Minutes of the Health Education England Midlands and East LETB

A committee of the HEE Board

Date and time: 21st June 2017, 13:00 – 14:30
Venue details: Room 2.08, Edith Murphy Building, The Gateway, De Montfort University, Leicester, LE1 9BH

Board members:  
Gerry McSorley, Independent Chairman, HEE Midlands & East (GMcS)
Catherine Pope, AHP/Clinical Scientist Representative, Associate Director Allied Health Professionals (CP)
David Farrelly, Regional Director, HEE, Midlands & East (DF)
Caroline Donavon, Mental Health Representative, Chief Executive NSCHT (CD)
James Bullion, Social Care Representative, Executive Director of Adult Social Services, Norfolk CC (JB)
Jan Sobieraj, LWAB (Central Midlands) Representative, Chief Executive ULHT (JS)
Karen Rutter, Head of Finance, HEE, Midlands and East (KR)
Patrick Maxwell, Medical School Representative, Head of Clinical Medicine, University of Cambridge (PM)
Paula Clark, Leadership / LDP Chair, Chief Executive RSUH (PC)
Rashmi Shukla, Public Health Representative, Regional Director Public Health England (RS)
Rosalind Maxwell-Harrison, Patient Representative (RMH)
Simon Gregory, Director of Education & Quality, HEE M&E (SG)

In attendance:  
Bill Irish, Post Graduate Dean, HEE (East of England) (BI)
David Parkes, Governance Officer, West Midlands (minutes)
James McLean, HEE Local Director (Central Midlands) (JMc)
Sarah Coombes, Governance Lead, HEE Midlands and East (SC)
Sheona MacLeod, Post Graduate Dean, HEE (East Midlands) (SMc)
Mary Elford, Non-Executive Director, HEE. (ME)
Teresa Hewitt-Moran, Mental Health Lead, HEE WM (THM)
Apologies: Andy Hardy, LWAB (West Midlands) Representative (AH)  
Boyd Mullins, HEE interim Local Director, East of England (BM)  
Caroline Dollery, LWAB (East of England) Representative (CD)  
Gavin Boyle, LWAB (North Midlands) Representative (GB)  
Helen Inwood, Nurse Representative, Deputy Chief Nurse RSUH (HI)  
Kate Nealon, HEE Non-Executive Director (KN)  
Mandy Shanahan, HEE Local Director (West Midlands) (MS)  
Russell Smith, Post Graduate Dean (West Midlands) (RS)  
Ruth Taylor, Non-Medical HEI Representative (RT)  
Simon Wright, NMoC Representative (SW)  
Tracy Taylor, Primary & Community Care Representative (TT)

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<thead>
<tr>
<th>Ref.</th>
<th>Item</th>
<th>Action</th>
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<tbody>
<tr>
<td>12/17</td>
<td>Welcome and introduction</td>
<td>The Chairman, Gerry McSorley, welcomed everyone to the meeting of the Midlands and East LETB.</td>
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<tr>
<td>13/17</td>
<td>Apologies were received as noted above</td>
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<tr>
<td>14/17</td>
<td>Register and declarations of interests</td>
<td>No new declarations were raised.</td>
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<tr>
<td>15/17</td>
<td>Approval of minutes of board meeting held on Wednesday 1st March 2017</td>
<td>The minutes were approved as an accurate record of the meeting and were signed by the Chairman.</td>
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<tr>
<td>16/17</td>
<td>Matters arising from previous minutes</td>
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<tr>
<td>17/17</td>
<td>Board action tracker</td>
<td>The Board approved action closure as above and received the progress report.</td>
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<td>18/17</td>
<td>AHP Report – Additional agenda item</td>
<td>Jane Johnson, Local Director (North Midlands), introduced the AHP report which had been developed in collaborative consultation with CP and AHP leads. The report identified current challenges around supply, including radiography and orthotics. Good clinical practice had been identified, as well as raising radiography initiatives that would be adapted throughout</td>
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</table>
the LWABs.

CP highlighted AHP concerns that they feel under-utilised as they work between different systems but was pleased that AHPs had a voice on this LETB.

Due to the number of recommendations in the paper, it would be necessary for this issue to be present at the September 2017 development session in order to ensure that the recommendations are being delivered and are embedded in the way that colleagues operate.

It was stated that there was a great deal of opportunity and scope for AHPs going forward.

**Action** – The report would also be socialised throughout the LWABs.

**Regional Chair and Director’s Report**

The Board received the Regional Chair and Director’s Report.

DF stated that due to purdah, the mandate, business plan and national workforce report had been delayed. Other items highlighted from the report were supply and demand, including recruitment, retention and flexible working issues as well as HEE reorganisation. There had been a broad HEE consultation covering all areas of HEE business that had now ended. The Executive Team would meet next Tuesday to discuss the structural propositions and impact on each region. Implementation was intended to take place from 03/07/2017 regionally and was required to be completed nationally by 12/2017.

Facilities management changes were also raised, with focus on the office move from Ruddington to Leicester commencing next week, which would impact on a significant number of staff; some of which had applied for VR or sought alternative employment.

Quality impact assessments of functions had been undertaken to understand the risks involved during this transitional period. Interim arrangements would be put in place to provide additional support.

Discussion followed on the need to keep stakeholders
up to date during this time. SG stated that media interpretations of executive decisions could be misleading and raised the need to ensure a point of contact was available.

Attendees discussed the Enhancing Junior Doctor’s lives report, as well as the pilots for new surgical training.

SMc also highlighted that there was tension between the amounts of study leave available and the cost of particularly specialty courses across specialties.

Discussion continued on the alternative workforce and questions by providers in regards to rota gaps, with focus on the distribution of trainees in different regions.

RMH discussed the Royal College of Physicians’ research into patient feedback and the difficulties involved in receiving feedback from those patients in a vulnerable position.

DF highlighted the new ministerial team supporting health and their relationship with HEE.

In response to a question around NHSI and HEE working together, DF mentioned a joint SMT coming up and the recognition of the need for information sharing and to prevent duplication during quality reviews.

