

**HIF Board of Directors – Formal Meeting
to be held on Tuesday 28 October 2025 9 – 10:45am
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	Agenda Item	Action	Lead	Paper	Time
1.0	Welcome from the Chair Introductions & apologies	Note	Chair	Verbal	9:00
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: 26 August 2025	Approve	Chair	Attached	
5.0	Matters Arising and Action Log	Note	Chair	Attached	9:10
6.0	Chair's Update	Note	Chair	Verbal	9:15
7.0	Managing Director's Update	Note	Managing Director	Attached	9:20
8.0	Sub-Committee Update - Quality & Governance Committee	Note/Discuss	Non- Executive Director	Verbal	9:25
9.0	Finance Report	Note/Discuss	Deputy Director of Finance	Attached (in IBR)	9:35
10.0	Workforce and Organisational Development update	Note/Discuss	Deputy Director of People & Culture	Attached (in IBR)	9:45
11.0	Annual Pensions Governance Report	Note	Deputy Director of People & Culture	Attached	10:00
12.0	Digital strategy	Note/Discuss	Managing Director	Attached	10:05
13.0	Annual Review of Publication Scheme	Note	Managing Director	Attached	10:25
14.0	Board Appointed Non-Executive Directors	Note/Discuss	Managing Director	Attached	10:35
15.0	Any Other Business	Note/Discuss	Chair	Verbal	10:40

16.0	Items to Escalate to HDFT Board	Note/Discuss	Chair	Verbal	
17.0	Additional Risks to add to Risk Register	Note/Discuss	Chair	Verbal	
18.0	Evaluation of the Meeting	Note/Discuss	Chair	Verbal	

Meeting Close: 10:45

NEXT MEETINGS:

HIF Board Workshop: Tuesday 25 November 9:00-11:30 Boardroom, HIF, 17 Wetherby Road

HIF Board Meeting: Tuesday 16 December 9:00-11:00 Boardroom, HIF, 17 Wetherby Road

Private Board Meeting: Tuesday 16 December 11:00 – 12:00 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)

Formal Meeting of the Company Board of Directors

held on 28 October 2025, 9 – 11am

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

Present:	
Mark Chamberlain	Chair
Jeremy Cross (JC)	HDFT Non-executive Director, Shareholder Non-executive Director
Angie Gillett (AG)	Managing Director
In Attendance:	
xxxx	Deputy Director of Estates and Facilities
xxxx	Deputy Director of Finance (HDFT)
xxxx	Deputy Director of People & Culture (HDFT)
xxxx	Assistant Company Secretary and Governance Lead (minute taker)
xxxx	HIF Finance Manager
Apologies:	
xxxx	HDFT Director of Strategy, Shareholder Non-executive Director
xxxx	Non-executive Director
xxxx	HR Business Partner (HDFT)
xxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)

APPROVED MINUTES

HIF/10/28/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting.
HIF/10/28/2	Apologies for Absence
2.1	Apologies for absence had been received from those noted above.
HIF/10/28/3	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/10/28/4	Minutes of the Previous Meeting
4.1	Resolved: The minutes of the Formal Board meeting held on 26 August 2025 were approved as an accurate record of the meeting.
HIF/10/28/5	Matters Arising and Action Log
5.1	Matters Arising There were no matters arising.
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	111. Communications regarding the Main Entrance: Communications have been agreed with Trust. Complete, action to be closed.
5.4	112. Gemba to Medical Engineering: Proposed date of 16 December, after the Board meeting, agreed. Complete, action to be closed.
5.5	113: Update on PLACE: The PLACE inspection would take place at the end of October/early November. The full results and ranking would be available in February. A further update would be provided at the December meeting.
5.6	Resolved: The action log would be updated as discussed.
HIF/10/28/6	Chair’s Update
6.1	The Chair provided a verbal update.
6.2	There is ongoing discussion regarding the opportunities linked to subsidiaries at a national level. HIF are in a good position in terms of the balance and flexibility of pension of T&C offers to staff.
6.3	The Shareholder Non-executive Director (JC) asked about the rationale of offering various pension schemes. The Managing Director stated that it was a personal choice, but the majority of HIF staff are now part of the NHS pension.
6.4	The Chair and Managing Director had met with both the HDFT Chief Executive and HDFT Chair who had provided very positive feedback, not just of the financial position but the wider HIF service provision. They were supportive of the direction of travel, particularly in relation to business modernisation plans, the green agenda and IT investment.
6.5	Resolved: The Chair’s update was noted.
HIF/10/28/7	Managing Director’s Update
7.1	The report had been circulated in advance and was taken as read. The Managing Director highlighted key points for the Board to note:
7.2	<u>Quality Accreditation – ISO 9001</u> - the gap analysis to support the work for securing our accreditation is underway and this is giving us a clearer picture of

	where we already meet the standard and where we need to strengthen our processes
7.3	<u>Business Plan Progress</u> - service leads are working closely with Finance teams to ensure the financial plans are firmly behind the operational and strategic ambitions of the business. The proposal is for this work to be completed by mid-November, with an aim to have a draft Business Plan developed by the end of November
7.4	<u>Digital Meal Ordering</u> - the project continues to make progress with a preferred supplier identified, and the business case is being expanded to cover additional modules, including Domestic and Portering
7.5	<u>Domestic Services</u> - following the conclusion of the service review we are moving forward with the organisational changes to support improvements in aligning working patterns with service need
7.6	<u>Medical Engineering Restructure</u> - the restructure in Medical Engineering is progressing in line with the plan set out in the approved business case
7.7	<u>Security</u> - We are continuing to make progress on the elements within the control of the company.
7.8	It was hoped that by December there would be an update on xxxx
7.9	Updates regarding service development would be provided to the board in due course.
7.10	Resolved: The Board noted the contents of the Managing Director's report.
HIF/10/28/8	Quality and Governance sub-committee update
8.1	Due to unforeseen circumstances, it was not possible for the Quality and Governance sub-committee report to be provided or for the Chair to provide a report. A verbal update was provided by others who had attended the meeting.
8.2	It was agreed that the Quality and Governance meeting minutes would be circulated. ACTION: Assistant Company Secretary to circulate minutes of the August Quality and Governance meeting.
8.3	The following risks had been escalated to the Board <ul style="list-style-type: none"> • Fire alarm system – maintenance had recently been undertaken to reduce the number of recorded faults, caused by an aging system. Although the system did come back online after the upgrade, it is clear that a new system is required. The risk was well understood by HDFT but the cost of the new system was currently prohibitive.
8.4	Shareholder Non-executive Director (JC) asked if he should escalate the risk to Trust Board and ask for a response, and this was agreed. ACTION: Shareholder Non-executive Director (JC) to escalate the risk to HDFT Board.

