

RCN Wales Board

**Minutes of the open meeting held on 19 February 2021
commencing at 10:15
The meeting was held via Microsoft Teams**

Present via Teams

Richard Jones, MBE

Nicola Milligan

Alison Magor

Ann Taylor Griffiths

Carolyn Middleton, MBE

Catherine Jones

Ceri Dolan

Denise Llewellyn, MBE, FRCN

Donna Mead, , OBE, CSt.J, FRCN

Jackie Davies

June Clark, DBE, FRCN

Rhys Vanstone

Steve Watson

Susan Williams

Position

Chair, RCN Wales Board and Council member
for Wales – *arrived at 10:30*

Vice Chair, RCN Wales Board

Board member

Board member – *left at 12:30*

Board member

Board member

Board member

Welsh member on Professional Nursing
Committee

Board member left at 12 noon

Welsh member on Trade Union Committee

Board member

Board member

Board member

Board member – *left at 12:30*

Apologies:

Tristan Griffin

Board member

In attendance:

Sandra Robinson-Clark for her
item

Helen Whyley

Nicky Hughes

Diane Powles

Helen Carlyon

Katie Branch

Jayne Taylor

Lee Anderson

Lisa Turnbull

Director, RCN Wales

Associate Director of Nursing (Employment
Relations) – *left from 10 – 11am*

Associate Director of Nursing, Policy &
Professional Practice

Associate Director of Nursing, Policy &
Professional Practice

Complaints, Quality & Admin Services Manager

Executive Assistant to the Director, RCN Wales

Secretary Administrator

Policy, Parliamentary & Public Affairs Manager

Observers:

Helen Woodward
Sue Reynolds

Communications & Media Officer
RCN Officer

1.1 Welcome and Apologies for Absence

The Vice Chair welcomed everyone to the Open session.

The Board was informed that the Board Chair would arrive at 10:30 and that in his absence, the Vice Chair would Chair the meeting.

Apologies had been received from Board member, Tristan Griffin.

The Board welcomed the following two observers:

- Helen Woodward, Communications & Media Officer
- Sue Reynolds, RCN Officer.

1.2 Declaration of Interests

The Board Vice Chair asked Board members to declare any possible interests with any items on the agenda and the following were noted:

Steve Watson declared the following interests:

- Interim Area Manager, Jane Lewis Healthcare Ltd
- Founder and sole Director, Nursing management consultancy services.

Donna Mead declared the following interest:

- Responsible for sign off of all orders of PPE through Shared Services which is hosted by Velindre NHS Trust.

No further declarations were made.

2.1 Minutes and actions from the previous meeting

Minutes of the Board meeting held on 11 September 2020 had been circulated and were approved as an accurate record of the meeting.

2.2 Review of Action Sheet

All actions were either noted as completed or delayed due to COVID-19.

2.3 Matters Arising

3.2 Directors Report - First Draft of Health Education & Improvement Wales (HEIW's) Workforce Strategy Health and Social Care Strategy

The Board was reminded that the Director had written to the Minister for Health and Social Services on 30 October 2020 following the launch of HEIW's 'A Healthier Wales: Our Workforce Strategy for Health and Social Care'. The Board was informed that RCN Wales had welcomed the strategy as a starting point for the development of an inclusive, engaged, sustainable and flexible workforce in health and social care. However, the RCN Wales' response called upon HEIW and Social Care Wales (SCW) to be more ambitious and to go further in their aims and actions to tackle the nursing workforce challenges across Wales.

The Director reported that RCN Wales had called for activity underneath the strategy to progress the work.

The Board noted that the Director had been invited to be part of HEIW External Advisory Group which replaced the Strategic Education and Development Group.

The Board noted that in February 2021, RCN Wales submitted comments on the draft HEIW Annual Plan for 2021-22 and their Primary and Community Care Training and Education Framework for NHS Wales.

3.2 Directors Report - NHS Executive

The Board was reminded that the Director has regular meetings with the Director General and the Minister for Health and Social Services and had raised the issue of the NHS Executive at those meetings. The Board noted that both have indicated that there is no particular interest in forming an NHS Executive for NHS Wales at this time. Both felt that the ability to influence, oversee and direct NHS Wales exists without the need to create a new entity. The Board noted that the delivery framework and scrutiny for NHS delivery is being worked on.

