

UnConfirmed Minutes of the HEIW Board Meeting
held at 10.30am on 25 March 2020
via Zoom/Teleconferencing, through Ty Dysgu, Nantgarw

Present:

Dr Chris Jones	Chair
John Hill Tout	Vice Chair, 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
Angela Parry	Interim Director of Nursing
Julie Rogers	Director of Workforce and OD
Eifion Williams	Director of Finance
Professor Pushpinder Mangat	Medical Director

In attendance:

Dafydd Bebb	Board Secretary
Nicola Johnson	Director of Planning, Performance and Corporate Services
Sian Richards	Director of Digital
Helen Cade	Communications and Engagement Manager
Huw Owen	Welsh Language Service Manager
Catherine English	Corporate Governance Manager (Secretariat)

PART 1	PRELIMINARY MATTERS	Action
2503/1.1	Welcome and Introductions	
	The Chair welcomed everyone to the meeting. A quorum was confirmed present.	
2503/1.2	Apologies for absence	
	Apologies were received from Tina Donnelly.	
2503/1.3	Declaration of interest	
	<p>The following members declared an interest through their connections with universities with reference to agenda items 3.3 Phase 1- Strategic Review of Health Professional Education and agenda [4.1] the Key Issue Report from the Chair of the Education, Commissioning and Quality Committee which considered a recommendation relating to Phase 2 of the Strategic Review.</p> <ul style="list-style-type: none"> • Dr Ruth Hall, Independent Member • Professor Ceri Phillips, Independent Member • Dr Heidi Phillips, Independent Member • Angela Parry, Interim Director of Nursing • Eifion Williams, Director of Finance • Professor Pushpinder Mangat, Medical Director 	

	The Chair noted that all declarations were included in the Declaration of Interest Register and had previously been declared.	
2503/1.4	To receive and confirm the minutes of the Board held on 28 January 2021	
Resolved	The minutes were received and approved as an accurate record of the meeting.	
2503/1.5	Action Log	
Resolved	The Board received the Action Log and noted the actions were either complete or matters for consideration on today's agenda. Eifion Williams provided the following update: 2801/4.1 Non-NHS invoice compliance: HEIW had undertaken considerable work to improve the process, and the Public Sector Pay Policy target had been met with more than 95% of invoices paid by February. Eifion Williams will provide a full update to the Audit and Assurance Committee on 7 April.	
Resolved	The Board noted the Action Log	
2503/1.6	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 September 2021.	DB
PART 2	CHAIR AND CHIEF EXECUTIVE'S REPORT	
2503/2.1	Chair's Report	
	The Board received the report. The Chair reflected on events of the past year, noting that COVID-19 had impacted everyone's lives and resulted in a period of grim milestones and personal tragedies. At the same time, there had been encouraging accounts of compassion and caring. It was important to recognise everyone's efforts, especially trainers, teachers, and educators who have worked to support the NHS workforce's training and education. The Chair expressed his thanks to the NHS workforce for their efforts throughout the pandemic and HEIW's staff in maintaining education and training. The Chair expressed his admiration for the effort that had gone into the vaccine programme and explained how it had helped highlight the importance of embracing new technology. The Chair congratulated Professor Ceri Phillips, who leaves the Board at the end of the month to take up the Vice Chair's role at Cardiff and Vale University Health Board. The Chair thanked Professor Ceri Phillips for his contribution to the work of HEIW and wished him every success in his new role. The Chair reflected on what has been a busy period for HEIW and stressed the vital role HEIW would play in supporting the NHS and Social Care in Wales to build back better, stronger, and fairer. It will be important to ensure the future workforce is fit for purpose and has compassionate leadership focused on staff and trainees' wellbeing.	