8.5	<p>The Chair stated that the situation was of concern and clarity was required from HDFT regarding their acceptance of the risk and planned actions in relation to the risk.</p> <p>ACTION: Associate Director of Estates and Capital Delivery to provide the Board with information regarding the fire risk at the Board meeting in December.</p>
8.6	<p>Resolved: The sub-committee update was noted.</p>
HIF/10/28/9	Finance Report
9.1	<p>The finance report had been circulated in advance of the meeting and was taken as read. The Deputy Director of Finance highlighted the following points.</p>
9.2	<p>The forecast surplus had increased again this month, but it was noted that the year-end forecast still included a number of caveats in relation to winter pressures and energy and was likely to reduce.</p>
9.3	<p>Cash continued to be a risk and the finance team were actively working to resolve the issue, which was also linked to the EY work. It was expected that there would be a resolution by the next meeting.</p>
9.4	<p>The Chair asked if there were any actions that HIF should be taking to help resolve the cash issue. It was stated that the situation was being actively managed by the finance team and that when the loans for the assets were unwound then there would be a cash payment to HIF. It was also confirmed that supplier payments were all up to date.</p>
9.5	<p>Resolved: The Finance Report was received and noted.</p>
HIF/10/28/10	Workforce and Organisational Development update
10.1	<p>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.</p>
10.2	<p>Most of the key workforce indicators were showing improvements compared to the same time last year and four indicators showed improvements from the previous month.</p>
10.3	<p>Sickness levels had fallen, and it was now considered to be an adequate position.</p>
10.4	<p>It was felt that actively addressing turnover in the first year may be required if it remains at the current level.</p>
10.5	<p>The Chair asked about the implications of the leavers in the first-year data. The Managing Director stated that the situation had been discussed at SMT and the higher-than-average figure predominantly related to the outcome of Employee Relation activities. Work would be undertaken through the Operational HR group to identify learning and possible training needs for supervisors.</p>
10.6	<p>The broad principles of the Domestic Services restructure had been signed off. It was noted that it would be a complicated piece of work to unravel the current working pattern arrangements.</p>

10.7	To date 61% of HIF staff had completed the Staff Survey, which would provide rich data for future improvement plans.
10.8	Shareholder Non-executive Director (JC) noted the increasing vacancy rate. It was confirmed that ESR data does not necessarily indicate the number of actual vacancies being recruited to, rather it shows the difference between budgeted establishment and staff in post.
10.9	It was noted that agency spend remained low, suggesting that there was not an ongoing issue with vacancies not being filled. ACTION: The Deputy Director of Estates and Facilities would provide an update on vacancies at the next IRCC.
10.10	Resolved: The Workforce Report was received and noted.
HIF/10/28/11	Annual Pensions Governance Report
11.1	The Annual Pensions Governance Report had been circulated in advance and were taken as read.
11.2	It was suggested that a robust succession plan should be in place to prepare for those colleagues nearing retirement age.
11.3	The Chair noted that the size of the fund seemed low considering the number of people in the scheme.
11.4	Resolved: The Annual Pensions Governance Report was noted.
HIF/10/28/12	Digital strategy
12.1	The digital strategy document had been circulated in advance and was taken as read.
12.2	The digital strategy defines the vision and roadmap for HIF to provide digital technologies and solutions which will help to improve productivity, enhanced service delivery, and sustainable estate and facilities management.
12.3	The digital strategy proposal had been presented to IRCC and the digital strategy document had been subsequently approved at IRCC. The Board were receiving the strategy document for information and comment. The digital strategy would now proceed to HDFT Digital Management Group for final information and sign off.
12.4	Following a question regarding backlog funding, it was agreed that the Associate Director of Estates and Capital Delivery would provide an update on backlog funding to IRCC. ACTION: Associate Director of Estates and Capital Delivery to provide an update on backlog funding to IRCC.
12.5	The Board were supportive of the approach outlined in the strategy document.
12.6	Resolved: The Digital strategy was noted.

HIF/10/28/13	Annual Review of Publication Scheme
13.1	A report of the Annual Review of Publication Scheme had been circulated in advance and was taken as read.
13.2	The Board were assured that HIF has adopted the ICO's Model Publication Scheme and remains fully compliant with its requirements. All information covered by the scheme is published and accessible to the public, with procedures in place to ensure continuous compliance. HIF is maintaining its commitment to transparency, accountability and good governance through consistent adherence to the FOIA Publication Scheme standards.
13.3	Resolved: The Annual Review of Publication Scheme update was noted.
HIF/10/28/14	Board Appointed Non-Executive Directors
14.1	A report of Board Appointed Non-Executive Directors had been circulated in advance and was taken as read.
14.2	The Board was requested to approve the Non-Executive Director sub-committee memberships from October 2025.
14.3	Resolved: The Board Appointed Non-Executive Directors were approved.
HIF/10/28/15	Any Other Business
15.1	Resolved: There were no further items of business.
HIF/10/28/16	Items to Escalate to HDFT Board
16.1	The fire alarm risk would be escalated, as outlined in minute HIF/10/28/8 above. Resolved: The fire alarm risk would be escalated to the HDFT Board.
HIF/10/28/17	Additional Risks to add to Risk Register
17.1	Resolved: There were no additional risks to be added to the risk register.
HIF/10/28/18	Evaluation of the Meeting
18.1	The Board considered the meeting had been productive.
PRIVATE SESSION	
	The Board meeting of Harrogate Healthcare Facilities Management Limited continued in private session.