The Director had stressed how important it was for the Minister and Director General to have access to professional nursing advice and cautioned the Board that this could have implications for the appointment of a new Chief Nursing Officer for Wales.

There were no further matters arising.

3. OPERATIONAL UPDATES

3.2 Director, RCN Wales Report

A report had been received and was noted.

The Director drew the Board's attention to the following meetings:

- The meetings with the Social Care Forum which is overseen by the Deputy Minister for Health and Social Services. The Board noted that the forum is looking to develop improvements for members working in social care.
- The several Safe and Effective Care campaign roundtables that have been held.
- The All Wales Nurse Director Peer Group meeting has not met during COVID. The Director has written to Nurse Directors, has continued to meet with them individually and has offered them personal support.

The Board Chair arrived at this point and chaired the rest of the meeting.

Change to the Executive Director of Nursing post at Health Education and Improvement Wales (HEIW) to a Director of Nurse and Health Professional Education

The Board was informed that the Director had had a number of meetings with the Chief Executive and Deputy Chief Executive at HEIW to express deep concerns with the planned change to the Executive Director of Nursing post to a Director of Nurse and Health Professional Education with no requirement in the job description for the candidate to be a registered nurse.

The Board also noted that the Director had raised this concern with the Minister for Health and Social Services, the Director General, the Chief Nursing Officer for Wales and the Chair of HEIW and had stressed that not having a senior nurse at Executive Director level would be detrimental to the nursing profession and out of step with Scotland, England and Northern Ireland, who all recognise the importance of having a registered nurse within their executive functions.

The Board noted that the Director of Nurse and Health Professional Education post had been advertised and that the Director had been invited to sit on the stakeholder panel on 13 April 2021 to assist with the recruitment.

The Board appreciated the efforts that the Director had undertaken to overturn this decision but noted this had not been successful.

The Board expressed deep concern and disappointment that the largest section of the workforce would not be represented by an Executive Director. The Board expressed huge strength of feeling on this issue and agreed the following actions:

ACTION 1: The Board Chair to write to the Minister for Health and Social Services to express the Board's concerns that the postholder would no longer be required to be a registered nurse.

ACTION 2: Board members to raise questions on this issue at future hustings events.

ACTION 3: The Welsh Representative on the Professional Nursing Committee to raise the issue of non nursing appointments to nursing roles with the committee.

The Director assured the Board that RCN Wales would continue to raise concerns on this issue and thanked the Board for its support and suggestions as to the way forward.

3.1 RCN Wales Board Chair's Report

This agenda item had been deferred until the Board Chair had joined the meeting and was taken out of numerical sequence.

A report had been received and was noted.

The Board Chair drew the Board's attention to the record of Board members attendance and the Board meeting dates for 2021 which were outlined in the paper.

The Board Chair thanked Board members for the significant amount of work that had been undertaken on behalf of members in Wales since the February Board meeting.

It was reported that the Board Chair had met with all the newly elected Board members.

Board members were urged to complete the skills and expertise column listed on the register of interests form as this would assist in nominating Board members for particular activities.

It was reported that the Chair of Council had expressed his sincere appreciation for welcoming him to the Closed session of Board and had commented that the debates and discussions were outstanding.

3.3 COVID-19 Update Report

A report had been circulated and was noted.

The Director took the Board through the paper and highlighted the following:

- The situation for members remains difficult with high levels of stress and the effects of this will be long term.
- This has been a very busy and challenging time for the Employment Relations Team supporting members virtually and especially for the Associate Director of Nursing (Employment Relations) in having to attend so many additional meetings with the Minister and various groups as a result of the pandemic.
- The representatives working in Wales have really stepped up during the crisis with some having returned to clinical practice
- RCN Wales has worked hard to feed into UK briefings, position statements and influencing around the pandemic.
- The Professional Practice Team has worked hard in support of members with library services maintained virtually and the newly appointed Advisers hitting the ground running.
- RCN UK continues with new ways of working during COVID-19 with daily briefings at Executive Team level to gather intelligence.
- The Chief Executive and General Secretary has written to the Prime Minister raising concerns with regard to PPE requirements. This letter was also copied to the Minister for Health and Social Services in Wales as part of a UK position.
- The Welsh Management Team has reviewed the Business Continuity Plan and is ensuring that RCN Wales supports staff through regular all-staff meetings and touch points to provide emotional support, if required.
- The Board has been provided with regular updates on the pandemic every 6-8 weeks.

