

**DRAFT Unconfirmed Minutes of the HEIW Board Meeting**  
**held on 30 July 2020 at 10:00 am**  
**via Zoom/Teleconference**

**Present:**

Dr Chris Jones	Chair
John Hill-Tout	Vice Chair, Independent Member
Tina Donnelly	Independent Member
Dr Ruth Hall	Independent Member
Gill Lewis	Independent Member
Professor Ceri Phillips	Independent Member
Dr Heidi Phillips	Independent Member
Alex Howells	Chief Executive
Professor Pushpinder Mangat	Medical Director
Angela Parry	Interim Director of Nursing
Eifion Williams	Director of Finance

**In attendance:**

Dafydd Bebb	Board Secretary
Angie Oliver	Deputy Director of Workforce and OD
Huw Owen	Welsh Translation Manager
Clare James	Audit Wales (Observer)
Kay Barrow	Corporate Governance Manager (Secretariat)

<b>PART 1</b>	<b>PRELIMINARY MATTERS</b>	<b>Action</b>
<b>3007/1.1</b>	<b>Welcome and Introductions</b>	
	The Chair welcomed everybody to the meeting of the HEIW Board. He also welcomed Angie Oliver (Deputy Director of Workforce and OD) who was attending for Julie Rogers, and Huw Owen (Welsh Translation Manager). A quorum was confirmed present.	
<b>3007/1.2</b>	<b>Apologies for Absence</b>	
	Apologies were received from Julie Rogers (Director of Workforce and OD).	
<b>3007/1.3</b>	<b>Declarations of Interest</b>	
	There were no declarations of interest.	
<b>3007/1.4</b>	<b>Minutes of the Board meeting held on 25 June 2020</b>	
	The minutes of the Board meeting held on 25 June 2020 were <b>received</b> and <b>approved</b> as an accurate record of the meeting, subject to the amendment of the date of the meeting from 26 to 25 June 2020 and the corresponding minute references updated to reflect that change.	<b>DB</b>

<b>3007/1.5</b>	<b>Action Log</b>	
	<p>The Board <b>received</b> and <b>considered</b> the Action Log from the meeting held on 25 June 2020. It was highlighted that the majority of actions were complete or had been added to the forward work programme. A verbal update was received for the following action:</p> <ul style="list-style-type: none"> <li>• <b>2506/2.6 Month 2 Finance Report:</b> It was confirmed that the feedback from the Directorate budget meetings and the Welsh Government finance meeting were covered under the section on the 'Forward Look' in the Director of Finance Report included on the agenda.</li> </ul>	
	The Board <b>noted</b> the Action Log and verbal update.	
<b>3007/1.6</b>	<b>Matters Arising</b>	
	There were not matters arising.	
<b>3007/2</b>	<b>CHAIR AND CHIEF EXECUTIVE REPORTS</b>	
<b>3007/2.1</b>	<b>Chair's Report</b>	
	<p>The Board <b>received</b> the report.</p> <p>The Chair welcomed the full return of Alex Howells, Chief Executive following her supporting role at Welsh Government in response to the COVID 19 Pandemic.</p> <p>The Chair wished to formally thank Julie Rogers, the Executive Team and the wider organisation for their hard work and support during this difficult and challenging period.</p> <p>The Chair praised the staff who had temporarily supported the frontline NHS workforce in response to the COVID 19 Pandemic. He was also mindful of HEIW's duty of care to all staff during the lockdown and commended the work undertaken by the Workforce &amp; OD Directorate in the development of the online wellbeing resources which had been rolled out widely within NHS Wales.</p> <p>The frequency of meetings with Welsh Government colleagues had now moved from weekly to monthly. This was a time for the NHS to reflect on lessons learnt and prepare to move to working in the 'new normal'. The operational plans over the next few months would bring HEIW back into delivering its strategic objectives as set out in the IMTP.</p> <p>Good communication had been maintained with the Board members, the Executive Team and Senior Managers to keep abreast of the education, training and workforce challenges. The Chair was pleased with how the organisation had responded to issues and the work being undertaken with education providers and key stakeholders.</p>	