**Harrogate Integrated Facilities – FORMAL Board of Directors – Action Log
As at end August 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
26/08/2025	111	HIF/08/26/7	Associate Director of Business Development and Service Improvement to provide Board members with guidance regarding the Main Entrance communications.	Associate Director of Business Development and Service Improvement	1/9/25	
26/08/2025	112	HIF/08/26/7	Assistant Company Secretary and Governance Lead to arrange a Board gemba to Medical Engineering	Assistant Company Secretary and Governance Lead	28/10/25	
26/08/2025	113	HIF/08/26/8	Deputy Director of Estates and Facilities to request an update on PLACE and report back to Board.	Deputy Director of Estates and Facilities	28/10/25	

Board of Directors - 28 October 2025

Digital Strategy 2025-2028

Agenda Item Number:	12
Presented for:	Approval
Report of:	Digital Strategy 2025-2028
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 approve the Digital Strategy 2025-2028	

Harrogate Integrated Facilities Digital Strategy 2025-2028

Version 1.1 –July 2025

DRAFT

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1. Introduction

- 1.1 This digital strategy defines the vision and roadmap for Harrogate Integrated Facilities Ltd (HIF), to provide digital technologies and solutions which will help to improve productivity, enhanced service delivery, and sustainable estate and facilities management. The strategy is fully aligned with NHS national digital strategies, estates-specific frameworks, supporting the NHS Long Term Plan's ambition for smarter, more efficient healthcare environments. It is also aligned to the detail strategy for HDFT which focuses on providing digital tools and services which make it easier to provide the best quality, safest care.
- 1.2 This strategy will position the subsidiary as a key enabler in delivering modern, integrated, and resilient estates services that underpin quality patient care, staff wellbeing, and NHS operational excellence.

2. Strategic Context and Alignment

- 2.1 The NHS estate accounts for a significant proportion of the healthcare system's operational spend and environmental footprint. The NHS Long Term Plan (2019) and NHS Digital Strategy emphasize the critical role of digital transformation in delivering efficient, safe, and sustainable estate and facilities management.
- 2.2 Key NHS documents shaping this strategy include:
- **NHS Long Term Plan (2019)** – Sets national ambitions for digital transformation and sustainability across health and care systems.
 - **NHSX Digital Strategy (2022/23)** – Focuses on accelerating digital maturity, interoperability, and innovation.
 - **NHS Data Strategy (2022)** – Guides ethical and effective use of data, supporting operational excellence.
 - **NHS Digital Technology Code of Practice (2020)** – Defines standards for procurement, deployment, and lifecycle management of digital technology.
 - **NHS Cyber and Data Security Guidance** – Ensures robust protection of operational and information assets.
 - **NHS Net Zero Carbon Strategy (2020)** – Establishes targets for sustainable estate management.
- 2.3 Together, these frameworks demand a transformation of estates and facilities services through digital innovation that enhances productivity, service quality, and sustainability.
- 2.4 There is a clear recognition within HIF that the Company needs to develop digital systems to support the Business and enable service improvements and efficiencies across all areas to be delivered.

3. Vision and Core Principles

3.1 Vision

3.1.1 Our Vision is for HIF to introduce new digital systems which will assist in delivering efficient, innovative, and sustainable services that directly enhance patient care environments, staff productivity and efficiency and support the delivery of key operational goals across both HIF and HDFT.

3.2 Core Principles

Principle	Description
1. Operational Productivity	Utilise digital tools to optimise workflows, resource allocation, and asset utilisation, ensuring maximum efficiency across estates and facilities functions.
2. Service Excellence	Deliver high-quality, responsive services through digital platforms that improve communication, scheduling, and issue resolution for clinical and non-clinical users.
3. Data-Driven Decision Making	Harness real-time data and advanced analytics to inform strategic estate planning, predictive resource management, and continuous performance improvement across our key service areas including catering, portering and domestic services.
4. Sustainability and Net Zero	Implement smart technologies and environmental monitoring to reduce carbon footprint and support NHS sustainability commitments.
5. Interoperability and Integration	Ensure seamless integration of estate management systems
6. Robust Cyber Security and Compliance	Maintain rigorous data protection, cyber resilience, and compliance with NHSX and GDPR frameworks, safeguarding all estate digital assets.
7. User-Centered Design and Accessibility	Develop digital solutions with direct input from end users, ensuring accessibility, ease of use, and inclusivity for all staff and patients.
8. Workforce Empowerment	Foster a digitally capable workforce through targeted training and change management, embedding a culture of continuous digital innovation.

Table 1 - Our Digital Core Principles

4. Current Position

4.1 Our organisation plays a critical role in supporting frontline healthcare delivery through the maintenance, operation, and improvement of healthcare infrastructure. However, our current operational environment is characterised by a heavy reliance on paper-based processes, disparate digital systems, and limited integration across platforms.

4.2 This fragmented digital landscape has led to inefficiencies in data sharing, reduced workforce productivity, duplication of effort, and limited real-time visibility into operational performance. Our digital capabilities are not fully aligned with our strategic ambitions to deliver high-quality, responsive, and cost-effective facilities services.

4.3 While some digital systems are in use, they are often siloed and not effectively integrated into a unified digital ecosystem. This constrains our ability to make informed decisions, respond proactively to service demands, and scale operations efficiently.