	<p>The Chair outlined the work taking place around the inequalities agenda and congratulated the organisation for supporting the SAS conference, which offered an opportunity to listen to the accounts of those affected by those issues.</p> <p>Finally, the Chair asked the Board to ratify the Chairs Action as detailed on page 5 of his report. The Chair had undertaken to ratify the signing of the contract with the supplier CDMS Interactive Solutions to provide the Gwalia Digital Leadership and Talent Management Portal.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the range of work highlighted by the Chair. • ratified the Chair's Action as detailed in page 5 of the Chair's report. 	
2503/2.2	Chief Executive's Report	
	<p>The Board received the report.</p> <p>In presenting the report, Alex Howells reiterated the messages of the Chair's Report, noting that the efforts of staff had resulted in limited disruption to educational and training programmes and provided an opportunity to build on that achievement in the coming year.</p> <p>It was noted that the Workforce Strategy had been anchored into Welsh Governments recovery and reset plans and that this will help shape next year's Annual Plan and inform the direction of travel.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the Chief Executive's report. 	
PART 3	STRATEGIC MATTERS	
2503/3.1	Annual Plan 2021-22	
	<p>The Board received the report.</p> <p>Nicola Johnson introduced the final draft Annual Plan 2021/22 and extended her thanks to all those who had contributed to its development. It was confirmed the continuing uncertainty in the public health situation, coupled with the political timing, meant certain elements of the Annual Plan, particularly around finances, would continue to be developed during quarter one and would be re-presented to the Board in May or July for final sign off.</p> <p>The Board was invited to sign off the final draft for sharing with Welsh Government. It was confirmed that Welsh Government has asked HEIW to share the Annual Plan at the end of March for feedback. The Annual Plan had been updated to reflect the Race Equality Plan and guidance received from Welsh Government, consultation with the Board and wider stakeholder engagement. HEIW will review the Annual Plan every quarter to ensure the organisation's priorities reflect the context of the ongoing response and recovery agenda.</p> <p>The Board noted the inclusion of strategic aims and key deliverables and agreed there was a need to extend those in the future to include</p>	

	<p>outcomes and impacts highlighting the value and importance of HEIW's work.</p> <p>The Board discussed the Annual Plans linkages with Social Care Wales, particularly the Workforce Strategy for Health and Social Care and noted work is continuing to identify other key joint deliverables.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • received the Final Draft Annual Plan 2021-22 and approved it for sharing with Welsh Government for feedback; • Noted the strategic objective deliverables will be reviewed on a quarterly basis in year to maintain our agility regarding the COVID19 pandemic; • Noted there will be an additional refinement of the financial plan in quarter one; • Noted the final Annual Plan 2021/22 will be presented to the Board in May or July for approval; 	NJ
2503/3.2	<p>Launch of Compassionate Leadership Principles</p> <p>The Board received the report.</p> <p>In introducing the report, Julie Rogers highlighted that considerable progress continued to be made concerning this strategic aim and set of objectives. The work surrounding compassionate and collective leadership has been accelerated in response to the COVID-19 pandemic and will be fundamental in helping the workforce recover and reset.</p> <p>Julie Rogers explained that a review of two consultation exercises undertaken jointly by HEIW, Social Care Wales and Academi Wales, had concluded an agreed set of Compassionate Leadership Principles, to be launched in April. The launch will be supported by a marketing campaign, focusing on highlighting one principle a month to embed these principles in recruitment, policy, and procurement processes to encourage system-wide cultural change.</p> <p>The Board discussed the importance of mentoring and the need to ensure it is delivered consistently across NHS Wales. The Board noted that in February 2021, HEIW commenced a six-month executive mentoring programme providing members of the Talentbury network with an opportunity to participate in three mentoring sessions with Tracy Myhill. An evaluation of the programme will take place in August.</p> <p>It was confirmed that a series of milestones and project plans have been developed around compassionate leadership which are reflected in HEIW's Annual Plan. The Board stressed the importance of capturing the outcomes of the leadership work as an indicator of the leadership environment and culture.</p> <p>The Chair noted the pandemic had highlighted some good examples of compassionate leadership and stressed the importance of showing care and compassion for one another.</p>	

Resolved	The Board noted the report and progress made to date.	
2503/3.3	Phase 2 – Strategic Review of Health Professional Education	
	<p>The Chair reminded members of the declarations of interest restated at the start of the meeting.</p> <p>The Board received the report.</p> <p>Angela Parry introduced the report drawing the Boards attention to the revised timeframes, programme phases and associated costs for phase two of the Strategic Review of Health Professional Education.</p> <p>Angela Parry noted that, although there had been considerable learning from phase one, phase two encompassed several strategic opportunities to reshape education and training and would require a more customised approach which would take time. While some contractual arrangements needed to be considered, the report proposed adopting a phased approach to minimise any risk to HEIW while ensuring attention is paid to the NHS's need to reset and recover from the pandemic. While it was originally hoped that phase 2 would be completed by September 2022; given, the scope of the work and in recognition of the opportunities it presents to NHS Wales, it was now likely to take a total of five years to complete.</p> <p>Dr Ruth Hall confirmed that the Commissioning, Education and Quality Committee had considered the proposals in depth at their last meeting and had supported the revised timescales and proposal to recruit a project manager.</p> <p>The Board considered how this work would help NHS Wales build back stronger and fairer and discussed the opportunities this work presented for HEIW to progress the equality agenda. The Board acknowledged the delivery of education and care had changed considerably in response to the COVID-19 pandemic, and the implementation of phase 2 would allow HEIW to take that work forward. However, this would require considerable engagement and support and link back to broader work being undertaken around the digital and Welsh language agendas. It would also provide an opportunity for HEIW to look at where education is best positioned to build the workforce of Wales and to build the reputation of Wales as a great place to train and learn.</p> <p>The Board acknowledged the importance of phase 2 as a fundamental building block of HEIW's offering and thanked Angela Parry and her team for the work and progress to date. The Board looked forward to further reports and updates in the future.</p>	
Resolved	<p>The Board noted</p> <ul style="list-style-type: none"> • the revised five-year timeframe; • differing phases of phase two and • the anticipated programme costs. 	
2503/4	GOVERNANCE, PERFORMANCE AND ASSURANCE	
2503/4.1	Director of Finance Report	

