

HIF Board of Directors – Formal Meeting
to be held on Tuesday 24 February 2026 9 – 11:30am
at HIF, 17 Wetherby Road, Harrogate, HG2 7RY.

AGENDA

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

Item	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: 16 December 2025	Approve	Chair	Attached	
5.0	Matters Arising and Action Log	Note	Chair	Attached	9:10
6.0	IQVIA Staff Survey presentation and Q&A	Note	Chair	Presentation	9:15
7.0	Discussion regarding Staff Survey	Note	Chair	Discussion	9:45
8.0	Chair's Update	Note	Chair	Verbal	10:00
9.0	Managing Director's Update	Note	Managing Director	Attached	10:05
10.0	Sub-Committee Update - Quality & Governance Committee (Dec & Feb)	Note/Discuss	Non- Executive Director	Attached	10:10
11.0	Finance Report	Note/Discuss	Deputy Director of Finance	Attached (in IBR)	10:20
Break 10:30 – 10:45					
12.0	Workforce and Organisational Development update	Note/Discuss	Deputy Director of People & Culture	Attached (in IBR)	10:45
13.0	Gender & Ethnicity Pay Gap reports	Note	Managing Director	Attached	10:55
14.0	Risk Appetite – Risk Management Framework	Approve	Managing Director	Attached	11:00

15.0	Any Other Business	Note/Discuss	Chair	Verbal	11:10
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: 11:15					
NEXT MEETINGS: HIF Board Workshop: Tuesday 31 March 9:00-11:30 The Rail, Starbeck HIF Board Meeting: Tuesday 28 April 9:00-11:00 Boardroom, HIF, 17 Wetherby Road Private Board Meeting: Tuesday 28 April 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 24 February 2026, 9 – 10:45am

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

Present:	
xxxx	Chair
xxxx	HDFT Director of Strategy, Shareholder Non-executive Director
xxxx	Non-executive Director
xxxx	Managing Director
In Attendance:	
xxxx	HDFT Non-executive Director (observing meeting)
xxxx	Deputy Director of Finance (HDFT)
xxxx	Deputy Director of People & Culture (HDFT)
xxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF) – via Teams
xxxx	Assistant Company Secretary and Governance Lead (minute taker)
xxxx	HIF Finance Manager
xxxx	Senior OD Practitioner (staff survey sections only)
xxxx	Deputy Director of People and Culture (staff survey sections only)
Apologies:	
xxxx	HDFT Non-executive Director, Shareholder Non-executive Director
xxxx	Deputy Director of Estates and Facilities
xxxx	HR Business Partner (HDFT)

APPROVED MINUTES

Note the meeting was taken out of order of the agenda

HIF/02/24/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting.
HIF/02/24/2	Apologies for Absence
2.1	Apologies for absence had been received from those noted above.
HIF/02/24/3	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/02/24/4	Minutes of the Previous Meeting
4.1	Resolved: The minutes of the Formal Board meeting held on 16 December 2025 were approved as an accurate record of the meeting.
HIF/02/24/5	Matters Arising and Action Log
5.1	Matters Arising There were no matters arising.
5.2	Action Log For ongoing items, updates were received and actions highlighted as follows:
5.3	116: Update on vacancies at IRCC: A paper on vacancies was presented to IRCC for discussion. Complete, action to be closed.
5.4	117: Update on backlog funding at IRCC – A paper on backlog funding was presented to IRCC for discussion. Complete, action to be closed.
5.5	118: Send invites for PRM to Board members – PRM dates have been added to diaries. Complete, action to be closed.
5.6	119: Consider adding new risk regarding impact of spending restrictions on WRAP plan – Spending restrictions will continue into next year and the implications are understood but it is felt that they will not cause a risk to the WRAP plan. Complete, action to be closed.
5.7	Resolved: The action log would be updated as discussed.
HIF/02/24/6	Chair's Update
6.1	The Chair provided a verbal update noting: • Overall operational and financial position continues to look very strong • Recent changes to the financial structure and movement of capital are reflected as expected • Colleagues were thanked for managing the position effectively through a challenging period.
6.2	Resolved: The Chair's update was noted.
HIF/02/24/7	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	• Domestic Services Consultation Paper - This consultation includes shift pattern changes, three additional roles and a move to digital assurance systems. The consultation will be complicated but ultimately beneficial. It is still to be ascertained if there will be funding required or if productivity

	gains will offset the additional resource. To date one band 4 audit role has been recruited to.
7.3	• Café Bistro Closure consultation and Herriot's Service Model proposal - This consultation sets out the Interim Service Arrangements, Workforce Impact and Post Redevelopment Model. Alternative opening hours have been proposed to the Trust, but feedback has not yet been received. There may be an extra cost to HIF to keep Herriots open for longer.
7.4	• Portering and Logistics - Organisational Change for Transport Department - A recent review and route mapping exercise of two transport routes has demonstrated that both routes can be completed within the standard contracted working day, therefore the routine scheduling of daily overtime is no longer necessary. The consultation will take place for those drivers affected.
7.5	• Estates Departmental Proposal for Consultation - The proposal is to remove paid breaks within the Estates Department, and the consultation will engage with affected members of staff. The unions are taking interest, and a meeting is to be held with the [xxxx].
7.6	• Security update - The Security Department continues to progress, with development of the security strategy and preparation for ACS certification. Stakeholder engagement is underway with HDFT teams and recruitment of the security teams is ongoing.
7.7	• Capital - Work is continuing to progress a number of capital projects currently on site including RAAC and TIF. Early feasibility work has commenced on the refurbishment of the existing theatres and provision of another theatre once TIF opens. A series of options will be developed for discussions with clinical teams and stores. The Director of Finance had met with HIF colleagues to outline the capital programme for 2026/27.
7.8	Stakeholder NED (MG) asked for clarification regarding theatre re-development. It was confirmed that there were feasibility plans which had been completed a while ago which include the addition of an extra theatre, which could be revisited if there were plans to upgrade the existing theatres.
7.9	The Chair felt the consultation on paid breaks was a positive discussion to be having with the Team. The Deputy Director of People & Culture (RE) advised exercising caution in relation to custom and practice and emphasised the importance of engaging with the staff to bring them along on the journey rather than imposing changes. It was confirmed that if there were logical H&S issues they would be considered carefully.
7.10	Resolved: The Board noted the contents of the Managing Director's report.
HIF/02/24/8	IQVIA Staff Survey presentation
8.1	The Chair welcomed the [xxxx] representative to the meeting via Teams and stated how important it was to reflect on these survey results and learn from them to achieve our aspirations.
8.2	The Board received an overview of the 2025 national NHS staff survey results (undertaken September – November 2025), using the last four years of data to put

	this years results in context. The longitudinal view shows significant differences over time and enables a clearer understanding of emerging patterns, early warning signs and areas where progress is at risk of slowing. The overall story remains positive, with evidence of resilience and gradual recovery (since 2020/1) across the organisation. The focus is now on spotting issues early or “creeping change” before they become entrenched.
8.3	Key Messages • Results indicate resilience and a gradual recovery in morale • Staff remain committed, despite sustained pressure • Pressures originate from HIF/Trust, within the wider NHS and from external factors • Results do not indicate a crisis, but highlight early signs of potential risk • Inclusion has edged down, burnout indicators have risen and recognition remains static – these are slow-burn signals that raise questions about the sustainability of progress and should be an area of focus if sustainable improvement was to continue. • There is an opportunity to protect energy and momentum by prioritising staff involvement, visible recognition and proactive action to minimise future risks (e.g. retention, burnout.)
8.4	It was reinforced that staff engagement is not optional; when staff are engaged, patient experience improves, safety culture strengthens and retention is more stable, reducing the cost burden of recruitment and temporary staffing.
8.5	Response Rate A substantial improvement in response rate was noted at 77% compared with an average rate of around 50%. This demonstrates that staff want to have a voice and will expect meaningful responses and actions from the organisation.
8.6	Interpreting the Numbers While movements are not always statistically significant, the direction of travel is more important. Across four years HIF has largely held its ground, with improvements in several key areas. Early issues are detectable through small but consistent shifts, most of which are manageable if addressed promptly.
8.7	Engagement and Morale • Sustained motivation and a continued sense of purpose • Flattening in staff involvement – engagement grows fastest when people are involved in decisions • The need to close the loop between engagement and visible action • Recovery in morale continues • Stressors remain nuanced – the organisation performs well but this comes at a personal cost for some teams and individuals • Overall HIF is in a positive position but must protect areas of recovery.
8.8	People Promise Themes
8.9	1. Compassionate and Inclusive • Improvements sustained across most of the period • However, inclusion is trending downward, indicating an uneven experience • Need to make inclusion more practical and visible.
8.10	2. Recognised and Rewarded • Results remain static across all four years • Staff do not feel sufficiently seen or valued • Opportunity to strengthen everyday, values-led recognition of good work