- 4.4 Additionally, our workforce faces challenges related to digital literacy and system utilisation. Upskilling staff and embedding digital competence across all levels of the organisation is essential to ensure successful adoption of future digital initiatives.
- 4.5 To better understand the scope and impact of these challenges, the following section outlines the key systems currently in use across each department, highlighting existing capabilities, gaps, and areas for improvement.

Department and System	Renewal Date	Comment
Catering		
XXXX direct recipes	N/A	<ul style="list-style-type: none"> Online cloud based, vendor specific system to create recipes from XXXX product lines only
XXXX Menu-Mark Production	Renewal Dec annual	<ul style="list-style-type: none"> Old legacy system, requires upgrade No allergen or nutritional information No integration with EPOS Paper based patient meal ordering process No integration with stock management
EPOS (tills)	Renewal Sept annual	<ul style="list-style-type: none"> Standalone EPOS no integration with production / waste
Food Safety Training	Ongoing	<ul style="list-style-type: none"> Cloud based (Highfield Learning)
Quality Management Audits	Paper Based	<ul style="list-style-type: none"> Excel, MS Forms, Word
HACCP - Food Safety Management System	Paper Based	<ul style="list-style-type: none"> Not integrated, excel based recoding and word documents for checklists
Contracting		
XXXX	Ongoing	<ul style="list-style-type: none"> Trust System
CSSD		
XXXX (XXXX)	Ongoing	<ul style="list-style-type: none"> Endoscopy and SSD Traceability
Quality Management ISO 13485	Ongoing	<ul style="list-style-type: none"> Paper Based – Excel , Word
Domestics		
Accommodation booking	N/A	<ul style="list-style-type: none"> Excel
NCS Audits XXXX	Ongoing	<ul style="list-style-type: none"> XXXX
Deep Clean Logs	N/A	<ul style="list-style-type: none"> Excel
Cleaning checklists/ workplan	N/A	<ul style="list-style-type: none"> Word Documents/ forms
Water flushing compliance	NA	<ul style="list-style-type: none"> Excel
Estates		
Mailing and Filing Structure Management	N/A	<ul style="list-style-type: none"> SharePoint/ File systems
Quality management	N/A	<ul style="list-style-type: none"> SharePoint/ File systems
Carbon Accountancy	N/A	<ul style="list-style-type: none"> Excel
C365 (Assurance)	Feb 2026	<ul style="list-style-type: none"> Cloud based system
XXXX (PPM and Task management)	Ongoing	<ul style="list-style-type: none"> Task Management , handhelds and helpdesk
Premises Assurance Module (PAM) compliance	Ongoing	<ul style="list-style-type: none"> Excel, MS Teams, Word
General office		
Access Control System	Trust system	<ul style="list-style-type: none"> Core system best endeavours for maintenance
ID Cards	Trust system	
XXXX (Car Park Permit)	Oct 2028	<ul style="list-style-type: none"> In contract with XXXX till 2028
Medical Devices and Medical Engineering		
MEL Database (inhouse)	N/A	<ul style="list-style-type: none"> Excel

Department and System	Renewal Date	Comment
XXXX (Asset Management)	Ongoing	<ul style="list-style-type: none"> New system
Portering		
Portering Requests -Teletracking	June 2026	<ul style="list-style-type: none"> Replacement due to EPR programme in June 2026, uses handheld devices
Radio System	Ongoing	<ul style="list-style-type: none"> VHF system to support comms

Table 2 - Current Systems

5. Digital Strategy: Core Principles and Delivery Objectives

5.1 Principle 1: Enhance Operational Productivity through Digital Transformation

5.1.1 Digital technology will be used to streamline Estates and Facilities workflows, automate routine processes, and optimise resource deployment to increase productivity and reduce operational costs.

Delivery Objectives

5.1.2 Many current operational activities are carried out using paper forms, Excel trackers, or legacy standalone systems. These fragmented processes create inefficiencies, increase the risk of human error, and place a significant administrative burden on frontline teams.

5.1.3 Our objectives will be to modernise these workflows by;

- Streamlining Estates and Soft FM workflows by digitising paper-based and manual processes.
- Deploy integrated task management and scheduling systems such as **Integrated Soft FM system** and **XXXX** to reduce duplication and improve team coordination.
- Implement real-time performance dashboards to enable proactive decision-making and resource optimisation.

5.2 Principle 2: Service Excellence

5.2.1 Deliver high-quality, responsive services through digital platforms that improve communication, scheduling, and issue resolution for clinical and non-clinical users.

Delivery Objectives

5.2.2 Digital transformation will be a key enabler in enhancing the quality and responsiveness of our Estates and Facilities provision. Our objective is to deliver consistent, high-performing Soft FM services that meet the needs of both clinical users and patients by improving how tasks are scheduled, tracked, and resolved.

5.2.3 Through the implementation of an integrated platform for Catering, Portering, and Domestic, and by improving integration with other systems (e.g. helpdesks, **XXXX**, audits), we will move toward real-time service visibility, more effective communication, and reduced turnaround times. This ensures not only operational efficiency but also enhances satisfaction among internal stakeholders and frontline care teams.

5.2.4 Our delivery objectives will therefore be,

- Implement an integrated Soft FM system across Catering, Domestic, and Portering to unify service requests and task management.

- Enable mobile and handheld access to task lists for frontline teams to improve responsiveness and accountability.
- Develop user-friendly digital communication channels to facilitate faster issue reporting and resolution.

5.3 Principle 3: Embed Data-Driven Estate/ Facilities Management and Strategic Planning

5.3.1 Harness real-time data and advanced analytics to inform strategic estate planning, predictive resource management, and continuous performance improvement across key service areas.

Delivery Objectives

5.3.2 Effective use of data is central to transforming Estates and Facilities from reactive service delivery to a more proactive, predictive model. Our objective is to embed data capture, analysis, and reporting into the everyday operations of Catering, Domestic, Portering, and Estates to support continuous improvement and smarter resource planning.