The Director informed the Board that a recent vaccination survey had shown that 85% of NHS staff had received the first dose of the vaccine but there was no data on when they would receive their second dose.

The Board was informed that the Director had written to all Chief Executives of Health Boards in Wales on 4 February 2021 seeking assurance that agency workers would be able to access their COVID-19 vaccination programme.

The Board was informed that the Business Committee of NHS Wales Partnership Forum had been made aware that there would be a UK-wide delay in the supply of vaccines in February that had had been expected and planned for.

The Director informed the Board that an RCN UK position would be needed regarding NHS staff who have shielded returning to work once they have had the second dose of the vaccine. The Board was urged to encourage members who are concerned about this to contact the RCN for support and guidance and to access their local occupational health provider.

Director put on record her thanks to the Board members and staff for their support during this very difficult time

The Board discussed the issues arising from the pandemic and raised the following concerns:

- What are the implications for nursing arising from COVID-19 in the longer term?
- The mental health of some staff who are required to shield is suffering due to the isolation and the difficulty in being unable to work from home.
- Clear masks have been issued for staff to use with patients who are hard of hearing.
- The COVID-19 risk assessment is not fit for purpose and does not identify all those who should be required to shield.

The Director informed the Board that the Welsh Government is not looking to extend the categories for those that are required to shield during the pandemic. The Director stressed the importance for all members to have a proper risk assessment. The Board was advised that the FAQ's clearly state that those who are shielding should continue to do so until 31 March 2021 even if they have had their second dose of the vaccine.

- Will the RCN support the continuation of COVID-19 protective measures such as wearing of face masks and staff self-isolating to protect patients and staff post COVID-19?

The Director stated that RCN Wales actively supports all the key messages that have come out of Public Health Wales around self-isolating.

- Is RCN Wales involved in the drafting of a post pandemic recovery plan to manage the backlog of waiting lists and the potential de-skilling of staff?

The Director reminded the Board that the Minister for Health and Social Services had made a statement on 10 December 2020 stating that it would be for individual Health Board's to decide what non-COVID-19 activity to cease during the pandemic. In response the Director had written to the Minister raising concerns that the 'local options framework winter 2020-2021' does not set out when the decision-making process should be triggered, nor who should be involved in the process and emphasising that RCN Wales expected that it would require professional nursing advice.

An RCN UK policy position statement will be issued shortly stating that nursing needed to be involved in the drafting of post COVID-19 plans for the resumption of services.

The Associate Director of Nursing (Employment Relations) informed the Board that both the Shadow Social Partnership Council and the NHS Wales Partnership Forum workforce cell had discussed the updating and up-skilling of nurses returning to their substantive area. This has been escalated to the Minister and he had agreed to raise this at Health Board level.

The Policy, Parliamentary and Public Affairs Officer reminded the Board that RCN Wales had given evidence to the Welsh Parliament Health Committee Inquiry on this issue.

- The Board was informed that the Chief Nursing Officer for England had issued a research paper highlighting key elements of COVID-19 and the Board was provided with the following links:
 - The Welsh Government's research programme to learn from COVID pandemic <https://healthandcareresearchwales.org/covid-19-updates>

- The Welsh Government's COVID-19 and the production of statistics and social research <https://gov.wales/covid-19-and-production-statistics-and-social-research>

The Board requested that a discussion be held on post pandemic recovery plans at the next Board briefing on COVID.

ACTION 4: A discussion on post pandemic recovery plans to be added to the agenda for the next Board COVID briefing.

3.4 Policy, Parliamentary & Public Affairs Impact Report

A report had been received and was noted.

The Policy & Public Affairs Adviser gave a verbal update as follows:

- RCN Wales has given a second session of oral evidence on the inquiry into COVID-19 with the Welsh Parliament Health Committee.
- Cross party groups on Nursing and Midwifery have been held with, one on 5 October 2020 on the theme of prison nursing and another on 16 November 2020 on the theme of nursing and COVID-19.
- RCN Wales is undertaking online activity and adopting new ways of working to engage and influence politicians.
- The Board will shortly be invited to a consultation briefing on the 'Rebalancing care and support' White Paper otherwise known as 'Improving Social Care Arrangements and Partnerships Working'.
- The Board was urged to contribute views to open consultations as listed.

