, was progressing well with RAAC removal compared to others in this area. The Non-executive Director (MG) confirmed that the deadline for RAAC removal; was 2030 but it was hoped that if the funding was received that all possible action would have been taken by the end of 2026/27.</p>
7.12	<p><u>Geothermal</u> The Geothermal initiative remains on hold pending the identification of a compliant procurement route, which is a prerequisite before we can progress to the site feasibility study.</p>
7.13	<p><u>Formalising Deputy for Board meetings</u> It was proposed that the Deputy of Estates & Facilities be appointed as the Deputy for the Company's Managing Director in their absence at Board Meetings. The Board agreed to the proposal.</p>
7.14	<p>Following a request for any questions, the Non-executive Director (JC) asked for an update on the proposed waste digester. Discussions were underway with procurement regarding the next step of the process. Non-executive Director (LH) offered her expertise.</p>
7.15	<p>Resolved: The Board noted the contents of the Managing Director's report.</p>
HIF/04/29/8	Sub-committee Updates
8.1	<p><u>Quality and Governance Committee</u> Non-executive Director (LH) provided a verbal update on the work of the Quality and Governance sub-committee noting that the April meeting had been very positive and progress could be seen in lots of areas. In particular, detailed work had been undertaken identifying and reporting risks. Risks scored at a 12 were discussed in detail at the meeting. SOPs and policies were in good position.</p>
8.2	<p>There were no items to escalate to the Board. It was noted that the Committee chair would provide both a 6-month and annual report to the Board.</p>
8.3	<p>xxxx was noted to be ahead of schedule by two weeks.</p>
8.4	<p>The Chair asked the committee to revisit the list of reflections raised by the Deputy Director of Estates and Facilities when he started in the company to see what progress had been made.</p>
8.5	<p>ACTION: Assistant Company Secretary and Governance Lead would arrange the follow-up.</p>
8.6	<p><u>People and Culture</u> Non-executive Director (JC) had chaired the meeting in Non-executive Director (GB)'s absence. A paper had been circulated and was taken as read. The following points were highlighted.</p>

<p>8.7</p> <p>8.8</p> <p>8.9</p> <p>8.10</p> <p>8.11</p> <p>8.12</p>	<p>The committee had discussed and approved the Gender Pay Gap and Equality Pay Gap reports, with confidence expressed that policies were supporting progress in these areas.</p> <p>It noted that there had been an increase in sickness in February and March, which would be the subject of a deep dive discussion at the next IRCC meeting in June 2025.</p> <p>The Stakeholder Non-executive Director (MG) asked whether the increase was significant. The Deputy Director of People & Culture stated that sickness was xxxx higher than the Trust's sickness rate and had increased for two months in a row, highlighting the need for attention. Work was already underway with managers and the HR team focusing on getting people back to work or making alternative arrangements more quickly. The new sickness policy was helping the process.</p> <p>Non-executive Director (GT) noted that sickness was only xxxx higher than the same time last year and the situation was not too different from other similar organisations. The Chair emphasised the importance of comparing like with like and acknowledged that HR had driven improvements in the past and would continue to do so.</p> <p>Non-executive Director (SS) asked when the target of xxxxx would be reached. The HRBP explained that efforts were being made in a number of areas with the aim of meeting the target.</p> <p>Non-executive Director (GT) observed that short-term sickness had decreased, which was positive. The HRBP explained that data was being used to identify sickness patterns in order to better manage the situation.</p> <p>Resolved: The sub-committee reports were noted.</p>
<p>HIF/04/29/9</p>	<p>Finance Report</p>
<p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p>	<p>The finance report had been circulated in advance of the meeting and was taken as read. The Deputy Director of Finance shared positive news, reporting a xxxxx surplus at year-end. The WRAP had also been over-delivered in the year, and xxxx of WRAP targets for the coming year were already identified.</p> <p>The reduction in agency spend had been very positive, with xxxx recorded for three months. The end-of-year POs were on track, with a goal to maintain processes even during periods of high demand. There was an acknowledgment that work still needed to be done on fixed assets and then cash flow would be more straightforward.</p> <p>Inflation to service costs in the coming year pose a risk to financial planning. Any unplanned increases will cause cost pressures although ongoing measures will be taken where possible to mitigate these risks.</p> <p>The Deputy Director of Finance confirmed that the WRAP target had been set by the company to meet the financial requirements of the contract.</p> <p>The Chair reflected on the mature financial conversations with the Trust over the past year. Non-executive Director (GT) agreed that there had been a positive development in the management of finances.</p>

9.6	The Managing Director mentioned areas that required investment and noted that a list of needs was being compiled for discussion with the Trust's Director of Finance which may be purchased as a result of the surplus although this was not guaranteed.
9.7	The Managing Director also expressed gratitude to the finance team for their support.
9.8	The Chair concluded by emphasising the positive financial situation, while also noting the risks regarding energy and inflationary costs in the coming year. The Board gave credit to the Finance team and all HIF teams for their work to achieve the end of year position.
9.10	Resolved: The Finance Report was received and noted.
HIF/04/29/10	Workforce and Organisational Development update
10.1	The workforce report had been circulated in advance of the meeting and was taken as read. The Deputy Director of People & Culture highlighted the following points.
10.2	The key workforce indicators were all showing improvements compared to the same time last year and three indicators showed improvements from the previous month. Sickness levels remain a concern, with emphasis placed on improved recording. Turnover continues to decline, having halved over the past two years, and credit was given to managers for their role in driving this positive trend.
10.3	There was a strong sense that the organisation's culture was improving. Feedback from staff inductions and surveys have been positive. Non-executive Director (RT) felt that the indicators suggested that the organisation was a better place to work than it was two years ago, and others reflected on the importance of fostering a supportive culture.
10.4	Discussions on recruitment highlighted that current vacancy figures would change in line with budgets with the new financial year. Opportunities for employees to move into bank roles was discussed, and it was confirmed that there was ongoing work to rationalise the use of bank staff.
10.5	The Deputy Director of People & Culture offered to provide the Board with a session on changes to employment law, which was welcomed. ACTION: Assistant Company Secretary to add employment law briefing to an upcoming Board workshop
10.6	Non-executive Director (RT) asked whether national insurance increases and the anticipated pay award had been factored in to next years budget. The Deputy Director of Finance confirmed that assumptions had been built in to the plan, although they may need to be revised. It was confirmed that the Trust would be prepared to fund any additional pay award if necessary.
10.7	The Chair concluded that performance against benchmarks remains strong and the organisation continues to perform well when compared to peers. The importance of encouraging strong performers to stay or return to the organisation was highlighted as part of broader efforts to maintain workforce stability.