8.11	3. Your Voice Matters • Staff feel their voice does not consistently translate into change • Increased emphasis needed on co-design and keeping staff closer to decision-making processes.
8.12	4. Health and Wellbeing • Overall improvement in safety climate • Burnout remains an early warning signal • Need to frame burnout as a system issue rather than a failing in individual resilience.
8.13	5. Always Learning • Strongest improvement across all themes • Notable gains in appraisals and development • Importance of converting development into meaningful progression • Staff want opportunities to use what they have learned without being overloaded.
8.14	6. Working Flexibly • Generally positive • Need for more consistency and fairness in the allocation of flexible working, especially when teams are under pressure.
8.15	7. We Are a Team • Long-term improvement, though softening this year • Impacted by local leadership capacity and morale.
8.16	Recommendations The management report is structured around the five lowest-scoring areas. The following recommendations arise from the four-year dataset and are ordered by urgency: 1. Protect workforce energy by proactively addressing burnout 2. Rebuild inclusion by making fairness, belonging and respect more explicit and strengthening compassionate behaviours 3. Strengthen everyday people leadership, reducing variability in line management and during times of pressure 4. Move from listening to genuine involvement through visible co-development 5. Refresh recognition approaches – ensuring timely and meaningful recognition, addressing four years of static results
8.17	Resolved: The [xxxx] Staff Survey presentation was noted.
HIF/02/24/9	Discussion regarding Staff Survey
9.1	The Chair thanked [xxxx] for a comprehensive and insightful report, noting that the recommendations were particularly helpful. The [xxxx] representative left the meeting, and the Chair invited questions and comments.
9.2	Non-Executive Director (LH) queried whether, despite anonymity, the results could be interpreted at departmental level. It was confirmed that that heat maps are available at a team level where there are more than 10 responses. Trends of ± 3 points can highlight where to focus. For example portering, now shows strong results following re-organisation.

9.3	Deputy Director of People & Culture (RE) highlighted three key themes emerging from staff feedback which should receive focus: • Time pressure driven by processes/capacity constraints and the need to free up resources • Violence and security concerns • A need for more involvement and less “telling”, taking staff on the journey rather than imposing decisions.
9.4	HDFT Non-Executive Director (DC) noted the importance of monitoring “drift”, ensuring teams understand what resilience means, and using recognition effectively. Different teams require bespoke rather than standardised approaches.
9.5	The Managing Director emphasised the importance of supporting resilience, particularly in high-pressure areas such as Estates & Facilities and added that teams value structure, clarity and reassurance, especially when external pressures or personal circumstances are affecting staff. Opportunities for some resilience training for teams could be considered in the future.
9.6	Deputy Director of People & Culture (SS) reiterated that resilience and burnout should be considered system issues rather than a matter of individual resilience, and that protecting workforce energy must be a priority.
9.7	Managing Director noted that the domestic services leadership team are keen to embrace change, and believe forthcoming structural changes will better enable them to support their teams.
9.8	Stakeholder Non-Executive Director (MG) observed that even the highest-performing Trusts only score in the 7’s on these metrics (HIF’s People Promise scores range between 5.24 – 7.07), providing important context.
9.9	The Chair highlighted the importance of respect and recognition and stated that the recommendations are valuable. HIF’s position has improved markedly from the very poor results at the beginning of the four year period. While opportunities for improvement remain, performance has stabilised at a good level.
9.10	Non-Executive Director (LH) commended the substantial amount of work undertaken in the last 12–18 months, noting that stabilisation is a major achievement and expressing interest in how the next survey will reflect this progress.
9.11	The Managing Director acknowledged the significant level of work proposed for the next 12 months which should hopefully improve scores in future surveys.
9.12	Stakeholder Non-Executive Director (MG) asked how the results triangulate with the Kindness Survey. It was confirmed that Kindness Survey results were positive and supported the findings of the National Survey.
9.13	Deputy Director of People & Culture outlined next steps: • HIF should identify three organisation-level actions • Then undertake deep dives using heat-map data at team level.
9.14	Stakeholder Non-Executive Director (MG) requested that the actions link clearly to impact and align with breakthrough and driver objectives to avoid creating separate, disconnected plans. The Managing Director advised that the workforce A3 is being developed and will support alignment.
9.15	

9.16	HDFT Non-Executive Director (DC) asked the leadership team to consider how the data can be communicated in a way that makes it meaningful for frontline staff.
9.17	The Managing Director added that showing recognition continues to be challenging due to differing viewpoints within the company, but there is a strong opportunity to increase involvement and co-design. The Chair welcomed the HR team's guidance on improving recognition.
9.18	The Chair highlighted the importance of demonstrating to staff that their contribution has been heard, particularly given the exceptionally high response rate of 77%. The Senior OH Practitioner emphasised the essential role of leaders and managers in explaining why staff contributions matter and modelling positive behaviours at all levels. Resolved: The Survey discussion was noted.
HIF/02/24/10	Quality and Governance
10.1	Committee reports from both December and February meetings had been circulated in advance and were taken as read.
10.2	Non-Executive Director (LH) noted the following: • A full capital update would be provided in the next report • Concerns had been discussed around the payment of suppliers • The Corporate Risk register had been reviewed • Ongoing oversight of After Action Reviews ensures actions are being implemented and it encourages teams to highlight issues so that remedial actions can be taken • Medical engineering risk – update in private board
10.3	The Deputy Director of Finance confirmed that there was a significant amount owed to suppliers but only a small proportion of that was HIF suppliers. Concerns can be escalated through payments team. ACTION: Discuss raising cash risk level at CRRG to be in line with the Trust's rating of 25.
10.4	Resolved: The sub-committee update was noted.
HIF/02/24/11	Finance Report
11.1	The finance report had been circulated in advance and was taken as read.
11.2	The Deputy Director of Finance highlighted the following points: • The Cash risk had already been discussed earlier in the meeting • Loan early repayment fee charge – looking at corporation tax position • Deferred liability – working with EY to understand • HIF are maintaining their financial position • Increase in agency use • Capital works will feature on balance sheet • The Board were asked to note the Annual planning slide in the IBR which had been discussed at IRCC • HIF's Contract Offer for 2026/27 had been confirmed

11.3	The Contract value was approved, subject to ratification in private meeting.
11.4	It was confirmed that the cash position for HIF was not representative of the company's financial position, rather that it was due to the overall group position. ACTION: Provide a cashflow forecast.
11.5	The Chair asked if there was anything likely to happen in March which could result in a material change, and it was confirmed that corporation tax could.
11.16	Stakeholder Non-Executive Director (MG) asked why HIF's WRAP target was lower than some HDFT directorates, which was explained.
11.17	Non-Executive Director (LH) advised on balancing the need for efficiencies with retaining quality.
11.18	Resolved: The Finance Report was received and noted.
HIF/02/24/12	Workforce report
12.1	The workforce report had been circulated in advance of the meeting and was taken as read.
12.2	The Deputy Director of People and Culture highlighted the following points: • A positive set of workforce indicators • Leavers in the first year would be discussed at IRCC
12.3	The Board decided to change the target of staff leaving within the first year from 15% to 25% to create a more realistic target. ACTION: Change the target of leavers within the first 12 months to 25% on future reports
12.4	Resolved: The Workforce Report was received and noted.
HIF/02/24/13	Gender & Ethnicity Pay Gap reports
13.1	The Gender & Ethnicity Pay Gap reports had been circulated in advance and were taken as read.
13.2	The reports had been discussed in detail at IRCC and required Board sign-off to be published on the HIF website.
13.3	It was acknowledged that HIF has a diverse workforce which the Ethnicity Report does not fully represent, with its focus on BME staff.
13.4	The Deputy Director of People and Culture highlighted the option to have independent panel members for interviews. ACTION: IRCC to discuss potential barriers to applications for senior roles.
13.5	Resolved: The Gender & Ethnicity Pay Gap reports were approved for publishing.

