

**HIF Board of Directors – Formal Meeting
to be held on Tuesday 28 April 2026 9 – 11:00am
at HIF, 17 Wetherby Road, Harrogate, HG2 7RY.**

AGENDA

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

Item	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: 24 February 2026	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	Attached	9:30
9.0	Finance Report	Note/Discuss	Deputy Director of Finance	Attached (in IBR)	9:40
10.0	Workforce and Organisational Development update	Note/Discuss	Deputy Director of People & Culture	Attached (in IBR)	9:50
11.0	BAF - Strategic Theme 1: Delivering safe, efficient, compliant, responsive and outstanding quality services Premises Assurance Model Programme	Note	Managing Director	Verbal	10:00
12.0	BAF - Strategic Theme 5: Being an employer of choice, developing our staff, being an outstanding place to work and delivering our services with pride	Note	Managing Director	Attached	10:08
13.0	Performance Review and Contract Review meeting report	Note	Managing Director	Attached	10:15

14.0	Board effectiveness update	Note	Managing Director	Verbal	10:20
15.0	Articles of Association	Note	Company Secretary	Attached	10:35
16.0	Re-appointment of Board members	Note	Company Secretary	Attached	10:40
17.0	Any Other Business	Note/Discuss	Chair	Verbal	10:50
18.0	Items to Escalate to HDFT Board	Note/Discuss	Chair	Verbal	
19.0	Additional Risks to add to Risk Register	Note/Discuss	Chair	Verbal	
20.0	Evaluation of the Meeting	Note/Discuss	Chair	Verbal	
Meeting Close: 11:00					
NEXT MEETINGS: HIF Board Workshop: Tuesday 26 May 9:00-11:30 Herriots Lounge, Harrogate Hospital HIF Board Meeting: Tuesday 30 June 9:00-11:00 Boardroom, HIF, 17 Wetherby Road Private Board Meeting: Tuesday 30 June 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 April 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	HDFT Non-executive Director, Shareholder Non-executive Director
xxxx	Non-executive Director
xxxx	Managing Director
In Attendance:	
xxxx	Deputy Director of Finance (HDFT)
xxxx	Deputy Director of People & Culture (HDFT)
xxxx	HR Business Partner (HDFT)
xxxx	Assistant Company Secretary and Governance Lead (minute taker)
xxxx	HIF Finance Manager
Apologies:	
xxxx	Associate Director of Corporate Affairs and Company Secretary (HDFT) and Company Secretary (HIF)

APPROVED MINUTES

HIF/04/28/1	Welcome and Introductions
1.1	The Chair welcomed everyone to the meeting.
HIF/04/28/2	Apologies for Absence
2.1	Apologies for absence had been received from those noted above.
HIF/04/28/3	Declarations of Interest & Conflicts of Interest
3.1	The register of interests had been circulated. The Chair noted a new conflict due to his recent appointment as the Chair of the xxxx. Due to this appointment, the Chair had resigned.
3.2	Resolved: Except for the above, there were no additional active conflicts of interests declared in relation to the business of the meeting.

HIF/04/28/4	Minutes of the Previous Meeting
4.1	Resolved: The minutes of the Formal Board meeting held on 24 February 2026 were approved as an accurate record of the meeting.
HIF/04/28/5	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	120: Discuss raising cash risk level at CRRG to be in line with the Trust's rating of 25: The risk has been scored at 25 on the Corporate Risk Register. Complete, action to be closed.
5.4	121: Provide a cashflow forecast – A cashflow would be provided in the next finance report. Supplier payments will continue to be delayed into the new financial year. The escalation process is working well. Action remains open.
5.5	122: Change the target of leavers within the first 12 months to 25% on future reports – The target has been changed in the report. Complete, action to be closed.
5.6	123: IRCC to discuss potential barriers to applications for senior roles – Discussed at IRCC and the situation is well understood. Complete, action to be closed.
5.7	Resolved: The action log would be updated as discussed.
HIF/04/28/6	Chair's Update
6.1	The Chair confirmed his new appointment as Chair xxxx and that it was with regret that he must resign as Chair of HIF. He stated his role in HIF had been very enjoyable. The group congratulated the Chair and thanked him for his significant contribution to HIF over the last 6 years.
6.2	The Chair also noted that it was Shareholder Non-Executive Director (MG)'s last meeting and thanked him for his contribution over the last 2 years. No plans have yet been regarding the appointment of a new Shareholder Non-Executive Director.
6.3	The Chair noted the very positive end to the financial year, especially considering the challenging financial position across the Group. In addition, the non-financial performance is also in a good position whilst complex issues are being managed. The whole team could feel pleased and proud of these achievements.
6.4	The KITE awards had been a fantastic celebration of HIF's success, in particular winning the overall Leader of the Year award.
6.5	Resolved: The Chair's update was noted.