10.8	Finally, the Managing Director noted ongoing investment in staff through apprenticeships and development initiatives, reinforcing the commitment to long-term workforce growth and capability building.
10.9	Resolved: The Workforce Report was received and noted.
HIF/04/29/11	Pay Progression
11.1	A paper regarding Pay Progression had been circulated in advance of the meeting and was taken as read.
11.2	A discussion took place regarding the merits of implementing the proposed Pay Progression policy, which was being implemented by HDFT for their staff. It was noted that HIF colleagues were on a range of different contracts making it difficult to bring in a company-wide process. In addition there were barriers to HIF colleagues following the process which requires access to a computer. Appraisal and training rates are high and disciplinary issues remain low, which are the key criteria for deciding whether a staff member should get their pay progression.
11.3	The Board could see drivers for both options and felt that the Senior Leadership team should make the decision. The decision would be reported to the IRCC committee.
11.4	Resolved: The discussion regarding Pay Progression was noted and the decision making authority delegated to the Senior Leadership Team
HIF/04/29/12	Internal audit report
12.1	A paper regarding Internal Audit had been circulated in advance of the meeting and was taken as read.
12.2	The Managing Director noted that the relationship with Internal -audit has been very positive. There were no overdue items and no missed deadlines. There has been strong engagement with staff around audits. All current reports have been signed off, with four recently receiving significant assurance.
12.3	Resolved: The Internal Audit Report was received and noted
HIF/04/29/13	Sub-committee Terms of Reference
13.1	The Terms of Reference for Quality and Governance, Innovation, Resources and Commercial and People and Culture committees had been circulated in advance of the meeting and were taken as read.
13.2	As part of the governance audit and in line with best practice, the Terms of Reference for each Board sub-committee had been reviewed by the sub-committee and were being brought to the Board for approval.
13.3	The Board approved all the Terms of Reference
13.4	Resolved: The Workforce updates were received and noted.

HIF/04/29/14	Any Other Business
14.1	Non-executive Director (JC) asked for an update on waste to energy and geothermal. It was confirmed that once the Green plan was in place then regular updates would be provided. The Green Plan would be brought to the Board workshop in May 2025.
14.2	Associate Director of Business Development & Service Improvement asked whether Board members would agree for their Declarations of Interest to be published on the HIF website. The Board requested further information. ACTION: Assistant Company Secretary to provide more information on the proposal to publish the Board's Declarations of Interest on the HIF website.
14.3	There were no further items of business.
HIF/04/29/16	Items to Escalate to HDFT Board
16.1	Resolved: There were no items to escalate to the HDFT Board.
HIF/04/29/17	Additional Risks to add to Risk Register
17.1	Resolved: There were no additional items to add to the risk register.
HIF/04/29/18	Evaluation of the Meeting
18.1	The Board considered the meeting well run and with good discussions.
18.2	The meeting was closed at 10:50am.
HIF/04/29/19	Date and Time of Next Meeting
19.1	The dates, times and locations of the next meetings were noted: Workshop: Tuesday 27 May 2025, 9.00am -11:30am – Herriot's Lounge, HDH Formal Board Meeting: Tuesday 24 June2024, 9.00am-11:00am – HIF, 17 Wetherby Road Private Board Meeting: Tuesday 24 June2024,11.00am-12 noon – HIF, 17 Wetherby Road
PRIVATE SESSION	
	The Board meeting of Harrogate Healthcare Facilities Management Limited continued in private session.

Signed: _____

Dated: _____

Harrogate Integrated Facilities – Board of Directors – Action Log As at end February 2025

Date of Meeting	Action Log Reference	Minute Reference	Action Description	Lead	Target date (as detailed, if not at next HIF Board meeting)	Progress update
25 February 2025	104	HIF/02/25/13	<u>PAM update</u> : a RAAC update would be included in the Managing Directors update at the next meeting.	Managing Director	April 2025	
25 February 2025	103	HIF/02/25/7.9	<u>Managing Directors Update</u> : HIF to work with the Trust on communicating PLACE results	Managing Director	April 2025	
25 February 2025	102	HIF/02/25/7.9	<u>Managing Directors Update</u> : PLACE results to be circulated to the Board	Assistant Company Secretary and Governance Lead	March 2025	<i>Propose to close:</i> PLACE results circulated following the meeting in February 2025.
25 February 2025	101	HIF/02/25/6.2	<u>Chair's Update</u> : Learning Lab compliance	Assistant Company Secretary and Governance Lead	March 2025	<i>Propose to close:</i> Learning Lab information circulated following the meeting in February 2025.
17 December 2024	99	HIF/12/17/14.6	<u>Security: Process for Licensing</u> : Presentation with step-by-step instructions to be circulated to Board Directors	Deputy Director of Estates & Facilities	April 2025	February 2025 update – Relevant Board members encouraged to complete accreditation
29 October 2024	92	HIF/10/29/1.7.5	<u>Corporate Governance</u> : Representation of each sub-committee to be reviewed	Chair / Managing Director	April 2025	February 2025 update - Outcome of review expected in April 2025.
29 October 2024	91	HIF/10/29/1.7	<u>Corporate Governance</u> : Corporate Framework to be presented during the December 2024 Board meeting.	Managing Director	July 2025	February 2025 update - Outcome of review expected in July 2025.
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.	Deputy Director of Finance		August 2023 – not yet available – to be followed up by xxxxx December 2023 – updated included Fixed Asset Paper – Look to resolve when Fixed Asset discussions taken place July 2024 update: xxxxx Report to be received by 26/07/24 June 2024 update: xxxxx work to be completed by 08/24 Feb 2024 update: discussions ongoing October 2024 update: Still awaiting xxxxx report. February 2025: still awaiting xxxxx report

**Board of Directors
29th April 2025
Report from the Managing Director**

Agenda Item Number:	7
Presented for:	Discussion
Report of:	Managing Directors Report
Author (s):	Managing Director
Report History:	None
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act 2000 if requested.
Links to HIF's Objectives	
Delivering safe, efficient, compliant, responsive and outstanding quality services	✓
Being Well Led and Financially Sustainable	✓
Embedding business modernisation and service development throughout the company	✓
Growing our future business development opportunities	✓
Being an employer of choice, developing our staff, being an outstanding place to work and delivering our services with pride	✓
Delivering our services sustainably, minimising our impact on the environment	✓
Recommendation:	
The Board of Directors is asked to note the work that is ongoing across the organisation.	

1.0 Introduction

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

2.0 Medical Engineering Project

2.1 The Medical Engineering project continues to progress well. The project team is now well established, with key roles in place and tasks advancing in line with the programme. As we progress and receive more information transitional risks are emerging and are being mitigated through planned contingencies. Further information regarding anonymised TUPE arrangements has now been received. Work progresses with obtaining clarification around asset details. Work to deploy and develop the in-house asset database is underway and progressing as planned. We are maintaining regular catchups with the contractor's management team to support effective coordination and information sharing.

3.0 Domestic Service Review

3.1 The Domestic Services Review has been completed. A report has been drafted which highlights a number of areas for consideration and further analysis. Key themes emerging from the review include the need to modernise the service model, improve productivity, training and extend the current approach to quality assurance and service standards.

3.2 The review also emphasises the importance of working collaboratively with the Trust's Infection Prevention and Control (IPC) team and wider nursing teams to ensure service developments support clinical priorities and maintain high standards of patient care. In addition, the review has considered the National Standards of Healthcare Cleanliness (NSC) 2025 to ensure future recommendations are fully aligned with national requirements.

