

**Draft Unconfirmed Minutes of the HEIW Board Meeting
held on 26 November 2020
via Zoom/Teleconferencing, Ty Dysgu, Nantgarw**

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
Dr Tom Lawson	Postgraduate Medical Dean/Deputy Medical Director
Angela Parry	Interim Director of Nursing
Julie Rogers	Director of Workforce and OD
Eifion Williams	Director of Finance

In attendance:

Dafydd Bebb	Board Secretary
Nicola Johnson	Director of Planning, Performance and Corporate Services
Liz Hargest	Education Development Manager
Emma Samways	Deputy Head of Internal Audit (NWSSP)
Angharad Price	Head of Communications
Rob Heritage	IT Manager
Jaci Evans	Welsh Language Translation Manager
Kay Barrow	Corporate Governance Manager (Secretariat)

PART 1	PRELIMINARY MATTERS	Action
2611/1.1	Welcome and Introductions	
	The Chair welcomed everyone to the meeting. A quorum was confirmed present. The Chair welcomed Emma Samways (Deputy Head of Internal Audit, NWSSP) as an observer and also Dr Tom Lawson (Postgraduate Medical Dean/Deputy Medical Director) who was attending for Professor Pushpinder Mangat.	
2611/1.2	Apologies for absence	
	Apologies were received from Professor Pushpinder Mangat.	
2611/1.3	Declaration of interest	
	There were no declarations of interest.	
2611/1.4	To receive and confirm the minutes of the Annual General Meeting (AGM) held on 24 September 2020	
Resolved	The minutes were received and approved as an accurate record of the meeting subject to adding Dr Heidi Phillips as an apology.	DB
2611/1.5	To receive and confirm the minutes of the Board held on 24 September 2020	
Resolved	The minutes were received and approved as an accurate record of the meeting subject to the following amendments:	DB

	<ul style="list-style-type: none"> • 2409/1.2 Apologies for Absence: Removing Dr Heidi Phillips and amending the minute to read 'There were no apologies for absence'. • 2409/1.3 Declarations of Interest: Adding the specific agenda item to which the Declarations of Interest refer so that the start of the minute is amended to read 'The following Declarations of Interest were received in respect of Welsh Universities for agenda item 3.1 Approval of Education Contract Specification - ...'. 	
2611/1.6	Action Log	
Resolved	The Board received the Action Log and noted the actions were either complete or matters for consideration on today's agenda.	
2611/1.7	Matters Arising	
	The Board considered an extension to the term for holding virtual meetings of the Board and its Committees.	
Resolved	It was agreed that the term for holding virtual meetings of the Board and its Committees be extended to the end of March 2021.	DB
PART 2	CHAIR AND CHIEF EXECUTIVE'S REPORT	
2611/2.1	Chair's Report	
	<p>The Board received the report.</p> <p>The Chair reflected on how busy the organisation and its staff were in responding to the ongoing challenges with the COVID-19 pandemic. He was pleased to see the strong focus on the work with partners and stakeholders to ensure we deliver the education and training and continue to plan for the future NHS workforce.</p> <p>The Chair advised that he had attended the NHS Confederation Conference and whilst it was focussed on England, strong partnerships and decision-making was emphasised. The economic impact was also raised as a concern and there was some reflection on what education and training commissioners need to focus on in its medium to long term planning to ensure the continuity of the workforce supply chain.</p> <p>The Board noted the reflections received in relation to the Virtual Staff Conference held on 14 October 2020 with presentations and videos showing the energy and depth of the work being undertaken throughout organisation despite the current pressures.</p> <p>The Chair extended his gratitude to HEIW staff and partners for their continued support during this extremely challenging time. He asked that managers be mindful of the wellbeing of their staff as well as for themselves.</p> <p>The Chair outlined the detail of the two Chair's Actions that had been undertaken during October 2020 relating to the following matters:</p> <ul style="list-style-type: none"> • Increasing the delegated authority from £2m to £2.5m for the Chief Executive in order for the approval of two invoices for the months of September and October 2020. The invoices related to re-charges from NHS Wales Shared Services Partnership (NWSSP) for the single lead employer related salary costs for GP trainees (SLE GP Invoice); and 	