HIF/04/28/7	Managing Director's Update
7.1	The Managing Directors report had been circulated in advance and was taken as read. The Managing Director highlighted key points for the Board to note.
7.2	KITE awards – the award results indicate the positive results of the Portering restructure. The improvements in Portering have also been recognised by Trust colleagues.
7.3	Security Service - The Security Department continues to make steady progress against its implementation plan. It is expected that the service will be fully operational by October 2026. The new recruits will receive induction and training from early June. Some areas remain under the jurisdiction of the Trust including the implementation of Martyn's Law and Health & Safety. It was confirmed that SIA registration expires after a year for Board members. Abbreviation clarification • ACS – Approved Contractor Scheme (government regulatory body for security industry) • NHS NPAG Network - National Performance Advisory Group - a managed forum for NHS colleagues to share information and best practice • NHS VPR Group - Violence prevention and reduction group
7.4	Update on IMPACT - IMPACT methodology is now well embedded across the company. Further information will be provided at the workshop in May.
7.5	PLACE - The national PLACE scores have been published, with performance remaining consistent or improving in all but one area. A full report, including an action plan, will be presented to the Board in June.
7.6	Consultations update – updates were provided on the Medical Engineering, Bistro, Domestics, Estates paid breaks and Transport consultations. The xxxx has filed a dispute regarding paid breaks and work is ongoing to build working relationships with the union.
7.7	Audit Plan for 2026/27 - The audit plan for 2026/27 has been finalised and was approved at IRCC. An update would be provided in the IRCC meeting report during Private Board.
7.8	Pay Award - HIF will implement the nationally agreed pay award in line with the Trust. The 3.3% increase has been approved and will be reflected in April's payroll. The increase in the national Living Wage has had an impact on the disparity between Band 2 and Band 3 roles and this is being considered further.
7.9	Resolved: The Board noted the contents of the Managing Director's report.
HIF/04/28/8	Quality and Governance
8.1	April's committee report had been circulated in advance and was taken as read.
8.2	Shareholder Non-Executive Director (JC) noted the following: • The Corporate Risk register had been reviewed – it was likely that the replacement of the Fire Alarm system would be £xxxx, which would not include the associated costs e.g. decant.

8.3	• A concern had been raised regarding recruitment delays to Medical Engineering roles but it was confirmed that the vacancies had now been approved by the Trust • Estates Return Information Collection (ERIC) – the report suggested there were significant efficiencies to be found but the data needs to be considered on a granular level. Reports will be made to both Quality & Governance and IRCC • Transport – The staff consultation is complete, but GPs were not comfortable with the proposed new routes, so further work is required.
8.4	Non-executive Director (LH) asked if vested contracts had been considered for the fire alarm system. It was confirmed that they had but they were not the preferred option. It was agreed that a more detailed discussion should take place at a future HIF Private Board or workshop to understand the implications of this significant risk. A wider Group discussion should also take place. Regular discussions were taking place at PRM and the risk had been escalated to HDFT Board recently. Resolved: The sub-committee update was noted.
HIF/04/28/9	Finance Report
9.1	The finance report had been circulated in advance and was taken as read.
9.2	The Deputy Director of Finance highlighted the following points: • The year-end surplus was £xxxx which is a very positive position • £xxxx had been used for an early loan re-payment, taking the remaining surplus to £xxxx. • Agency spend was higher this year than last year, but not significant and the causes are justified • WRAP - A small amount is unidentified, recurrent options are being considered, and progress will be monitored closely throughout the year.
9.3	Work is underway regarding lease arrangements to ensure they are compliant and in line with other subsidiaries.
9.4	A discussion took place regarding the decision to re-pay the loan early. It is unlikely to be an issue next year as it relates to the asset work undertaken during the 2025/26 financial year.
9.5	It was noted that there had been energy savings within the year which was positive but unfortunately those gains had been offset by the poor CHP performance.
9.6	xxxx had undertaken a visit concerning naming conventions on invoices. They acknowledged the proactive work that had already been undertaken by the finance team and suspended any further penalty payments. Some VAT will also be repaid.
9.7	Resolved: The Finance Report was noted.