	<p>The Chair announced the appointment of Nicola Johnson as Director of Planning, Performance and Corporate Services who would be commencing in her role in September 2020.</p> <p>The Health and Social Care (Quality and Engagement) (Wales) Act became law on 1 June 2020 and there was a need for HEIW to further embed and enhance its overriding aims and purpose. The development of the Workforce Strategy for Health &amp; Social Care would stand HEIW in good stead to continue to develop and build on its relationship and learning with Social Care Wales colleagues.</p> <p>The Chair thanked all HEIW staff and, particularly the Communications Team and IT/Digital Department for keeping staff members connected and informed.</p>	
<b>Resolved</b>	The Board <b>noted</b> the report.	
<b>3007/2.2</b>	<b>Chief Executive's Report</b>	
	<p>The Board <b>received</b> the report.</p> <p>In presenting the report, Alex Howells advised that HEIW had been fortunate during the lockdown restrictions for staff to have the necessary IT capability for homeworking. She explained that Ty Dysgu had reopened on 9 July 2020 to allow staff the option to work in the office. A lot of work had been undertaken to make the building safe for staff to use which included extensive social distancing measures. Recent data on the usage of the building since reopening showed that around 10-20 staff were on site each day although, up to 50 staff could safely work. However, further work was required to increase the capacity within Ty Dysgu, particularly for meeting facilities to allow the benefit of more staff face to face interaction. Alex Howells thanked the Planning Team for the work undertaken in making Ty Dysgu a safe working environment.</p> <p>Communication channels with staff had been maintained with a two-weekly staff bulletin and utilising Microsoft Teams for the Open Staff Forum which had attracted around 90 attendees.</p> <p>Stakeholder Bulletins continued with the most recent one focusing on the changes to education and training, and how HEIW would be resetting its more routine ways of working. A review was to be undertaken to strengthen HEIW's stakeholder engagement and maximise the relationships that had been developed over recent months.</p> <p>HEIW was actively involved in the continued response to COVID 19 and developing its emergency response plans for Welsh Government. The quarterly Operational Plans were focused on HEIW returning to its priority activities particularly those relating to endoscopy, cancer and unscheduled care. A number of useful papers had been recently considered by the Executive Team on</p>	

	<p>areas such as making a digital ready workforce, simulation and exploring the quality research agenda. The next iteration of the Operational Plan was scheduled for September 2020 and would include a number of items for consideration as part of ongoing Board Development Sessions.</p> <p>The Board was pleased to see the increased focus with Social Care and the exploration of healthcare training for care workers.</p>	
<b>Resolved</b>	The Board <b>noted</b> the report.	
<b>3007/3</b>	<b>STRATEGIC ITEMS</b>	
<b>3007/3.1</b>	<b>HEIW Quarter 2 Operational Plan and Response to COVID 19</b>	
	<p>The Board <b>received</b> the Q2 Operational Plan.</p> <p>In presenting the Plan, Angie Oliver advised that the Plan detailed the activities undertaken in response to COVID 19 and the approach to resetting activities by the rephrasing of the IMTP objectives and deliverables both within HEIW and the support to the wider NHS workforce system.</p> <p>Positive feedback had been received following a meeting held with Welsh Government on the Q2 Operational Plan. This noted the good progress being made and the areas for ongoing discussion. A review of the capacity to deliver the projects and programmes to meet the milestones and objectives was being undertaken.</p> <p>It was clarified that Public Health Wales was undertaking the training for the Welsh Government's Test, Trace and Protect programme.</p> <p>The next iteration of the Operation Plan was expected for the end of September 2020 and would include Winter resilience planning.</p>	
<b>Resolved</b>	The Board <b>approved</b> the draft Q2 Operational Plan submitted to Welsh Government on 3 July 2020.	
<b>3007/3.2</b>	<b>Annual Education and Training Plan 2021/22</b>	
	<p>The Board <b>received</b> the Annual Education and Training Plan 2021/22.</p> <p>In presenting the report, Angela Parry highlighted that extensive engagement had taken place with a wide range of key stakeholders. The Plan had been developed based on HEIW's assessment of the NHS workforce training needs for health and social care based largely on IMTPs. The required investment for 2021/22 was £227.901m and supported the improvements to develop extended skills and advanced practice. It strengthened the skills, knowledge and ability of the workforce, as well as increasing numbers to fill vacancies and meet population needs.</p> <p>The Plan had been presented at NHS Executive Board and had received positive feedback and was approved. The ECQC had also</p>	