3.3 Importantly, the outcome of this review will have wider implications for other service areas, including Nutrition & Dietetics and Catering services, as opportunities to improve integration, consistency and operational efficiency are explored.

3.4 Further work is now underway to prioritise the identified areas for in-depth analysis and the development of action plans, as well as engaging further with key stakeholders in shaping the next phase of service development.

4.0 Green Slips – Update

4.1 The project to transition the Green Slips system for emergency ward provisions to an online platform has successfully gone live and is performing well. Feedback from both ward teams and the Catering department has been very positive, with noticeable improvements in efficiency and communication.

4.2 The move to the online system has significantly reduced the need for staff to leave wards to collect provisions, helping to minimise unnecessary journeys and reduce distractions within the Catering team. Additionally, the system has brought greater control and oversight to provision requests, leading to a marked reduction in milk orders with over 150 pints less being ordered in week 1.

4.3 In addition, all audit actions associated with this project have now been completed, providing assurance on process compliance and operational delivery.

4.4 Overall, the new process is improving governance and workflows for both clinical and catering teams, and contributing to operational efficiency in relation to provision costs

5.0 Visitor Car Park Resurfacing Update

5.1 The resurfacing of the upper level of the visitor car park has now been completed. This project presented a significant operational challenge due to the temporary loss of almost 100 parking spaces over a three-week period.

5.2 Thanks to careful planning and proactive mitigation measures, the disruption was exceptionally well managed. Alternative parking arrangements were swiftly put in place, including the use of the church car park, Asda car park, Railway Athletic car park, and a minibus shuttle service. As a result, there were no noticeable impacts on service delivery, nor any formal complaints received from staff or visitors throughout the period.

5.3 A special thanks to the team who organised and delivered this complex logistical plan at short notice. The engagement with [REDACTED], who assisted in the logistics and management of the parking arrangements, was crucial to the success of this operation. Their collaboration ensured smooth coordination and minimal disruption, maintaining a positive experience for patients, visitors, and staff alike.

6.0 Main Entrance Project Update

6.1 The Main Entrance project continues to move forward, with sub-groups now established to focus on key areas, Retail, Design, and Operational. These sub-groups are making progress with actions identified and work underway to support the development of the Outline Business Case (OBC). The proposal is to bring the OBC to Board at the end of June 2025.

6.2 Engagement with legal teams is now in place to ensure compliance and to address any necessary contractual considerations. The project is progressing as planned, and further updates will be provided as we continue to develop the OBC and refine the project's scope and deliverables.

7.0 Delivery of Robotic Scrubber Dryer (Pending Water Safety Group Approval)

7.1 The robotic scrubber dryer has been delivered and is awaiting final sign-off from the Water Safety Group. Once approved, it will support the domestic team by improving cleaning efficiency, supporting the maintenance of hygiene standards, and supporting staff by reducing repetitive tasks. It is expected to reduce manual workload and help standardise floor cleaning processes across the site.

8.0 RAAC

8.1 Following a successful funding approval of [REDACTED] in FY 24/25, several areas were targeted with the primary objectives to install failsafe mechanisms, assisting in both life and property protection, with the remaining panels located within Wing B, following the demolition of Wing C Therapy Services.

8.2 Eradication designs for all remaining areas were developed with annual mandatory visual and level surveys completed providing a condition summary of all remaining panels across site.

- 8.3 Based upon the 2024 annual visual and level survey's, back of house areas including the Energy Centre, Estates Workshop, Main Stores corridor and others were prioritised with an approved failsafe installation, with a full eradication of all panels within main kitchen plant room.
- 8.4 [REDACTED] panels remained onsite as of September 2024 without eradication or failsafe installation present. [REDACTED] panels now have a failsafe solution in place with [REDACTED] eradicated ([REDACTED] overall).
- 8.5 A business case was submitted to [REDACTED] in March to eradicate all RAAC from HDH for circa [REDACTED] over a 2-year period. Confirmation of response is anticipated over the next 1-2 months.

9.0 Geothermal Project Update

- 9.1 The Geothermal initiative remains on hold pending the identification of a compliant procurement route, which is a prerequisite before we can progress to the site feasibility study. Notably, there are regulatory changes which came into effect in February 2025, which will also need to be factored into the project plan.
- 9.2 Originally, procurement was expected to be routed via [REDACTED], but the [REDACTED] is now being explored as a potential route by our [REDACTED] colleagues. At this stage, it's unlikely we'll be able to agree a way forward before June/July 2025, with procurement activity anticipated to begin around that time.
- 9.3 For awareness, [REDACTED] colleagues have also shared a preliminary mapping assessment which highlights Harrogate as being located within a 'Good Area' for geothermal potential, this is a positive early indicator for future feasibility.

10.0 Governance Framework and Corporate Risk Review (CRR)

- 10.1 We have recently workshopped proposed revisions to our governance framework with a focus on the Senior Management Team (SMT) meetings. This review is part of our ongoing alignment with the Impact service improvement methodology, ensuring our processes remain agile, transparent, and focused on strategic delivery.
- 10.2 As part of this, we will be restructuring the format of our SMT meetings to directly correlate with our agreed strategic themes, alongside our *True North* metrics and watch metrics. This will enable clearer oversight of priority areas and strengthen the link between operational delivery and strategic objectives.
- 10.3 In parallel, we have reviewed our risk management arrangements to better support the development of the Corporate Risk Register Group (CRRG). The revised approach will place greater emphasis on risk escalation processes, clear ownership, and defined actions for company-level strategic risks with a score of 12 and above. This ensures that key risks are proactively managed, with clear accountability and timely intervention where required.

11.0 Formalising Deputy for Board meetings

- 11.1 In order to ensure that the Company is fully compliant in relation to its governance requirements for the Board of Directors and also provide continuity of leadership, it is proposed that the Deputy of Estates & Facilities be appointed as the Deputy for the

Company's Managing Director in their absence at Board Meetings. The Deputy of Estates & Facilities would have delegated responsibilities to make decisions and approve actions on behalf of the Managing Director. It is essential that this role is formalised to maintain business continuity.

12.0 Board to Board

12.1 The next board to board meeting has been set for Wednesday 30 April where we will focus on providing an update on our achievements in 2024/25 and outlining our plans for 2025/26, as set out in our approved Business Plan.

13.0 Conclusion

13.1 The Board of Directors is asked to: -

13. 1.1 Note the work that is ongoing across the Organisation.

Date: 14/04/2025

Ref: AG/AC/DM/DQ

**Pay Progression
Report to Board on 29 April 2025**

Agenda Item Number:		11
Presented for:	Decision	
Report of:	People and Culture	
Author (s):	Human Resources	
Report History:	None	
Publication Under Freedom of Information Act:	This paper cannot be made available under the Freedom of Information Act 2000 if requested.	
Links to HIF's Objectives		
Delivering safe, efficient, compliant, responsive and outstanding quality services		√
Being Well Led and Financially Sustainable		√
Embedding business modernisation and service development throughout the company		√
Growing our future business development opportunities		√
Being an employer of choice, developing our staff, being an outstanding place to work and delivering our services with pride		√
Delivering our services sustainably, minimising our impact on the environment		√
Recommendation:		
<p>The Board of Directors is asked to:-</p> <ul style="list-style-type: none"> The Board of Directors is therefore asked to confirm whether HIF's should align with the Trust's approach. 		