	<ul style="list-style-type: none"> Approval of the Q3 and Q4 Operational Plan for submission to Welsh Government. Given the timescale for approval introduced by Welsh Government it was not possible for the Operational Plan to be formally approved at a Board meeting prior to submission. Nevertheless, the Operational Plan was circulated amongst Board Members for consideration by email before Chair's action was executed. 	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> noted the range of work highlighted by the Chair; ratified the two Chair's Actions as detailed above. 	
2611/2.2	Chief Executive's Report	
	<p>The Board received the report.</p> <p>In presenting the report, Alex Howells emphasised the focus on maintaining the organisations strategic aims and objectives. This was despite having to regularly adjust in response to the challenges being faced as a result of the COVID-19 pandemic.</p> <p>She echoed the sentiments of the Chair and how HEIW must take stock of the wellbeing of the workforce particularly in relation to the additional work that HEIW has been asked to support by Welsh Government but also as a result of the remote working model currently in place.</p> <p>Alex Howells congratulated the staff for the successes despite the difficulties as a result of the COVID-19 pandemic.</p> <p>The Mid-Year Service Reviews have been completed and it was highlighted that the key emerging themes would be presented at the December Board Development Session.</p> <p>It was highlighted that HEIW continued to work with staff across Wales to support the response to the current crisis. The Director of Workforce & OD was supporting and Co-Chairing the Welsh Government Workforce Cell which included work on the COVID Vaccination workforce model.</p> <p>Julie Rogers highlighted the good work being undertaken in relation to wellbeing support both internally and externally. She advised that the NHS Wales Staff Survey closed on 25 November 2020 and the analysis would be presented at the December Board Development Session. It was highlighted that the NHS Wales survey response rate for HEIW was 61% which was a very positive result and was a huge credit to the staff who participated.</p> <p>It was clarified that existing NHS staff would be utilised to deliver the COVID-19 vaccination programme although, this would be supplemented by a range of volunteers, retire and returners, supervised registrants, WCVA and St John's Ambulance.</p>	

Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the Chief Executive’s report • noted that feedback from the Mid-Year Service Reviews would be presented at the December Board Development Session. • noted that feedback from the NHS Wales Staff Survey would be presented at the December Board Development Session. 	<p>AH</p> <p>JR</p>
PART 3	STRATEGIC MATTERS	
	Liz Hargest joined the meeting	
2611/3.1	Work Based Learning and Apprenticeships	
	<p>The Chair welcomed Liz Hargest to the meeting.</p> <p>Liz Hargest presented an overview to the Board of the work being undertaken for Work Based Learning and Apprenticeships. The presentation focussed on the development, delivery and assessment of work-based learning to support the achievement of IMTP Strategic Objective 2.6: Maximise opportunities for work-based learning and apprenticeships in health. She highlighted that HEIW was working towards being able to access apprenticeship funding directly from Welsh Government on behalf of NHS Wales instead of via a third party as is the case with the current model.</p> <p>The benefit of apprenticeships to businesses, the economy and individuals was highlighted, and the example of the work undertaken with Pendine Park, the Care Home Provider was explained. The production of HEIW’s Apprenticeship Policy and its five-year Action Plan reinforces the Welsh Government’s aim to deliver more and better jobs through a stronger, fairer economy. Quality assured work-based learning programmes of education and training were key to providing NHS staff with the knowledge and skills required to undertake their roles.</p> <p>It was highlighted that from April 2021, NHS Wales would need to consider the how its decisions might help reduce the inequalities associated with socio-economic disadvantage when making strategic decisions, such as, deciding priorities and setting objectives. The provision of high-quality work-based learning and apprenticeships would ensure that there were equal opportunities for all who wish to work in NHS Wales.</p> <p>The Board discussed the presentation and was pleased that HEIW was leading such important work, particularly in relation to standardisation of approach, robust assessment of competency and quality assurance of work-based learning across NHS Wales.</p> <p>In terms of developing the quality assurance framework and governance processes, it was highlighted that this work would need to link into the Multi-Professional Quality and Education Group particularly in relation to accountability. It was suggested that the Education, Commissioning and Quality Committee review the framework once the detail had been worked through in more detail.</p>	

