

Unconfirmed Minutes of the HEIW Board Meeting
held at 11.15am on 27 May 2021
via Zoom/Teleconferencing, through Ty Dysgu, Nantgarw

Present:

Dr Chris Jones	Chair
John Hill Tout	Vice Chair, Independent Member
Dr Heidi Phillips	Independent Member
Tina Donnelly	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
Sian Richards	Director of Digital
Nicola Johnson	Director of Planning, Performance and Customer Services
Huw Owen	Welsh Language Service Manager
Lisa Llewellyn	Designate Director of Nurse and Health Professional Education (Observer)
Catherine English	Corporate Governance Manager (Secretariat)

PART 1	PRELIMINARY MATTERS	Action
	There being no other urgent business for the in-committee session the meeting moved into the open session.	
2705/1.1	Welcome and Introductions	
	The Chair welcomed everyone to the meeting, in particular Lisa Llewellyn who would be joining HEIW on 1 st June as the new Director of Nurse and Health Professional Education. A quorum was confirmed present.	
2705/1.2	Apologies for absence	
	Apologies were received from Gill Lewis and Dr Ruth Hall.	
2705/1.3	Declaration of interest	
	No declarations of interest were received.	
2705/1.4	To receive and confirm the minutes of the Board held on 25 March 2021	
Resolved	The minutes were received and approved as an accurate record of the meeting.	
2705/1.5	Action Log from the Board meeting held on 25 March 2021	
Resolved	The Board received the Action Log and noted the actions were either complete, within the forward work programme or matters for consideration on today's agenda.	

	<p>The Board received the following update:</p> <ul style="list-style-type: none"> • 2503/3.1 – The Annual Plan 2021/22 will be presented to Board for approval at its next meeting on the 10 June. 	
Resolved	The Board noted the Action Log	
2705/1.6	Matters Arising	
	There were no matters arising.	
PART 2	CHAIR AND CHIEF EXECUTIVE'S REPORT	
2705/2.1	Chair's Report	
	<p>The Board received the report.</p> <p>The Chair reflected on an interesting five years ahead following the 2021 Welsh Parliamentary Elections which saw Julie Morgan reappointed as Deputy Minister for Social Services and several new appointments including Eluned Morgan as the new Health Minister and Lynne Neagle as the new Deputy Minister for Mental Health and Wellbeing. The Chair noted HEIW looked forward to working with the Ministers as it navigated through the challenges for health and social care in Wales.</p> <p>The Chair considered the effects of COVID-19 and explained that while HEIW had felt the challenges associated with the pandemic, it was now able to look forward to a different way of working and fresh set of challenges.</p> <p>The Chair reflected on the current COVID-19 situation in India and surrounding countries, explaining this would be particularly upsetting for colleagues in Wales with family and friends in that region. It was confirmed that, together with the British Association of Physicians of Indian Origin (BAPIO) Wales and the British Indian Nurses Association (BINA), HEIW had reached out to extend its thoughts and support for colleagues in such difficult times.</p> <p>Following the appointment of Ceri Phillips to the Vice Chair position in Cardiff and Vale University Health Board the Chair confirmed the commencement of the process to seek appointment of a new Board member for HEIW. It was confirmed he would also seek approval for the appointment of an associate Board member to encourage and support the development of people from different backgrounds in becoming independent Board members.</p> <p>Having joined the staff conference on the 19 April which focused on the benefits of working within a bilingual organisation, the Chair commended the staff explaining it had been an engaging and enjoyable session which reflected HEIW's culture and organisational values.</p> <p>The Chair confirmed that Angela Parry, the Interim Director of Nursing, would be leaving HEIW at the end of the month and</p>	