HIF/02/24/14	Risk Appetite – Risk Management Framework
14.1	On request of the Chair, the discussion of this item was moved to the Private Board to allow for the Associate Director of Business Development and Service Improvement to present the paper.
14.2	The updated Risk Appetite was approved in the Private Meeting.
14.3	Resolved: The Risk Appetite update was moved to the Private Meeting, and the updated Risk Appetite was approved.
HIF/02/24/15	Any Other Business
15.1	Stakeholder Non-Executive Director (MG) asked for clarification on the risks relating to historic and existing claims. It was confirmed that there had been a review of claims and strengthening of processes relating to event reporting and the claims process. The risk score would be reviewed in March and would likely reduce.
15.2	Resolved: There were no further items of business.
HIF/02/24/16	Items to Escalate to HDFT Board
16.1	Resolved: There were no items to be escalated to the HDFT Board.
HIF/02/24/18	Additional Risks to add to Risk Register
18.1	The Managing Director would add the concerns regarding delayed payments to small suppliers to her report.
18.2	Resolved: There were no additional risks to be added to the risk register.
HIF/02/24/19	Evaluation of the Meeting
19.1	The Board considered the meeting had been productive with assurance being provided on a range of topics.
PRIVATE SESSION	
	The Board meeting of Harrogate Healthcare Facilities Management Limited continued in private session.

Gender Pay Gap at Harrogate Integrated Facilities

1. Introduction and background

Legislation has made it statutory for organisations with 250 or more employees to report annually on their gender pay gap. Government departments are covered by the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017, which came into force on 31 March 2017. The Company is required to publicise a specific data set relating to a snapshot date of 31 March 2025.

It is important to highlight the difference between equal pay and a gender pay gap. Equal pay is a legal principle and relates to men and women receiving different pay for work of equal value, whereas the gender pay gap refers to the differences in average pay for men and women within an organisation. It is entirely possible to have a significant gender pay gap whilst having complete pay equality.

The Company pays the majority of staff who transferred on 1 March 2018 on the Agenda for Change scale; any staff engaged in post since 1 March 2018 are paid on a scale comparable to Agenda for Change, and all staff who fall below the Living Wage are in receipt of a top-up payment. Using Agenda for Change and the HIF shadow scale provides assurance that equal pay for equal work is recognised; i.e., someone entering the Band 3 scale with the same level of qualification and experience would be paid the same irrespective of gender, and would then have the opportunity to progress up the pay scale annually.

Definitions and scope

The gender pay gap is a measure that shows the difference in average earnings between men and women across an organisation.

The gender pay gap is measured in two different ways: firstly, the difference between the mean of hourly rates of men and the hourly rates of women; and secondly, as the difference between the median of hourly rate (men) and hourly rate (women).

Mean and Median

- The 'mean' is an average of all hourly rates of pay.
- The 'median' is the middle value in a complete list of all hourly rates of pay.

The report is based on rates of pay for the 2024/25 financial year and includes all 'full-pay relevant employees' as at 31 March 2025.

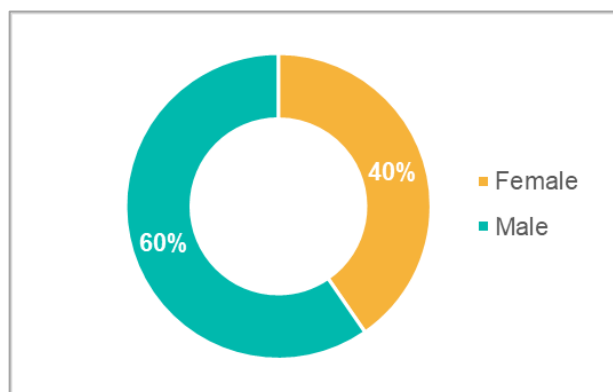
'Full-pay relevant employees' are those who received their usual full basic pay (or pay for piecework) during the pay period. Employees who did not receive their usual full basic pay during the pay period, including staff who had reduced pay due to maternity leave, long-term sickness, or unpaid leave, are not classed as full-pay relevant employees and are therefore excluded from the gender pay calculation.

A positive figure indicates a gender pay gap disadvantageous to women; a negative figure indicates a gender pay gap disadvantageous to men.

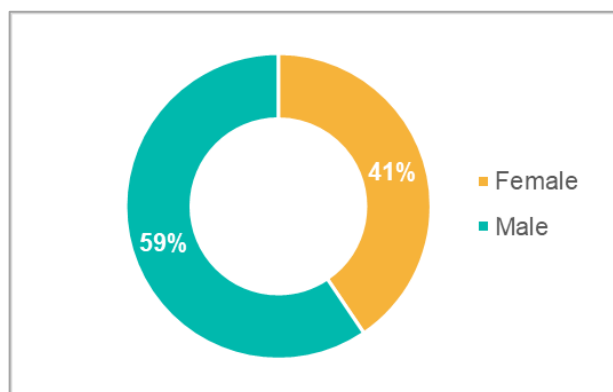
2. Company position

The number of staff eligible (full-pay relevant employees) for inclusion in the report as at 31 March 2025 was 359. The workforce gender split was 214 males and 145 females.

2025



2024



3. The mean and median gender pay gap in hourly pay between males and females

Gender	Mean Hourly Rate 2025	Median Hourly Rate 2025	Mean Hourly Rate 2024	Median Hourly Rate 2024
Male (£)	xxxx	xxxx	xxxx	xxxx
Female (£)	xxxx	xxxx	xxxx	xxxx
Difference (£)	xxxx	xxxx	xxxx	xxxx
Pay Gap %	0.54	0.67	-0.23	1.08

As shown, the Company is reporting a 0.54% gender pay gap, meaning that based on an average hourly rate, men are paid 0.54% more than women. This is a change from the previous year, which was favourable to females.

The median gender pay has decreased from 1.08% in 2024 to 0.67% in 2025. Whilst this remains favourable to males, the gap has narrowed in comparison to the previous year. When comparing median hourly wages for 2025, women working at the company earn 99p for every £xxxx that men earn.

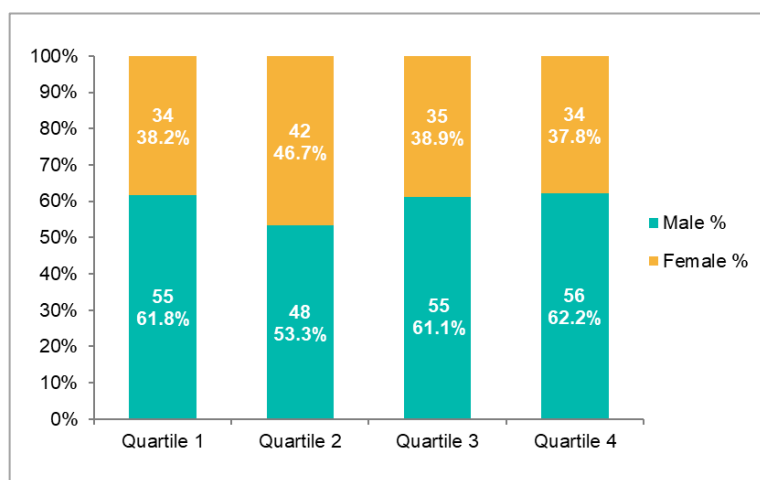
The Company profile shows that the percentage of females slightly decreased in 2025 compared to 2024, effectively moving away from a balance between the male and female workforce.

It should be noted that the company also has more men than women at Band 6 and above, which will have an impact.

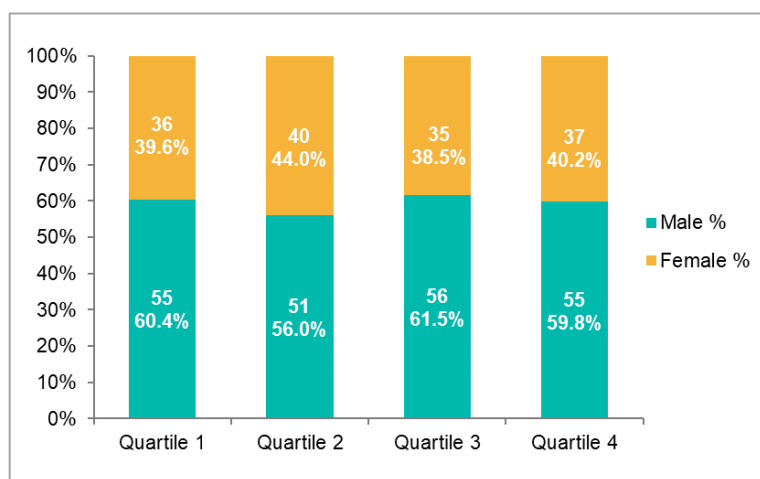
4. Proportion of males and females in each pay quartile (1 is low, 4 is high)

The graph below shows that the highest proportion of males is found in the upper quartile and lower quartile.

2025



2024



5. Mean and median bonus gender pay gap across 12 months to 31 March 2025

The Company currently only pays a bonus in the form of Long Service Awards, which is a £40 bonus paid to both males and females in recognition of 25, 30, 35, 40, and 50 years'

service. As the Company has been in existence for 7 years as at 31 March 2025, this only applies to staff who have continuous service with HDFT. As this bonus is paid out at an equal level to all employees, it has no influence on the figures.

Six Long Service Awards were issued to staff still employed as at 31 March 2025. Three were issued to females (50%) and three were issued to males (50%).

All Long Service Awards carry the same financial value of £ **xxxx**, meaning that the gender bonus gap is zero.

6. Recommendations regarding the gender pay gap

- Review the shadow scale annually to ensure that the total reward package is comparable for all staff and is bias-free in its application.
- Raise awareness and be more responsive to flexible working opportunities through internal communications and training.
- Evaluate current recruitment practices to ensure that the company does all it can to encourage applications to achieve a more even gender balance at all levels.
- Consider the use of additional training, e.g., unconscious bias training.

Ethnicity Pay Gap at Harrogate Integrated Facilities



1. Ethnicity pay gap reporting

Diversity and inclusion are fundamental to the success of an organisation and the service it provides, creating a fair, diverse, and inclusive environment for its workforce.

Research shows that organisations with diverse workforces and inclusive cultures perform better because they benefit from having a range of lived experiences and obtain a deeper understanding of the viewpoints in the room. In turn, this promotes diverse, creative, and innovative decision-making.

The culture of an organisation also depends on these values, fostering a place where people are proud to work and where they feel valued, recognised, and supported to develop their true potential.

While there is currently no legal requirement to publish ethnicity pay gap data in the UK, we are reviewing this data alongside our mandated gender pay gap data as good practice and in line with our commitment on closing gaps in workplace inequalities between our Black, Asian and Minority Ethnic (BME) staff and White staff.

The disclosure of diversity data, such as ethnicity, is optional for staff. The data used in this report is based on a snapshot of data from 31 March 2025 for colleagues who have chosen to disclose their ethnicity.

Our mean ethnicity pay gap shows the difference in average pay between BME colleagues and White colleagues and takes into account all roles at all levels within Harrogate Integrated Facilities (HIF). This is different to the concept of equal pay, i.e., the comparison of pay received by BME and White colleagues performing the same roles at the same grade.

The Company pays the majority of staff who transferred on the 1 March 2018 on the Agenda for Change scale. Any staff engaged in post since 1 March 2018 are paid on a scale comparable to Agenda for Change, and all staff who fall below the Living Wage are in receipt of a top-up payment. Using Agenda for Change and the HIF shadow scale provides assurance that equal pay for equal work is recognised; i.e., someone entering the Band 3 scale with the same level of qualification and experience would be paid the same irrespective of ethnicity, and would then have the opportunity to progress up the pay scale annually.

The report will provide a breakdown of:

- Mean ethnicity pay gap in hourly pay.
- Median ethnicity pay gap in hourly pay.
- Proportion of White and BME colleagues in each pay quartile.
- Mean bonus ethnicity pay gap.
- Median bonus ethnicity pay gap.

Definitions and scope

The ethnicity pay gap is a measure that shows the difference in average earnings between White and BME colleagues across an organisation.

The ethnicity pay gap is measured in two different ways: firstly, the difference between the mean of hourly rates of White colleagues and the hourly rates of BME colleagues; and secondly, as the difference between the median hourly rates of White colleagues and the median hourly rates of BME colleagues.

Mean and Median

- The 'mean' is an average of all hourly rates of pay.
- The 'median' is the middle value in a complete list of all hourly rates of pay.

The report is based on rates of pay for the financial year 2024/25. It includes all employees in scope at 31 March 2025.

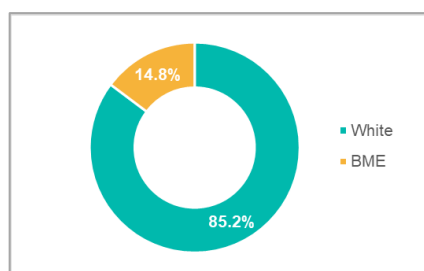
Employees in scope are those who received their usual full basic pay during the pay period ('full-pay relevant employees') and declared their ethnicity. Employees out of scope are those who did not receive their usual full basic pay during the pay period, which includes staff who had reduced pay due to maternity leave, sickness, and unpaid leave. Employees who have not stated their ethnicity are also out of scope.

A positive figure indicates an ethnicity pay gap disadvantageous to BME colleagues; a negative figure indicates the ethnicity pay gap disadvantageous to White colleagues.

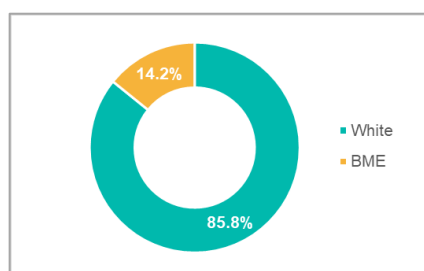
2. Company position

The number of staff eligible for inclusion in the report as at 31 March 2025 was 298. The workforce ethnicity split was 254 White colleagues and 44 BME colleagues.

2025



2024



3. Mean and median ethnicity pay gap in hourly pay

Ethnicity	Mean Hourly Rate 2025	Median Hourly Rate 2025	Mean Hourly Rate 2024	Median Hourly Rate 2024
White (£)	XXXX	XXXX	XXXX	XXXX
BME (£)	XXXX	XXXX	XXXX	XXXX
Difference (£)	XXXX	XXXX	XXXX	XXXX
Pay Gap %	8.55	-0.58	5.30	-2.74

As shown, the Company is reporting an 8.55% ethnicity pay gap, meaning that based on an average hourly rate, White colleagues are paid 8.55% more than BME colleagues. This is an increase from 2024, which was 5.30%, demonstrating a widening of ethnicity pay gap.

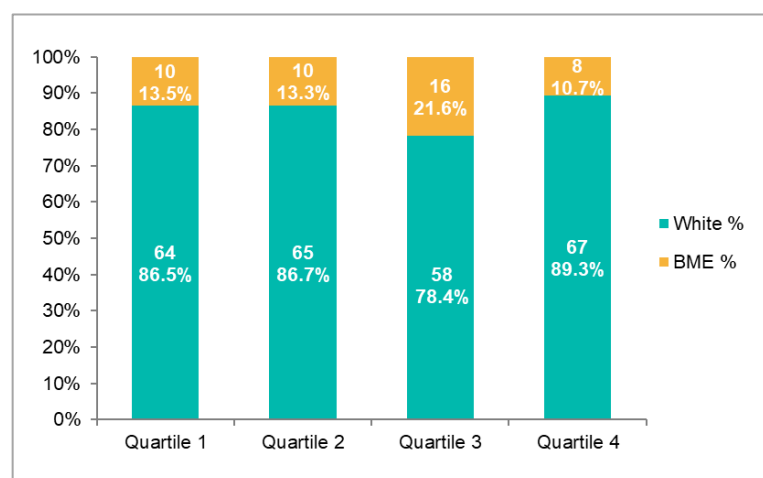
Whilst the mean hourly rate in 2025 indicates a rate disadvantageous to BME colleagues, the median hourly rate in 2025, in comparison, is disadvantageous to White colleagues. The median hourly rate exhibits a decrease from 2024, indicating that the gap has narrowed.

As can be seen in the Company profile, the percentage of BME colleagues has seen a marginal increase in proportion in 2025 in comparison to 2024, and this has a small impact on the data.

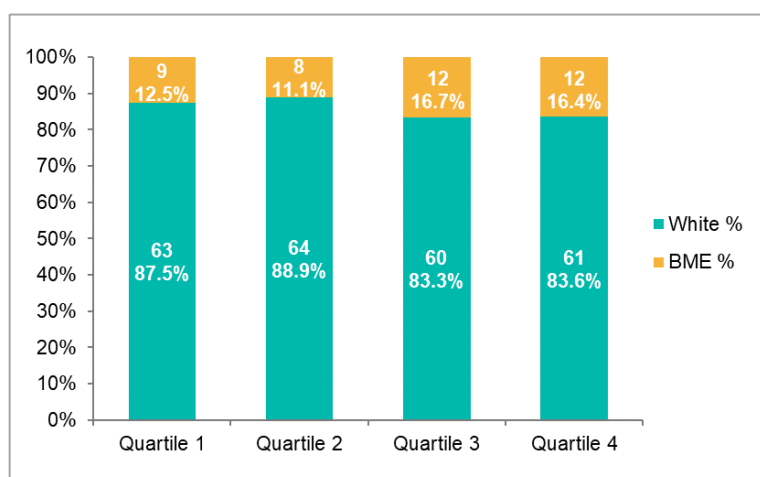
4. Proportion of White and BME colleagues in each pay quartile (1 is low, 4 is high)

The graph below shows that the highest proportion of White colleagues is found in the upper quartile – an increase compared to 2024. The highest proportion of BME colleagues is within the upper middle quartile, whereas compared to the previous year, the greatest proportion of BME colleagues was within the two higher quartiles.

2025



2024



5. Mean and median bonus ethnicity pay gap across 12 months to 31 March 2025

The Company currently only pays a bonus in the form of Long Service Awards, which is a £40 bonus paid to both White and BME colleagues in recognition of 25, 30, 35, 40, and 50 years' service. As the Company has been in existence for 7 years as at 31 March 2025, this will account for staff who have had continuous service with HDFT. As this bonus is paid out at an equal level to all employees, it has no influence on the figures.

Five Long Service Awards were issued to staff still employed as at 31 March 2025 and who had declared their ethnicity. All five were issued to White colleagues.

All Long Service Awards carry the same financial value of £xxxx, meaning that the ethnicity bonus gap is zero.

7. Summary and next steps in reducing the ethnicity pay gap

The data in this report is based on colleagues who have chosen to disclose their ethnicity.

We acknowledge that there is a lot more to do to continue making improvements and bring positive changes for our BME colleagues, and to welcome a more diverse workforce to HIF.

Further workforce analysis is required to continue efforts to reduce the ethnicity pay gap and identify patterns and trends within service areas, departments, and occupations. Positive actions include:

- 'At our Best' work streams focussing on recruitment, progression, and culture.
- Encouraging the uptake of shared parental leave, job-sharing, and part-time working and promoting flexible working arrangements in vacancies including part-time, job-share, compressed hours, and home working.
- Promoting training and education, including unconscious bias training, as part of the First Line Leaders programme and Pathway to Management.
- Continuing to listen to the lived experiences of the BME and Ally Staff Network, engaging with and valuing their expertise.
- Encouraging staff to feel confident in declaring their ethnicity status on ESR.

- Developing a talent pipeline and encouraging conversations with staff to discuss progression/promotion and goal setting through annual review processes.

**Harrogate Integrated Facilities – FORMAL Board of Directors – Action Log
As at end December 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
28/10/25	116	HIF/10/28/10	The Deputy Director of Estates and Facilities would provide an update on vacancies at the next IRCC.	Deputy Director of Estates and Facilities	18/12/25	December update – action added to IRCC action log and on agenda.
28/10/25	117	HIF/10/28/12	Associate Director of Estates and Capital Delivery would provide an update on backlog funding to IRCC.	Associate Director of Estates and Capital Delivery	18/12/25	December update - action added to IRCC action log and on agenda.
16/12/25	118	HIF/10/28/15	Arrange attendance of the Chair and Shareholder Non-executive Director (JC) at a Contract Review Meeting	Managing Director	24/02/26	
16/12/25	119	HIF/10/28/19	Consider adding new risk regarding impact of spending restrictions on WRAP plan.	Deputy Director of Estates and Facilities	31/12/25	

**Board of Directors
24 February 2026
Report from the Managing Director**

Agenda Item Number:		9
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. Introduction

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

2. Domestic Services Consultation Paper

- 2.1. The Domestic Services review identified long-standing structural and operational issues, including the absence of a formal Quality Management System, workforce instability, and shift patterns that do not align with demand. The review also highlighted variations in cleaning quality and patient experience, with delays in resolving issues and inconsistencies between audit cycles. Taken together, these issues show that the current Domestic Services model lacks the structure, systems and workforce resilience needed to meet modern healthcare standards.
- 2.2. This consultation sets out the case for organisational change including shift pattern changes, review of job titles, three additional roles and a move to digital assurance systems, presents a proposed modernised operating model for Domestic Services. The intention is to create a stable, data driven and compliant service aligned to NSoHC 2025.

3. Proposal for Consultation – Café Bistro Closure and Herriot's Service Model

- 3.1. As part of the Trust's main entrance redevelopment programme, it is anticipated that Café Bistro will close in May 2026. This consultation sets out the Interim Service Arrangements, Workforce Impact and Post Redevelopment Model.
- 3.2. The proposed interim catering model will require an increase in staffing levels within Herriot's Restaurant to support extended service hours, increased throughput and its temporary role as the primary catering outlet. The interim model will remain in place until the new main entrance becomes operational, at which point catering provision will be reviewed and transitioned accordingly.
- 3.3. All staffing changes will be managed in line with organisational change policies and will be supported through a formal consultation process.