5.3.3 By leveraging integrated digital systems across FM departments utilising where appropriate, exiting systems such as [xxxx] and [xxxx], we will develop a clearer, real-time view of operational performance, including response times, job volumes, waste levels, and compliance metrics. This intelligence will help us identify trends, reduce inefficiencies, and make evidence-based decisions that align with both patient needs and organisational goals.

5.3.4 Our delivery objectives will therefore be to,

- Integrate operational data from a consolidated soft FM system, [xxxx] and C365 into central dashboards for real-time monitoring.
- Develop predictive analytics models to anticipate maintenance needs and resource demand.
- Train managers to utilise data insights for strategic decision-making and performance optimisation.

5.4 Principle 4: Accelerate Sustainability and NHS Net Zero Carbon Targets

5.4.1 Smart digital solutions and environmental monitoring will reduce carbon footprint through efficient resource use, waste reduction, and carbon footprint monitoring.

Delivery Objectives:

5.4.2 Our digital strategy will embed sustainability into the core of Estates and Facilities operations. By leveraging smart technologies and data-driven tools, we will improve environmental performance, enhance resource efficiency, and enable more sustainable decision-making. These initiatives will align with national carbon reduction goals while also driving operational improvements across our services.

5.4.3 Our delivery objectives will therefore be to:

- Deploy smart energy management systems with IoT-enabled monitoring for HVAC, lighting, and utilities, linked to real-time consumption data.

- Implement waste management tracking technologies to optimise recycling and waste reduction initiatives.
- Utilise digital platforms to measure and report environmental KPIs aligned with NHS Net Zero goals.
- Incorporate sustainability metrics into estate operational dashboards to inform behavior and investment decisions.
- Collaborating with NHS sustainability leads to integrating digital initiatives into wider carbon reduction strategies.

5.5 Priority 5: Interoperability and Integration

5.5.1 Ensure seamless integration of estates and facilities management systems to enable data sharing, reduce duplication, and support unified workflows.

Delivery Objectives

5.5.2 To maximise the value of our digital investments, we will prioritise the integration of systems across Estates and Facilities services. Currently, many of our digital tools operate in silos, limiting the flow of information and creating inefficiencies. Our objective is to establish a connected digital ecosystem where integrated platforms can share data seamlessly. This will enable end-to-end visibility, reduce duplication of effort, and support more informed, real-time decision-making across departments.

5.5.3 Our delivery objectives will therefore be to;

- Establish data interoperability between an Integrated Soft FM system, [xxxx], [xxxx], [xxxx], and other core systems using NHS-approved standards.
- Replace standalone legacy systems with integrated platforms to provide single source of truth for operational data.
- Enable automated data exchange to support compliance reporting, performance tracking, and cross-departmental coordination.

5.6 Priority 6: Robust Cyber Security and Compliance

5.6.1 Maintain rigorous data protection, cyber resilience, and compliance with NHSX and IG/ GDPR frameworks, safeguarding all estate digital assets.

Delivery Objectives:

5.6.2 As we expand our digital footprint, ensuring the security and integrity of our systems and data is critical. Working in partnership with the Trust's Information Governance lead, our strategy will focus on strengthening cyber resilience across all Estates and Facilities platforms by implementing robust security protocols, aligning with NHSX and GDPR standards, and embedding a culture of awareness through ongoing staff training. Proactive monitoring and clear incident response plans will be essential to protecting patient information, operational data, and maintaining service continuity.

5.6.3 Our delivery objectives will therefore be to

- Implement robust cybersecurity protocols and regular staff training to prevent data breaches.
- Ensure all systems comply with NHSX security standards and GDPR regulations.

- Establish continuous monitoring and incident response plans for estate digital infrastructure.

5.7 Priority 7: Empower Workforce with Digital Skills and Culture of Innovation

Sustainable digital transformation requires a workforce skilled in digital tools and motivated to adopt innovative practices.

Delivery objectives:

- 5.7.1 Our strategy will focus on equipping Estates and Facilities staff with the digital skills, tools, and support needed to embrace change and drive innovation. Through targeted training, peer-led learning, and structured change management, we aim to build a culture that values continuous improvement and digital confidence at every level of the organisation.
- 5.7.2 Our delivery objectives will therefore be to
- Deliver tailored digital literacy and skills training programs for estates and facilities staff.
 - Embed digital champions within teams to foster peer learning and adoption.
 - Encourage use of collaborative digital platforms to enhance communication and teamwork.
 - Support change management initiatives to ensure smooth adoption of new digital systems.
 - Recognise and incentivise innovation in estates and facilities operations.

6. Future Needs

- 6.1 It is evident from the service reviews undertaken across all areas of the Company that many of the existing digital systems are outdated, fragmented, and no longer fit for purpose. Significant investment is required to modernise these platforms, with a clear focus on enabling real-time service delivery, automation of routine tasks, and responsiveness to the needs of service users. The current reliance on manual and paper-based processes not only creates inefficiencies but also limits the ability of the organisation to adapt quickly to operational demands or accurately measure performance.
- 6.2 To future-proof Estates and Facilities services, the Company requires systems capable of capturing, analysing, and reporting operational data in real time. These platforms must support data-driven decision-making by providing accurate, consistent information on key metrics such as productivity, utilisation, compliance, and service quality. This will enable service leads to better manage resources, benchmark performance, and identify opportunities for efficiency and improvement.
- 6.3 Ideally, a unified IT solution — or a suite of interoperable systems operating on a single platform — would offer the greatest benefits. Such a solution would allow for standardisation across departments (Catering, Domestic, Portering, Estates, etc.), simplify staff training, reduce duplication of data, and promote consistency in reporting and compliance. However, this ambition must be carefully balanced against practical constraints, including existing contracts, department-specific requirements, and system

interoperability. A further technical and operational review is required to determine the feasibility of adopting an enterprise-wide solution or ecosystem of integrated tools.