Attendees discussed the Rural Healthcare Conference (19th July 2017 at Leicester Race Course) to which HEE would contribute. BI would lead a session on evidence for initiatives at work, while JJ would discuss sharing colleagues work on this initiative.

JS stated his support of the rural healthcare initiative and its inclusive design. There was support from Lincoln University and the focus would be on data, search, technology and education. JS also raised the need to ensure the elderly and socially isolated had access to healthcare.

It was agreed that M&E had an opportunity to make a difference in this area and, although in its early stages, the initiative could be rolled out nationally in the future.
STP and LWAB Update

Jane Johnson, Local Director (North Midlands), presented the STP and LWAB update.

The update discussed the establishment of LWABs over the last 9 months and the need to utilise the operating model by tailoring it to the needs of STPs.

The development of the HEE transformation STAR was highlighted, as well as the key workforce challenges. The STAR would be used as an interactive tool and a repository of information to meet the requirements of each domain. The intention was to look to adopt and spread solutions found across the region. The STAR was being socialised across the LWABs and emerging STP themes were being regularly refreshed.

The self-assessment toolkit for LWABs was discussed amongst attendees and JJ explained that the items within the report were for discussion and had not been finalised.

Discussion continued to the need for greater visibility around workforce change, as well as supply and workforce retention issues. CD highlighted the need for more robust talent management and stronger visibility within the matrix.

JS raised concerns in regards to the oversight of LWABs and emphasised the participation of trusts alongside HEE as added value to both parties.

In response, DF stated that LWAB chairs should be performance managing HEE through the LETB, rather than the other way around. It was necessary to ensure the LWABs were resourced properly and did not become box ticking exercises.

PC highlighted the need to ensure value was added, as well as targeting the reduction of workforce costs going forward, which should form part of the LWABs agenda.

GMcS stated that the LWAB activities were shared rather than hierarchical activities and should not be about performance management. Instead, they should
be framing a shared understanding around joint working. There was a need for a dialogue over the next few months to ensure understanding between LWAB chairs and HEE that value is being added and expected outcomes are being achieved.

JB raised the need to look at STP health and not just that of the LWAB, as well as the need for accountable care.

ME stated the need for governance around this issue, as well as looking at the regulatory burden. Although it was not necessary to performance manage, it would be necessary to provide assurance due to the significant amount of public money involved.

SML discussed HEE’s use of the STAR with providers in giving a national language to describe HEE’s work with trusts and in feeding back to NHSI.

GMcS followed SML’s point by highlighting joint well-led inspection pilot between the CQC and NHSI and agreed that there was a need to ensure all parties were speaking the same language.

The M&E LETB received the STP and LWAB update.

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<th>21/17</th>
<th>Finance and Performance Report</th>
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<td>Karen Rutter, Head of Finance (M&amp;E) presented the finance reports.</td>
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<td></td>
<td>2016/17 annual accounts and annual report were completed and submitted on time. Slight delay in final audit sign off due to purdah. Midlands and East had no audit issues. There was an underspend of £787k on £1.1 bn. Most of the underspend arose due to delays to recruitment and issues around vacancies relating to the current transitional period.</td>
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<td>DH had not approved the 2017/18 allocation at the previous meeting and the financial year had started with a temporary budget. The budget now reflects the confirmed HEE allocation. KR expected adjustments throughout the year. This budget was a slight reduction from last year due to the effect of the educational</td>
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reforms and this effect would continue into subsequent years. Running cost funding has been reduced from £13m to £10.7m.

Workforce development was slightly less than last year due to a three year transitional reduction and the effects of the flat cash settlement.

SG stated that DH were leading a consultation around placement funding. It would be necessary to look at how to manage or stimulate the market in future as placement fees may not increase. There may be programmes that do not carry a placement fee in future.

KR discussed the performance report and stated it had been tricky to collate a true M&E position due to different practices in different local areas, however, this would be addressed with further regionalisation going forward.

BI raised medical performance and fill rates. He stated the need to ensure M&E recruited to the right numbers as the denominator to ensure the right workforce supply.

Discussion continued to the career expectations of future generations who would have differing career-spans and would do less service work than their predecessors.

Apprenticeships were also raised and SG stated that employer’s minds were focused on the significant cost of the apprenticeship levy. Interest was increasing in national apprenticeships.

The M&E LETB approved the annual budget.

Simon Gregory, Director of Education and Quality (M&E) presented the Quality Update.

SG explained how the quality spreadsheet was formed and that it was a live document. The information to hand would always be up to date and was used by all three quality teams. The report included a summary of main quality concerns, regional issues and QSG harm reviews.

Specific issues were presented to attendees including issues at Worcester Acute, Southend and the Essex
Partnership Trusts.
There was a need to work with NHSI to support trusts, as well as holding them to account. Trainee feedback could become an early warning system and help shape HEE’s quality work.

SG requested that any feedback on the paper be sent to him directly by email.

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<th>22/17</th>
<th><strong>Risk Register</strong></th>
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<td></td>
<td>The Regional Director, David Farrelly, presented the risk report and register.</td>
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<td>SG provided some context to the ‘Capita’ risk, as well raising the media attention around this issue. This risk was now closed.</td>
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<td>A new risk was raised around clinical placements that had been highlighted in the finance report which DF and SC would discuss.</td>
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<td>The M&amp;E LETB received the risk report.</td>
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<tr>
<th>23/17</th>
<th><strong>Quarter 4 Governance Statement</strong></th>
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<td></td>
<td>The Regional Chairman, Gerry McSorley, presented the Quarter 4 Governance Statement.</td>
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<td>The M&amp;E LETB received the Q4 Governance Statement.</td>
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<th>24/17</th>
<th><strong>Any other business</strong></th>
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<td>RMH raised the Patient Advisory Forum and the need for a dialogue between the M&amp;E LETB and PAF.</td>
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<td>Reference was made to a previous development session where it was agreed an amendment would be made to the board coversheet to help ensure patient and volunteer support was considered.</td>
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| Date of next meeting: | Wednesday 13th September 2017. Westbridge Place, Leicester, LE3 5DR. |
Minutes of the Health Education England North LETB