HIF/04/28/10	Workforce report
10.1	The workforce report had been circulated in advance of the meeting and was taken as read.
10.2	The Deputy Director of People and Culture highlighted the following points: • A positive set of workforce indicators – sickness is very close to the target • Appraisal compliance remains very high with focus now on ensuring these are valuable • Staff leaving in first year had been discussed at IRCC – there were no clear themes from the reasons for leaving – some were pragmatic and a third were due to not meeting probationary criteria, improvement ideas included more detailed information at interview and a standardised first week.
10.3	
10.4	
	Resolved: The Workforce Report was noted.
HIF/04/28/11	BAF - Premises Assurance Model Programme
11.1	A verbal update was provided by the Managing Director: • 56 of 118 actions complete by the end of the month – progressing at a good pace • 28 actions will not be closed in time – relating primarily to Martyn's Law and Security • 19 actions relate to BCP's, a format review will close these actions over the coming weeks • Weekly driver meetings are in place • 10 costed actions - Business Cases will be developed in the coming months • Report to Quality and Governance committee in June where a decision would be taken as to whether PAM would be removed as a Board priority once the A3 was in tolerance.
11.2	
	Resolved: The PAM update was noted.
HIF/04/28/12	BAF – People A3
12.1	A verbal update was provided by the Managing Director: • New A3 created based on the NHS National Staff Survey data • Board to decide benchmarking data set - there is a lack of subsidiary benchmarking data • HIF were no.1 for 'We are Safe and Healthy' within the current benchmarking group (121 small acute Trusts) It was suggested that HIF could be benchmarked against E&F directorates from other Trusts rather than Trusts as a whole. Other subsidiaries were being approached to share survey data. Further discussion would be undertaken at the May workshop. The HRBP stated that there was currently a HR network for subsidiaries, and it was expected that a network for MD's and Chairs would be created, which was welcomed by the group.
12.2	
12.3	
12.4	
12.5	

12.6	Resolved: The People A3 update was noted.
HIF/04/28/13	Performance Review and Contract Review meeting report
13.1	The Performance Review and Contract Review meeting report had been circulated in advance and was taken as read.
13.2	The new meeting format had been in place since January 2026 and the information presented by HIF had been positively welcomed by the Trust. Engagement levels were high from both HIF and the Trust.
13.3	Non-Executive Directors were welcome to attend any meeting.
13.4	Updates on the Domestic and Estates A3's were reported through PRM with the Medical Engineering A3 commencing in June 2026.
13.5	Carparking had been discussed at a number of meetings with an understanding that the fundamental problem regarding lack of spaces is the responsibility of the Trust.
13.6	The KPI's were under review, and the new versions would be more meaningful. In the PRM meeting, KPI's are termed 'watch metrics.' It was expected that the new KPI's would provide a better level of detail and greater assurance.
13.7	The Corporate SLA performance data had yet to be provided by the Trust.
13.8	The Contract Variation process was working well.
13.9	Resolved: The Performance Review and Contract Review meeting report was noted.
HIF/04/28/14	Board effectiveness update
14.1	The Managing Director stated that Board members would receive a survey to complete regarding Board effectiveness later that day and the Board effectiveness report would be received in June 2026.
14.2	Resolved: Board effectiveness update was noted.
HIF/04/28/15	Articles of Association
15.1	The Articles of Association report had been circulated in advance and was taken as read.
15.2	The Board noted that the Company's Articles of Association remain fit for purpose, with no amendments proposed.
15.3	Resolved: Articles of Association report was noted.
HIF/04/28/16	Re-appointment of Board members

16.1	The Re-appointment of Board members report had been circulated in advance and was taken as read.
16.2	Due to the Chair's resignation, the re-appointment of the Chair for a further term was no longer required. <i>Non-Executive Director (LH) left the room during the re-appointment discussion.</i>
16.3	The Board retrospectively approved the extension to Non-Executive Director (LH)'s appointment as Non-Executive Director for a three-year term from January 2025.
16.4	The Board approved the correction of information with [REDACTED].
16.5	Resolved: The appointment above was agreed.
HIF/04/28/17	Any Other Business
17.1	Resolved: There were no further items of business.
HIF/04/28/18	Items to Escalate to HDFT Board
18.1	The fire alarm risk had been escalated at PRM and was expected to be discussed at the executive risk review group, before being added to the Trust's Corporate Risk Register. HIF would discuss the risk further and write an options paper outlining the risk in more detail to present to the Trust.
18.2	Resolved: There were no items to be escalated to the HDFT Board.
HIF/04/28/19	Additional Risks to add to Risk Register
19.1	Resolved: There were no additional risks to be added to the risk register.
HIF/04/28/20	Evaluation of the Meeting
19.1	The Board and attendees thanked both the Chair and Stakeholder Non-Executive Director (MG) for their contribution and wished them well for the future.
PRIVATE SESSION	
	The Board meeting of Harrogate Healthcare Facilities Management Limited continued in private session.