The Board was asked to approve the proposal for work of social care policy development in Appendix B.

During the discussion that following, concerns were raised that nursing as a profession had not been mentioned in the White Paper and RCN Wales had not been invited to participate in the discussions on the White paper prior to the consultation. The Director assured the Board that the workplan in Annex B sets out actions to address these concerns and builds on the professional relationships with RCN Wales and key stakeholders such as the Welsh Local Government Associate (WLGA) and Social Care Wales. The Board noted that

there would be a further opportunity to discuss this at the Board briefing on the White Paper and Board members views would be welcomed.

The Board Chair requested that this be discussed further at the Board Officers meeting

Decision: The Board approved the plans for social care policy development laid out in Annex B.

ACTION 5: RCN Wales to discuss influencing on the social care policy agendas to be discussed at the next Board officers meeting.

3.5 RCN Wales Board Elections Update

A report had been received and was noted.

The Director welcomed the newly elected Board members and congratulated Board member, Nicola Milligan for being re-elected to the Board.

An error was noted in appendix B in that the term of office for Board member, Steve Watson, was shown as running until 31 December 2022, when it should have shown his term of office running until 31 December 2024.

The Board noted the results of the Chair and Vice Chair positions for RCN Wales and the elections to other UK committees as set out in the paper.

Concern was expressed with the low turnout for RCN elections and the Board Chair assured the Board that the RCN Wales Succession Planning Committee had been tasked to consider how best to improve member engagement with the elections.

3.6 Update report on the RCN Representative Pathway Project

A report had been received and was noted.

The Associate Director of Nursing (Employment Relations) gave a verbal update as follows:

- Online training has commenced and progressing well.
- The LDF facilitators across the UK have created an online training platform with the Open College Network (OCN) as an independent accreditation body to ensure quality.

- All representatives who had expressed an interest in becoming a representative were content to continue with online training via the learning portal.
- In 2019, RCN Wales received 51 expressions of interest and 43.8% of those have completed the training and gone on to become RCN representatives.
- In 2020, 69 expressions of interest had been received and these members are still completing their pathway.
- Foundation modules were held in September and October 2020 and January 2021 and a total of 14 representatives have completed the training. A further session will be held in May/June.
- The virtual training platform and its curriculum will be reviewed but the participants have reported that they have had a very positive experience.

3.7 2020 International Year of the Nurse and Midwife

A report had been received and was noted.

The Director highlighted what RCN Wales had been able to achieve during 2020 to celebrate the 2020 International Year of the Nurse and Midwife, despite COVID-19. However, due to the pandemic, the Board had taken the decision to cancel the 2020 RCN Wales Nurse of the Year Awards ceremony. The Board noted that the Chief Nursing Officer for Wales had also cancelled her conference in March 2021.

The Board was informed that the World Health Organisation (WHO) had declared that the International Year of the Nurse would be extended into 2021 as the International Year of the Nurse and Midwife.

The Board noted the plans for 2021 as set out in the paper.

3.8 2021 RCN Wales Nurse of the Year and Alumni Network Update

A paper had been circulated and was noted.

The Director informed the Board that City Hall has been provisionally booked for 10 November 2021 to hold the ninth RCN Wales Nurse of the Year awards.

The Board noted that a potential date for the launch of the awards in 2021 has been discussed with the Nurse Director of Swansea Bay University Health

Board and sponsors have been contacted. The Board agreed that the awards should go ahead in 2021, even if that means they must be held virtually.

The Board noted that the Alumni network has been used for media and consultation activities but that it had not been possible to hold 'fireside chats' during the pandemic.

4. STRATEGIC UPDATES

4.1 RCN Wales Campaign for 2020 Welsh Parliament Elections

A report had been received and was noted.

The Policy, Parliamentary and Public Affairs Adviser drew the Board's attention to the following:

- During the election campaign, the main focus will be on influencing the manifestos of the political parties and member engagement and awareness.
- RCN Wales will be holding several hustings events with politicians, one in each political region and one national event. Board members were urged to encourage members to attend and to attend themselves.
- The Policy team has developed new online contact animations, cartoons, graphics and posters for the campaign.
- Board members were urged to retweet messages coming out of RCN Wales regarding the campaign.
- Campaign packs are being developed members and can be obtained from policy team.
- Campaign website is: <https://www.votefornursing.cymru/>

Decision: The Board approved the revised approach to the election campaign and the priority themes identified and noted the election campaign and the priority themes identified in Appendix 2.

4.2 RCN Wales Pay Campaign

A report had been received and was noted.

The Associate Director of Nursing (Employment Relations) gave a verbal update as follows:

- The RCN Wales pay campaign was launched on 24 August 2020.
- RCN Wales is replicating what RCN UK and the Trade Union Committee are undertaking to ensure members in Wales have the same information.
- However, there are Wales specific elements with regards to pay as the Welsh Government will need to wait for the funding to come from the UK Government via the Barnett consequentials.
- RCN Wales has held numerous Q & A sessions with members and representatives and the Wales campaign project group meets monthly to monitor progress.
- The UK Government has said that it wants to use the Pay Review Body (PRB) process. The PRB met with staff, representatives and members from Cwm Taf Morgannwg University Health Board on 27 November 2020 to gather their views. The Board was reminded that this is not a negotiation process.
- In late 2020, the UK Government submitted its PRB remit letter. On 18 January, the Minister for Health and Social Services submitted the remit letter for Wales.
- In response to that, RCN UK, together with other unions, submitted 4-country evidence to the PRB and on 1 February, RCN Wales submitted further supplementary evidence from Wales.
- The Wales campaign is currently working with the Policy team and using the RCN Wales manifesto as a vehicle to get information out about pay.
- A further meeting will be held in March to bring members up to date with the PRB situation.
- RCN Wales is urging members to email their political candidates regarding the pay campaign.
- The outcome from PRB is not expected until May / June 2021.

The Board congratulated the Associate Director of Nursing (Employment Relations) and commended her for her work on the pay campaign.

4.3 NHS Wales Partnership Forum Update

A report had been received and was noted.

The Associate Director of Nursing (Employment Relations) gave a verbal update as follows:

- The NHS Wales Partnership Forum last met on 12 November 2020 and a full Business Committee met on 16 February 2021. The Business Committee meets every fortnight and the workforce cell meets on alternate weeks.
- The COVID Business Committee meetings have been very positive in building relationships and partnership working with a lot of learning that can be taken from this in terms of performance during COVID.
- A lot of work has been undertaken around the Healthier Wales Workforce strategy around compassionate leadership.
- The Special Leave Policy has been updated to give managers more flexibility particularly around bereavement leave.
- The Grievance and Dignity at Work policies have been combined and are now the Respect and Resolutions policies. The Trade Unions were concerned that these policies were being implemented too quickly during the pandemic without the necessary training and concerns around the mediation element. However, mediators are now being recruited and it is hoped that these policies will be implemented in April. The Board noted that these policies should stop some of the cases going into a formal process and resolve issues informally.
- The 'Just culture' is about being able to talk to someone independent to the organisation. A pilot had been due to take place in April 2020 and it now hoped to take this forward in 2021.
- New agile working policy is about the flexibility to meet the needs of staff and patients.

4.4 RCN Wales Engagement with the Independent and Social Care Sector Steering Group

A report had been received and was noted.

The Associate Director of Nursing, Policy and Professional Practice gave a verbal update as follows;

- The Board was grateful to Board members, Denise Llewellyn and June Clark, for their contribution to the Independent and Social Care Sector Steering Group.
- The group has reviewed the terms of reference and developed an agile work plan.
- Following feedback from stakeholders, it was agreed to hold three 'afternoon tea' events to listen to colleagues in the independent and care home sectors.
- The UK Independent strategy work has now been completed and a link to the transformational plan to take this work forward is shown below:

<https://www.rcn.org.uk/about-us/what-the-rcn-does/rcn-independent-sector-strategy>

- The newly appointed Independent Sector and Community Adviser will progress this work in Wales.

4.5 RCN Wales Succession Planning Committee Update

The Board Chair gave a verbal update as follows:

- The Board Chair expressed his gratitude to the Welsh Representative on the Professional Nursing Committee and Board member, Donna Mead for their support during the meeting.
- The previous Board Chair had written to the Chair of Council on 4 September 2020 to query how the views of the Wales Board would be heard at Council if the Council member for Wales were unable to attend. A paper will go to Council on this issue and the Board will be updated at the June meeting.
- The Committee was disappointed with the low turnout (3.47%) for the Wales Board elections and agreed to try and encourage members to vote as well as encouraging them to stand in elections. The following suggestions were made to improve member engagement that are currently under consideration:
 - To Improve the visibility of the leadership of the Board.
 - To send out 'live' tweets from Board meetings.