	<p>considered the Plan in detail in the context of the Strategic Review and the key drivers.</p> <p>The Board considered the Plan and was cognisant of the continuing shift in service delivery models from secondary to primary care, and the need for NHS organisations and Local Authorities to redesign their workforce to meet the changing service demands.</p> <p>It was confirmed that the implementation of the continued increase in education and training should have a beneficial effect on agency use over the next few years. The streamlining mechanisms and two-year bursary tie in supported this.</p> <p>A question was raised about the measures being undertaken to ensure sufficient numbers were being trained to meet future service needs. It was confirmed that work was ongoing with a number of initiatives to build and implement a range of ‘grow your own’ schemes to address shortages in the workforce. This included widening access to education and training with innovative approaches to flexible programmes including work-based learning and apprenticeships to encourage educational attainment.</p> <p>It was also highlighted that the Board was keen to expand the use of the Welsh language and increasing the delivery of education and training through the medium of Welsh.</p> <p>The Board thanked Angela Parry and her team for their hard work in developing the Plan and the Education, Commissioning &amp; Quality Committee for its scrutiny.</p>	
<b>Resolved</b>	The Board <b>agreed</b> to recommend the Annual Education and Training Plan for 2021/22 to the Welsh Government for approval.	<b>AP</b>
<b>3007/4</b>	<b>GOVERNANCE, PERFORMANCE AND ASSURANCE</b>	
<b>3007/4.1</b>	<b>Director of Finance Report</b>	
	<p>The Board <b>received</b> the report.</p> <p>In presenting the report, Eifion Williams provided an update in relation to the month 3 financial position for 2020/2021 which was a year to date underspend of £982k. This was an increase in the underspend position of £295k compared to the previous month.</p> <p>COVID 19 has had a significant impact into Q2. A ‘deep dive’ had been undertaken at the end of month 3 in order to better understand the nature and extent of the underspend positions within Directorates. The key reasons for the underspend variances were vacancies against budgeted staffing levels for pay budgets and lower placements than planned in commissioned training placements budgets.</p>	

	<p>It was highlighted that the Finance Team would ensure that a cash balance of £100k was maintained within the bank and to only draw down what was required in line with projected cash requirements. Compliance with the PSPP (Public Sector Payment Policy) at the end of Q1 2020/2021 was 87.8%. This was in the main due to a delay in the payment of a number of low value university invoices not matched to a purchase order. A revised process had been implemented to aggregate low value invoices from the same provider to speed up the processing time. However, there was a risk with the recovery of the target by the year end.</p> <p>In terms of the resource plan for 2020/2021, it was highlighted that at this point in the financial year the anticipated underspend position could be at least £5m by the year end. There was a further risk that this underspend could grow further but was dependent on recruitment to courses in September 2020. The key drivers for the underspend position were predominantly as a result of the impact delays in course commencement; under recruitment of students and the reduced take up of the bursary. However, some of the underspend position could be offset by the additional costs incurred as a result of COVID 19 and new commitments/initiatives. This would leave HEIW with a net position of £4m underspend at the year end. Following discussions with Welsh Government colleagues, it was proposed that HEIW return £4m to Welsh Government and that the £600k development monies carried forward from 2019/2020 should be carried forward into 2021/22 as it was unlikely to be spent this financial year.</p> <p>The Board considered the report, recognising that a lot of work had been undertaken to minimise the underspend position. However, concern was raised regarding the impact of the reduction in the bursary uptake. A 'deep dive' was suggested to review the reasons for students opting to self-finance versus bursary uptake.</p> <p>It was clarified that the financial position supported the full recruitment into all education and training programmes. Whilst under recruitment was a concern, it was highlighted that during August work would be undertaken to raise the profile of health professions and opportunities to widen access for educational attainment.</p>	
<p><b>Resolved</b></p>	<p>The Board:</p> <ul style="list-style-type: none"> <li>• <b>noted</b> the report;</li> <li>• <b>agreed</b> that the Education, Commissioning and Quality Committee undertake analysis of the 'deep dive' in relation to the reduction in bursary uptake;</li> <li>• <b>approved</b> the return of £3.8m of resource to Welsh Government in 2020/21.</li> <li>• <b>approved</b> the re-purposing of £1m of available resource to address new commitments anticipated in the current year.</li> </ul>	<p><b>AP/EW</b></p> <p><b>EW</b></p> <p><b>EW</b></p>