A committee of the HEE Board

Date and time: 10:00-14:00 on Friday 30 June 2017

Venue: Blenheim House, Duncombe Street, Leeds LS1 4PL

Present
Board members:
Sally Cheshire, Independent Chair of HEE (North)
Laura Roberts, Regional Director, HEE (North)
Calum Pallister, Head of Finance, HEE (North)
Jackie Bird, Director of Nursing & Quality, The Christie NHS Foundation Trust
Phillip Marshall, Director of Workforce & OD, Harrogate & District NHS Foundation Trust
Jane Metcalf, Clinical Director of Education, North Tees & Hartlepool NHS Foundation Trust
Alasdair Strachan, Director of Education, Doncaster & Bassetlaw Hospitals NHS Foundation Trust
Robin Talbot, Executive Dean, University of Cumbria
Heather Tierney-Moore, Chief Executive, Lancashire Care NHS Foundation Trust
Janet Wilkinson, Director of HR, OD & Education, University of South Manchester NHS Foundation Trust

Alternate Board members:
Bryan Gill, Medical Director, Bradford Teaching Hospitals NHS Foundation Trust
Chris Low, Head of Portfolio and Partnerships, Sheffield Hallam University

In attendance:
Sir Keith Pearson, Chair, Health Education England
Kiran Ball, Member of HEE Patient Advisory Forum
Jenny Cavalot, Joint Local Director, HEE (North West)
Mike Curtis, Local Director, HEE (Yorkshire and The Humber)
Alex Glover, Local Director, HEE (North East)
Namita Kumar, Postgraduate Dean, (HEE North East)
Kirk Lower, National Lead for Apprenticeships and Talent for Care; National Lead for Widening Participation and Volunteering Strategies
Vic Wellings, Governance Officer, HEE (North West)
Apologies:
Karen Bryan, Pro Vice-Chancellor & Dean of the Faculty of Health and Wellbeing, Sheffield Hallam University
Ged Byrne, Director of Education & Quality, HEE (North)
Ken Bremner, Chief Executive, City Hospitals Sunderland NHS Foundation Trust & South Tyneside NHS Foundation Trust
Steve Cox, GP Partner, Spinney Medical Centre and Eccleston Medical Centre
Lisa Crichton-Jones, Executive Director of Workforce & OD, Northumberland, Tyne & Wear NHS Foundation Trust
Dee Fawcett, Director of HR, The Newcastle upon Tyne Hospitals NHS Foundation Trust
Michael Holmes, GP Partner, Haxby Group
Andy Maddox, GP Executive Lead, Lancashire North CCG
Yvette Oade, Chief Medical Officer, The Leeds Teaching Hospitals NHS Trust
Ian Renwick, Chief Executive, Gateshead Health NHS Foundation Trust
Maggie Stubbs, Member of HEE Patient Advisory Forum
Kathy Thomson, Chief Executive, Liverpool Women’s NHS Foundation Trust

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<th>Ref.</th>
<th>Item</th>
<th>Action</th>
<th>Deadline</th>
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<tr>
<td>06/17.1</td>
<td>Welcome and apologies</td>
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<td></td>
<td>Sally Cheshire welcomed all attendees to the meeting of the North LETB. Apologies were received as noted above. All LETB members and guests introduced themselves to the meeting.</td>
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<tr>
<td>06/17.2</td>
<td>Declarations of interests and continuation of LETB membership</td>
<td>Action required by all LETB members</td>
<td>28 July 2017</td>
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<tr>
<td></td>
<td>No new declarations of interest were reported by LETB members.</td>
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<td></td>
<td>Sally Cheshire explained that she would welcome all members of the LETB continuing in their roles after the interim period ended in July 2017. All members were asked to email Vic Wellings to confirm if they would like to continue.</td>
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<td></td>
<td>Sally congratulated Phillip Marshall on being named HR Director of the Year by the Healthcare People Management Association.</td>
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<td></td>
<td>Sally announced that Janet Wilkinson had recently been appointed as Workforce Director of the Greater Manchester Health and Social</td>
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Care Strategic Partnership Board Executive, and congratulated her on her appointment.

Sally explained that Robin Talbot was retiring from the University of Cumbria in the summer of 2017, and so would be leaving his role as a member of the LETB. His role as LETB member would be taken by Professor Trish Livsey, the recently appointed Deputy Vice Chancellor (Academic) at the University of Cumbria.

Sir Keith Pearson and Laura Roberts congratulated Sally Cheshire on the award of a CBE in this year’s Queen’s Birthday Honours list.

Alasdair Strachan highlighted that knowing the destination of trainees who have achieved their Certificate of Completion of Training is vital, as data suggests that many trainees remain working in the geographical area in which they trained. Those present agreed that more information was needed on this.

Laura Roberts to look into this and update the members on progress at the September 2017 meeting.

<table>
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<tr>
<th>06/17.3</th>
<th>Minutes of previous meeting</th>
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<tr>
<td></td>
<td>The minutes of the meeting held on 24 March 2017 were agreed as a true and accurate record.</td>
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<th>Action tracker</th>
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**Action 16/001: Governance of LETB**

Completed Declarations of Interest forms had been received from all but one of the LETB members. Sally Cheshire agreed to raise this with the member who was still to respond.

Sally Cheshire to action 31 July 2017

**Action 16/011: LETB meeting dates**

The original date suggested of 15 December 2017 was changed due to a national HEE event planned for that day. The alternative date suggested was Friday 5 January 2018, and Vic Wellings was asked to contact members to ask for their availability.

Vic Wellings to action 15 August 2017
**Action 17/007: The primary care challenge**

The four local directors will bring the progress reports of the work carried out since March 2017 to the LETB meeting in September 2017.

It was agreed that actions 16/009, 17/001, 17/003, 17/004 and 17/005 should be closed.

Action 16/003 would remain open as the agenda item on non-medical commissioning was later deferred to the September 2017 meeting.

<table>
<thead>
<tr>
<th>Local Directors to action</th>
<th>29 September 2017</th>
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**06/17.4 National, regional and STP/LWAB update**

Laura Roberts presented the update document, and explained that she had received feedback from several members after the last meeting asking for written rather than verbal updates on the STPs and LWABs, and so this had now been incorporated into the update paper.