- 6.4 To support this, a detailed assessment of each department’s digital needs has already been undertaken, identifying both short-term improvement areas and long-term strategic requirements. HIF has also initiated engagement with Leeds Teaching Hospitals NHS Trust and their procurement team, who are currently in the process of procuring a new catering system. By aligning with this process, HIF may be able to leverage existing procurement frameworks, reduce duplication of effort, and appoint the same supplier where appropriate — ensuring continuity and best value for money.
- 6.5 Looking ahead, HIF will continue to collaborate closely with the Trust, internal stakeholders, and technology providers to ensure that future system investments are strategically aligned, scalable, and capable of supporting the long-term digital ambitions of the organisation

7. Financial Assessment

- 7.1 The implementation of a new integrated IT platform to support Estates and Facilities services will require both capital investment and a review of ongoing revenue commitments. Initial estimates suggest that the cost for procurement, configuration, and deployment of a unified system, or suite of integrated systems, will be in the region of **xxxx**. (split between capital and revenue elements) This cost would be met from the Company’s capital depreciation reserve and current in year revenue underspend.
- 7.2 In parallel, work will continue to explore alternative funding opportunities, such as NHS capital technology programmes, regional digital innovation grants, or matched funding options in partnership with the Trust. Should the timing of procurement align with wider system upgrades , such as the Leeds Teaching Hospitals NHS Trust catering system replacement, there may also be potential for cost efficiencies through joint procurement or framework agreements.
- 7.3 Recurrent revenue costs associated with a future platform have been provisionally assessed based on supplier benchmarking and system capability requirements. These will include ongoing software licensing, technical support, system maintenance, and potential cloud hosting services.
- 7.4 While new platforms may introduce some additional recurring costs, they also provide opportunities for revenue savings through rationalisation. Based on a review of the 2025/26 projected annual revenue spend across current digital systems in key departments (Catering, Domestic, Portering, Estates), it is anticipated that consolidating or decommissioning outdated and standalone systems could result in a cost-neutral position over the medium term. In particular, inefficiencies linked to duplicated systems, legacy maintenance contracts, and non-integrated tools could be eliminated as part of this transformation.
- 7.5 A full cost-benefit analysis will be conducted during the next phase of the digital strategy programme to confirm the financial viability of each option and ensure alignment with both operational priorities and long-term value for money. Total cost of ownership, including system lifecycle costs, training, and change management, will be factored into all investment appraisals typically presented within supporting business cases.

8. Implementation and Governance

8.1 The delivery of this digital transformation programme will be phased to ensure effective planning, resourcing, and minimal disruption to service operations. Implementation will be overseen through robust governance arrangements, with clear leadership, stakeholder engagement, and accountability.

8.2 Phased Timeline and Governance

Phase	Service Area	Timeframe	Governance & Key Activities
Phase 0 – Pre-Implementation	All Services	Q3–Q4 2025/26	<p>Governance:</p> <ul style="list-style-type: none"> Senior Responsible Officer: Deputy Director of Estates & Facilities (DDE&F) Project Manager: Head of Facilities/ Estates/ Med Eng Project Board: Business Modernisation Group (BMG) oversight, risk management, escalation <p>Key Activities:</p> <ul style="list-style-type: none"> Secure Digital Strategy approval and associated business case approvals via IRCC Engage Trust IT and Information Governance leads Confirm procurement, specifications and funding approach
Phase 1a – Preparation	Catering (digital meal ordering/ catering procurement)	Nov – Jan 2025/26	<p>Governance:</p> <ul style="list-style-type: none"> PM/ SRO oversight with monthly reporting to Project Board (BMG) <p>Key Activities:</p> <ul style="list-style-type: none"> System design and data migration plan Workforce plan, Staff training Go-live and early support phase
Phase 1b – Action	Portering & Domestics (Task Management/ audit)	Apr – Jun 2026	<p>Governance:</p> <ul style="list-style-type: none"> PM/SRO oversight with monthly updates to HIF BMG <p>Key Activities:</p> <ul style="list-style-type: none"> Integration into existing single FM platform Team onboarding and process digitisation Performance monitoring and adjustment
Phase 2	Strategy review	July – Sept 26	<p>Governance:</p> <ul style="list-style-type: none"> PM/SRO oversight with monthly updates to HIF BMG <p>Key Activities:</p> <ul style="list-style-type: none"> Post project evaluations (initial) Digital workforce/ resource requirements Integration and reporting

8.3 Key Dependencies for successful delivery of the implementation plan will be dependent on a number of critical enablers. These include formal approval of the programme by the Internal Resource Control Committee (IRCC) and the HIF Board, which will provide the necessary governance and capital commitment. Close collaboration with the Trust’s IT and Information Governance teams will be essential to ensure infrastructure readiness, project management support, data protection compliance, and alignment with broader digital strategies. Additionally, meaningful engagement with service leads

and end users will be prioritised throughout the rollout to support operational readiness, encourage adoption, and embed new ways of working across all departments.

- 8.4. Progress will be monitored through the project board, with key milestones, risks, and benefits tracked using standard project management tools. A benefits realisation plan will be developed alongside the implementation phases to measure productivity improvements, cost savings, and user satisfaction.

9. Conclusion

- 9.1 Our digital strategy ensures that the company is committed to introducing digital technologies to transform NHS estates and facilities management. By aligning with Trust requirements, we will drive operational productivity, service excellence, sustainability, and innovation, ensuring estates and facilities services are high performing, safe and efficient.

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Appendix A: Integrated Digital Strategy Matrix – Estates & Facilities (Soft FM)

Digital Priority	Objectives	Departments	Supporting Systems
1. Operational Productivity	<ul style="list-style-type: none"> Streamline workflows and automate routine processes Optimise resource deployment for efficiency 	Catering, Domestics, Portering, Estates	Symbiotix (Soft FM platform), Micad, C365 Assurance, Teletracking (Portering)
2. Service Excellence	<ul style="list-style-type: none"> Deliver responsive digital services Improve communication, scheduling, and issue resolution 	Catering, Domestics, Portering	Symbiotix (Soft FM platform), Bidfood Direct Recipes, EPOS, MICAD
3. Data-Driven Decision Making	<ul style="list-style-type: none"> Use real-time data for strategic planning and resource management Monitor performance continuously 	All	Micad, C365 Assurance, Teletracking, EQUIP Asset Management
4. Sustainability and Net Zero	<ul style="list-style-type: none"> Deploy smart energy management and waste tracking Report environmental KPIs aligned to NHS goals 	Estates, Catering, Domestics	C365 Assurance, IoT energy monitoring systems, Waste management tracking tools
5. Interoperability and Integration	<ul style="list-style-type: none"> Ensure seamless system integration across departments Create a single platform where feasible 	All Departments	Symbiotix, Micad, C365, Trust systems (Access Control, ID Cards)
6. Robust Cyber Security and Compliance	<ul style="list-style-type: none"> Implement cybersecurity protocols and training Ensure NHSX & GDPR compliance Monitor incidents 	All Departments	Trust IT Security Tools, IG Frameworks, Secure cloud platforms
7. User-Centred Design and Accessibility	<ul style="list-style-type: none"> Develop accessible digital solutions Engage end users in design and testing 	All Departments	Symbiotix user interfaces, Digital training platforms
8. Workforce Empowerment	<ul style="list-style-type: none"> Deliver digital skills training Foster digital champions Support change management 	All Departments	Learning Management Systems, Collaboration tools (MS Teams, SharePoint)

Board of Directors
28 October 2025
Report on Compliance with the FOIA Publication Scheme Requirements

Agenda Item Number:		14
Presented for:	Approval	
Report of:	Report on Compliance with the FOIA Publication Scheme Requirements	
Author (s):	Company Secretary	
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 report on Compliance with the FOIA Publication Scheme Requirements		

1. Introduction

- 1.1. As a publicly funded organisation, HIF is subject to the Freedom of Information Act (FOIA) 2000 and has adopted and implemented the Information Commissioner's Office (ICO) Model Publication Scheme. This report confirms that all required information is being published in accordance with statutory obligations.
- 1.2. The FOIA places a legal duty on public authorities and certain publicly funded organisations to proactively publish information to promote openness, transparency, and accountability. The ICO scheme sets out the types of information that must be routinely published and made easily accessible to the public. The purpose of this report is to outline our compliance with these requirements and provide assurance that all relevant information is published in line with statutory obligations.
- 1.3. While day-to-day management of FOIA compliance, including maintenance of the publication scheme, is delegated to the officers outlined below, the Board retains ultimate responsibility for ensuring that the organisation meets its statutory obligations under the Freedom of Information Act 2000, including:
 - Adopting and maintaining a valid publication scheme
 - Ensuring transparency and accessibility of information
 - Promoting a culture of openness and accountability
 - Ensuring there are adequate resources and systems in place to meet FOIA duties.
- 1.4. The officer responsible for FOIA compliance is the Company Secretary supported by the Deputy Director of Estates and Facilities, the Associate Director of Business Development and Service Improvement and the Assistant Company Secretary.

2. Information Classes Published

- 2.1. In line with the requirements of the Publication Scheme, HIF ensures that information is proactively published across the seven defined classes of information, detailed in sections 2.2 to 2.9 below. These categories are designed to promote transparency, accountability, and public access to key organisational data. This section outlines the types of information made available under each class, how it is maintained, and where it can be accessed. The aim is to ensure the public can easily find relevant information without the need to submit formal Freedom of Information requests. All the information is published and updated on the HIF website <https://harrogateintegratedfacilities.co.uk/freedom-of-information-publication-scheme>.
- 2.2. **Who We Are and What We Do** - This section includes a short overview of the services offered by HIF along with links to the organisational structure, information about the HIF board members, contact information, team information and how to make Freedom of Information requests.
- 2.3. **What We Spend and How We Spend It** - This section includes links to HIF's annual report and accounts for the last 3 years, the HIF Summary Business Plan for

2025/26, information regarding staff and board members allowances and expenses, staff pay information including the gender and ethnicity pay gap reports. This section also includes information on procurement and tendering procedures.

- 2.4. **What Our Priorities Are and How We Are Doing** - This section links to a webpage detailing all the services HIF offers and also links to the 2025/26 Business Plan summary.
- 2.5. **How We Make Decisions** - This section has a brief outline of the governance structure including the Board and subcommittees. There is a link to where the redacted board minutes and papers are located on the website.
- 2.6. **Our Policies and Procedures** - The following policies and procedures relating to the conduct of business and the provision of services are linked on the website:
 - Health and Safety: Health and Safety policy
 - Risk Management: HIF Risk Management Policy
 - E-Rostering and Attendance Policy: Electronic Rostering Attendance Policy
 - Complaints and other customer services procedures – link to HDFT’s Patient Experience Team
- 2.7. **Lists and Registers** - This section links to the national NHS declarations registers and there is also a copy of the Board’s Declaration of Interests.
- 2.8. **The Services We Offer** - This section links to a webpage detailing all the services HIF offers and also links to the 2025/26 Business Plan summary.
- 2.9. **Accessibility and Format** - All the information outlined above is publicly accessible on the HIF website written in clear language and in formats such as HTML & PDF which can be downloaded and converted from text to audio. Whilst not explicitly stated, printed copies can be requested using the Contact Us form. To make information more accessible there are a range of videos presenting information in addition to text-based documents e.g. the 2025/26 Business Plan on the Latest News page.