	<p>expressed thanks for her leadership and invaluable contribution to the work of HEIW over the years.</p> <p>Finally, the Chair asked the Board to ratify the three Chairs Actions which were undertaken during the reporting period. to approve an invoice from Health Education England for the sum of £363,985, approve that HEIW host the employment of the Chief Nursing Officer for Wales and appoint Lisa Llewelyn as Director of Nurse and Health Professional Education.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the report and range of work highlighted by the Chair. • ratified the following three Chair’s Actions: <ul style="list-style-type: none"> ○ approval of an invoice from Health Education England for the sum of £363,985. ○ approval that HEIW host the employment of the Chief Nursing Officer for Wales. ○ appointment of Lisa Llewelyn as Director of Nurse and Health Professional Education. 	
2705/2.2	Chief Executive’s Report	
	<p>The Board received the report Alex Howells noted that HEIW would be having a Joint Executive Team meeting in early June and it would be important to use that time effectively to raise issues where policy support and/or investment is needed to deliver on key objectives.</p> <p>Alex Howells extended her thanks to Angela Parry, the Interim Director of Nursing, for her support over the last year, explaining Angela had brought a wealth of experience and expertise to the leadership team and had contributed greatly to the work of HEIW.</p> <p>Alex Howells explained that there were a number of changes happening across HEIW’s educational programmes and so it was important to frame conversations around the Annual Education and Training Plan in a strategic context. She noted several informative and productive discussions had already taken place and looked forward to presenting the Plan to the Education Commissioning and Quality Committee in the coming months.</p> <p>It was confirmed the Board would receive a verbal update on the health professional graduate recruitment today and a written briefing would follow next week.</p> <p>The Board noted that Welsh Government will be making additional funds available to the NHS in the context of the COVID-19 recovery and reset agenda and queried whether HEIW would be able to access some of those funds, particularly in terms of developing mental health support services. It was confirmed that the funding was being allocated to areas which</p>	

	would tangibly impact services in the short term. While HEIW would consider accessing the additional funding in the context of short terms plans, many of the programmes supported by HEIW were for the longer term.	
Resolved	The Board noted the Chief Executive's report.	
PART 3	STRATEGIC MATTERS	
2705/3.1	Update on Health Professional Graduate Recruitment	
	<p>The Board received a verbal update.</p> <p>Angela Parry explained that HEIW, working with partners in Shared Services, implemented the Welsh Government policy on the NHS Wales Bursary. The policy was revised in 2017 to include the requirement that those who took the Welsh Bursary be required to work in health or social care in Wales for a minimum predefined period. This required a process to make employment opportunities available to students. For nursing and Operating Department Practitioners a streamlining process was in place and this facilitated graduates in transitioning into employment. However, this streamlining process had not been available for Allied Health Professionals and Healthcare Science students in 2020 which was the first graduate cohort subject to the tie in.</p> <p>As there were lower success rates in matching students to jobs in these professional areas HEIW implemented a streamlining process for the 2021 cohort of AHP and Healthcare Science students.</p> <p>The streamlining was implemented at pace and during a pandemic, and so it was reported that HEIW was embarking on a comprehensive evaluation across stakeholder groups to identify the scheme's successes as well as opportunities for learning. It was confirmed that a paper will be presented to the Executive Team in mid-June to provide a final update on the streamlining and an evaluation. This will be used to inform the process next year.</p> <p>Alex Howells thanked Angela Parry and her team for their work explaining that a considerable amount of work went in to managing the process. It was confirmed that HEIW now had an opportunity to take a more systematic and proactive approach to graduate recruitment going forward, linking workforce planning, education commissioning and the recruitment pipeline more effectively.</p>	
Resolved	The Board noted the verbal update.	
2705/3.2	Update on HEIW's Role in Leading National Programmes	
	<p>The Board received the report.</p> <p>In introducing the report, Angela Parry explained that seven national work programmes with substantial workforce</p>	

	<p>components transferred to HEIW during 2020/21. These aligned with HEIW's statutory functions and provided opportunities for HEIW to embed an integrated and multi professional approach in line with the Workforce Strategy for Health and Social Care. It was confirmed that the programmes were complex and diverse requiring significant leadership, partnership working and engagement, structured project management and clear governance.</p> <p>Four national healthcare programmes have transferred into HEIW's Workforce Transformation Team over the past year. The All Wales Nurse Staffing Programme Team (NST), the Health Care Science (HCS) Framework, the Allied Health Care (AHP) Framework and training, education and CPD to support post registration optometrists in Wales transferred into. with each having a critical role to play in relation to the safety and quality of patient care.</p> <p>Julie Rogers confirmed that three additional programmes had transferred from Welsh Government, with funding to support the existing commitments: the Widening Access Programme, Train Work Live and the Staff Survey.</p> <p>It was further confirmed the Widening Access and Train Work Live programmes were currently under review with work underway to scope HEIW's approach to encompass more health professional areas. In terms of the Staff Survey, it was explained that HEIW would look at developing the staff survey with a particular focus on employee engagement across a range of factors including comparable data with previous years. Alongside that HEIW would undertake more frequent pulse surveys and support NHS organisations to use those surveys to supplement what they are doing.</p> <p>The Board considered the programme governance frameworks and were advised that, following disruption caused by the pandemic, work to re-establish the governance arrangements and lines of accountability was underway.</p> <p>The Board acknowledged the importance of HEIW's role in leading these national programmes and looked forward to further reports and updates in the future. The Board considered the importance of a governance wiring diagram to clarify the governance process.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the report. • agreed that the Executive Team receive a governance wiring diagram in respect of the National Programmes. 	Director of Workforce and Organisational Development
PART 4	GOVERNANCE, PERFORMANCE AND ASSURANCE	
2705/4.1	Director of Finance Report	
	The Board received the report.	

	<p>In introducing the report, Eifion Williams noted that HEIW was reporting an underspend of £90,980 against profiled budgets as at 30 April 2021. The overspend position in Pay budgets was due to the requirement to re-align budgets to balance the financial plan. The underspend in Non-Pay budgets was as a result of reduced face to face training and education activity due to the COVID-19 lockdown restrictions. The underspend on Commissioning budgets was as a result of known under recruitment of trainees to programmes in Pharmacy, Dental Foundation and Medical training, offset by a small overspend within GP training as a result of protected salaries. It was confirmed that HEIW would closely monitor the finance position throughout the year.</p> <p>It was confirmed that all NHS bodies were expected to meet the Public Sector Payment Policy, requiring NHS organisations to pay 95% of all invoices within 30 days. For the period April 2021 HEIW paid 98.6% of non-NHS invoices within this target and paid 100% of NHS invoices.</p> <p>The Board congratulated the team on the position with the Public Sector Pay Policy.</p>	
Resolved	<p>The Board:</p> <ul style="list-style-type: none"> • noted the financial position reported for HEIW at month 1 • noted the summarised explanation of key variations by Directorate • noted the Capital allocation • noted the Balance Sheet position 	
2705/4.2	End of Year Annual Performance Report	
	<p>The Board received the report.</p> <p>In presenting the report, Nicola Johnson explained it aimed to provide the Board with an update on the organisation's performance in 2020/21, including progress on delivery of HEIW's Strategic Aims and performance of business activities.</p> <p>It was highlighted that in year the Board approved the organisation's Performance Framework and HEIW achieved good audit assurance on its performance management processes.</p> <p>Due to the Covid-19 pandemic HEIW revised and reviewed its Integrated Medium-Term Plan (IMTP) and Strategic Objectives during the year, and in line with national guidance developed three Operational Plans. The report showed a positive assurance on the delivery of HEIW's Q3/4 Operational Plan and described HEIW's many achievements in the year.</p> <p>It was highlighted that progress has not been without its challenges, in particular the impact of COVID-19 on education and training, the escalation of issues regarding the bursary, and the subsequent extension of the streamlining process.</p>	