**Comprehensive Spending Review**

Laura explained that over 2000 comments had been received from staff during the consultation period, which had now ended. HEE’s North Senior Management Team had considered the comments received, and a summary had been produced. The summary, plus details including the timetable for implementation, final structure charts, the HR framework, job descriptions and the formal response to the consultations would be sent to all staff during week beginning 3 July 2017. Director-led briefings would then be held during the week beginning 10 July 2017.

“People Boards” were going to be held to look at the new structures.

The new structures were then due to be in place starting in October 2017 and fully implemented by the end of December 2017.
<table>
<thead>
<tr>
<th>Learning disability projects</th>
<th>All LETB members to send details of any learning disability projects and schemes in their organisation to <a href="mailto:Laura.roberts@hee.nhs.uk">Laura.roberts@hee.nhs.uk</a></th>
<th>31 August 2017</th>
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<tbody>
<tr>
<td>There was a discussion focusing on the various learning disability projects occurring around the region, and members were asked to send details of schemes within their organisations to Laura Roberts.</td>
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<td><strong>Step into Health</strong></td>
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<td>Sir Keith Pearson explained that he was on the Board of Step into Health, which has designed the first access pathway from the military into the numerous career opportunities available in the NHS. HEE will follow up as appropriate.</td>
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<td><strong>06/17.5</strong> Apprenticeships: Presentations and workshop</td>
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<tr>
<td>Laura Roberts introduced the workshop for the day, which was on the subject of apprenticeships.</td>
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<td>Kirk Lower and Alasdair Strachan then gave presentations on apprenticeships from the point of view of HEE and a foundation trust respectively.</td>
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<td>A summary of the group discussions that followed, and the agreed actions, is attached at appendix 1.</td>
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<td><strong>06/17.6</strong> Finance update</td>
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<td>Calum Pallister gave a finance update presentation to the LETB.</td>
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<td>Calum confirmed that the allocation for 2017-18 had now been received from the Department of Health, but the tariff was still to be confirmed. Further updates will follow on funding by geographical area.</td>
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### 06/17.7

**i) Quarterly governance statement for quarter 4 of 2016-17**

Sally Cheshire introduced the quarterly governance statement for the North LETB for the period from January to March 2017. The LETB members confirmed that they were happy with the content of the statement.

**ii) North risk register and corporate risk register**

Sally Cheshire presented the North and Corporate risk registers to the LETB. Sally emphasised that the highest level risks for the North should also be on the corporate risk register.

LETB members were asked to inform Laura Roberts if they believe any risks arise that should be on the north Risk Register.

The LETB agreed that the risk on mental health on the Corporate Risk Register (reference 72) was unclear, and asked for clarification.

The LETB agreed that a clear statement was needed on how regional risks could be escalated to a national level.

Phillip Marshall agreed to advise on wording for the risk relating to numbers of junior doctors.

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<tr>
<th>Action</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>All LETB members to action</td>
<td>Ongoing</td>
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<tr>
<td>Laura Roberts to action</td>
<td>31 August 2017</td>
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<tr>
<td>Laura Roberts to action</td>
<td>31 August 2017</td>
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<tr>
<td>Phillip Marshall to action</td>
<td>31 August 2017</td>
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### 06/17.8

**Non-medical commissioning**

The LETB agreed to defer this agenda item to the meeting on 29 September 2017, as further data on workforce requirements should be available by that time. The item will include a comparison of the north with the other regions in England.

Jackie Bird agreed to co-present on this agenda item at the September 2017 meeting.

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<tr>
<th>Action</th>
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<tr>
<td>Vic Wellings to add to agenda</td>
<td>29 September 2017</td>
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<tr>
<td>Jackie Bird and Laura Roberts to co-design the next LETB session</td>
<td>29 September 2017</td>
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<td>06/17.9</td>
<td>Any other business</td>
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<td>Sally Cheshire expressed a formal vote of thanks to Robin Talbot for all the work carried out on behalf of the North LETB and the former North West LETB.</td>
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Date and time of next meeting: 10:00-14:00 on Friday 29 September 2017 at Blenheim House, Duncombe Street, Leeds LS1 4PL
Minutes of the Health Education England
London and South East Local Education and
Training Board Meeting

A committee of the HEE Board

15 June 2017, 14.00-16.30
The Function Room, Bonham Carter House Basement, 52 Club, 52 Gower
Street, London, WC1E 6EB

Board members: Christine Beasley (CB), Chair (CB)
Elizabeth Hughes (EH), Regional Director of Education and
Quality
Peter Holt (PH), Regional Head of Finance
Linda Burke (LB), HEI Member without Medical School
Maria Kane (MK), STP Member – North Central London
Mathew Kendall (MKL), Adult and Communities Director
Oliver Shanley, (OS), Regional Chief Nurse
Shane DeGaris (SD), STP Member – North West London
Suzanne Rankin (SR), STP Member - Surrey

In attendance: Fiona Allsop (FA), Deputising for Michael Wilson
Daniel Waldron (DW), Deputising for Tracey Fletcher
Somen Banjeree (SB), Deputising for Andrew Howe
Paul White (PW), Deputising for Angela Bhan
Chris Caldwell (CC), Programme Manager, Capital Nurse
Programme
Kathryn Halford (KH), Chief Nurse
Kathryn Jones (KJ), Deputising for Lizzie Smith
Sanjiv Ahluwalia (SA), Deputising for Nigel Burgess, Interim
Local Director, NCEL
Lucy Hunte (LH), NCEL Apprentice Lead
Paul Marijetic (PM), NWL Apprentice Lead
Sam Donohue (SD), HEE Senior Nurse Manager: Policy
Mike Bailey (MB), KSS Career Progression Programme
Manager
Aurea Jones (AJ), Local Director – South London
Philippa Spicer (PS), Local Direction – Kent, Surrey & Sussex
Rachel Leigh - Secretariat
Tracey Jenkins (TJ), Regional Head of Office
Christian Oribio (CO), Regional Governance Lead