1.0 Introduction

Nationally it has been decided that all employees employed on an Agenda for Change Contract of employment within the NHS will need to follow a structured Pay Progression process to move to a higher pay step point within their pay band.

As a result of the COVID19 pandemic, pay progression has happened automatically since March 2020. The suggested change requires both employee and manager to engage in a process and for pay progression to be awarded to employees who can demonstrate the required level of performance and conduct and who have met their objectives and are compliant as regards their statutory, mandatory and essential skills training. This will require the employee to formally request pay progression although the managers will be prompted by ESR which will trigger a reminder for both the employee and the manager.

The process is for all employees on Agenda for Change terms and conditions, with the following exceptions.

- Employees who have reached the top of a pay band up to 8B
- For pay bands 8C, 8D and 9, pay progression into the last two points in the pay band are annually earned. For example, an employee on the second to last pay point who doesn't meet the criteria will drop a pay point for a 12 month period. No pay protection will apply.
- For managers who have not completed staff appraisals irrespective of banding

The Employees must meet the below criteria for submitting their pay progression request:

- The appraisal process has been completed within the last 12 months and outcomes are in line with the organisation's standards.
- All statutory, mandatory and essential skills training relevant to the employee's role is up-to-date and recorded as compliant at the point of application for progression.
- No live formal disciplinary warnings at the date of the increment.
- Not on a formal stage of a capability process at the date of the increment.
- If they are a Line manager - they have completed all the appraisals for their staff as required.

2.0 HIF Employees

We currently employ **xxxxx** staff on a true Agenda for Change contract of employment, as these staff TUPE into HIF in 2018 they would have been employed for a minimum of 7 years and will all have reached top of band, therefore the above is not applicable to them.

From 1 March 2018 until 30 September 2023 all new employees were employed on a HIF contract of employment **xxxxx** staff are on a true HIF Contract.

From 1st October 2023 a Hybrid contract of employment was introduced all new employees from this date are employed on this contract and existing employees

have the option to move to this contract of employment we currently have **xxxxx** employees on a Hybrid Contract of Employment.

3.0 Options

3.1 Option 1

To introduce the proposed pay progression structure to all staff within HIF.

Rationale:

- 3.1.1 To be in line with HDFT
- 3.1.2 Structured Process for all Employees

3.2 Option 2

To continue to give automatic pay progression

Rationale:

- 3.2.1 Most HIF staff are not employed on an Agenda for Change contract of employment and those who are have reached top of band.
- 3.2.2 Appraisal rates are high
- 3.2.3 Statutory and Mandatory Training Rates are high
- 3.2.4 If a manager is not holding appraisals and/or managing staff the manager should be on capability, rather than having pay with-held
- 3.2.5 If an employee has been through a disciplinary process and has a sanction, with-holding pay is considered having the issue addressed twice. If the individual has modified their behaviour and/or have accepted they have made a mistake and accepted accountability it does not feel in line with the KITE values, no blame culture or the best place to work.
- 3.2.6 Current HDFT approach is guidance and not policy driven, could be open to challenge.

4.0 Conclusion

The Trust is currently reviewing its position on implementing the pay progression policy. The Board of Directors is therefore asked to confirm whether HIF's should align with the Trust's approach.

Board Committee report to the Board of Directors

Committee Name:	People and Culture Committee
Committee Chair:	xxxxx deputising for xxxxx
Date of last meeting:	11 March 2025
Date of Board meeting for which this report is prepared	29 April 2025

Summary of key issues:

- The Deputy Director of Estates and Facilities had represented HIF at the recent KITE awards and the HIF winners were congratulated.
- Sickness had increased from xxxxx in January to xxxxx in February 2025. The highest category of sickness was 'Other known illness' which makes it difficult to identify trends. Over the last few months back problems and muscular-skeletal (MSK) problems have been the highest cause of sickness. HR are working with managers to improve reporting and to identify patterns across teams. The Deputy Director of Estates and Facilities and HR Business Partner would provide the committee with a deeper understanding of sickness levels, including a break-down by department. It was noted that the new Managing Attendance Policy was having a positive affect and managers were being supported by HR to deliver the policy.
- The Gender pay gap report was approved. Overall, pay is now almost even between the genders. Recommendations included raising awareness of and being more responsive to flexible working opportunities and evaluating current recruitment practices. The Human Resources Business Partner confirmed that a significant progress on flexible working had been made recently.
- The Ethnicity pay gap report was approved. Based on the mean average, White colleagues are paid xxxxx more than BME colleagues (a xxxxx reduction from 2023) however when using the median hourly rate, the pay gap is disadvantageous to White colleagues. Recommendations included promoting training and education, including equality training and continuing to listen to the lived experiences of the xxxxx.
- It was noted that the Ethnicity pay gap report does not fully represent the experience of HIF staff as the standardised reporting structure groups together all those identifying as 'white'. This does not allow for the analysis of pay considering the diversity of HIF's staff who come from a range of European countries. A more detailed ethnicity report has been requested from HR.
- The People and Culture Terms of Reference were agreed.

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

None

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

None

**Board of Directors
29th April 2025
Internal Audit Report**

Agenda Item Number:	12
Presented for:	Information
Report of:	Internal Audit Report
Author (s):	Deputy Director of Estates and Facilities
Report History:	None
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act 2000 if requested.
Links to HIF's Objectives	
Delivering safe, efficient, compliant, responsive and outstanding quality services	✓
Being Well Led and Financially Sustainable	✓
Embedding business modernisation and service development throughout the company	✓
Growing our future business development opportunities	✓
Being an employer of choice, developing our staff, being an outstanding place to work and delivering our services with pride	✓
Delivering our services sustainably, minimising our impact on the environment	✓
Recommendation:	
The Board of Directors is asked to note the Internal Audit Report.	

Internal Audit Progress Report

April 2025

Harrogate Integrated Facilities (HIF)

Introduction

A summary of recommendations, the corresponding actions to be undertaken by Harrogate Integrated Facilities (HIF), the designated responsible officer for implementation, and the due date for completion are all recorded within the [xxxxx] online system, [xxxxx]. This system is used to monitor and track progress against recommendations. All designated officers have access to the system, and this report provides an overview of the progress made to date.

Summary

- There are currently **0** overdue recommendations.
- There are currently **0** recommendations that have missed their original target dates, but not the revised target date.
- **0** recommendations have not yet fallen due and will be followed up in due course.
- **37** recommendations have been completed in this 12-month period. The Internal Audit plan is agreed with the Audit Committee on an annual basis. This report sets out a summary of open recommendations with updates of current status and details closed actions with assurance of action taken.

Recommendations Status Analysis

This looks at all recommendations raised in the last 12 months.

There are 37 closed and 0 open recommendations from April 2024 - March 2025.