	<p>It was clarified that all levels of staff needed to be captured within the work-based learning approach and, as it developed, there would be a need to synergise the work around clinical academies, simulation and the low number specialties such as health sciences.</p> <p>The Board recognised the achievements so far against the strategic objective and thanked Liz Hargest for her presentation.</p>	
Resolved	The Board noted the report and presentation.	
	Liz Hargest left the meeting	
2611/3.2	Update on the Development of the Annual Plan for 2021/22	
	<p>The Board received the report.</p> <p>Nicola Johnson extended her thanks to the Board for supporting the submission of the Q3 and Q4 Operational Plan to Welsh Government at short notice.</p> <p>In presenting the report it was highlighted that due to the COVID-19 pandemic the Welsh Government had requested that NHS organisations produce an Annual Plan for 2021/22. Whilst the NHS Wales Planning Framework for 2021/22 was awaited from Welsh Government, the Executive Team had agreed an approach to produce an Annual Plan for 2021/22 and to set it in a three-year context, based on a refresh of the IMTP 2020-23. The approach included the identification of quarterly milestones and activities in response to the continued COVID-19 pandemic.</p> <p>For consistency, it was proposed that HEIW should retain the six Strategic Aims that formed the core of the IMTP. This would ensure the tracking and monitoring year on year however, the key objectives, deliverables and outcomes for years 2 and 3 would be reviewed and updated to also include the learning from COVID-19, particularly in relation to the new and key emerging factors that had shifted in the macro-environment.</p> <p>It was clarified that HEIW's Strategic Aims had been refreshed during the development of the IMTP for 2020-23 and, as part of the Executive Team review, the Strategic Aims were considered to be fit for purpose. The reviewing of the Strategic Objectives would continue with the establishment of an internal IMTP Integration Group and continued external engagement with stakeholders and partners.</p> <p>HEIW's obligations in relation to the Wellbeing and Future Generations Act and Socio-Economic Duty would also be taken into account and maximised as part of the planning process in the context of HEIW's commissioning responsibilities.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the approach being taken to develop an Annual Plan in a three-year context for 2021-24 and the progress to date; • approved maintaining the organisation's current Strategic Aims as the basis for the Annual Plan. 	

2611/4	GOVERNANCE, PERFORMANCE AND ASSURANCE	
2611/4.1	Director of Finance Report	
	<p>The Board received the report.</p> <p>In presenting the report, Eifion Williams provided an update in relation to the month 7 financial position for 2020/2021 which was a year to date underspend of £927k. This was a decrease in the underspend position of £970k compared to the previous month.</p> <p>A Deep Dive of the financial forecast position and underspend had been undertaken and this had highlighted a significant forecasted year end underspend of £7.5m. The reasons for this forecast position and the proposal to return £5m to Welsh Government were explained. It was noted that the month 7 position had accounted for the return of the £5m, which was outside of the delegated budgets, and was reflective of the decreased underspend position compared to month 6. The residual £2.5m would be retained by HEIW for the time being and the year-end forecast position would be reviewed again during Q4.</p> <p>It was clarified that Welsh Government had been kept informed and involved in relation to the underspend position and forecast. Dr Andrew Goodall had also been briefed by Alex Howells and was content with the approach.</p> <p>It was noted that whilst HEIW was reporting an underspend, the Performance Report included within the Board papers demonstrated that HEIW was performing well and delivering against its objectives and targets.</p> <p>It was highlighted that the COVID-19 pandemic continued to impact on pay and non-pay budgets and it was confirmed that the underspend in pay budgets reflected vacancies across HEIW staffing establishments. The underspend in non-pay budgets was as a result of reduced events and conferences, and travel and subsistence costs due to the COVID-19 lockdown restrictions.</p> <p>The Board was briefed regarding the assumptions made in relation to commissioning funding and, in particular, attrition rates and the conservative approach to the financial forecasting. It was clarified that this approach ensured there was sufficient funding for HEIW to deliver against a low attrition rate should there be close to full recruitment into all education and training programmes.</p> <p>It was confirmed there would be items to purchase against the capital budget however, the capital allocation rolled over from the previous year for Pharmacy was no longer required for its intended purpose. Pharmacy colleagues were liaising with Welsh Government colleagues to repurpose this funding for a pharmacy specific purpose, otherwise the funding will be returned to Welsh Government.</p> <p>There were no issues highlighted in relation to the Balance Sheet position and it was confirmed that the cumulative position in relation to</p>	