Apologies: Therese Davis (TD), Interim Regional Director
Steve McNeice (SMN), Patient & Public Voice Member
Tracey Fletcher (TF), STP Member – North East London
Hazel Carpenter (HC), STP Member – North Central London
Marilyn Plant (MP), STP Member – South West London
Martin Lupton (ML), HEI Member with Medical
Michael Wilson (MW), STP Member – Sussex
Andrew Howe (AH), Director of Public Health Member
Angela Bhan (AB), STP Member – South East London
Sir Stephen Moss (SM), HEE Non-Executive Board member
Lizzie Smith (LS), Local Director – North West London
Nigel Burgess (NB), Interim Local Director – North Central and East London

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<td>Welcome and introduction</td>
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<td>CB welcomed Board members to the third meeting of the London and South East (LaSE) Local Education and Training Board (LETB). The Chair informed the LETB that from 13th June Julie Screaton had stood down from her role as Regional Director at HEE to take up a new role as Director of Workforce at Guys and St Thomas’s NHS Foundation Trust. CB wished to thank Julie on behalf of the LETB for her hard work and dedication to the organisation, and to wish her well for the future.</td>
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<td>CB confirmed that TD would be acting as Interim Regional Director, however she would be absent from the meeting due to pre-booked annual leave.</td>
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<td>The Chair also informed the LETB that it would be Linda Burke’s (LB) last meeting as she would be leaving Greenwich University to take up a role at the Royal College of Obstetrics and Gynaecology. CB thanked LB for her valued contribution to the LaSE LETB and the previous South London LETB and wished her well in her new role.</td>
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<td>It was noted that Melanie Coward, Head of School, School of Health Sciences of the University of Surrey, would take the HEI without Medical School seat for the remainder of the present term.</td>
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<td>Apologies for absence were received as noted above.</td>
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PART 1 – LETB BUSINESS

06/17.2 Register and Declaration of Interests
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<tr>
<th>06/17.3</th>
<th><strong>Minutes of the Previous Meeting</strong></th>
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<tr>
<td>The draft Minutes of the previous meeting were reviewed and the following amendments were noted:</td>
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<td>03/17.5 – “PH agreed to send the link to the results out to board members.” To be removed as an inaccurate action.</td>
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<td>The Minutes were approved as a complete and accurate record subject to the above amendment.</td>
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<tr>
<th>06/17.4</th>
<th><strong>Regional Director’s Update</strong></th>
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<td>PS introduced the Regional Director’s update in TD’s absence including a paper on Non-Medical Education Commissioning Activity and recruitment and workforce retention.</td>
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<td><strong>London and South East Non-Medical Education Commissioning Activity</strong></td>
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<td>PS summarised the current position in relation to non-medical commissioning activity and the following key points were highlighted:</td>
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<td>- The majority of non-medical education commissioning funded by HEE would cease from August 2017, although some programme funding would continue until decisions were made on their future</td>
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<td>- The education tariff would remain the same until further notice</td>
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<td>- Recruitment for September 2017 intake showed a drop in applications but overall course acceptance numbers remained similar to previous years’</td>
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<td>- Planning to address areas of concern around small specialties would need to commence as early as possible for the September 2018 recruitment round.</td>
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<td>- It was agreed an update would be brought to the LETB at the next meeting</td>
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<td><strong>Recruitment and Workforce Retention</strong></td>
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<td>Following discussions at the previous LETB meeting, PS presented a formal summary of current recruitment and retention activities across the region. It was highlighted that discussions on the challenges of recruitment and workforce retention should consider the whole health and care system including social care.</td>
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<td>The LETB received the Regional Directors Update.</td>
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<th><strong>Finance &amp; Performance Report</strong></th>
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<td>PH presented his report which gave an update on the financial position as at Month 12 of 2016/2017 and an overview of the draft budgets for 2017/2018. The following areas were discussed:</td>
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<td>- The full year 2016/2017 LaSE region variance was £2m overspend.</td>
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<td>- HMRC were pursuing £3.2m in-year VAT charges from HEE on University of London contracted employees working on behalf of HEE. It was emphasised that HEE’s case challenging these charges was strong, but that it may take some time to clear and the relevant funds would be allocated in the budget to allow for the potential cost. It was queried what would happen to the money if the charges from HMRC were dropped or successfully challenged. PH explained that if the money remained within the LaSE budget it would be allocated in accordance with budget setting processes. PH also explained that as part of the new regional structure moving staff onto agenda for change contracts was being proactively pursued where possible.</td>
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<td>- Tariff guidance for 2017/2018 hadn’t yet been issued but a 2% reduction is expected.</td>
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<td>- The reduction in Continuing Personal and Professional Development (CPPD) funding was perceived by some providers as an area of concern in the workforce architecture. It was emphasised that Local Directors were asking providers for evidence of where CPPD was spent to highlight where it was adding value. Funding streams within the ALBs would need to be reviewed to ensure maximum value was gained.</td>
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</table>
PH also noted that an organisation restructure was underway. It was explained that the running cost savings stipulated in the 2015 Comprehensive Spending review would be fulfilled by the end of the financial year following the regional structure changes.

The LETB received the finance report.

### 06/17.6 Quality Report

EH presented a report on LaSE Quality and Regulation highlighting progress on policy developments and quality management of pharmacy education and training.

The LETB noted updates in the following areas:

- Governance of Regional Quality Scrutiny Forum.
- GMC National Training Survey. EH informed the LETB that the final response rate for the region was the highest ever achieved at 99.3%. It was agreed an analysis on the results would be presented to the LETB later in the year.
- Quality improvements in East Kent Hospitals University NHS Foundation Trust. EH highlighted that whilst improvements had been made multi-professional trainees would be moved from Kent and Canterbury Hospital to two other Trust sites until further notice.

EH presented the paper which articulated current activities on quality management of pharmacy education and training across the region. There were no material concerns or queries of note.

The LETB received the Quality report.

### 06/17.7 Capital Nurse Update

Chris Caldwell (CC) presented an update on the Capital Nurse Programme and the progress and achievements the programme had made in the last quarter.