- To undertake some focus work with members to find out what attracted the new Board members to stand for election.
 - To update the information about the Board on the RCN Wales website with links to current campaigns and strategies.
 - To consider setting a targets for the Committee to attain in 2024 elections re turnout and applications to the Board.
- The Committee agreed to consider the suggestions and to arrange training sessions on the use of social media as part of a future Board development session.
 - The Committee reviewed the terms of reference and concluded that they were not fit for purpose, as they were too narrow and lacked the necessary clarity for a governance committee. The Committee will bring an options paper to the June Board seeking the Board's support to call for the terms of reference to be reviewed. The Board Chair has asked the Chair of the Governance Support Committee when they are due for review and will update the Board in due course.
 - The following concerns were expressed that the suggestions above for engaging members with the election process may not get to the core reasons for why members do not vote:
 - Voting is undertaken electronically but not all members have access to computers.
 - The cost of broadband is prohibitive for some members and perhaps the RCN Expenses policy could be amended to take account of that.
 - A detailed study of currently available information on voting patterns is needed to really understand the reasons why members are not engaged in the process.

ACTION 6: The Succession Planning Committee to consider the points made at the meeting and to submit an updated paper to the June Board.

4.6 Update on Cangen Gogledd Cymru Branch Plan

The Board received a presentation by Sandra Robinson-Clark, Chair, Cangen Gogledd Cymru Branch on the branch plans for 2021.

The Board commended the branch on its excellent programme of work for its members.

4.7 Update on Cwm Taf Morgannwg Branch Plan

The Board received a presentation by Richard Jones, Chair, Cwm Taf Morgannwg Branch on the branch plans for 2021.

The Board was informed that the branch will measure success by whether or not it achieves its target for recruitment of HCSWs and its ability to recruit members from BAME backgrounds and members from the independent and care home sectors.

5. ITEMS TO NOTE

5.1 RCN Foundation Wales Committee Update

The Board was informed that the Welsh Representative on the Professional Nursing Committee had stood down from the RCN Foundation in December 2020 and had also stood down as Chair of the RCN Foundation Wales Committee.

The Board was informed that the RCN Foundation Trustees had been asked to consider ways to identify a more equitable distribution of grants across the UK. The Board noted that the Trustees had agreed to undertake a review of the country committees to identify ways in which to do this.

The Board Chair was asked to raise this at Council and to feedback to the Board on the outcome.

The Board Chair on behalf of the Board thanked the Welsh Representative on the Professional Nursing Committee for all her hard work on the RCN Foundation.

ACTION 7: The Board Chair to seek an update from Council on the RCN Foundation's review of the four country Committees with regards to identifying a more equitable distribution of grants across the UK.

5.2 Report from RCN Council meetings April to July 2020 and 25 and 26 November 2020

A report had been received and was noted.

5.3 Report from Trade Union Committee (TUC) meetings

A tabled report had been circulated and was noted.

The Welsh member of the Trade Union Committee thanked the Council members and Professional Nursing Committee members for working collaboratively on webinars and pay campaign rallies.

The Board Chair thanked the Welsh member of the Trade Union Committee for all her hard work on behalf of members in Wales.

5.4 Report from the Professional Nursing Committee (PNC) held on 3 September and 9 November 2020

A report had been received and was noted.

5.5 Report from the Students Committee held on 3 November 2020

A report had been received and was noted.

5.6 Report from the Nursing Support Workers Committee held on 13 October and 14 November 2020

A report had been received and was noted.

5.7 Report from RCN UK Reps Committees

A report had been received and was noted.

5.8 Correspondence

A report had been received and was noted.

5.9 Property Strategy Task and Finish Group held on 13 November 2020

A report had been received and was noted.

6. ANY OTHER BUSINESS

There were no further items of business.

The Board Chair thanked Board members for all their hard work and support and closed the meeting at 14:45.

The Board noted the dates for the next Board meeting as follows:

Board Open Session: 4 June 2021 09:00 – 13:00

ET: Helen Whyley, Director, RCN Wales

Email: helen.whyley@rcn.org.uk