	<p>the Public Sector Payment Policy was 93.55%. It was anticipated that further improvement would be made to meet the 95% target in the coming months to ensure compliance by the financial year end.</p> <p>The Board considered the report, the proposal to return £5m to Welsh Government and the approach to the year-end forecast position.</p> <p>Concern was raised in relation to returning funding to Welsh Government and whether this would impact future funding allocation decisions by Welsh Government. It was clarified that the funding approach for commissioning would, in normal circumstances, take account of attrition calculated over previous years. However, the unpredictability of the impact of COVID-19 and the predicted increase in growth year on year, warranted the conservative approach. This would protect the commissioning budget until such time as comparative data making the forecasting more robust.</p> <p>It was highlighted that the former Workforce Education Service had fairly consistent attrition and it was suggested that the Education, Commissioning and Quality Committee could undertake a deep dive of attrition rates.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the month 7 financial position and the reasons for the key variations by Directorate; • noted the position in relation to the capital budget and expenditure; • noted the balance sheet position; • noted the performance against the public sector payment policy; • approved the proposal to return £5m of resource to Welsh Government as part of the action to be in balance at year end. 	
2611/4.2	Performance Report	
	<p>The Board received the report.</p> <p>In presenting the report, Nicola Johnson highlighted that after re-setting the strategic objectives for the Quarter 3 and 4 Plan, 39 objectives were being monitored in total. Overall performance was good across the majority of business areas and all objectives were on track to be completed within associated timeframes or, where off track, would be recovered. There were no objectives rated Red (off track and requiring mitigation). Significant progress had been made in a number of areas such as GP Training and Pre-Registration Pharmacy however, Bursary Appeals had been escalated to Targeted Support. There were no other significant performance concerns to report to the Board at this time.</p> <p>Work was progressing to finalise the overarching Performance Framework to support the approach for performance reporting in line with audit requirements which would include the move to quarterly reporting. The Framework would be presented to the Board for discussion at the December Board Development Session.</p> <p>It was highlighted that the report included the first annual presentation of the Annual Review of Competency Progression (ARCP) and in future</p>	

	<p>would be presented to be Board on an annual basis to align with the GMC return.</p> <p>The Board acknowledged the achievement of HEIW as a winner of a Learning Technologies Award for 2020. The HEIW Leadership Team achieved the gold award for 'Best UK digital transformation of a training programme in response to COVID-19'. The award reflected how HEIW utilised technology to provide rapid, responsive and remote learning materials to support the NHS Wales workforce during the COVID-19 pandemic. Central to this award was the development of Gwella – a digital leadership portal that had been launched in August 2020.</p> <p>The Board was pleased to see the rich evidence and commitment against the key performance indicators. In particular, the increasing use of the Welsh translation service and the rise in the number of words being translated. This was a strong indication that the Welsh Language Policy was being embedded internally within HEIW.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the Performance Report update; • noted that the Performance Framework would be presented at the December Board Development Session. 	NJ
26/11/4.3	Key Issue Reports from the:	
2611/4.3.1	Education, Commissioning & Quality Committee held on 8 October 2020	
	<p>The report was received by the Board.</p> <p>In presenting the report, Ruth Hall confirmed that the Committee had been held virtually and provided a brief overview of the items considered by the Committee at the meeting held on 9 October 2020. She explained that the meeting had a strong focus on quality management and had reflected on the unintended consequences of the impact of COVID-19 particularly in relation to surgical trainees. A 'face to face' Protocol with Public Health Wales was being finalised and the Simulation Team were drafting a report to address the lack of face to face competencies and developing Guidance. These competency principles were also being rolled out to the Dental and Pharmacy Deaneries to address the impact of COVID 19 for similar reasons.</p> <p>The Committee was pleased to receive 'reasonable' assurance for the Internal Audit of Medical Commissioning Monitoring and had considered the outcomes of the Evaluation of Committee Effectiveness, which was attached as an appendix to the report.</p> <p>The Committee welcomed the strengthening of the Committee Terms of Reference with the appointment of an additional Independent Member, as well as the three Deans becoming regular 'in attendance' members.</p> <p>The Committee had received a very positive presentation from members of the South Wales Trauma Network (SWTN) who had embraced simulation with its virtual clinical learning as part of its education and training programme. It was noted that there were a</p>	