4. Portering and Logistics - Organisational Change for Transport Department - Proposal for Consultation

- 4.1. A recent review and route mapping exercise of two transport routes has demonstrated that both routes can be completed within the standard contracted

working day, therefore the routine scheduling of daily overtime is no longer necessary. The consultation will take place for those drivers affected.

5. Estates Departmental Proposal for Consultation – paid breaks

- 5.1. Due to historical practices, it has become custom and practice for Estates staff to take an additional 30-minute paid break each day which is not part of the standard Agenda for Change working hours. This has an impact on productivity and creates a culture of inequity across the Company. The proposal is to remove paid breaks within the Estates Department, and the consultation will engage with affected members of staff. We are working closely with estates colleagues to understand their concerns and review any alternative proposals that they might bring forward as part of the consultation process.

6. Security update

- 6.1. The Security Department continues to progress, with development of the security strategy and preparation for ACS certification. Stakeholder engagement is underway with HDFT teams and recruitment of the security teams is ongoing.
- 6.2. Operational improvements are being developed, including body-worn cameras, assignment instructions and the introduction of a Guard Tour system in the next financial year. Control Room redevelopment commenced in January, with detailed timelines to follow and demobilisation planning with the current contractor is progressing to support a safe transition.

7. Capital

- 7.1. Work is continuing to progress a number of capital projects currently on site including RAAC and TIF. Early feasibility work has commenced on the refurbishment of the existing theatres and provision of another theatre once TIF opens. A series of options will be developed for discussions with clinical teams.

8. Conclusion

- 8.1. The Board of Directors is asked to: -

8.1.1 Note the work that is ongoing across the Organisation.

Date: 10/2/26
Ref: AG/ER/

Board Committee report to the Board of Directors

Committee Name:	Governance & Compliance Committee
Committee Chair:	xxxx
Date of last meeting:	Dec 2025
Date of Board meeting for which this report is prepared	January 2026

Summary of key issues:

The meeting was well-supported, with strong representation from the HIF team. Discussions were open and inclusive, with participants sharing diverse perspectives and engaging in highly proactive, solution-focused dialogue.

ISO accreditations - Great news regarding the ISO accreditations achieved and rollout during 2026 across the business.

Service Updates by exception

- **SSD** - Surprise xxxx audit 17/12 and auditor very happy with findings; main audit will be mid Jan 2026. Additionally, very positive feedback from xxxx regarding the contract and how it is working.
- **Estates** - Caught up on all outstanding PPM's and processes in place to improve PPM performance. Currently the team is looking at embedding IMPACT. There were a number of theatre issues (roof leaks) and remedial works undertaken in backlog areas & local action plans have been put in place (this was discussed at Board on the 18th)
- **Domestics** - All Training now on Learning Lab
- **Catering** - digitalisation of training complete and SOPs starting. New dietetics meal business case raised and being submitted to IRCC and the order is being raised. Christmas meals were very busy, but a number of booked meals were missed as people did not attend (currently under review). New female changing area in catering has gone down very well with the staff.
- **Carparking** - report submitted to the Trust which identified a year on year carpark space reduction. This is critical for two reasons – pressure on spaces for appointment/visitors attendance but also the revenue direct to HIF.
- **Medical Engineering** - Board visit was undertaken on 17 December.

Capital Projects

Project	Status	Key Notes
TIF 2	On track	HVAC upgrade needed and Morgan Sundal are reviewing. Looking at mitigations to ensure on track and no delays
Neurophysio Units (Willow)	On site, Briary car park	Completed & opened
CAT3 Lab	Due completion Mar 2026	Tight timeline; design completed Sep 2025
xxxx Salix	Windows & design works	–
RAAC	M&E design progressing	Final design costs due for 19/12/2025
Littondale	Started July 2025, due Dec 1	Completed & opened
Swaledale	March 2026 due to be completed	
Fire Safety	Full site review by Morgan Sindall	New Gent fire system, fire doors (initial focus: Ground Floor & Littendale) Fire doors ground floor being ordered Jan 26 for completion March 26 Fire Alarm review and report in progress for review early 2026
Nidderdale	Review of EL & showers underway	
Most contractors finishing works at site 19/12 and restarting Jan after NY although some are working through to complete specific works as agreed with Estates		

KPIs

Clearly managed and the team are reviewing quality metrics to ensure on going quality. Some scrutiny being reviewed to show quality metrics at a more granular level as the Trust do ask why in green constantly (the team have started to show quarterly where there is change and they have suggested that at audit that operations is also involved at all times)

Audits

- EHO audit – retained 5 star (unnotified at this stage).
 - Place update – outlined at Board 16/12
-

Health, Safety & Security

- Clear outline of aspects of H&S and issues in the department outlined and discussed.
 - 2026 will see a focus on management training.
-

Customer Service

- Strategy report outlined to the Q&C committee. The strategy was supported but there was a request made for some additional info regarding costs breakdown.
-

Green plan

- Funding of £xxxx has been allocated for additional work associated with sub metering at the Trust
 - Green team meets quarterly currently, and xxxx has asked if she can be invited to one of the meetings to support.
-

UPS

- Options paper is currently in draft for theatres emergency lighting. Theatres 1/3/5 currently do not have backed up power and emergency lighting. Currently logged on the risk register as a 12.
-

PAM Update

- Training completed
 - Software procedure
-

Staff

- Staff Induction - Fabulous feedback re the induction and 76% outlined that the induction was very relevant to their role
- Statutory Mandatory Training - Group appraisals reviewed and new

paperwork being rolled out to support both employees & managers with the process

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

- Reputation due to non-payment of invoices aligned to constraints with the parent company – for note as we sit separate to the parent company not all suppliers understand the issue which is causing some concerns.
- Fire alarm (discussed at Board 18/12)
- Staff wellbeing – discussed at board but also brought up at committee by members aligned to work completed and lack of funding for key strategic implementation of systems due to funding caps. Also discussed acknowledgement and support for the team aligned to their performance

Consider: Alignment of key messaging.

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

As above re the invoice payments.

Board Committee Report to the Board of Directors

Committee Name:	Governance & Compliance Committee
Committee Chair:	xxxx
Date of last meeting:	19 th Feb 2026
Date of Board meeting for which this report is prepared:	24 th February 2026

Summary of Key Issues:

The meeting was well-supported, with strong representation from the HIF team with only one apology. The meeting was pushed back from week 9th Feb to week of the 16th due to urgent works underway. Discussions were open and inclusive, with participants sharing diverse perspectives and engaging in highly proactive, solution-focused dialogue. It was agreed by all that the committee is effective.

Outline of key areas with notes as follows:

RIDDORS

All RIDDORS are logged on xxxx – there are a couple from last year where people were on long term sick that had not been flagged and reported - this is captured and is now being reviewed with reporting monthly, to minimise any risk of non-conformity. Currently there is no risk re HSE reporting. It was agreed at the meeting that all RIDDOR reports will be reviewed at the G&CC bi-annually.

Service Updates by Exception

See table at the end of the report for an overview of areas.

Medical Engineering

Non conformity found and reported week of the 9th February. Confirmed - no duty of candour and no harm to patients, some equipment still under review. There are some concerns re the wellbeing of the team that has been transferred into HIF which the team are working on and monitoring closely. Moving forward there will be improved procedures, and the system will advise on any out of dates tests, the Trust is also working with HIF on this as there is a cross over of equipment responsibilities.

Invoices

Due to payments slowing down there is an ongoing concern re the smaller suppliers aligned to stopping supplying goods & services. The risk is flagged and the team are working together to build relationships and look at the invoices so that each can be discussed with the trust to ensure payments can be authorised and made as soon as possible. This is currently challenging.

Note: Key directors insurance needs to be paid on time. This is flagged with finance.

Corporate Risk Register

Data quality issues on previous register meaning that some scores were not correct this has been rectified and the new document aligns fully. All risks are being discussed and managed adequately to ensure assurance.