Recommendation Status	Number	%
Total recommendations currently overdue	0	0
Total recommendations currently overdue within revised target dates	0	0
Total recommendations currently not yet due (based on original target date)	0	0
Total completed recommendations	37	100

Terms of Reference

HIF Innovation, Resource and Commercial Committee (IRCC)

Document Details:	Terms of Reference for the Private HIF Innovation, Resource and Commercial Committee (IRCC)
Version:	3
Approved By:	HIF Innovation, Resource and Commercial Committee (IRCC)
Date Approved:	13/02/2025
Ratified By:	HIF Board
Date Ratified:	
Job Title – Author:	Assistant Company Secretary and Governance Lead
Job Title – Responsible Director:	Chair of the HIF Innovation, Resource and Commercial Committee (IRCC) (Non-executive Director)
Date Issued:	
Review Date:	February 2026
Frequency of Review:	At least annual
Amendment Summary:	<ul style="list-style-type: none"> • Stated that the IRCC meetings would be held in private due to the commercial nature of the discussions • Additional responsibility - Monitor progress against major findings and limited assurance internal audit reports. • The deputy for the Managing Director was amended to be an Associate Director.

1. Name of the Committee

Innovation, Resource and Commercial Committee (IRCC) – meetings held in private

2. Accountability

The IRCC is a subcommittee of the HIF Board of Directors. As such, it will act on behalf of the HIF Board of Directors and contribute to setting strategy as this relates to its remit within of the Company.

3. Role of the Committee

3.1 Purpose of the Committee

The IRCC has oversight of the financial performance of the company together with the development and delivery of its Business Modernisation Plan. The IRCC will have oversight on any commercial opportunities the Company considers.

3.2 Guiding Principles

In carrying out their duties, members of the Committee and any attendees must ensure that they act in accordance with the values of the Trust which are:

- Kindness
- Integrity
- Teamwork
- Equality

3.3 Responsibilities of the Committee

The key responsibilities of the Committee are considered under the specific target areas:

- 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 the costed action plans for ERIC and PAM
- Monitor progress against major findings and limited assurance internal audit reports.
-
- Scrutinise proposals for significant projects prior to formulation of business cases and business plans;
- Undertake any relevant matter as requested by the Board of Directors.

NB: The Trust Audit Committee will maintain full oversight of the Annual Accounts process and Treasury Management policy, as well as areas such as Standing Financial Instructions (SFIs) which are part of the Company's system of control.

4. Relationships with other Committees and Groups



5. Composition of the Committee

5.1 Members: Full Rights

Title	Role In the Group/Committee
Non-executive Director	Committee Chair
Non-executive Director	Non-executive Director (deputy chair)
Managing Director	Executive lead with day-to-day responsibility for operational delivery of services. Assurance and escalation provider to the IRCC
Deputy Director of Estates and Facilities	Executive lead with responsibility for workforce. Assurance and escalation provider to the IRCC
Associate Director of Business Modernisation and Service Improvement	Executive lead for the Committee. Assurance and escalation provider to the IRCC

Associate Director of Estates and Capital Delivery	Executive lead for the Committee. Assurance and escalation provider to the IRCC
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The Committee is authorised by the Board to investigate any activity within its Terms of Reference. It is authorised to seek any information it requires from any member of staff and all members of staff are directed to co-operate with any request made by the Committee.

The Committee is authorised by the Board to obtain outside legal or other independent professional advice and may request the attendance of individuals from outside HIF with relevant experience and expertise if it considers this necessary or expedient to carrying out its functions.

There may be occasions where the Executive and Non-Executive Director posts have been filled on an interim basis. Where this arrangement is in place, the interim post holder will be considered a member of this Committee for the period they hold the interim position.

Where an individual is unable to attend, they may delegate to a Deputy. In such cases, it should be made clear at the meeting who is undertaking the deputising role. A minimum of 2 from 4 to attend for quorum.

Where a Non-Executive Director is unable to attend, they may delegate to another Non-Executive Director; in such cases it should be made clear at the meeting who is undertaking the deputising role.

5.2 In attendance: in an advisory capacity

By invite only, in addition to anyone listed above as a member or attendee, at the discretion of the Chair of the Committee, the Committee may also request individuals to attend on an ad hoc basis to provide advice and support for specific items from its work plan when these are discussed at the meetings.

6. Quoracy

Number: The minimum number of members for a meeting to be quorate is three, comprising at least two of the above listed members. If the Chair of the Committee is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by one of the other Non-Executive Directors.

A Schedule of attendees should be reviewed at least annually to ensure adequate cover exists.

Non-quorate meeting: Non-quorate meetings may go ahead unless the Chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting and documented in the minutes.

7. Meetings of the Committee

Frequency: Meetings will be held whenever required, but with a minimum of 4 meetings per year.

In private: The meetings of the Innovation, Resource and Commercial Committee (IRCC) would take place in private due to the commercial nature of the discussions taking place.

Urgent Meetings: Any member of the Committee may request an urgent meeting. The Chair of the Committee will normally agree to call an urgent meeting to discuss the specific matter, unless the opportunity exists to discuss the matter in a more expedient manner.

Administrative Support: The Committee Secretariat will be provided by the HIF Administration Team, including to arrange meetings, prepare agendas, circulate papers and draft minutes, including a register of attendance to be agreed with the Chair of the meeting prior to circulation as described below. Papers will be made available a minimum of five days prior to scheduled meetings. An action log will be maintained, and a log of items reviewed throughout each 12 month period.

Minutes: Draft minutes will be approved by the Chair of the meeting and then shared with the members of the Committee and the Board of Directors. The draft minutes will be reviewed and the final record agreed at the next quorate meeting.

Chair Reports: The Chair of the Committee will provide an update of key issues arising from the meeting, including decisions taken, to the next Board of Directors meeting held in public.

Voting: It is at the discretion of the Chair of the meeting to call a vote during a meeting. When voting, decisions at meetings shall be determined by a majority of the votes of those present and voting. In the case of any equality of votes, the person presiding shall have a second or casting vote.

8. Authority

Establishment: The Committee is a sub-committee of the HIF Board and has been formally established by the HIF Board.

Powers: The Committee has no powers, other than those specifically delegated in these Terms of Reference.

Cessation: The Committee is a standing Board sub-committee in that its responsibilities and purpose are not time limited. However, the Committee has a responsibility to review its effectiveness annually.

9. Duties of the Chair

The Chair of the Committee shall be responsible for:

- Agreeing the agenda in partnership with the Managing Director and Board of Directors
- Directing the meeting, ensuring it operates in accordance with the Company values whilst ensuring all attendees have an opportunity to contribute to the discussion;
- Ensuring the agenda is balanced and discussion is productive;
- Giving direction to the secretariat and checking the draft minutes; and
- Ensuring sufficient information is presented to the HIF Board in respect of the work of the Committee.

10. Review of Committee Effectiveness, Terms of Reference and Annual Report

It will be the responsibility of the Chair of the Committee to ensure that it carries out an assessment of committee effectiveness annually, and to ensure the outcome is reported to the HIF Board along with any remedial action to address any weaknesses identified. The Chair of the Committee will also be responsible for ensuring that the actions to address any areas of weakness are completed. The Terms of Reference shall be reviewed by the Committee at least annually and be presented to the HIF Board for ratification.