The LETB considered how the sector could encourage
newly qualified and skilled nurses to areas outside of London. It was noted that the branding of outer London nursing jobs would need to change to promote recruitment.

The implementation timeline of the proposed skills passport was discussed. CC explained that it would likely launch in September 2017.

The LETB received the Capital Nurse Programme Update.

PART 2 – STRATEGIC PLANNING

06/17.8 The strategic discussion part of this LETB meeting focused on Apprenticeships.

A number of colleagues were invited to present various current programmes and workstreams from across the region.

“The DNA of the Nursing Workforce: a roadmap to sustainable workforce”
Kathryn Halford, Chief Nurse at the Barking, Havering and Redbridge University Hospitals Trust, presented an overview of a detailed career development pathway programme for Health Care Assistants moving into nursing. The programme was developed in response to ongoing challenges of recruiting to nursing vacancies and to provide development opportunities for care assistants who had been with the Trust for a long time.

“The Apprenticeships and Talent for Care Update”
Mike Bailey, KSS Career Progression Programme Manager; Lucy Hunte, NCEL Apprentice Lead; Paul Marijetic, NWL Apprentice Lead and Sam Donohue, HEE Senior Nurse Manager, presented an overview of current activities across the region and a comparison of apprenticeships in different areas. The presentation included an update on the Nurse Associate programme and articulated a number of challenges and lessons learnt.

Lucy Hunt provided a brief overview of a pilot project with NHS Employers working with people with learning difficulties and supporting them in career development,
and also provided a brief overview of current initiatives across different parts of the region

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<th>06/17.8</th>
<th>Any other business</th>
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<td>There was no other business and the meeting closed at 16:30.</td>
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Date and time of next meeting: 21 September 2017, 14.00-16.30, venue to be confirmed
Minutes of the Health Education England South of England Local Education and Training Board

A committee of the HEE Board

Thursday 15th June 2017 at 10am - Novotel, Victoria Street, Bristol, BS1 6HY

Board members:
Jane Barrie, Independent Chair (South), Health Education England JB
Patrick Mitchell, Regional Director (South), Health Education England PM
John Clark, Director of Quality and Education (South), Health Education England JC
Colin McInnes, Head of Finance (South), Health Education England
Claire Buchanan, Director of HR, Royal United Hospital CB
Nick Mackland, Director of Workforce & OD, Somerset Partnership NHS Foundation Trust NM
Adrienne Murphy, Director of HR, Cornwall Partnership NHS Foundation Trust (via dial-in) AM
Ken Wenman, Chief Executive, South Western Ambulance Service NHS Foundation Trust KM
Melanie Saunders, South Central Ambulance Service MS
Steve Waite, Chief Executive, Livewell Southwest Community Interest Company RW
Robert Woolley, Chief Executive, University Hospital Bristol NHS Foundation Trust
Jean McEwan, Vice-Dean, University of Exeter JM
Sarah Purdy, Associate Dean, University of Bristol SP

Attendance on Behalf of Board Members:
James Mapstone, Deputy Director, Public Health England [on behalf of Jenny Harries] JMa
Tina Ricketts, Director of Human Resources, Gloucestershire Care Services NHS Trust [on behalf of Shaun Clee] TR

In attendance:
Pauline Brown, Local Director (Thames Valley), Health Education England PB
Derek Sprague, Local Director (South West), Health Education England DS
Peter Hockey, Postgraduate Dean (Wessex), Health Education England PH
Michael Bannon, Postgraduate Dean (Thames Valley), Health Education England MB
Martin Beaman, Postgraduate Dean (South West), Health Education England MBe
Christina Quinn, Director, South West Leadership Academy CQ
Laura Wheeler, Director of Improvement, South West Academic Health Science Network LW
Deborah Evans, Managing Director, West of England Health Science Network DE
Sue Doheny, Regional Director of Nursing, NHS England (South) SD
Mary Lovegrove, Academic Advisor, RePAIR, Health Education England ML
Simon Baughan, Governance Lead (South), Health Education England – SB
Rosemary Whitehurst, Patient and Public Voice Representative, Health Education England – RW
Gareth Davies, Patient and Public Voice Representative, Health Education England – GD
Alison Potter, Technology Enhanced Learning Lead, Health Education England (South) – AP
Jaswant Bance, Learning Technologies Manager, Health Education England (South) – JB
Andrew Eynon-Lewis, Head of Primary and Community Care, Health Education England (SW) – AEL
Hilary Diack, Director of Primary and Community Care, Health Education England (KSS) - HD

Apologies:
Nigel Watson, Chief Executive, Wessex Local Medical Committee
Jenny Harries, Regional Director, Public Health England (South)
Alison Alexander, Director, Royal Borough of Windsor and Maidenhead
Sue Harriman, Chief Executive, Solent NHS Trust
Shaun Clee, Chief Executive, 2gether NHS Foundation Trust
Julian Emms, Chief Executive, Berkshire Health NHS Foundation Trust
Patricia Miller, Chief Executive, Dorset County Hospital NHS Foundation Trust
Steve West, Vice-Chancellor and Chief Executive, University of West of England SW
Ruth Monger, Local Director (Wessex), Health Education England
Jonathan Price, Director of Medical Studies, Oxford University
Bill Gillespie, Chief Executive, Wessex Academic Health Science Network
Jacynth Ivey, Non-Executive Director, Health Education England
Bev Harden, Associate Director of Education and Quality (South), Health Education England
Caroline Chipperfield, Director, Thames Valley and Wessex Leadership Academy