Please see the IBR for risks on HIF's Corporate Risk Register.

Corporate SLAs with the Trust

Currently being worked upon and the Trust are being pushed for detail to align contractual arrangements.

H&S

Competency review currently being rolled out to ensure that all people are competent for the roles that they are in, it is expected that this will be completed by the back end of 2026. This includes the creation of a full skills matrix and jobs being matched and aligned to required levels.

After Action Reviews (AAR)

Discussed, tracked and monitored – one register now in place to ensure conformity and aligned (*ER manages this*).

Capital

All works in progress and to program, an outline will be provided on each area of the projects.

KPIs

Clearly managed and the team are reviewing quality metrics to ensure on going quality. KPIs will all be completed for April 2026. This will ensure that everyone will be clear how the KPIs are measured and by ensuring that all are meaningful. Will support the contract and all teams from a work / quality and service perspective.

PAM Update

Behind plan currently on no investment actions but under review and being reviewed. 118 quality issues completed 19 to date complete, as a result the April completion will be pushed back.

Companies House Compliance Report

Report presented and reviewed - No material breaches and the organisation has completed all requirements aligned to the legal governance required.

Work plan

Plan in place and a review of plan is ongoing any changes will be shown as a change for audit to include a note to outline why the change has been made. Workplan reviewed monthly.

Well Done

ER has just passed her governance training and qualifications.

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

Medical Engineering Outline – an update will be provided by AG at the Board.

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

Continuation of review of invoice and supplier payments - continued risk regarding loss of suppliers and reputation.

Table 1: Departmental Updates

Department	Area	Update / Status	Next Steps / Notes
Estates	Service	Overall good. Minor electrical issue week 9 th where site was operating on one generator.	On going quality and work to ensure service levels are maintained and efficiencies are considered.
Security	Leadership	Security Team Leader Job back out until 25 th Feb.	Two Candidates.
Security	Attendance	Interviews scheduled for 18 th –19 th Feb to address security attendance (13 candidates for eight roles).	Seven good candidates from 18 th Feb.
Security	CCTV Control Room	Works have commenced on the CCTV control room.	Target completion by April.
Security	Communications	Communication plan issued; meetings scheduled with all relevant departments.	Continue engagement and cascade key changes. <i>(PSC, Union, matrons, OMG, Team talk)</i>
Security	ACS & Licensing	Working with xxxx on ACS process and licensing next meeting 5 th March.	Progressing through ACS requirements and evidence pack. <i>(Assignment instructions, SOP's & training & licensed by Oct 3-day audit)</i>

Department	Area	Update / Status	Next Steps / Notes
Security	Personal Licensing	LH, DB and MJ are now fully licensed and qualified after passing required tests.	Maintain compliance and renewals as required.
Car Park Ripon	Operational Standards	Trust have requested installation of xxxx at Ripon (Staff parking for free)	SL lead, working group on going and awaiting date for next meeting 26th Feb 26.
Car Park attendance	Consultation	Consultation scheduled as part of wider service changes.	Awaiting date from HR to progress through HR / union timetable
HDFT Car parking spaces lost	HDFT	70 spaces lost due to going works complaints and loss of revenue.	Awaiting update.
Portering	Operational Standards	Focus on driver metrics, operational standards, KPIs.	Ongoing monitoring and performance management. (75 – 80 % productivity 0700 – 1900)
Drivers	Engagement & Consultation	Consultation period will be closed 17 th Feb.	New structure operations 19th May 26.
Domestics	Operational Standards	Focus on operational standards, KPIs, assurance and A3.	Ongoing monitoring and performance management.
Domestics	Consultation	Domestic consultation in progress / scheduled as part of wider service changes.	Cascade to all staff and progress through agreed HR / union timetable. (23 Feb)
xxxx	Procurement & Tendering	LH , AK and KL are part of the procurement and tendering process.	Review of tender document attended training on how the review and score.
General Office	Front Entrance / Temporary Office	Working group established to manage the reallocation of the General Office and front entrance to the temporary office, ensuring services continue to function effectively.	Monitor transition, resolve issues promptly, and confirm stability of service delivery.

Department	Area	Update / Status	Next Steps / Notes
Postage	Budget Position	Year-to-date postage budget overspent by approximately £xxxx.	Cost recovery and control measures in progress. This is significantly better than 2024/25 end of year.
Postage	Working Group	LDH and JD leading a working group to identify high-volume and inappropriate mail usage.	Targeted interventions and controls to be agreed.
Postage	Digital Mitigation	Digital Sinotech being implemented in three key departments, with weekly and monthly reviews overseen by JD.	Monitor uptake, compliance, and savings impact.
Postage	Procurement & Tendering	Tendering process nearing completion. Meeting scheduled last week to finalise framework questions. Procurement and KS progressing a six-month contract extension.	Finalise framework and secure short-term continuity.
Postage	Market Position	Strong market interest expected, with 6–7 suppliers likely to bid, compared to a single supplier previously.	Competitive tender expected to strengthen value for money.
Catering	Bistro	Awaiting confirmation.	Confirmation date to be agreed.
Catering	Front Entrance	24hr vending awaiting confirmation.	Compliant with PLACE if installed.
Catering	Consultation Bistro staff	Consultation paper finalised and completed.	Ready to progress through formal consultation stages.
Catering	Menu & Staffing Model Herriot's	New menu and staffing model completed.	Awaiting confirmation of go-live / implementation date closure of Bistro.
xxxx (Digital)	Business Case & PO	Business case and PO approved; all paperwork submitted.	Awaiting confirmation from ICB that

Department	Area	Update / Status	Next Steps / Notes
			documentation is received and accepted.
xxxx (Digital)	Discovery Sessions	Discovery sessions already commenced with IT and xxxx. <i>(Portering & Catering)</i>	Continue workshops and confirm configuration and integration requirements.

Ethnicity Pay Gap at Harrogate Integrated Facilities



1. Ethnicity pay gap reporting

Diversity and inclusion are fundamental to the success of an organisation and the service it provides, creating a fair, diverse, and inclusive environment for its workforce.

Research shows that organisations with diverse workforces and inclusive cultures perform better because they benefit from having a range of lived experiences and obtain a deeper understanding of the viewpoints in the room. In turn, this promotes diverse, creative, and innovative decision-making.

The culture of an organisation also depends on these values, fostering a place where people are proud to work and where they feel valued, recognised, and supported to develop their true potential.

While there is currently no legal requirement to publish ethnicity pay gap data in the UK, we are reviewing this data alongside our mandated gender pay gap data as good practice and in line with our commitment on closing gaps in workplace inequalities between our Black, Asian and Minority Ethnic (BME) staff and White staff.

The disclosure of diversity data, such as ethnicity, is optional for staff. The data used in this report is based on a snapshot of data from 31 March 2025 for colleagues who have chosen to disclose their ethnicity.

Our mean ethnicity pay gap shows the difference in average pay between BME colleagues and White colleagues and takes into account all roles at all levels within Harrogate Integrated Facilities (HIF). This is different to the concept of equal pay, i.e., the comparison of pay received by BME and White colleagues performing the same roles at the same grade.

The Company pays the majority of staff who transferred on the 1 March 2018 on the Agenda for Change scale. Any staff engaged in post since 1 March 2018 are paid on a scale comparable to Agenda for Change, and all staff who fall below the Living Wage are in receipt of a top-up payment. Using Agenda for Change and the HIF shadow scale provides assurance that equal pay for equal work is recognised; i.e., someone entering the Band 3 scale with the same level of qualification and experience would be paid the same irrespective of ethnicity, and would then have the opportunity to progress up the pay scale annually.

The report will provide a breakdown of:

- Mean ethnicity pay gap in hourly pay.
- Median ethnicity pay gap in hourly pay.
- Proportion of White and BME colleagues in each pay quartile.
- Mean bonus ethnicity pay gap.
- Median bonus ethnicity pay gap.