The Committee will present an annual report to the HIF Board outlining its work against its duties set out in the Terms of Reference. The Committee will make recommendations to the HIF Board on any area within its remit where action or improvement is required. Members' attendance at Committee meetings will be disclosed in the HIF Annual Report.

Appendix 1: Schedule of Deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case, please state below "no deputy required".

Full member (by job title)	Deputy (by job title)
Non-executive Director / Chair	Vice-Chair, Non-executive Director
Non-executive Director	Non-executive Director
Managing Director	Associate Director

Attendee (by job title)	Deputy (by job title)
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Deputy Director of Estates & Facilities	No deputy required
HR Business Partner	No deputy required
Assistant Company Secretary and Governance Lead	Member of Corporate Governance team

Terms of Reference: Quality and Governance Committee

Document Details:	Terms of Reference for the Terms of Reference: Quality and Governance
Version:	5.1
Approved By:	Quality and Governance
Date Approved:	13/02/2025
Ratified By:	HIF Board
Date Ratified:	
Job Title – Author:	Assistant Company Secretary and Governance Lead
Job Title – Responsible Director:	Chair of the Quality and Governance (Non-executive Director)
Date Issued:	
Review Date:	February 2025
Frequency of Review:	At least annual
Amendment Summary:	
<ul style="list-style-type: none"> • Oversight of audits would move to the Innovation, Resource and Commercial Committee although any outputs of actions relevant to quality and governance would be brought to this committee. • The deputy for the Managing Director was amended to be an Associate Director. • Added the responsibility to monitor compliance against ISO 14395 for decontamination services • Assistant Company Secretary and Governance Lead job title added to relevant sections 	

1. Name of the Committee

HIF Quality and Governance Committee

2. Accountability

The HIF Quality and Governance Committee is a committee of the Harrogate Healthcare Facilities Management Limited's Board of Directors. As such it will, on behalf of the Board, work to support the achievement of HIFs strategy and objectives. Harrogate Healthcare Management Limited (t/a Harrogate Integrated

Facilities (HIF) is a wholly owned subsidiary of Harrogate & District NHS Foundation Trust (HDFT).

1. Role of the Committee

3.1. Purpose of the Committee

The purpose of the Committee is to gain assurance, on behalf of the Board of Directors, that Harrogate Integrated Facilities (HIF) has an effective system of integrated governance throughout the company's activities to support the achievement of HIFs strategy and objectives. Governance will work across areas including, but not limited to, risk management, performance management, quality governance, compliance and internal controls.

3.2. Guiding Principles

In carrying out their duties, members of the committee and any attendees must ensure that they act in accordance with the values of the company which are:

- Kindness
- Integrity
- Teamwork
- Equality

3.3. Responsibilities of the Committee

The key responsibilities of the group are to:

- 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.
- Monitor compliance against ISO 14395 for decontamination services
- 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 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.

The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any member of staff and all members of staff are directed to co-operate with any request may by the Committee.

The Committee shall have the power to establish task and finish groups for the purpose of addressing specific tasks or areas of responsibility.

4. Relationships with other groups and committees



5. Composition of the Committee

7.1. Members: Full Rights

Title	Role in the group / committee
Non-executive Director	Committee Chair
Non-executive Director	Committee Vice-Chair / Non-executive member
Managing Director	Executive lead for the Committee. Assurance and escalation provider to the Quality and Governance Committee

Membership of the Committee shall be agreed by HIF Board, who will appoint the Chair and Vice-Chair of the Committee. Membership will consist of not less than two Non-executive Directors and one Executive Director. The Chair of the Committee should ensure the membership promotes equality, diversity and inclusion.

Any Executive and Non-executive Director can attend a Board sub-committee meeting because of the position that they hold.

There may be occasions where the Executive and Non-executive Director posts have been filled on an interim basis. Where this arrangement is in place, the interim post holder will be considered a member of this group for the period they hold the interim position.

Where an Executive Director is unable to attend, they may delegate to a Deputy Director; in such cases it should be made clear at the meeting who is undertaking the deputising role.

Where a Non-executive Director is unable to attend, they may delegate to another Non-executive Director; in such cases it should be made clear at the meeting who is undertaking the deputising role.

The Chair is invited / reserves the right to attend any meeting. However, the Chair of the Board shall not be a member of the Committee.

7.2. In attendance: in an advisory capacity

Job Title
Deputy Director of Estates & Facilities
Associate Director of Estates and Capital Delivery
Assistant Company Secretary and Governance Lead
Head of Facilities
Associate Director of Business Development and Service Improvement
Deputy Director of Finance (HDFT)

In addition to anyone listed above as a member or attendee, at the discretion of the Chair of the Committee, the Committee may also request individuals to attend on an ad hoc basis to provide advice and support for specific items from its work plan when these are discussed at the meetings.

6. Quoracy

Number: The minimum number of members for a meeting to be quorate is two, comprising at least one Non-executive Director and one Executive Director. If the Chair of the Committee is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by the other Non-executive Director.

Deputies: Where appropriate, members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate except if the deputy is representing the member under formal “acting up” arrangements. In this case the deputy will be deemed a full member of the Committee. It may also be appropriate for attendees to nominate a deputy to attend in their absence.

A Schedule of deputies (in Appendix 1) should be reviewed at least annually to ensure adequate cover exists.

Non-quorate meeting: Non-quorate meetings may go ahead unless the Chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting and documented in the minutes.

7. Meetings of the Committee

Frequency: Meetings will be held at least quarterly. There will be separate meetings if required by the Board of Directors. In addition, the Committee Chair in consultation with the Lead Executive Director may request a meeting in order for the Committee to discharge all of its responsibilities.

Urgent Meetings: Any member of the Committee may request an urgent meeting. The Chair of the Committee will normally agree to call an urgent meeting to discuss the specific matter, unless the opportunity exists to discuss the matter in a more expedient manner.

Attendance: Members are expected to attend all meetings. Members may attend meetings in person, by telephone or by other electronic means. Those in attendance by electronic means shall count towards the quorum.

Administrative Support: The Committee Secretariat will be provided by the Trust’s Corporate Directorate, including to arrange meetings, prepare agendas, circulate papers and draft minutes, including a register of attendance to be agreed with the Chair of the meeting prior to circulation as described below. Papers will be made available a minimum of five days prior to scheduled meetings. An action log will be maintained, and a log of items reviewed throughout each 12 month period.

Minutes: Draft minutes will be approved by the Chair of the meeting and then shared with the members of the Committee. The draft minutes will be reviewed and the final record agreed at the next quorate meeting. Approved minutes of each meeting will then be provided to the Board of Directors for noting.

Chair Reports: The Chair of the Committee will provide an update of key issues arising from the meeting, including decisions taken, to the next Board of Directors meeting.

Voting: It is at the discretion of the Chair of the meeting to call a vote during a meeting. When voting, decisions at meetings shall be determined by a majority of the votes of the Executive and Non-executive Directors present and voting. In the case of any equality of votes, the person presiding shall have a second or casting vote.