Board of Directors – Register of Interests

As at April 2026

Board Member	Position	Relevant Dates From	To	Declaration Details	Declare Updated
xxxx	Chair	31/03/2022 01/04/2021 01/04/2021 01/04/2021	Current	1. xxxx 2. xxxx 3. xxxx 4. xxxx	Updated 26/08/2022
xxxx	Non-executive Director	January 2020	Current	1. xxxx 2. xxxx 3. xxxx 4. xxxx 5. xxxx 6. xxxx 7. xxxx	Updated 02/10/2023
xxxx	Managing Director	05/07/2021	Current	No interests declared	Updated 10/10/2022
xxxx	Non-executive Director	February 2022 April 2020 Feb 2022	Current Current End Dec 2025	1. xxxx 2. xxxx 3. xxxx	Updated 9/2/2026
xxxx Appointment 1 May 2022 to 1 May 2026	Non-executive Director; HDFT Director of Strategy	September 2021 May 2024 December 2025	Current End Feb 2026 Current	1. xxxx xxxx 4. xxxx	Updated 09/02/2026

Deputy Directors and Others Attendees (providing advice and support to the Board)

Name	Position	Declaration Details	Declare Updated
xxxx	Deputy Director of Estates and Facilities	No interests declared	Updated 01/03/2022
xxxx	HDFT Deputy Director of People & Culture	Director of own company xxxx– dissolved xxxx	Updated June 2024
xxxx	HDFT HR Business Partner	Outside Employment: xxxx	Updated 01/05/2022
xxxx	Associate Director of Business Modernisation and Improvement	Clinical Private Practice: xxxx • xxxx maintained registration since xxxx • Provide xxxx cover for xxxx • xxxx • xxxx • xxxx of xxxx	Updated 03/07/2025
xxxx	HDFT Finance Manager	No interests declared	Updated 27/02/2024
xxxx	Associate Director of Estates and Capital Delivery	No interests declared	Updated 19/07/2022
xxxx	HDFT Deputy Finance Director	No interests declared	Updated 04/12/2023
xxxx	HDFT Associate Director, Quality & Corporate Affairs HDFT & HIF Company Secretary	xxxx	Updated 04/12/2023
xxxx	Assistant Company Secretary and Governance Lead	No interests declared	Updated 16/6/25

Board members that have left in the last 6 months

**Harrogate Integrated Facilities – FORMAL Board of Directors – Action Log
As at end February 2026**

Date of Meeting	Action Log Reference	Minute Reference	Action Description	Lead	Target date (as detailed, if not at next HIF Board meeting)	Progress update
24/02/26	20	HIF/02/24/10	Discuss raising cash risk level at CRRG to be in line with the Trust's rating of 25	Managing Director	March 2026	
24/02/26	21	HIF/02/24/11	Provide a cashflow forecast.	Finance Manager	April 2026	
24/02/26	22	HIF/02/24/12	Change the target of leavers within the first 12 months to 25% on future reports	HRBP	April 2026	
24/02/26	23	HIF/02/24/13	IRCC to discuss potential barriers to applications for senior roles.	Assistant Company secretary	June 2026	

**Board of Directors
28 April 2026
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. Introduction

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

2. KITE awards

- 2.1. The KITE awards were held on 6 March 2026 to celebrate the exceptional teams, leaders and volunteers across HDFT and HIF. We extend our congratulations to the award winners and those nominated for awards. Long service awards were also presented to five HIF employees.

3. Security Service

- 3.1. The Security Department continues to make steady progress against its development plan, including the ongoing development of the Trust Security Strategy and preparation for ACS certification. A programme of stakeholder engagement is in place to support awareness and alignment. It is expected that the service will be fully operational by October 2026.
- 3.2. Recruitment has progressed well. Subject to all pre-employment checks being completed, it is planned that all new starters will commence in the same week. This will enable a structured induction programme, including site induction, training, Prevention and Reduction of Violence and Aggression (PVMA) training, uniform issue, shift familiarisation, and ward engagement, ensuring the team is operationally ready for implementation of the new shift model the following week.
- 3.3. Body-worn cameras have now been received, assignment instructions are in development, and a Guard Tour system is planned for implementation this financial year, which will assist with data analysis and trends. Body Armour and radio licensing will be progressed once staff are in post. The Control Room redevelopment commenced on 26 January, with demobilisation planning with Gough & Kelly ongoing to support a safe and structured transition.
- 3.4. Work is also continuing with the alignment of Standard Operating Procedures (SOPs) and the overarching Security Policy, which will be finalised following ACS accreditation, targeted for July 2026. Monthly governance meetings are now established and will incorporate the progress of Martyn's Law requirements, alongside the Violence Prevention and Reduction agenda, safeguarding forums, NHS NPAG Network and engagement with the local NHS VPR Group. This programme is Trust-

led, with a national implementation requirement expected by late 2027 (final compliance date to be confirmed).

- 3.5. CCTV upgrade works remain on hold at this stage (sits with the Trust, currently on the risk register). Employer and Public Liability Insurance arrangements are progressing.