	<p>number of asks from HEIW by the SWTN and these were being explored.</p> <p>Ruth Hall was pleased to note that Welsh Government had approved the Health Professional Contract specification and that it had progressed to tender.</p>	
Resolved	The Board noted the report for assurance purposes.	
2611/4.3.2	Audit & Assurance Committee held on 20 October 2020	
	<p>The report was received by the Board.</p> <p>In presenting the report, Gill Lewis highlighted that a wide variety of reports had been considered by the Committee and provided a brief overview of the items that had been considered. She highlighted that significant progress was being made with Information Governance and Cyber Security. The Committee was maintaining its vigilance regarding compliance with Procurement processes and was expected to receive a report on the Independent Review of HEIW Procurement and Processes at its next meeting.</p> <p>The Committee had considered the draft Complaints Policy and had made a number of suggestions for consideration by the Executive Team in the development of the next iteration of the Policy.</p> <p>The Committee was pleased with the formalisation of the Vice Chair role and the strengthening of its membership with the addition of a new Independent Member.</p> <p>The following items were recommended to the Board for approval:</p> <ul style="list-style-type: none"> • Amendments to the Terms of Reference at Appendix 2, which formed a part of the Standing Orders as follows: <ul style="list-style-type: none"> ○ to reference the Vice Chair role within the membership of the Audit and Assurance Committee; ○ to reference the Vice Chair role within the membership of the Education, Commissioning and Quality Committee and, subject to the addition of the three Deans as standing 'In attendance' members rather than as full members of the Committee. • Revision to the Delegated Financial Limits which forms a part of HEIW's Standing Orders from £2m to £3m for invoices from NWSSP relating to Single Lead Employer GP salaries. 	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the report for assurance purposes; • approved the change so that the three Deans to be 'in attendance' members of the Education, Commissioning & Quality Committee; • approved the amendments to the Terms of Reference for the Audit & Assurance Committee and Education, Commissioning & Quality Committee as follows: <ul style="list-style-type: none"> ○ to reference the Vice Chair role within the membership of the Audit and Assurance Committee; ○ to reference the Vice Chair role within the membership of the Education, Commissioning and Quality Committee and, subject to the addition of the three Deans as standing 'In 	

	<p>attendance' members rather than as full members of the Committee.</p> <ul style="list-style-type: none"> • approved the revision to the Delegated Financial Limits from £2m to £3m for invoices from NWSSP relating to Single Lead Employer GP salaries. 	
2611/4.4	Board Assurance Framework	
	<p>The Board received the report.</p> <p>In presenting the report, Dafydd Bebb provided an overview of the changes that had been made in the annual review of the Board Assurance Framework (BAF). He explained that the BAF would be further strengthened to include a detailed assurance map to identify and map the controls and key sources of assurance against the principle risks to achieving the strategic objectives. The BAF Assurance Map was to be presented to the Audit & Assurance Committee on 18 January 2021.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • approved the revisions to the Board Assurance Framework; • noted that the BAF Assurance Map would be presented to the Audit & Assurance Committee on 18 January 2021. 	DB
2611/4.5	Update on Welsh Language Scheme	
	<p>The Board received the report.</p> <p>In presenting the report, Dafydd Bebb provided an update in relation to the consultation process and the development of the Welsh Language Standards and Scheme. It was anticipated that the consultation process would be completed in January 2021 and that the Welsh Language Scheme would receive final approval by the Welsh Language Commissioner and HEIW Board in March 2021.</p> <p>The Board received an update against the top 10 Welsh language priority areas. It was highlighted that staff had embraced the Welsh language within HEIW and this was demonstrated by the significant increase in the number of words translated each month which was now at circa 400k. The number of Welsh learners had also significantly increased to 45 which further demonstrated the embedding of the Welsh language within the organisation.</p> <p>The Board noted the positive meeting held with the Welsh Language Commissioner and, in particular, how the work being undertaken by HEIW to strengthen the Welsh language skills of the NHS workforce had been welcomed. It was also confirmed that the Commissioner had identified workforce planning to identify roles requiring Welsh language skills as an area requiring focus.</p> <p>The Board thanked the Welsh Language Team for the progress being made.</p>	
Resolved	The Board noted the report.	
2611/4.6	In-Committee Decisions	
Resolved	The Board received and noted the report which provided the key issues discussed 'in committee' at the September Board meeting.	

2611/5	FOR INFORMATION/NOTING	
2611/5.1	Q3 and Q3 Operational Plan	
	The Board received and noted the Plan which had been submitted to Welsh Government as detailed in the Chair's Action as part of the Chair's Report at minute reference 2611/2.1 above.	
2611/6	OTHER MATTERS	
2611/6.1	Any Other Urgent Business	
	There were no other matters for consideration.	
2611/6.2	Date of next meeting	
	Dates of Next Meetings: <ul style="list-style-type: none"> • HEIW Board Development Session to be held on 17 December 2020 via Microsoft Teams/Teleconference. • HEIW Board to be held on 28 January 2021 to be held via Zoom/Teleconference. 	

.....
Chris Jones (Chairman)

.....
Date:

DRAFT