8. Authority

Establishment: The Committee is a sub-committee of the Board and Directors and has been formally established by the Board.

Powers: The Committee has no powers, other than those specifically delegated in these Terms of Reference.

Cessation: The Committee is a standing Board sub-committee in that its responsibilities and purpose are not time limited. However, the Committee has a responsibility to review its effectiveness annually.

9. Duties of the Committee Chair

The Chair of the Committee shall be responsible for:

- Agreeing the agenda in partnership with the Managing Director, and the Assistant Company Secretary and Governance Lead;
- Directing the meeting, ensuring it operates in accordance with the company's values whilst ensuring all attendees have an opportunity to contribute to the discussion;
- Ensuring the agenda is balanced and discussion is productive;
- Establish if there are any conflicts of interest and manage any such declarations appropriately;
- Giving direction to the secretariat and checking the draft minutes;
- Ensuring sufficient information is presented to the Board of Directors in respect of the work of the Committee; and
- Attending the Board to Board meetings with the Trust.

10. Review of Committee Effectiveness, Terms of Reference and Annual Report

It will be the responsibility of the Chair of the Committee to ensure that it carries out an assessment of committee effectiveness annually, and ensure the outcome is reported to the Board of Directors along with any remedial action to address any weaknesses identified. The Chair of the Committee will also be responsible for ensuring that the actions to address any areas of weakness are completed.

The Terms of Reference shall be reviewed by the Committee at least annually and be presented to the Board of Directors for ratification.

The HIF Quality and Governance Committee will present an annual report to the Board of Directors outlining its work against its duties set out in the Terms of Reference. The HIF Quality and Governance Committee will make recommendations to the Board of Directors on any area within its remit where action or improvement is required.

Appendix 1: Schedule of Deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case, please state below “no deputy required”.

Full member (by job title)	Deputy (by job title)
Non-executive Director / Chair	Vice-Chair, Non-executive Director
Non-executive Director	Non-executive Director
Managing Director	Associate Director

Attendee (by job title)	Deputy (by job title)
Deputy Director of Estates & Facilities	
Associate Director of Estates and Capital Delivery	
Assistant Company Secretary and Governance Lead	
Head of Facilities	
Member of Corporate Governance Team	Member of Corporate Governance Team

Terms of Reference

HIF People and Culture Committee

Document Details:	Terms of Reference for the HIF People and Culture Committee
Version:	3
Approved By:	HIF People and Culture Committee
Date Approved:	11 March 2025
Ratified By:	HIF Board
Date Ratified:	11 March 2025
Job Title – Author:	HDFT Assistant Company Secretary
Job Title – Responsible Director:	Chair of the HIF People and Culture Committee (Non-executive Director)
Date Issued:	11 March 2025
Review Date:	March 2026
Frequency of Review:	At least annual
Amendment Summary:	
<ol style="list-style-type: none"> 1. Transferred to new Terms of Reference Template to include standard wording. 2. Updated with schedule of deputies 	

1. Name of the Committee

HIF People and Culture Committee

2. Accountability

The HIF People and Culture Committee is a committee of the Harrogate Healthcare Facilities Management Limited's Board of Directors. As such it will, on behalf of the Board, contribute to setting strategy as this relates to people and culture. Harrogate Healthcare Management Limited (t/a Harrogate Integrated Facilities (HIF)) is a wholly owned subsidiary of Harrogate & District NHS Foundation Trust (HDFT).

3. Role of the Committee

3.1. Purpose of the Committee

The purpose of the Committee is to gain assurance, on behalf of the Board of Directors, that Harrogate Integrated Facilities (HIF) is making sufficient progress towards creating a highly engaged workforce in line with the NHS People Plan themes and the company's guiding principles.

3.2. Guiding Principles

In carrying out their duties, members of the committee and any attendees must ensure that they act in accordance with the values of the company which are:

- Kindness
- Integrity
- Teamwork
- Equality

3.3. Responsibilities of the Committee

The key responsibilities of the group are to:

- 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 HIF is aware of HDFT's People and Organisational Development 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, including, but not limited to, meeting mandatory reporting requirements are met in respect of:
 - Health and safety (workforce related)
 - Trade Union hours annual return
 - Conflict of Interest
 - Staff Surveys
 - Equality Delivery System 2022 (EDS22)
 - Freedom to Speak Up
 - Guardian of Safe Working Hours
 - Workforce Race Equality Standard (WRES)
 - Workforce Disability Equality Standard (WDES)
 - Gender Pay Gap

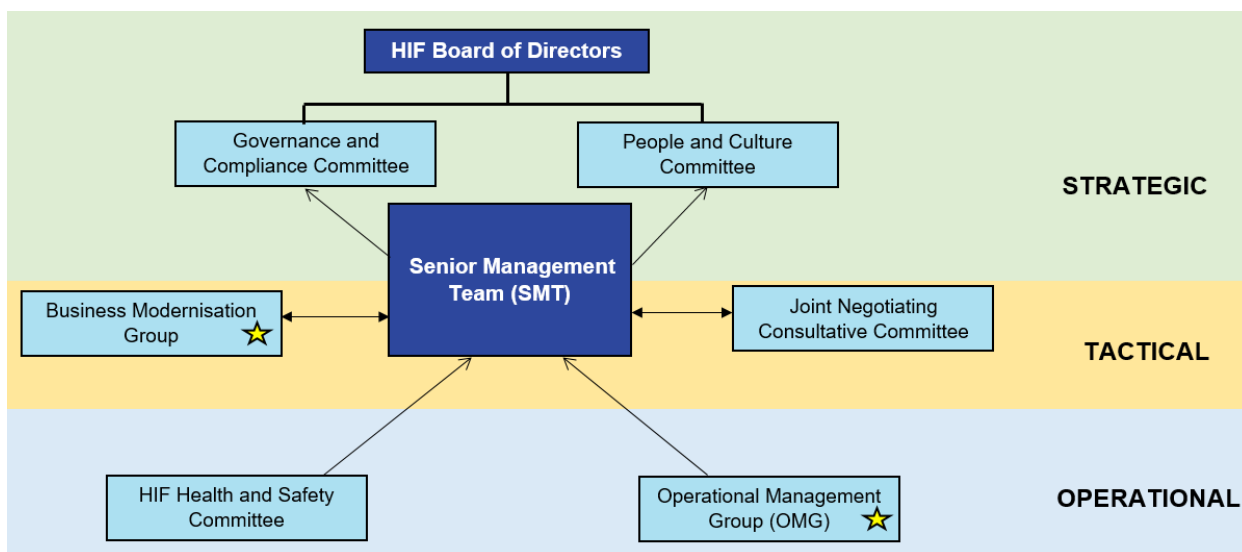
- Where additional work is required as a result of any statutory reporting, the Committee will ensure appropriate action is taken;
- Identify, assess and manage strategic risks in relation to the Committee's area of focus via the Board Assurance Framework;
- Review the suitability and robustness of risk mitigations and action plans with regard to their potential impact on the company's Strategic Objectives;
- Provide the Board with assurance on the effectiveness of management of the principal risks relating to the Committee's purpose and function.