4. Update on IMPACT

- 4.1. IMPACT methodology is now well embedded across the company. Senior leaders have completed the full IMPACT training, and Service Managers have received introductory training. A3 templates are being consistently used to report on the implementation of strategic aims as part of the BAF, as well as at service level. A Strategic Deployment Room (SDR) meeting has been established, focusing on the delivery of Strategic A3's.

5. PLACE

- 5.1. The national PLACE results and benchmarking scores have been published, with performance remaining consistent or improving in all but one area. Notably, there were increases in both the Privacy, Dignity & Wellbeing score and the Dementia score. The Group was ranked 78th out of 233 organisations in the food category. A full report, including an action plan, will be presented to the Board in June.

6. Consultations update

- 6.1. The Medical Engineering consultation has now closed and implementation has commenced. For the Bistro consultation, a paper has been agreed at IRCC and consultation will commence shortly. The Domestic consultation is progressing well, with strong attendance at engagement sessions; implementation is planned from August. The Transport consultation remains ongoing, with new routes scheduled to commence in May.

7. Audit Plan for 2026/27

- 7.1. Our audit plan for 2026/27 has been finalised and was approved at IRCC in January 2026. This comprehensive plan covers key themes including workforce sickness absence, the BAF, business continuity, SLAs, and medical engineering. Management recommendations continue to be implemented to strengthen accountability and ensure that previously identified actions are effectively addressed. This plan provides a robust framework to support continuous improvement across the organisation.

8. Pay Award

- 8.1. HIF will implement the nationally agreed pay award in line with the Trust. The 3.3% increase has been approved and will be reflected in April's payroll.

9. Conclusion

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

9.1.1 Note the work that is ongoing across the Organisation.

Date: 07/04/26

Ref: AG/ER

Board Committee Report to the Board of Directors

Committee Name:	Quality and Governance Committee
Committee Chair:	xxxx – April meeting chaired by xxxx
Date of last meeting:	16 April 2026
Date of Board meeting for which this report is prepared:	28 April 2026

Summary of Key Issues:

Outline of key areas with notes as follows:

Service Updates by Exception

All KPI's met in month

Capital – significant spend across the whole site on a number of projects. All broadly on plan

Medical Engineering – sickness and vacancies in the team. The identified issue around items that are now overdue maintenance is being worked through with the majority of backlog anticipated to be cleared by the end of April. There is a clear prioritisation within this to ensure critical items are cleared first. There is a remaining issue of unidentifiable objects on the register which may or may not exist. These are being communicated to each team to try and clear. We have not been able to recruit to the vacancies in the team due to the recruitment freeze. This is to be challenged given the importance of the service, together with the ongoing serious backlog that needs addressing.

Corporate Risk Register

All risks are being discussed and managed adequately to ensure assurance. Please see the IBR for risks on HIF's Corporate Risk Register. The issue over the Fire Alarm is a Trust issue that is managed by HIF and is likely to remain in place for some time given that the estimated cost of a new system is £xxxx over 3 years. No budget is available to address this.

Corporate SLAs with the Trust

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

After Action Reviews (AAR)

Discussed, tracked and monitored – one register now in place to ensure conformity and aligned

HDH ERIC Benchmarking Review - FY 19/20 – 24/25 – identifies £xxxx of proportionate cuts achievable through contract review specification challenge, and efficiency measures within the current service model. (Estates 14% + Cleaning 10%) with a further £xxxx requiring further investigation. This is in addition to the 2026/27 WRAP plan. However we noted that this data is difficult to compare across organisations (different structures, different age of properties, some with subsidiary companies, some without etc.) The more useful data is going to be at a more granular level where we can compare identifiable services (e.g. catering) with each other.

Green Plan annual review - The Trust has continued to demonstrate strong leadership in sustainability, achieving substantial carbon reductions while preparing for the next phase of Net Zero transformation. The launch of the sub-metering programme and in-house carbon accounting will significantly enhance our ability to measure, manage and reduce emissions across all areas.

Information Governance annual report - Confirms that HIF has met all standards it has control over, with an ongoing investigation into data breaches involving the postal provider.

Insurance report - HIF currently maintains all required insurance cover, with no issues identified in the scope or adequacy of provision. Insurance for the new security service has been secured.

Transport Consultation Briefing Paper – it was noted that the proposed changes to the routes were now being reviewed as they may not adequately account for the demands of the GP services that we provide. It is likely that some additional routes will need to be reinstated as a result, which may increase the cost from that originally quoted.