Minutes:
Claire Parker, Governance Officer, Health Education England (Wessex)
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<th>Ref.</th>
<th>Item</th>
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<tr>
<td>06.15/1</td>
<td>Welcome and apologies</td>
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<td>JB welcomed all to the meeting. Apologies were noted as above.</td>
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<td>06.15/2</td>
<td>Register and declarations of interests</td>
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<td>JB asked members for any declaration of interest. There were none to note.</td>
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<td>06.15/3</td>
<td>Approval of draft minutes and matters arising from the Board meeting held on 16th March 2017</td>
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<td>JB asked for approval of the minutes of the Board meeting held on 16th March 2017. Minutes were approved by all as a true and accurate record. With regards to actions outstanding it was noted action 03.16/06 regarding STP funds PM confirmed that funds will go direct to STP’s and the individual organisations will need to sign up to the normal governance arrangements, PM confirmed no separate bank accounts will be required; action now complete. Action 03.16/5 – Technology Enhanced Learning to be future Board agenda item; action is now complete.</td>
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<td>06.15/4</td>
<td>South of England (SOE) LETB Annual Effectiveness Review 2016/17 Supporting Papers</td>
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<td>JB presented to the Board a paper outlining the requirements of the South of England (SOE) Annual Effectiveness Review. As a requirement of Local Education Training Board’s (LETBs) status it is a statutory requirement within the Care Act that an annual review of the effectiveness of the LETB is undertaken and submitted to Department of Health (DH). SB noted that under statute attendance registers will need to be put forward along with a quarterly governance statement. A review of previous LETB Assurance identified development needs around stakeholder engagement and SB confirmed this action has now been completed following a stakeholder survey that took place during 2016/17 across two of the three LETB’s, the Communication Strategy for HEE South will be updated to reflect this. PM thanked members that responded to the survey. MB noted the response rate was low at 11%. SB felt due to the newly formed regional LETB having only recently been established when the survey was undertaken this may have reduced the response rate, along with the timing of the survey. RW noted if there would be an increase in patient representatives across the South. PB confirmed that Thames Valley (TV) have strong representation as do the South West (SW) and JB informed all that Wessex has recently appointed an additional two patient</td>
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Regional Directors Report

PM thanked all for attending the meeting and provided an overview on ongoing developments regionally for HEE South.

- All Arms’ Length Bodies (ALB’s) are undertaking a cost saving exercise, with HEE reducing running costs by 20% and Education Support by 30%. The new structure will focus on HEE’s key lines of business including a new consistent approach to oversight and management of quality education delivery through the Quality Framework, and more consistent business intelligence and workforce planning. There will be a reduction of c.50 whole time equivalents (WTE) across the south. Staff are engaging well with the consultation and feedback has been helpful and allowed changes to be made to original structures. HEE are currently holding vacancies and along with a voluntary redundancy scheme it is hoped no compulsory redundancies will be made. It is anticipated that all changes will be implemented by the end of September 2017.

- The South Education and Quality Team are leading on HEE National End of Life (EOL), and the focus of the 2017-18 HEE business plan is to work on improving the communication skills for the workforce. JC said access to training will be through the E-Learning web site. This will be similar to other frameworks and have a tiered approach. EOL local groups will work across the geographies.

- HEE South are also leading on the National Learning from Death program and will be led by the South’s EOL Lead. E-Learning packages will be available in a number of clinical areas, with initial focus on nurses and doctors. HEE are working with the Healthcare Safety Investigation Branch (HSIB).

- HEE South continues to deliver on the national dementia education and training. A number of staff have completed the E-Learning packages and this is now being rolled out to GP’s.

- The RePAIR group, which has been established for the past 2 years, is reviewing why we have attrition from different courses and learning from this.

- A new regional head of pharmacy for HEE South has now been appointed.

- Work is underway to map the current and future opportunities for Advanced Practitioners in other areas and upskill staff. This will start with a program on paramedics and physiotherapists.

- The £1.66 million from the National Maternity Safety funds has now been
distributed to Obstetric and Midwifery units across the South to use existing training across the team to aid learning together. Pilots in the East Midlands have been very successful.

- At year end 2016-17 HEE South achieved a very small underspend and the team were thanked for the efforts in achieving this.
- PM asked all to note the LETB Quality Governance Statement and Assurance Framework and the associated risks to HEE regarding restructuring.

DS noted the Learning from Deaths work that the West of England has been working collectively on to implement. Gaps have been highlighted around staff awareness and communication and HEE is happy to work with the system to establish some pilot sites.

JB noted the HEE South Assurance Meeting that had recently taken place. The key areas of the meeting focused on the high level risks to the South.

The Board received and noted the update

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<th>03.16/6</th>
<th>Local Workforce Action Boards and Sustainability and Transformation Plans</th>
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<td>HEE South Local Directors provided an update to the Board on their Local Workforce Action Boards (LWABs) and the Sustainability and Transformation Plans (STPs).</td>
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<td>DS reported that there are six STPs within the South West each with an LWAB. DS wished to note the Proud to Care Scheme is working well and there has been good local engagement around this area.</td>
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|         | Cornwall and Isle of Scilly STP is focusing on progressing well on four main work programs. There are some revised STP governance arrangements and joint way or working to strengthen the Communication Strategy. HEE’s education team is supporting the delivery plan which has now been signed off. AM noted that there is strengthening governance and closer working with HEE SW representatives and the STP is concentrating resources on urgent care and integrated care and adopting one workforce, there is a joint health and social care recruitment campaign, joint policies, and public health. SD noted collaboration around workforce recruitment and retention is seen nationally as good practice but is conscious of the unknown workforce outside the boundaries of the STP and how workforce planning tools are used to plan alongside safer staffing tools from NHS Improvement (NHSI) in the nursing home and care sector PM suggested HEE workforce planner’s link in with SD on this piece of work. PM noted the
Cornwall campaign on apprenticeships has been very successful and this has been replicated in Gloucestershire.

Devon STP the LWAB has now been established for a year and is currently reviewing its ways of working. Quarterly meetings between the LWAB and Clinical Cabinet members are taking place and workforce is at the forefront of these meetings. SW provided an additional update on Devon STP. The key areas are General Practice, in Plymouth this is significantly challenging but currently reviewing how we can use other professionals (social prescribing, volunteering) and links into schools.

Somerset STP LWAB is currently strengthening its membership to include staff side and hospices. It is undertaking an agency staff review and recommendations are due to go to the STP board shortly. NM provided an additional update on Somerset STP which is currently recruiting for a Program Director. Work is underway to review policies and workforce planning and reporting along with agency costs. The STP has a requirement to deliver a £12 million saving this year so a key focus will be around agency spend and how this and back office configuration are managed. A change in organisational structure in Taunton and Somerset NHS Foundation Trust and Somerset Partnership NHS Foundation Trust is taking place with joint working, and the aim to have a joint Executive Team.