3. Review and Maintenance

- 3.1. The information published on the website is checked and updated frequently. A full review is undertaken each year, and this was last completed in September 2025.

4. FOI Requests and Disclosure Log

- 4.1. Information regarding how to make an FOI request is detailed in the *Who we are and what we do* section and again in the *Complaints and other Customer Services* section. The FOI link takes users to the HDFT website where the FOI process is

outlined in detail along with a link to the Trust's Freedom of Information Awareness and Handling Policy, which HIF follow.

- 4.2. FOI requests are made through the Trust's system and directed to HIF by the FOI team. Where possible, responses are sent back to the HDFT team within 10 working days to support the requirement of responding to FOI within 20 days.
- 4.3. A log of FOI requests is maintained, and responses are verified by the Deputy Director of Estates and Facilities before they are released to the requester.
- 4.4. FOI requests are detailed in the IBR each month.

5. Statement of Compliance

- 5.1. HIF has adopted the ICO's Model Publication Scheme and is fully compliant with its requirements. All information covered by the scheme is published and accessible to the public, and procedures are in place to ensure continuous compliance.

6. Conclusion

- 6.1. HIF has adopted the ICO's Model Publication Scheme and remains fully compliant with its requirements. All information covered by the scheme is published and accessible to the public, with procedures in place to ensure continuous compliance. The Board can be assured that HIF is maintaining its commitment to transparency, accountability and good governance through consistent adherence to the FOIA Publication Scheme standards.

**Board of Directors
Tuesday 28th October 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 Quality Accreditation – ISO 9001

- 2.1 We have now engaged an external consultant and the gap analysis for ISO 9001 is underway. This is giving us a clearer picture of where we already meet the standard and where we need to strengthen our processes. Alongside this work, we are considering the resources and structures needed to embed and maintain the quality framework properly across the business. There will be a need to realign our existing service related Quality Meetings and Management Review meetings to formal ISO 9001 quality management requirements.

It is anticipated that the accreditation confirmation will be received in December 2025

3.0 Business Plan Progress

- 3.1 The business planning process is progressing well with the September Board Workshop focused on identifying the key areas for the company to prioritise. This included internal and external growth opportunities. Those themes together with other service developments will form the foundation for the upcoming service lead workshops, which are being scheduled over the next few weeks to develop the detail behind each section of the company Business Plan.
- 3.2 Service leads are working closely with our Finance Management teams to ensure the financial plans are firmly behind the operational and strategic ambitions of the business. The aim is to have a draft Business Plan - developed by the end of November, which will be shared with the Board in December, aligning with the Trust's contracting discussions.

4.0 Digital Meal Ordering

- 4.1 The digital meal ordering project continues to make progress. The system has been positively received and is expected to support improvements in nutritional analysis as well as and support much stronger allergen control processes. It is anticipated that our PLACE scores will also improve following adoption of the system given the national requirement for the Trust to have in place digital meal ordering.
- 4.2 We are continuing discussions with Trust IT to secure project management support for the implementation, particularly given that this is a cloud-based system that will need network integration and ongoing associated assurance. The business case is subsequently being expanded to cover additional supplier modules, including Domestic and Portering, once procurement arrangements are finalised.

5.0 Domestic Services

- 5.1 Following the conclusion of the extensive service review we are moving forward with the organisational changes to support improvements in aligning working patterns with service need. This is a challenging piece of work and will involve support from HR in ensuing we realign existing shifts sensitively to support a degree of flexibility where possible.
- 5.2 Ensuring that we have the right resources in the right places to meet service demand and to address the remaining gaps in compliance with the National Cleaning Standards will require us to increase resource in the service. This will be

accommodated within our current financial envelope for 2025, however there will be a requirement for an approved contract variation and update the Service Level Agreement (SLA) to fund the additional resources into the new financial year.

6.0 Medical Engineering Restructure

6.1 The restructure in Medical Engineering is progressing in line with the plan set out in the approved business case. This involves consolidation of various functions including Medical Engineering, Medical Equipment Library, and MDSO functions under one management structure to provide a more integrated and accountable service. Consultation meetings are ongoing, and staff feedback will be being considered as we finalise the structure. The go-live date for the new structure following consultation remains February 2026.

6.2 We are also actively recruiting new technicians into a number of key posts to support the new arrangements and build capacity to support the development of the service.

7.0 Security

7.1 We are still awaiting formal approval of the Trust funding following approval of the business case. We are continuing to make progress on the elements within our control. Work is underway to achieve Approved Contractor Status, and we have started the licensing of our security management functions, which has included attendance at external training courses. These steps are strengthening the governance and professional standards within the service while we wait for the broader funding position to be finalised.

8.0 Conclusion

8.1 The Board of Directors is asked to: -

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

Date: 7/10/25

Ref: AG/AC/

Board of Directors
28 October 2025
Board Appointed Non-Executive Directors

Agenda Item Number:	14
Presented for:	Approval
Report of:	Board Appointed Non-Executive Directors
Author (s):	Company Secretary
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 approve the Board Appointed Non-Executive Directors	

1. Introduction

1.1 With the natural turnover of Non-Executive Directors and the ongoing changes to the duties and responsibilities of each committee as outlined in their Terms of Reference, the Non-Executive Director membership has also been updated to accommodate these changes. The following arrangements have been put in place in the past few months and, as they are working well, the Board is now formally requested to approve the Non-Executive Director memberships from October 2025.

2. Current Position

2.1 The table below outlines the current position of Board Appointed Non-Executive Directors.

Non-executive Director Committee Membership from October 2025	
Quality and Governance Committee	Non-Executive Member – xxxx (Chair)
Innovation, Resources and Commercial Committee	Non-Executive Member – xxxx (Chair)

3. Conclusion

3.1 The Board of Directors is asked to approve the Board Appointed Non-Executive Directors.