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

The inability to recruit to the Medical Engineering team is a significant issue that the team are following up. There is the need for a qualified engineer to supervise the team at Band 7 together with at least 2 other engineers at a lower level to replace recent leavers if we are to provide a safe service. The Board should ask for an update on this at the next meeting

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

None

Board of Directors 28 April 2026 People A3 and Staff Survey update report

Agenda Item Number:		12
Presented for:	Discussion	
Report of:	People A3 and Staff Survey update report	
Author (s):	Associate Director of Estates and Capital Development	
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 actions being taken following the release of National NHS Staff Survey and HIF Kindness Survey results.		

1. Purpose

- 1.1. To update the Board on the actions being taken in response to the National NHS Staff Survey and Kindness Survey results.
- 1.2. For the Board to agree the strategic ambition and benchmarking criteria to derive meaningful insight and support improvement.

2. Summary of Key Findings

- 2.1. The survey response rate and results demonstrate a positive and engaged workforce, with strong levels of pride, teamwork, and commitment to delivering high-quality care. While the overall picture is positive, the survey results highlight the need to improve consistency of experience across the organisation.

3. Actions to Date

- 3.1. The organisation is using survey feedback to drive targeted improvements aligned to workforce priorities.
- 3.2. Key actions include:
 - Development and delivery of a People A3 (Learning, Engagement, Morale)
 - Sharing survey results and agreed actions through staff forums and team discussions to ensure transparency and engagement
 - Planning an away day with Senior Managers to focus on implementation of the People A3 and to provide leadership skills training
- 3.3. The development of the People A3 has highlighted three areas where HIF scores are below average. Targeting improvement activities in these three areas will endeavour to create a more consistent experience for staff across the organisation and help to achieve our strategic ambition.

4. Agreeing the Strategic Ambition and Benchmarking Approach

- 4.1. It is proposed that HIF's strategic ambition will be to rank 10th across all 7 People Promises by 2030.
- 4.2. A key consideration is how best to benchmark our results to derive meaningful insight and support improvement. At present, there is no sufficiently robust dataset that

enables direct comparison with other similar subsidiary organisations. As such, two primary benchmarking options have been identified:

- 4.3. **Benchmarking Against NHS Acute and Community Trusts** - This approach would involve comparing our results with the dataset from 121 NHS Acute and Community Trusts, where data is readily available, standardised, and statistically robust.

Advantages:

- Provides access to a large, reliable, and nationally recognised dataset
- Enables comparison against established sector benchmarks and trends
- Supports external credibility and assurance for regulators and stakeholders
- Allows identification of relative strengths and areas for improvement against high-performing organisations

Considerations:

- Differences in organisational structure and function between subsidiaries and Trusts may limit direct comparability in some areas
- Interpretation of results would need to account for contextual differences

- 4.4. **Setting Internal Targets** - An alternative option would be to establish internally derived targets based on our own baseline performance.

Advantages

- Aligns targets to local priorities, workforce context, and strategic objectives
- Increases engagement by making goals more relevant to teams
- Provides flexibility to adjust targets in response to organisational change

Considerations:

- Risks setting insufficient or unrealistic targets
- Limits benchmarking against best practice and high-performing organisations
- Reduces external credibility and assurance, particularly for regulators and partners
- Makes it more difficult to demonstrate continuous improvement in a broader NHS context

- 4.5. As internal targets are not recommended as a standalone benchmarking approach, it is proposed that HIF will benchmark itself against 12 NHS Acute and Community Trusts. This option offers the most robust and transparent benchmarking framework currently available.

5. Conclusion

5.1. The Board is asked to:

- Agree the organisation's strategic ambition to rank 10th across all 7 People Promises by 2030
- Approve the proposed benchmarking approach of comparison against 121 similar NHS Acute and Community Trusts

**Board of Directors
28 April 2026
Review of the HDFT/HIF PRM and Contract meetings**

Agenda Item Number:		13
Presented for:	Discussion	
Report of:	HDFT/HIF PRM and Contract meetings	
Author (s):	Assistant 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 work of the monthly Performance Review and Contract Review meetings.		

1. Introduction

- 1.1. This report provides a summary of the monthly performance (PRM) and contract review meetings held between HIF and HDFT between April 2025 and March 2026. These meetings form a key part of governance, ensuring contractual compliance, monitoring service delivery, and maintaining a strong working relationship.

2. Meeting arrangements

- 2.1. During the reporting period, a total of 11 formal monthly review meetings were held in accordance with the agreed governance schedule.
- Scheduled meetings: 12
 - Meetings held: 11 - August meeting cancelled due to apologies.
- 2.2. In January, the meeting structure was revised to create two distinct sessions: a Performance Review Meeting (PRM), aligned with the IMPACT methodology, and a separate Contract Review Meeting.
- 2.3. Actions are formally captured and tracked within the PRM, while the Contract Review Meeting is documented through meeting notes and an action log to ensure compliance with contractual requirements. Action logs are maintained and monitored monthly. Performance and contract data is provided in advance of the meeting for review.