The Committee is authorised by the Board to instruct professional advisors and request the attendance of individuals and authorities from outside the Company with relevant experience and expertise if it considers this necessary for or expedient to the exercise of its functions.

The Committee is authorised by the Board to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any member of staff and all members of staff are directed to co-operate with any request may by the Committee.

The Committee shall have the power to establish subcommittees/Groups and/or task and finish groups for the purpose of addressing specific tasks or areas of responsibility.

4. Relationships with other groups and committees



5. Composition of the Committee

5.1. Members: Full Rights

Title	Role in the group / committee
Non-executive Director	Committee Chair
Non-executive Director	Committee Vice-Chair / Non-executive member
Managing Director	Executive lead for the Committee. Assurance and escalation provider to the People and Culture Committee

Membership of the Committee shall be agreed by HIF Board, who will appoint the Chair and Vice-Chair of the Committee. Membership will consist of not less than two Non-executive Directors and one Executive Director. The Chair of the Committee should ensure the membership promotes equality, diversity and inclusion.

Any Executive and Non-executive Director can attend a Board sub-committee meeting because of the position that they hold. When carrying out this duty, they will assume full member rights. However, Associate Non-executive Directors or Associate Executive Directors do not hold full member rights.

There may be occasions where the Executive and Non-executive Director posts have been filled on an interim basis. Where this arrangement is in place, the interim post holder will be considered a member of this group for the period they hold the interim position.

Where an Executive Director is unable to attend, they may delegate to a Deputy Director; in such cases it should be made clear at the meeting who is undertaking the deputising role.

Where a Non-executive Director is unable to attend, they may delegate to another Non-executive Director; in such cases it should be made clear at the meeting who is undertaking the deputising role.

The Chair of the Board is invited / reserves the right to attend any meeting. However, the Chair of the Board shall not be a member of the Committee.

5.2. In attendance: in an advisory capacity

Job Title
Deputy Director of Estates & Facilities
HR Business Partner
Assistant Company Secretary
Corporate Office Executive Assistant (minute taker)

In addition to anyone listed above as a member or attendee, at the discretion of the Chair of the Committee, the Committee may also request individuals to attend on an ad hoc basis to provide advice and support for specific items from its work plan when these are discussed at the meetings.

6. Quoracy

Number: The minimum number of members for a meeting to be quorate is two, comprising at least one Non-executive Director and one Executive Director. If the Chair of the Committee is unable to attend the meeting, and if otherwise quorate, the meeting will be chaired by one of the other Non-executive Directors.

Deputies: Where appropriate, members may nominate deputies to represent them at a meeting. Deputies do not count towards the calculation of whether the meeting is quorate except if the deputy is representing the member under formal “acting up” arrangements. In this case the deputy will be deemed a full member of the Committee. It may also be appropriate for attendees to nominate a deputy to attend in their absence.

A Schedule of deputies (in Appendix 1) should be reviewed at least annually to ensure adequate cover exists.

Non-quorate meeting: Non-quorate meetings may go ahead unless the Chair decides not to proceed. Any decisions made by the non-quorate meeting must be reviewed at the next quorate meeting and documented in the minutes.

7. Meetings of the Committee

Frequency: Meetings will be held at least quarterly. There will be separate meetings if required by the Board of Directors. In addition, the Committee Chair in consultation with the Lead Executive Director may request a meeting in order for the Committee to discharge all of its responsibilities.

Urgent Meetings: Any member of the Committee may request an urgent meeting. The Chair of the Committee will normally agree to call an urgent meeting to discuss the specific matter, unless the opportunity exists to discuss the matter in a more expedient manner.

Attendance: Members are expected to attend all meetings. Members may attend meetings in person, by telephone or by other electronic means. Those in attendance by electronic means shall count towards the quorum.

Administrative Support: The Committee Secretariat will be provided by the Trust's Corporate Directorate, including to arrange meetings, prepare agendas, circulate papers and draft minutes, including a register of attendance to be agreed with the Chair of the meeting prior to circulation as described below. Papers will be made available a minimum of five days prior to scheduled meetings. An action log will be maintained, and a log of items reviewed throughout each 12 month period.

Minutes: Draft minutes will be approved by the Chair of the meeting and then shared with the members of the Committee. The draft minutes will be reviewed and the final record agreed at the next quorate meeting. Approved minutes of each meeting will then be provided to the Board of Directors for noting.

Chair Reports: The Chair of the Committee will provide an update of key issues arising from the meeting, including decisions taken, to the next Board of Directors meeting.

Voting: It is at the discretion of the Chair of the meeting to call a vote during a meeting. When voting, decisions at meetings shall be determined by a majority of the votes of the Executive and Non-executive Directors present and voting. In the case of any equality of votes, the person presiding shall have a second or casting vote.

8. Authority

Establishment: The Committee is a sub-committee of the Board and Directors and has been formally established by the Board.

Powers: The Committee has no powers, other than those specifically delegated in these Terms of Reference.

Cessation: The Committee is a standing Board sub-committee in that its responsibilities and purpose are not time limited. However, the Committee has a responsibility to review its effectiveness annually.

9. Duties of the Chair

The Chair of the Committee shall be responsible for:

- Agreeing the agenda in partnership with the Managing Director;

- Directing the meeting, ensuring it operates in accordance with the company's values whilst ensuring all attendees have an opportunity to contribute to the discussion;
- Ensuring the agenda is balanced and discussion is productive;
- Establish if there are any conflicts of interest and manage any such declarations appropriately;
- Giving direction to the secretariat and checking the draft minutes;
- Ensuring sufficient information is presented to the Board of Directors in respect of the work of the Committee; and
- Attending the Annual General Meeting to respond to any stakeholder questions on the work of the Committee.

10. Review of Committee Effectiveness, Terms of Reference and Annual Report

It will be the responsibility of the Chair of the Committee to ensure that it carries out an assessment of committee effectiveness annually, and ensure the outcome is reported to the Board of Directors along with any remedial action to address any weaknesses identified. The Chair of the Committee will also be responsible for ensuring that the actions to address any areas of weakness are completed.

The Terms of Reference shall be reviewed by the Committee at least annually and be presented to the Board of Directors for ratification.

The HIF People and Culture Committee will present an annual report to the Board of Directors outlining its work against its duties set out in the Terms of Reference. The HIF People and Culture Committee will make recommendations to the Board of Directors on any area within its remit where action or improvement is required.

Appendix 1: Schedule of Deputies

It may not be necessary or appropriate for all members (or attendees) to have a deputy attend in their absence. If this is the case, please state below “no deputy required”.

Full member (by job title)	Deputy (by job title)
Non-executive Director / Chair	Vice-Chair, Non-executive Director
Non-executive Director	Non-executive Director
Managing Director	No deputy

Attendee (by job title)	Deputy (by job title)
Deputy Director of Estates & Facilities	No deputy required
HR Business Partner	No deputy required
Assistant Company Secretary	Member of Corporate Governance team