Definitions and scope

The ethnicity pay gap is a measure that shows the difference in average earnings between White and BME colleagues across an organisation.

The ethnicity pay gap is measured in two different ways: firstly, the difference between the mean of hourly rates of White colleagues and the hourly rates of BME colleagues; and secondly, as the difference between the median hourly rates of White colleagues and the median hourly rates of BME colleagues.

Mean and Median

- The 'mean' is an average of all hourly rates of pay.
- The 'median' is the middle value in a complete list of all hourly rates of pay.

The report is based on rates of pay for the financial year 2024/25. It includes all employees in scope at 31 March 2025.

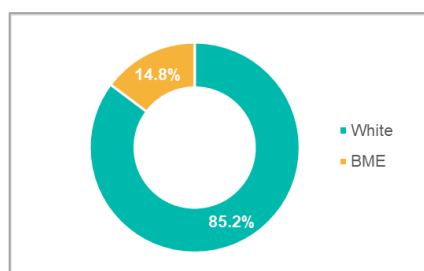
Employees in scope are those who received their usual full basic pay during the pay period ('full-pay relevant employees') and declared their ethnicity. Employees out of scope are those who did not receive their usual full basic pay during the pay period, which includes staff who had reduced pay due to maternity leave, sickness, and unpaid leave. Employees who have not stated their ethnicity are also out of scope.

A positive figure indicates an ethnicity pay gap disadvantageous to BME colleagues; a negative figure indicates the ethnicity pay gap disadvantageous to White colleagues.

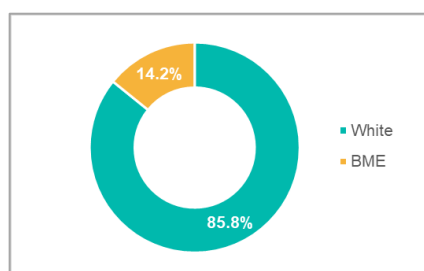
2. Company position

The number of staff eligible for inclusion in the report as at 31 March 2025 was 298. The workforce ethnicity split was 254 White colleagues and 44 BME colleagues.

2025



2024



3. Mean and median ethnicity pay gap in hourly pay

Ethnicity	Mean Hourly Rate 2025	Median Hourly Rate 2025	Mean Hourly Rate 2024	Median Hourly Rate 2024
White (£)	XXXX	XXXX	XXXX	XXXX
BME (£)	XXXX	XXXX	XXXX	XXXX
Difference (£)	XXXX	XXXX	XXXX	XXXX
Pay Gap %	8.55	-0.58	5.30	-2.74

As shown, the Company is reporting an 8.55% ethnicity pay gap, meaning that based on an average hourly rate, White colleagues are paid 8.55% more than BME colleagues. This is an increase from 2024, which was 5.30%, demonstrating a widening of ethnicity pay gap.

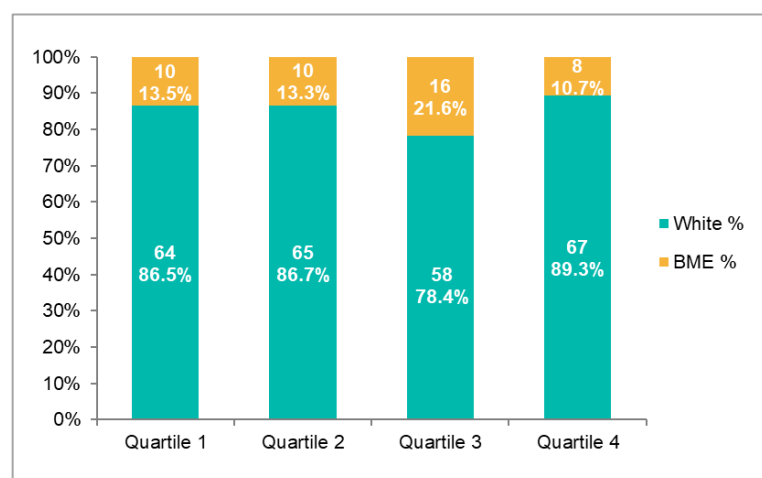
Whilst the mean hourly rate in 2025 indicates a rate disadvantageous to BME colleagues, the median hourly rate in 2025, in comparison, is disadvantageous to White colleagues. The median hourly rate exhibits a decrease from 2024, indicating that the gap has narrowed.

As can be seen in the Company profile, the percentage of BME colleagues has seen a marginal increase in proportion in 2025 in comparison to 2024, and this has a small impact on the data.

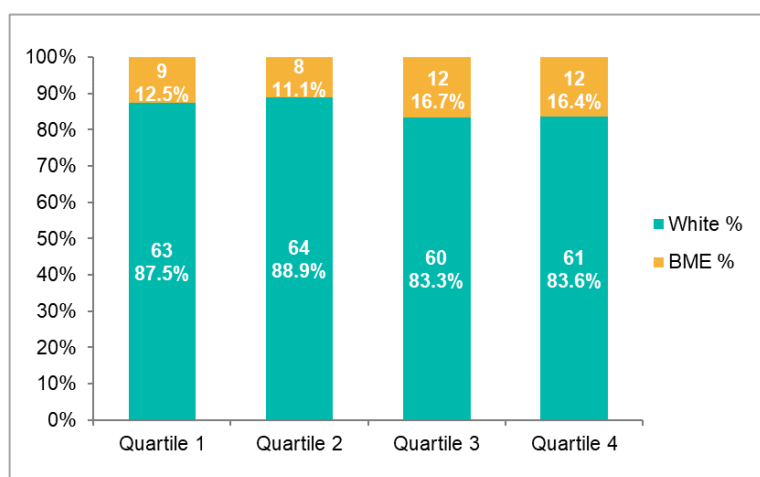
4. Proportion of White and BME colleagues in each pay quartile (1 is low, 4 is high)

The graph below shows that the highest proportion of White colleagues is found in the upper quartile – an increase compared to 2024. The highest proportion of BME colleagues is within the upper middle quartile, whereas compared to the previous year, the greatest proportion of BME colleagues was within the two higher quartiles.

2025



2024



5. Mean and median bonus ethnicity pay gap across 12 months to 31 March 2025

The Company currently only pays a bonus in the form of Long Service Awards, which is a £xxxx bonus paid to both White and BME colleagues in recognition of 25, 30, 35, 40, and 50 years' service. As the Company has been in existence for 7 years as at 31 March 2025, this will account for staff who have had continuous service with HDFT. As this bonus is paid out at an equal level to all employees, it has no influence on the figures.

Five Long Service Awards were issued to staff still employed as at 31 March 2025 and who had declared their ethnicity. All five were issued to White colleagues.

All Long Service Awards carry the same financial value of £xxxx, meaning that the ethnicity bonus gap is zero.

7. Summary and next steps in reducing the ethnicity pay gap

The data in this report is based on colleagues who have chosen to disclose their ethnicity.

We acknowledge that there is a lot more to do to continue making improvements and bring positive changes for our BME colleagues, and to welcome a more diverse workforce to HIF.

Further workforce analysis is required to continue efforts to reduce the ethnicity pay gap and identify patterns and trends within service areas, departments, and occupations. Positive actions include:

- 'At our Best' work streams focussing on recruitment, progression, and culture.
- Encouraging the uptake of shared parental leave, job-sharing, and part-time working and promoting flexible working arrangements in vacancies including part-time, job-share, compressed hours, and home working.
- Promoting training and education, including unconscious bias training, as part of the First Line Leaders programme and Pathway to Management.
- Continuing to listen to the lived experiences of the BME and Ally Staff Network, engaging with and valuing their expertise.
- Encouraging staff to feel confident in declaring their ethnicity status on ESR.

- Developing a talent pipeline and encouraging conversations with staff to discuss progression/promotion and goal setting through annual review processes.