	<p>Nicola Johnson explained that, in terms of workforce indicators, whilst HEIW had low sickness rates and high levels of engagement there was more work to do to improve our Performance Appraisal and Development Review (PADR) process and mandatory and statutory training compliance.</p> <p>It was confirmed that Welsh Government had indicated their confidence in HEIW's ability to plan and deliver.</p> <p>The Board considered the report and were pleased to note the end of year performance position for 2020/21 and that Performance Management had achieved substantial assurance during the recent internal audit review. The Board commended Nicola Johnson and her team for the quality of the report.</p>	
Resolved	The Board noted the end of year performance report for 2020/21 which is provided for scrutiny and assurance.	
2705/4.3	Procurement Annual Report 2020/21	
	<p>The Board received the report.</p> <p>In presenting the report, Eifion Williams explained the purpose of the report was to provide the Board with an update in relation to procurement activity undertaken during the period 1st April 2020 – 31st March 2021 and in accordance with reference 1.2 (Schedule 2.1.2 Procurement and Contracts Code for Building and Engineering Works) of the Standing Financial Instructions.</p>	
Resolved	The Board noted the report for assurance.	
2705/4.4	Board Self-Assessment Against the Corporate Governance Code.	
	<p>The Board received the report.</p> <p>In presenting the report, Dafydd Bebb explained HEIW was required to provide an account of its compliance with the relevant elements of the Corporate Governance Code within its Annual Governance Statement. While there were no departures from the Code reported within the assessment a number of areas requiring focus for next year were highlighted in the report and included the strengthening of the self-assessment process and the development of an induction process for new Board and Committee members.</p> <p>The Board considered the report and discussed the importance of a robust induction process for new Independent Members which would enable them to establish a knowledge of the organisation and effectively contribute to the work of HEIW.</p>	
Resolution	The Board noted the assessment of the Board's compliance with the Corporate Governance Code for assurance.	
2705/4.5	Key Issues Report from the:	
2705/4.5.1	Audit and Assurance Committee held on 7 April 2021	
	The Board received the report.	

	In presenting the report, John Hill-Tout highlighted that the Committee had received the Audit Wales ‘Doing It Differently, Doing it Right?’ report which offered HIEW several potential key learning opportunities. It was confirmed that the report was scheduled for discussion at the June Board Development Session.	
Resolved	The Board noted the content of the report for assurance.	
2705/4.5	Audit and Assurance Committee held on 6 May 2021	
	<p>The Board received the report.</p> <p>John Hill-Tout introduced the report noting the Committee had received the draft Annual Accounts 2020/21 and the draft Head of Internal Audit Opinion and the Annual Report 2020/21. The Committee had been pleased to note the draft overall Internal Audit Opinion of ‘reasonable assurance’ for the past year.</p> <p>The Committee also received the Senior Information Risk Owner (SIRO) Annual Report 2020/21 and were pleased with progress to date. The Committee noted compliance with annual information governance training requirements stood at 59% against a target of 95% and the Committee felt it was important to prioritise improving the rate of compliance.</p> <p>It was also confirmed that the Committee had considered the Audit and Assurance Committee Annual Report for 2020/21.</p> <p>Finally, the Committee considered the Remuneration and Staff Pay Report. The Committee noted a number of senior staff were on secondment and considered whether there were plans to move towards a substantive approach to reduce the risks associated with that. The Chair confirmed HEIW would report on a substantive approach to reduce the risks associated with senior staff secondments shortly.</p>	
Resolution	<p>The Board:</p> <ul style="list-style-type: none"> • noted the content of the report for assurance. • noted the Audit and Assurance Committee Annual Report 2020/21 at Appendix 2 for assurance. 	
2705/4.6	In Committee Decisions	
Resolved	The Board received and noted the report which provided the key issues discussed ‘in committee’ at the March Board meeting.	
PART 5	OTHER MATTERS	
2705/5.1	Any Other Urgent Business	
	There were no other matters for consideration.	
2705/5.2	Summary of Key Actions	
2705/5.3	Date of next meeting	
	<p>Dates of Next Meetings:</p> <ul style="list-style-type: none"> • HEIW Board to be held on 10 June 2021 to held via Zoom/Teleconference. • HEIW Board Development Session to be held on 17 June 2021 to be held via Microsoft Teams/Teleconference. 	

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Chris Jones (Chairman)

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