	<ul style="list-style-type: none"> <li>• <b>approved</b> the transfer forward of £0.6m of development funds into the 2021/22 financial year.</li> </ul>	<b>EW</b>
<b>3007/4.2</b>	<b>Performance Report</b>	
	<p>The Board <b>received</b> the report.</p> <p>In presenting the report, Angie Oliver highlighted that the reporting format differed for this period due to additional requirements for COVID 19 reporting. Good progress had been made during Q1 and there were no significant performance concerns to report despite the change to planned work and implementation of new ways of working.</p> <p>Since the report was written, it was highlighted that there was one performance issue to highlight. This related to the lower than anticipated recruitment to the clinical endoscopy training programme. However, a number of governance improvement measures were being implemented to help address this to bring it back on track. It was highlighted that HEIW had recruited Simulation Leads who would assist in the development of a simulation strategy to complement traditional ways of learning.</p> <p>The Board received an update regarding the current fill rates for GP training and was pleased to hear about the significant numbers that had been recruited which were in excess of those anticipated. The fill rates for medical core and early specialty training were the highest in the UK with over 99% of the 245 posts recruited into.</p> <p>The Board considered the report and it was clarified that the access to the Wellbeing, Leadership and Multi-Professional Resources on the website had been extended across Wales. Analysis of the number of 'hits' would be explored however; the high number of hits could be attributable to a combination of resources and signposting available on the website.</p>	
<b>Resolved</b>	The Board <b>noted</b> the report.	
<b>3007/4.3</b>	<b>Risk Management Policy</b>	
	<p>The Board <b>received</b> the Risk Management Policy.</p> <p>In presenting the Policy, Dafydd Bebb highlighted that a number of revisions had been made to address a number of the recommendations highlighted from the Risk Management Internal Audit Report and the Audit Wales 2019 Structured Assessment.</p> <p>The revised policy had been considered by the Audit &amp; Assurance Committee on 16 July 2020 and recommended to the Board for approval.</p>	
<b>Resolved</b>	The Board <b>approved</b> the revisions to the Risk Management Policy for implementation.	

<b>3007/4.4</b>	<b>Temporary Amendments to the Standing Orders</b>	
	<p>The Board <b>received</b> the report.</p> <p>In presenting the report, Dafydd Bebb advised that, in response to the COVID pandemic, the Welsh Health Circular “Temporary Amendments to Model Standing Orders, Reservation and Delegation of Powers” was directing HEIW to amend its Standing Orders in accordance with the circular and the National Health Service (Temporary Disapplication of Tenure of Office) (Wales) (Coronavirus) Regulations 2020 (“the Regulations”). The temporary amendments to HEIW’s Standing Orders related to:</p> <ul style="list-style-type: none"> <li>• Extending the deadline for holding the Annual General Meeting (AGM) to 30 November 2020;</li> <li>• Extending the maximum tenure for an Independent Member.</li> </ul> <p>It was highlighted that HEIW would be holding its AGM on 24 September 2020 which was in accordance with its current Standing Orders. In terms of the amendment to extend the maximum tenure for an Independent Member, it was highlighted that this would have limited scope for HEIW as all Independent Members were initially appointed in 2018. The amendments were time limited and would cease on 31 March 2021.</p> <p>The temporary amendments had been considered by the Audit &amp; Assurance Committee on 16 July 2020 and recommended to the Board for approval.</p>	
<b>Resolved</b>	The Board <b>approved</b> the temporary amendments to its Standing Orders.	
<b>3007/4.5</b>	<b>Health and Social Care (Quality and Engagement) (Wales) Act</b>	
	<p>The Board <b>received</b> the report.</p> <p>In presenting the report, Dafydd Bebb confirmed that the Health and Social Care (Quality and Engagement) (Wales) Act 2020 became law in Wales on 1 June 2020. He outlined the implications of the Act for HEIW.</p> <p>As part of the Duty of Quality, HEIW would be required to produce an Annual Report detailing its quality improvements. However, the Duty of Candour was patient focussed and, although this aspect did not apply in HEIW’s case from a technical perspective, HEIW would embed the values of the Act into its education, training and leadership principles.</p>	
<b>Resolved</b>	The Board <b>noted</b> the report.	
<b>3007/4.6</b>	<b>Key Issue Reports from the:</b>	
<b>3007/4.6.1</b>	<b>Audit &amp; Assurance Committees held on 23 June 2020 and 16 July 2020</b>	
	The Board <b>received</b> the report.	



	<p>In presenting the report, Gill Lewis advised that both Committee meetings had been held by virtual means and, following each meeting, a Committee briefing, and the unconfirmed minutes had been published on the website.</p> <p>The Board received a brief overview of the items considered by the Committee at both meetings. These included the following items that had been recommended to the Board for approval:</p> <ul style="list-style-type: none"> <li>• Accountability Report;</li> <li>• Final Annual Accounts;</li> <li>• Temporary amendments to HEIW's Standing Orders;</li> <li>• Risk Management Policy.</li> </ul> <p>The items had subsequently been considered and approved by the Board.</p>	
<b>Resolved</b>	The Board <b>noted</b> the report.	
<b>3007/4.6.2</b>	<b>Education, Commissioning &amp; Quality Committee held on 2 July 2020</b>	
	<p>The Board <b>received</b> the report.</p> <p>In presenting the report, Ruth Hall confirmed that the Committee had been held virtually and that a Committee briefing, and the unconfirmed minutes had been published on the website.</p> <p>The Board received a brief overview of the items considered by the Committee at the meeting held on 2 July 2020, which included the approval of its Annual Report that was a separate item on the Board agenda.</p>	
<b>Resolved</b>	The Board <b>noted</b> the report.	
<b>3007/4.7</b>	<b>Education, Commissioning &amp; Quality Committee Annual Report 2019/2020</b>	
	<p>The Board <b>received</b> the Annual Report.</p> <p>In presenting the report, Ruth Hall advised that the report summarised the key areas of business activity undertaken by the Committee during 2019/2020 and highlighted some of the key issues which the Committee intended to consider over the next 12 months.</p> <p>The Committee wished to formally record its thanks Stephen Griffiths for his hard work and the support provided to the Committee.</p> <p>The Board welcomed the report and for its wider availability to staff.</p>	
<b>Resolved</b>	<p>The Board:</p> <ul style="list-style-type: none"> <li>• <b>noted</b> the report for assurance purposes;</li> <li>• <b>agreed</b> for the wider availability of the report for staff and for its publication on the HEIW intranet.</li> </ul>	<b>DB</b>

<b>3007/4.8</b>	<b>Procurement Compliance Annual Report 2019/2020</b>	
	The Board <b>received</b> the report.  In presenting the Annual Report, Eifion Williams highlighted that the report provided an overview of the procurement activity undertaken for the period 1 April 2019 to 31 March 2020. He explained that a number of areas of concern had been highlighted during the year by Procurement, where adherence to procurement processes were not followed. These areas have been targeted by Procurement for focused work to ensure correct processes was being adhered to and would continue to be monitored.	
<b>Resolved</b>	The Board <b>noted</b> the report.	
<b>3007/4.9</b>	<b>In Committee Decisions</b>	
	The Board <b>received</b> and <b>noted</b> the report which provided the key issues discussed 'in committee' at the June Board meeting.	
<b>3007/4.10</b>	<b>Forward Work Programme 2020/2021</b>	
	The Board <b>received</b> and <b>noted</b> its Forward Work Programme for the remainder of 2020/21.	
<b>3007/5</b>	<b>OTHER MATTERS</b>	
<b>3007/5.1</b>	<b>Any Other Urgent Business</b>	
<b>3007/5.1.1</b>	<b>Extension to the Term for Holding Electronic Conference Meetings</b>	
	The Board <b>considered</b> extending the term for holding the Board and Committee meetings virtually until the end of September 2020.  The Chair proposed that the deadline for issuing the briefings following Board and Committee meetings be extended from 48 hours to 4 working days.	
<b>Resolved</b>	The Board: <ul style="list-style-type: none"> <li>• <b>approved</b> extending the term for holding virtual meetings to the end of September 2020;</li> <li>• <b>approved</b> the revised deadline of four working days for issuing a briefing following a Board or Committee meeting.</li> </ul>	
<b>3007/5.2</b>	<b>Summary of Key Actions</b>	
	The Board reflected on the first Board meeting undertaken using 'Zoom' and the difficulties with the translation service. Further work would be undertaken to resolve the issues.	
<b>3007/5.3</b>	<b>Date of Next Meetings</b>	
	The Board <b>received</b> and <b>noted</b> the forthcoming Board dates: <ul style="list-style-type: none"> <li>• <b>HEIW Board Development Session</b> to be held on <b>27 August 2020</b> to be confirmed either via Microsoft Teams/Teleconference or in Ty Dysgu, Nantgarw</li> <li>• <b>HEIW Board</b> to be held on <b>24 September 2020</b> to be confirmed either via Zoom/Teleconference or to be held in Ty Dysgu, Nantgarw</li> </ul>	

<b>3007/5.4</b>	<b>Close</b>	
	There being no other urgent business for the open session the meeting moved into the closed session.	

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Chris Jones (Chairman)

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Date:

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