Gloucestershire STP is split into three groups however the LWAB works well. Work is under way to join up recruitment processes across all organisations under the Proud to Care agenda. The STP is working towards agency having one process across the county and all will be signing up to share workforce information. The Accountable Care System (ACS) for the county is going well and further information has been requested on how tariff will be distributed over the coming year. TR provided an additional update on Gloucestershire STP.

PM noted there had been no mention of HEI’s on any of the STPs updated and the importance of how LWABs are linking in with their academic providers to support upskilling our existing staff while we are redesigning services.

PM noted that work is happening within the Leadership Academy on the ACS. CQ informed all that the Leadership Academy has a national core program working to ensure this fits, and is liaising with the STP’s in the South regarding this. The Leadership
Academy are reviewing the ACT leadership and how you apply the skills and competencies in a different environment. TR queried the support the system will have regarding tools that can work across many agencies to implement the framework? PM informed all that the STAR tool, which is being developed by HEE, will bring all these frameworks and tools together and will be available in the Autumn however noted that further work needs to take place with Skills for Health and Skills for Care to ensure collaborative working.

Bristol, North Somerset and South Gloucestershire STP LWAB has an effective leadership team and are working through issues that have arisen by reviewing agency and bank usage and obtaining further clarity around internal governance. A single STP website is to be set up. There has been good sign up for the workforce realignment planning tool across the STP. There is a new Chief Executive in the collaborative CCG, Julia Ross and there is staff side representation on the LWAB. RW provided a further update and informed all that Laura Nicholas has been appointed as Program Director for the STP and Sir Ron Kerr as a Non-Executive Independent Chair. Julia Ross is working with all the Clinical Commissioning Groups (CCG’s) and leading on the engagement and communication. The LWAB is reviewing how they engage with local politicians and staff and how this translates on the ground.

Bath & Northeast Somerset, Swindon and Wiltshire STP/LWAB Chair, James Scott is stepping down and Rachel Pearce will chair the STP for an interim period until an independent Senior Responsible Office (SRO) is appointed. As it currently stands there are three ACS being established; Swindon, Wiltshire and Bath & Northeast Somerset. The LWAB has a set of objectives and this will be translated into a Workforce Strategy once the ACS plans are clear.

DS informed all that he will be shortly writing to all STP’s SROs and LWAB Chairs to advise them of their allocation for workforce development and education for 2017/18. There has been a slight increase on last year. There will be a six week turn around for all STP/LWABs to put proposals forward so funds can be released.

CQ added that the SW Leadership Academy has brought together the six STP’s to look at a leadership collective across the South West and some priorities on leadership development. PM queried if the group has representation from primary care, ambulance and how it links in with Public Health. CQ informed all that there is representation but the
PB reported on the two STPs in *Thames Valley; Buckinghamshire, Oxfordshire and Berkshire West (BOB) and Frimley STP*. There still remain challenges within the BOB STP in taking forward their workforce strategy and challenges and what are dealt with at local system level, and what can be delivered at a higher STP level. The STP is currently focussing on its three main areas. Workforce Value – streamlining recruitment processes and working in partnership with NHS employers to make it easier for staff to work across the whole of the STP footprint (to include temporary and bank) this requires engagement with HR representatives that sit on the LWAB’s. Supporting the Workforce to aid health and social care interaction currently working with partners including Skills for Health, Skills for Care on four distinct work streams. Collaborative and system leadership – this has been quite challenging to identify shared purposes and goals. Chief Executives of BOB have recently been reviewing their shared deliverables as a system in relation to having the right workforce with the right skills within the existing resources. Further work needs to be done by the STP Executive Team around costing models to support programs of work across BOB. There continues to be particular challenges around mental health workforce. Task and finish groups have been set up with the Directors of Nursing. 

**Frimley STP** shares the same workforce program around supporting workforce to support health and social care integration. New operational board structures have come into place with Julian Emms, Chief Executive, Berkshire Healthcare NHS Trust now chairing the STP. Further work around workforce strategy is taking place. SD noted that the Directors of Nursing are not feeling engaged and this has been expressed on a local but also national level.

PH reported on behalf of the Local Director for Wessex on the two STP’s and their LWABs for Wessex. Sir Neil McKay is taking over as Chair of the STP for Hampshire and Isle of Wight. A Workforce Summit is due to take place to promote joint working. The three priorities continue to be to maintain costs at current levels, reduce agency spend and back office function and working together in relation to workforce planning.

SP noted that her university has felt engaged with the STP process however not so engaged with the LWAB’s. SP noted that Bristol University is aiming to be a provider for
nursing. JC informed all that discussions had taken place at the recent Education Expert Reference Group (EERG) on how HEI’s can become further involved in the STP/LWAB process. DS noted that how the new tariff is distributed will help to promote engagement with HEIs and STP’s. JC informed all that his team will be monitoring how the tariff is distributed.

The Board noted the update provided on STP's/LWABs.

PART 2

Reducing Attrition and Improving Retention (RePAIR) from Pre-Registration Programmes and Newly Qualified Practitioner

John Clark, Director and Dean of Quality, HEE South and Professor Mary Lovegrove, Academic Advisor, RePAIR, HEE presented to the Board a piece on the HEE RePAIR project.

5 Ways That Learning Technologies Can Solve Your Workforce Challenges

Alison Potter, Technology Enhanced Learning Lead, HEE South presented to the Board a piece on how advances in learning technologies can help with workforce challenges.

Solution for Transformation: The Role of the CEPN

Andrew Eynon-Lewis, Head of Primary Care and Community Education, HEE South West and Hilary Diack, Director of Primary Care and Community Education, HEE Kent Surrey & Sussex presented to the Board the role of CEPNs and provided examples of how CEPNs have been established within the Kent, Surrey and Sussex area.

Date and time of next meeting: Thursday 14th September 2017