3. Terms of Reference

- 3.1. The PRM operates using the PRM Standard Work document, to focus the meeting on reviewing the performance of HIF against IMPACT driver metrics and the strategic implementation of objectives.
- 3.2. Standing items for PRM:
- Gemba visits
 - Risks escalated to HDFT
 - Driver metrics (currently for the Domestic A3)
 - Watch metrics (contractual KPI's – discussed in more detail in the Contract meeting)
 - Celebrations
 - Escalation and resolution of issues
- 3.3. A separate Terms of Reference will be created for the Contract Meeting in due course.
- 3.4. Standing items for the Contract Meeting:
- Review of operational performance against KPIs and SLAs
 - Monitoring of contractual compliance and obligations
 - Risk identification and mitigation tracking
 - Change requests and contract variations
 - Escalation and resolution of issues

4. Attendance

- 4.1. The attendance of the meeting changed with the new structure, with additional HDFT executives attending. Core members have attended consistently, and attendance levels demonstrate strong engagement and commitment to contract governance.

5. Key areas of focus during the last year

- 5.1. In addition to the standing agenda items focused on performance monitoring, the meetings have provided a valuable and effective forum for addressing matters requiring joint assurance and cross-organisational collaboration.
- 5.2. This has enabled partners to work collectively to review areas of shared responsibility, align approaches to risk management, and ensure consistency in decision-making across organisational boundaries. The forum has also supported open and constructive dialogue on complex or sensitive issues, facilitating timely escalation where required and promoting a coordinated response.
- 5.3. As a result, the meetings have strengthened partnership working, improved mutual understanding of priorities and constraints, and enhanced the ability of all parties to deliver integrated, high-quality outcomes.
- 5.4. Topics of discussion have included:
- The Domestic Service review and service improvement plan
 - Staff discount for food in Herriots and Christmas dinners
 - Postage costs
 - Accommodation charges
 - Moving Medical Engineering inhouse
 - Business Cases
 - Storage
 - Plans for the new Security Service

6. Positive outcomes

- 6.1. The regular meetings between HDFT and HIF have achieved the following positive outcomes:
- Strengthened contract oversight with improved data quality and monthly reporting
 - Introduction of a revised performance dashboard enabling clearer visibility of outliers and trends
 - Successful implementation of mid-year contract variations
 - Enhanced cross-team collaboration, evidenced by proactive issue resolution
 - Delivery of several quality-improvement initiatives informed by trends identified in meetings

- Supportive assurance provided to the Board through improved documentation and more consistent reporting
- Preparation for audit strengthened by the standardisation of documentation.

7. Conclusion

- 7.1. In conclusion, the Board can be assured that the Performance Review and Contract Review meetings demonstrate a high level of effectiveness over the past year. Changes to the meeting structure and attendance have strengthened engagement, and the new model reflects a sustained commitment to robust contract governance from both HDFT and HIF.
- 7.2. The meetings have evolved beyond routine performance monitoring to become a critical forum for joint assurance, enabling partners to address complex issues collaboratively, align risk management approaches, and ensure consistent decision-making across organisational boundaries. This has supported more open dialogue, timely escalation of concerns, and a coordinated approach to service delivery.
- 7.3. As evidenced by the range of topics addressed and the tangible outcomes achieved, the meetings have contributed to stronger partnership working, improved transparency, and enhanced operational performance. Improvements in data quality, reporting, and performance visibility have provided greater assurance to the Board, while increased standardisation has strengthened audit readiness.
- 7.4. Overall, the current structure and approach are working well and delivering clear value. Continued focus on maintaining engagement, refining performance metrics, and using the forum to drive continuous improvement will ensure the meetings remain an effective mechanism for oversight, accountability, and high-quality service delivery.

**Board of Directors
28 April 2026
Report of the annual review of the Articles of Association**

Agenda Item Number:	15
Presented for:	Discussion
Report of:	Report of the annual review of the Articles of Association
Author (s):	Assistant Company Secretary and Governance Lead
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 requested to receive the Articles of Association for annual review and to note that no amendments have been made.	

1. Introduction

- 1.1. This report presents the outcome of the annual review of the Company's Articles of Association. The review has been undertaken to ensure continued compliance with applicable legal and governance requirements, including the Companies Act 2006, and to confirm that the Articles remain appropriate for the Company's current operations. No amendments have been identified as necessary at this time.

2. Review of the Articles of Association

- 2.1. The annual review of the Company's Articles of Association was undertaken as part of the Company's established governance processes. The review considered the full scope of the Articles, including provisions relating to director powers and decision-making procedures. It was conducted with reference to the Company's current operations and governance arrangements, and assessed against applicable legal and regulatory requirements, including the Companies Act 2006. Input was obtained from the Company Secretary to ensure the Articles were reviewed in a practical and operational context.
- 2.2. The review concluded that the Articles of Association remain fit for purpose and continue to support the effective governance and operation of the Company. No material changes to the Company's structure or activities were identified that would necessitate amendments, and the Articles remain consistent with current legal requirements and best practice. Accordingly, no changes are proposed at this time, and the Articles will continue to be kept under review to ensure ongoing compliance and alignment with the Company's needs.

3. Recommendation

- 3.1. The Board of Directors is requested
- 3.1.1. to consider the outcome of the annual review and to note that the Company's Articles of Association remain fit for purpose, with no amendments proposed.

**Private Board of Directors
28 April 2026
Reappointment of Directors**

Agenda Item Number:		16
Presented for:	Discussion	
Report of:	To consider the reappointment of the Chair, [REDACTED] for his final third three-year term; and Non-Executive Director [REDACTED] for the remainder of her final three-year term.	
Author (s):	Assistant Company Secretary and Governance Lead	
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 requested to consider, discuss and support the proposal to re-appoint [REDACTED] for his final third three-year term; and Non-Executive Director [REDACTED] for the remainder of her final three-year term.		

1.1. Purpose & Background

- 1.2. The purpose of this item is to ask the Board to consider the re-appointment of the Chair and one Non-Executive Director.
- 1.3. The re-appointment of directors is generally a straightforward matter, provided there are no concerns regarding the **xxxx** or **xxxx**. In a company context, directors are typically appointed for a defined term, commonly three years, and may be eligible for re-appointment for further terms, subject to the company's Articles of Association and any applicable governance policies.
- 1.4. In line with good corporate governance practice, it is common for director appointments to be reviewed periodically, with re-appointment contingent on satisfactory performance and continued contribution to the Board. While there is no statutory limit on the number of terms a director may serve under the Companies Act 2006, many companies adopt a policy that directors should not normally serve more than two or three consecutive terms (typically six to nine years) without a more rigorous review. There are no restrictions on the length of term within the HIF Articles of Association.
- 1.5. It is also widely recognised in corporate governance guidance that a director may no longer be considered independent after serving more than nine years. This has implications for the overall composition and balance of the Board, particularly where independence is a key requirement for effective oversight and decision-making.
- 1.6. Where a director has served for an extended period, their re-appointment may be subject to enhanced scrutiny and, in some cases, annual re-appointment to ensure ongoing independence and effectiveness.
- 1.7. To compare with the Trust's governance arrangements, in accordance with the NHS 2006 Act as amended by the Health and Social Care 2012 Act, Non-Executive Directors of NHS Foundation Trusts are appointed by their Council of Governors for a period of three years, renewable for a further three years and will not normally exceed a maximum of three terms of office except in exceptional circumstances. Any term beyond two terms (six years) is required to be subject to annual endorsement of the continued appointment by the Council of Governors. The section of the NHS Act is included in the Trust's Constitution.

2. Proposal

- 2.1. Chair **xxxx** was originally appointed as Chair to the HIF Board in **xxxx** and has served two three-year terms (**xxxx** – **xxxx** & **xxxx** – **xxxx**.) This request is to approve the appointment of a third three-year term (**xxxx** – **xxxx**.)
- 2.2. Non-executive Director **xxxx** was originally appointed as Non-Executive Director to the HIF Board in **xxxx** and has served two three-year terms (**xxxx** – **xxxx** & **xxxx** – **xxxx**.)

plus part of her third term (xxxx – xxxx). This request is to retrospectively approve the appointment of the current third three-year term (xxxx – xxxx.)

2.3. xxxx xxxx xxxx xxxx. xxxx xxxx

2.4. xxxx xxxx xxxx xxxx xxxx xxxx

2.5. xxxx xxxx xxxx xxxx xxxx xxxx

3. Verification of Companies House records

3.1. As part of this review, the information held at Companies House was checked to verify the official records of company directorships. It was noted that xxxx is listed as having been appointed as a company director from 1 September 2018. However, this record does not align with the appointment paperwork held by the company, which indicates a different date of appointment.

3.2. To ensure that the official public record accurately reflects the company's governance history, approval is requested from the Board to take the necessary steps to correct the information with xxxx. This will maintain transparency, compliance with statutory requirements, and consistency between internal records and publicly available information.

4. Recommendation

4.1. The Board of Directors is requested to

4.1.1. approve the extension of the appointment of xxxx as Chair for a further three-year term from July 2026.

4.1.2. retrospectively approve the extension to xxxx appointment as Non-Executive Director for a three-year term from January 2025.

4.1.3. approve the correction of information with xxxx.