HIF HARROGATE INTEGRATED FACILITIES
Taking **Pride** in our Services

Business Plan Summary
2026-2027

In 2026/27 HIF will focus on strengthening core services, supporting the Trust's operational priorities, and expanding external commercial activity. Over the past year, we have broadened our income base, consolidated key functions, and enhanced assurance arrangements, providing a more resilient platform for service delivery and long term value for HDFT.

The introduction of the new Board Assurance Framework provides a more structured and transparent alignment between HIF's strategic objectives, risk appetite and oversight, ensuring the Board can more effectively monitor progress, challenge performance, and gain confidence in the controls supporting safe and efficient operations.

This business plan represents an evolution from 2025/26, with a focus on digital transformation, assurance, commercial growth and strengthened alignment with HDFT's wider operational and strategic needs.

The Services provided by HIF include:

Cleaning | Catering | Portering | Courier & Transport | Hotel Services | Estates Maintenance & Capital Delivery Sterile Services | Medical Engineering Maintenance & Medical Equipment Library | Security | Car Parking | General Office & Administration | Energy | Waste & Environmental Impact Reduction | Consultancy & Business Development

HIF Achievements and Updates 2025-26

- ✓ Governance framework has been strengthened through external audits returning significant assurance and the achievement of ISO 9001 and ISO 31000 certifications.
- ✓ Progress the modernisation of the main hospital entrance, improving patient and visitor experience while supporting the Trust's wider strategic ambitions.
- ✓ Continued delivery of our external Sterile Services contract.
- ✓ Progressed our review and implementation planning for the National Cleaning Standards (NCS 2025).
- ✓ Strengthened clinical engagement across services, supporting closer collaboration.
- ✓ Developed the use of data within our services to provide clearer evidence of performance.
- ✓ Maintained strong performance on workforce metrics, particularly in relation to roster compliance and effective deployment.
- ✓ Continued to deliver improvements in our PLACE scores, embedding best practice and maintaining focus.
- ✓ Refreshed our Green Plan, reaffirming our commitment to sustainability.
- ✓ Looking forward to 2026/27, our focus will remain on embedding these improvements.

In 2025/26, the company successfully delivered a major capital investment programme valued at £21m. This included a number of enabling schemes designed to prepare the site for the development of the new Theatres and Imaging Project.

Alongside the core programme, HIF also successfully delivered a wide range of projects that continue to strengthen the infrastructure, enhance patient, staff experience, and mitigate key site risks. These included: Main Kitchen Upgrade, Creation of Staff Wellbeing Facilities, Goods Yard Improvements, Trust Wellbeing Projects and RAAC Eradication & Failsafe Works.

HIF Main Priorities 2026-27

Maintaining statutory and regulatory compliance, embedding QMS processes, and sustaining core operational capacity, even where financial or workforce pressures arise.

Mobilisation of the new Security service. Achievement of Approved Contractor Scheme (ACS) accreditation will be a cornerstone of the mobilisation period, providing national recognition of quality and compliance.

Sustainability key areas of focus include:
- Geothermal Energy Project (Exploratory)
- Data Maturity (Committed for 2026/27)
- Carbon Accounting (Committed for 2026/27)



Longer-term priorities include working with the Trust to develop capital plans to support improvements to access control, CCTV, improved asset protection, and exploration of technological solutions aligned with modern healthcare security standards.

Quality and Governance

The focus for 2026/27 will be to strengthen and embed a unified and consistent approach to quality and governance across all HIF services.

Risk Management

Risk management remains a cornerstone of our governance framework, ensuring that HIF operates safely, effectively, and in alignment with strategic objectives.

People Plan

In 2026–27, we will continue to engage with our workforce by enhancing our People Plan to deliver several aligned workstreams designed to continue to improve staff engagement, and morale, embed a positive culture and ensure staff are treated fairly and equitably.