	<p>The Board received the report.</p> <p>In presenting the report, Eifion Williams explained that HEIW is reporting an underspend of £2.2m against profiled budgets at the end of February 2021. It was highlighted that all directorates across HEIW are underspent to varying degrees, which is explained further in the report's appendices. Drawing attention to commissioning funding, it was explained that HEIW's estimated position at the end of the financial year would require returning an estimated £5m to Welsh Government in the final quarter.</p> <p>It was highlighted that HEIW's new financial plan for 2021-22 has funding set at £275m, representing an increase of some £40m in the likely expenditure of the current financial year.</p> <p>Drawing attention to the Public Sector Payment Policy (PSPP), Eifion explained that for the period 1 April to 28 February 2021, HEIW had paid 95.2% of non-NHS invoices within the 30-day target. A breakdown of the position and comparison to month 11 is provided in the table at paragraph 5.5.</p> <p>The Board noted the likely underspend on Capital Expenditure and considered whether Welsh Government were likely to reduce the capital funding next year in response. Eifion Williams advised that Welsh Government had not given this indication to date and noted that, while the entire capital allocation may not be fully spent this year, there would only be a small underspend which is unlikely to draw Welsh Governments concern. The Board further discussed how the digital programme would influence capital expenditure decisions in the future.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the financial position reported for HEIW at month 11; • noted the summarised explanation of key variations by Directorate; • noted the Capital position and the Balance Sheet position; • noted the achievement of the PSPP target in month 11;. • Agreed the proposed return of £5m underspent commissioning funding to Welsh Government in quarter four. 	EW
2503/4.2	Q3 Performance Report	
	<p>The Board received the report.</p> <p>In presenting the report, Nicola Johnson highlighted that overall, HEIW had made good progress on delivering the revised Strategic Objectives and performed effectively during the period covered by the report. It was noted that while there was a reasonable fill rate to the autumn cohort of Health Professionals, lockdown has affected the spring cohort recruitment for pre-registration nursing. However, since the report was drafted, further work has shown that there has only been a 2-3% decrease that can be attributed to the pandemic in the spring cohort's fill rate.</p>	

	<p>It was noted that the number of trainees supported through the Professional Support Unit (PSU) for health-related reasons had increased since January 2020; the Executive Team has agreed to invest more support in the PSU to support this increase.</p> <p>The Board thanked Nicola Johnson and her team for the comprehensive overview of performance in the quarter and noted the significant achievements outlined in the report.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the Performance Report and dashboard. 	
2503/4.3	Annual Equality Report 2019-2020	
	<p>The Board received the report.</p> <p>Julie Rogers introduced the report explaining that public sector organisations have a duty under the Equality Act 2010 to produce and publish Annual Equality Reports. This report was HEIW's first full Annual Quality Report and covered 2019-20. Julie Rogers thanked the team for compiling the report and explained that it demonstrated a real commitment to quality and diversity and highlighted a broad range of activities that were undertaken during HEIW's first full twelve months of operation.</p> <p>The Board were encouraged by the report and thanked the team for their efforts in pulling it together.</p>	
Resolution	The Board approved the publication of HEIW's Annual Equality Report 2019-20 by March 31 2021.	JR
2503/4.4	Welsh Language Scheme Consultation Feedback	
	<p>The Board received the report.</p> <p>Dafydd Bebb introduced the report explaining that there were three main updates to note within the report: the Welsh Language Scheme Consultation results; progress against our top ten priority areas in respect of HEIW's existing Welsh Language Policy, and the broader work undertaken by HEIW in respect of the Welsh language.</p> <p>In relation to the public consultation results, Dafydd Bebb noted the virtual consultation ran for a period of thirteen weeks, coming to an end in January. HEIW contacted Eighty-four external bodies directly, and while a relatively limited number of substantive responses was received, these were positive and supportive. The Board are asked to approve the draft Scheme for submission to the Commissioner.</p> <p>It was confirmed that in respect of the top ten priority areas, good progress was reported despite the challenges associated with working remotely. This was illustrated through the increase in demand for translation services resulting in HEIW translating an average 350,000 words every month, equating to over four million words a year. In addition, the number of staff enrolled on this year's welsh learning programme increased by 50%, with 52 learners now enrolled. This was</p>	

	<p>a testament to the hard work and positive skills set that Huw Owen has brought to the role.</p> <p>In terms of the broader programme, considerable work has been done in terms of the services we provide outside of the body, with the Welsh language running as a golden thread throughout the Workforce Strategy. HEIW has introduced several steps to support A Healthier Wales' aim of strengthening the NHS workforce's Welsh language skills through phase 1 of the Strategic Review of Health Education. This included the requirement that all students undergo a Welsh language awareness course annually and that free Welsh language lessons are made available to any students wishing to learn Welsh.</p> <p>The Board recognised the importance of the Welsh language as a golden thread running through NHS Wales and the importance of using the language in the workplace. The Board congratulated Huw Owen and his team on how they have drawn from the policy and reinforced the importance of the Welsh language and HEIW's position as a bi-lingual organisation.</p> <p>The Board expressed their thanks to everyone involved in the organisation in promoting the use of the Welsh language and encouraging all of us to learn and speak Welsh.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • approved the Welsh Language Scheme for submission to the Welsh Language Commissioner; and • noted the report in respect of the 'top ten priorities' for the Welsh language policy, together with the broader progress made by HEIW. 	DB
2503/4.5	Corporate Risk Register	
	<p>The Board received the report.</p> <p>Dafydd Bebb introduced the report, noting that there are currently nine risks on the Corporate Risk Register, one has been assessed as red and eight assessed as amber.</p> <p>It was confirmed the red risk related Cyber Security and that good progress was being made in implementing the Cyber Security Implementation Plan.</p> <p>The Board noted that since the register had last been considered by the Board in September three risks (risks 17, 18 and 19) had been added to the Corporate Risk Register since the last report and six risks (risks 3, 4, 5, 9,14 and 18) had been removed.</p> <p>Gill Lewis advised that the Corporate Risk Register is regularly reviewed at the Audit and Assurance Committee and explained the Committee had been monitoring the cybersecurity risk closely and were pleased with the work that was underway to mitigate and manage the risk.</p>	

	The Board commended the organisation on its approach to the Corporate Risk Register and were pleased to see it firmly on the senior management team's agenda. The Board considered the need to focus on what would happen if the risks identified were realised and requested that they be built into future reports.	
Resolution	The Board thanked the organisation for the way it approaches the risk register and noted the contents of the report.	
2503/4.6	Key Issue Reports from the:	
2611/4.6.1	Education, Commissioning & Quality Committee held on 9 February 2021	
	<p>The report was received by the Board.</p> <p>Dr Ruth Hall provided the Board with an update on discussions that took place at the Education, Commissioning, and Quality Committee meeting held on the 9th February. It was explained that the Committee received an update regarding the COVID-19 implications for Education and Training for all healthcare professional students and trainees and noted the considerable effort by HEIW staff to minimise disruption to students and the adjustments to the delivery of theory-based teaching had enabled study to continue. A number of risks had been highlighted to the Committee regarding the ability to progress several medical, surgical and dental training areas focused on practice-based competencies, but the Committee were satisfied with the work being undertaken to manage and mitigate the impact.</p> <p>It was confirmed the Committee also considered the National Students Survey and noted that Wales had the highest score in student experience across the UK, reflecting the quality of our commissioned education. The Committee also received an overview of Phase 2 of the Strategic Review of Health Professional Education Contracts and were reassured with the work that is ongoing but would continue to monitor issues as they emerge.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the declarations of interest re-stated at the beginning of the meeting. • noted the report. • approved the Committees recommendation for Phase 2 of the Strategic Review of Health Professional education Contracts to follow the revised 5-year timeframe and mew approach. • approved the Terms of Reference for the Multi-Professional Quality and Education Group and the Education Advisory Group. 	
2503/4.7	In-Committee Decisions	
Resolved	The Board received and noted the report which provided the key issues discussed 'in committee' at the January Board meeting.	
2503/4.8	Forward Work Programme 2021/22	
	The Board received the report.	
Resolved	The Board approved the Forward Work Programme	
2503/5	FOR INFORMATION/NOTING	

2503/5.1	NHS Wales Shared Services Partnership Committee Assurance Report for the meeting held on 21 January 2021	
	The Board received and noted the report.	
2503/5.2	Approved Minutes of the NHS Wales Collaborative Leadership Forum held 1 December 2020	
	The Board received and noted the minutes.	
2503/6	OTHER MATTERS	
2503/6.1	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 29 April 2021 to be held via Microsoft Teams/Teleconference • HEIW Board to be held on 27 May 2021 to held via Zoom/Teleconference. 	

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Chris Jones (Chairman)

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Date: