

WORKFORCE COMMITTEE MEETING MINUTES, ACTIONS & DECISIONS

Date:	Wednesday 30 January 2019	Time:	11:30-13:30
Venue:	Conference Room, Field House, Bradford Royal Infirmary	Chair:	Selina Ullah, Non-Executive Director
Present:	<p>Non-Executive Directors:</p> <ul style="list-style-type: none"> - Ms Selina Ullah, Non-Executive Director (SU) - Mr Jon Prashar, Non-Executive Director (JP) <p>Executive Directors:</p> <ul style="list-style-type: none"> - Ms Pat Campbell, Director of Human Resources (PC) - Ms Karen Dawber, Chief Nurse (KD) - Dr Bryan Gill, Chief Medical Officer (BG) 		
In Attendance:	<ul style="list-style-type: none"> - Ms Tanya Claridge, Director of Governance and Corporate Affairs (TC) - Ms Jacqui Maurice, Head of Corporate Governance (JM) - Mrs Samantha King, Executive Assistant (SK) – Minute Taker - Mr Phil Wright, Orthopaedics Consultant, (PW) 		

No.	Agenda Item	Action
W.1.19.1	Apologies for Absence	
	There were no apologies for absence.	
	TC asked the Committee to note that Mr Amjad Pervez, Non-Executive Director, would be joining the Committee membership.	
W.1.19.2	Declarations of Interest	
	There were no interests declared.	
W.1.19.3	Unconfirmed Minutes of the meeting held on 28 November 2018	
	The Committee accepted the minutes as an accurate record subject to the following correction required for clarity: <u>Item 11.18.4.1 – Matters Arising from Board of Directors</u> The action to be updated to reflect that it related to middle managers rather than the dashboard. JM to review and amend minutes accordingly.	Head of Corporate Governance
W.1.19.4	Matters Arising	
	<ul style="list-style-type: none"> • W.7.18.12 - Recruitment and Retention action plan. Item included on the agenda. <u>Action Concluded.</u> • W.9.18.7 - Workforce Committee Terms of Reference. The approved ToRs have been added to the agenda. <u>Action Concluded.</u> • W.11.18.8 - Workforce Report: Developing Workforce Safeguards. NHSI document has been circulated to the Committee. <u>Action Concluded</u> • W.11.18.14 - Workforce Committee Annual Report 2017/18. Report 	

No.	Agenda Item	Action
	<p>received by the Board on 10 January. <u>Action Concluded</u></p> <ul style="list-style-type: none"> W.11.18.15 - Terms of Reference Review. ToRs have been reviewed by AAC and approved by Board of Directors. <u>Action Concluded.</u> W.11.18.15 - Terms of Reference Review: Committee Work Plan. Meeting including SU, PC, TC and JM to consider workplan took place on Friday 7 December. <u>Action Concluded.</u> W.11.18.16 - Board Assurance Framework: Mandatory Training. Gap in relation to Mandatory Training has been added to the Dashboard for the Workforce Committee. <u>Action Concluded.</u> W.11.18.16 - Board Assurance Framework: Sub Committee Exception Reporting. Committee noted that where a report was required then support would be provided by TC to the Education and Workforce sub-committee. <u>Action Concluded.</u> <p>The Committee noted the updates provided with regard to the remaining actions scheduled to be concluded in March 2019.</p> <ul style="list-style-type: none"> W.11.18.4.1- Matters Arising from Board of Directors: Model Hospital. An update with regard to this action would be included within the Workforce report. W.9.18.8 - Workforce Plan Outcomes. NHSI timelines have now been confirmed and details included within the Workforce Repot. W.9.18.8 - Workforce Roles Presentation: This has been added to the draft agenda for the Board Development Session scheduled for April 2019. 	
W.1.19.4.1	Matters Arising from Board of Directors or other Board Committees	
	<p>SU advised that the Quality Committee held in November had requested that the Workforce Committee consider the following.</p> <ul style="list-style-type: none"> <u>The transfer of responsibility to the Workforce Committee to seek assurance associated with mandatory training.</u> Action considered under Matters Arising and was now concluded. <u>The Quality Committee had discussed an SI involving a Physician Associate (PA).</u> PC clarified that the SI involved a student of Bradford University and not a PA. As such no action required by the Workforce Committee. <u>Regarding the 'new starter training target of 100%'; The Quality Committee has asked if it could be advised if /when this has been attained.</u> The Committee noted that there was an issue regarding the setting of targets that were unachievable. BG agreed to report back to the Quality Committee on how 'new starter training' was recorded and monitored with regard to clinical and non-clinical staff. 	Chief Medical Officer
W.1.19.4.2	Matters escalated from Sub Committees	
	There were no matters to escalate from the Education and Workforce sub-committee.	
W.1.19.5	Implications of new Committee Terms of Reference	
	TC provided a comprehensive presentation covering the key changes made to the Committee Terms of Reference and the relationship with the Audit and Assurance Committee. TC advised that following each Committee meeting an exception report summarising how the Committee has met its responsibilities	

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	would be produced. This would then be received by the Audit and Assurance Committee prior to its submission to the Board of Directors. The Committee noted the report.	
W.1.19.6	Workforce Committee Terms of Reference	
	The Committee noted the confirmed Terms of Reference approved by the Board of Directors.	
W.1.19.7	Workforce Committee Annual Work Programme	
	<p>The Committee reviewed the workplan and noted and agreed the following.</p> <ul style="list-style-type: none"> • <u>Workforce Report</u>: The Committee would receive a detailed bi-monthly workforce report with exception reports provided in alternate months if required. This would be made clearer within the work programme. • <u>NHS Staff Survey and Engagement plan</u>: The Committee would receive the outcomes from the Staff Survey in March and the proposed action plan in April. • <u>Development Sessions</u>: Andy Brennan, Associate Postgraduate Dean, HEYH\Consultant Anaesthetist to be deleted as lead for the Clinical Excellence Awards and replaced with Bryan Gill, Chief Medical Officer as lead. • <u>Guardian of Safe Working Hours</u>: BG advised that the annual report would routinely be presented to the Board of Directors after consideration at the workforce committee. The workforce committee will receive quarterly reports. The Committee agreed to propose that Andy Brennan, Associate Postgraduate Dean, HEYH\Consultant Anaesthetist delivers a development session to the Board of Directors at a time to be agreed during the next 6 months. • <u>Clinical Excellence Awards (CEAs)</u>: BG agreed to bring a presentation on next year's process to the Workforce Committee meeting in September 2019. • <u>Leadership Development and Training Programme Session</u>: The Committee noted that Ray Smith, Consultant Anaesthetist \Associate Medical Director for Professional Medical Standards, Jo Hilton, Assistant Chief Nurse: Quality & Workforce and Lily Hurford, Assistant Director of HR \Head of Organisational Development would be invited to deliver the session which should include an overview of leadership development, talent management and, succession planning. The Committee agreed this session should be delivered to the March Committee. <p>Subject to the changes highlighted above, the Committee approved the Workforce Committee Annual Workplan</p>	<p>Head of Corporate Governance</p> <p>Head of Corporate Governance</p> <p>Director of Governance and Corporate Affairs</p> <p>Chief Medical Officer</p> <p>Director of HR</p>
W.1.19.8	Strategic Risks relevant to the Committee	
	<p>The Committee discussed and noted the key risks relevant to the Committee which would inform the discussions held later in the meeting:</p> <ul style="list-style-type: none"> • Failure to recruit and retain an effective and engaged workforce. • The Committee noted that the Nursing Staff risk around optimal nurse staffing was closed at the Integrated Governance and Risk Committee held on Thursday 17 January 2019. KD advised the reports to be presented 	

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	<p>later in the meeting show sustained progress.</p> <ul style="list-style-type: none"> PC advised that there is a risk in relation to the Friends and Family Test and as a result of this the dashboard has been turned to red. The target for this year of the five-year plan was to achieve above average of the national key indicators. PC agreed to provide, at the next meeting, the top 20 metrics which have been agreed in terms of the BAF measurement. 	Director of HR
W.1.19.9	Workforce Committee Dashboard	
	<p>The Committee discussed the items in detail. The following key points were noted.</p> <p>PC asked the Committee to note that the overview of appraisal was now green however experience was red due to the results of the Staff Friends and Family indicators.</p> <ul style="list-style-type: none"> <u>Appraisal Rates:</u> The target had been met and the Divisions were being asked to maintain performance during January to March this year whilst preparing for the new appraisal to be carried out during September to December. A new appraisal/pay progression policy is being developed in line with the terms and conditions changes in Agenda for Change. <u>Staff Friends and Family Test:</u> PC advised the Trust is well below the average as a place to be treated and recommended place to work in Yorkshire and Humber. Response rate is 3.4% against a national average of 11.3%. All staff are invited to complete the survey via a number of routes. PC advised that the Head of Organisational Development was liaising with CHFT which had a 24% response rate to see if there were other options that BTHFT might adopt. <u>Sickness Levels:</u> PC reported that there had been no real difference in trend up to the end of December, although there had been a slight decrease compared to October. The Trust is 0.2% up on this time last year. This is an area under close review particularly short-term sickness. The new benchmarking targets will be set at the end of March. <u>Nurse staffing:</u> KD reported that Nursing shifts filled have stabilised at 90 - 92%. KD proposed that the rag rating of 100% should be reduced and suggested that 90% and above should be rag rated as green. The Committee noted that discussions with regard to all dashboards including the rag-ratings would take place with the Chief Digital and information officer to inform the dashboards in place from April 2019. <u>Staff in Post, Agency Usage and Staff Turnover:</u> The Committee noted the positive results across all three areas. PC drew particular attention to the use of agency staff which she said reflected the hard work of the team. <u>Front-line Staff Flu Vaccinations:</u> PC advised that the current figure is 70.5% as of Friday 25 January 2019. An additional 200 staff were required to be vaccinated to meet the target. <u>Mandatory Training:</u> BG asked the Committee to note that core training results have been the best for the last 10 years. The Trust has delivered against the refresher training which is accountable for 90% of training. It 	Chief Medical Officer

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	was agreed that BG would present a detailed report on training to the February Committee meeting.	
W.1.19.10	Workforce Report	
	<p>PC asked the Committee to note that the majority of items detailed in the report had been covered under agenda item W.1.19.9. The Committee focussed on the following items:</p> <p><u>Nurse Recruitment and Retention</u>: It was noted that KD would provide an update in item W.1.19.16.</p> <p><u>Radiography Recruitment</u>: PC stated that the Executive Management Team had agreed the Radiography Workforce Plan last year. The Trust has successfully recruited to the MRI Radiographer posts. Recruitment with regard to CT Scanning has not been as successful but a recruitment day is scheduled for 9 February 2019.</p> <p><u>Consultant Recruitment</u>: PC advised a detailed Consultant Recruitment update on pending, advertised and appointments made are provided on pages 10 and 11.</p> <p><u>Infectious disease service (links with Microbiology)</u>: BG advised that 3 out of 4 staff have given notice although with the impact starting in April. BG asked the Committee to note that the impact will extend to Airedale NHS FT as it receives 'out of hour's' advice as part of the Pathology Joint Venture. BG added that a risk in relation to the Infectious Disease service will be added to the risk register.</p> <p><u>Apprenticeships</u>: PC advised that 10 ODP apprentices would commence employment this week as part of the trailblazer programme and 23 Nursing Associate Apprentices have been recruited to start in March. The Trust is expected to be close to achieving the Apprenticeship target set for this year. The Committee also noted that the University of Bradford Management School will deliver an MBA in leadership for middle and senior management via an apprenticeship route in April.</p> <p><u>EU Exit Preparation and Risk Assessment for Workforce</u>: PC reported that 188 members of the workforce are from an EU background which equates to 2.5%. A risk assessment template has been completed and a detailed workforce profile has been shared with Divisions. Following further discussion SU requested that an update be provided to the Council of Governors.</p> <p><u>Workforce Planning</u>: PC advised that the timescale for the strategic workforce plan was challenging this year and HR is currently working on the response to NHSI. PC highlighted the summary provided on page 21 of the Workforce Report.</p> <p>Model Hospital: PC advised that Rob Jones, Divisional Head of Finance had provided a demonstration at the Education and Workforce Sub Committee held Friday 18 January 2019. PC commented that an assessment would need to be undertaken to determine what reports would be of value due to the large amount of information available. The Committee noted that the 'Model Hospital' would be discussed at the March meeting.</p>	Director of Corporate Governance

No.	Agenda Item	Action
	The report was noted and received by the Committee.	
W.1.19.11	Nurse Staffing Data Publication Report November 2018 and December 2018	
	<p>KD presented the reports and noted she would focus on the December report. The Committee noted the following items:</p> <ul style="list-style-type: none"> - Model Hospital comparisons will now be included in the report. - Safecare and how the Trust safely moves staff across the wards. KD noted an audit had taken place on SafeCare and acuity on the wards; the results given were 'with high assurance'. She noted this was due to the systems and processes in place to managed risks. - The staffing issues and concerns: Ward 28 has reduced numbers on weekends and is sharing staff between Ward 27 and 28. KD expressed concerns about Ward 6 and noted she has commissioned a deeper dive to address staffing and practices on the ward. <p>KD advised she is working with BG on a new report to cover maternity services and metrics. An update on progress would be provided at a future Quality Committee meeting.</p> <p>The Committee received and noted the reports.</p>	Chief Nurse
W.1.19.12	Guardian of Safe Working Hours	
	<p>BG asked the Committee to note the content of the quarterly report. The Committee discussed in detail the increased number in exception reporting however BG noted the significant decrease in reporting in Obstetrics and Gynaecology and the expectations with regard to junior doctors working.</p> <p>BG advised the Committee that there was a timescale of 4 weeks to resolve any exceptions reported. Andy Brennan, Associate Postgraduate Dean, HEYH\Consultant Anaesthetist and David Robinson, Consultant in Emergency Medicine\Director of Education are currently reviewing outstanding exceptions.</p> <p>BG to bring a presentation on Clinical Excellence Awards to Workforce Committee in May 2019.</p> <p>The Committee received and noted the report.</p>	Chief Medical Officer
W.1.19.13	Update on Seven Day Service Performance against Clinical Standards for 2018	
	<p>BG provided a comprehensive overview of the paper. He asked the Committee to note that the Executive Management Team approved the internal audit process and has confirmed that the Trust will meet the standards as at the end of February. BG stated that following the completion of the audit a report will be provided to the Committee.</p> <p>The Committee received and noted the report.</p>	Chief Medical Officer
W.1.19.14	2018 Education and Training Self-Assessment Report (SAR)	
	<p>BG provided an update on the paper and asked the Committee to note the new process of self-assessment. BG advised that he would be delivering a session at the next Board Development Day in February.</p>	

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W.1.19.15	Equality Plan	
	PC asked the Committee to note that the plan details all the actions taking place related to Equality – produced in response to a suggestion from the BAME network that it would be useful to provide an overview of all work and initiatives taking place at the Trust as many were unaware of the range and scope. PC asked the Committee to note that the report covered a period of one year as the equality objectives would be subject to review in the following year.	
W.1.19.16	Nursing Recruitment & Retention Action Plan	
	<p>KD provided a comprehensive overview of the report which the Committee discussed in detail.</p> <p>The Committee noted that the Foundation Trust has a good reputation with regard to the recruitment of staff, although there are a number of areas where it is difficult to recruit to. The main areas which are difficult to recruit to are Stroke, Cardiology and Respiratory. KD advised that Amanda Hudson, Head of Education is working to develop a module with the University of Bradford on Stroke Care, which could be adapted to assist in other areas to support the retention of nursing staff.</p> <p>The Committee also discussed in detail the action plan in place which took account of the national changes to nurse training and the funding impact. The Committee also discussed in detail its support for the continued promotion of good news stories and how these are shared across the organisation.</p> <p>The Committee received and noted the report.</p>	
W.1.19.17	Development Sessions (best practice)	
	<p>In addition to the development sessions agreed as part of the work plan the Committee also agreed that the following sessions should be scheduled.</p> <ul style="list-style-type: none"> An invitation to be extended to the Chief Digital and Information Officer to discuss the Informatics Strategy five-year plan. To schedule a Committee tour of the Education Department's Simulation Lab in February. 	<p>Head of Corporate Governance</p> <p>Head of Corporate Governance</p>
W.1.19.18	Confirmed Minutes from the Education and Workforce Sub Committee	
	The Committee accepted and noted the minutes from the meetings of the Education and Workforce Sub-Committee held Friday 16 November 2018.	
W.1.19.19	Board Assurance Framework	
	The Committee reviewed the risk appetite and scores and confirmed that following the discussions held during the meeting they are more confident in the measurement of ratings; however it was noted that the key metric related to the Staff Survey results will not be reported until March.	
W.1.19.20	Any Other Business	
	There were no matters to discuss.	
W.1.19.21	Matters to share with other Committees	
	The Committee noted the discussion held previously with regard to the matters	

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	arising from the Quality Committee. The responses from the Workforce Committee would be communicated back to the Chair of the Quality Committee.	Head of Corporate Governance
W.1.19.22	Matters to Escalate to the Strategic Risk Register	
	As detailed in item W.1.19.10; <u>Infectious disease service (links with Microbiology)</u> the Committee noted that a risk in relation to the delivery of the Microbiology service will be added to the risk register.	
W.1.19.23	Matters to Escalate to the Board of Directors	
	There were no matters to escalate to the Board of Directors	
W.1.19.24	Items for Corporate Communications	
	There were no items for Corporate Communications	
W.1.19.25	Agenda items for the Workforce Committee scheduled 27 February 2019	
	<p>The Committee considered the agenda. It was agreed that, as discussed previously, the following items would be included on the agenda for 27 February 2019.</p> <ul style="list-style-type: none"> - An update on the Friends and Family Test Metrics from the Director of HR. - A detailed report on training from the Chief Medical Officer. - A visit to the Simulation Lab within the Education Department to be added as the February Development session. 	Head of Corporate Governance
W.1.19.26	Date and time of next meeting	
	27 February 2019, 11:00 - 13:00, Conference Room, Field House, Bradford Royal Infirmary.	



Bradford Teaching Hospitals
NHS Foundation Trust

BRADFORD TEACHING HOSPITALS NHS FOUNDATION TRUST
ACTIONS FROM WORKFORCE COMMITTEE – January 2019

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
26.09.18	W.9.18.8	Workforce Plan Outcomes. PC to provide an update in six months.	Director of HR	Workforce Committee 27 February 2019	Timescale for report back to the committee is provisional as it is dependent on the NHSI timelines which have yet to be confirmed. February 2019 - Item included on the agenda. <u>Action concluded.</u>
30.01.19	W.1.19.3	Unconfirmed Minutes of the meeting held on 28 November 2018. The action to be updated to reflect that it related to middle managers rather than the dashboard.	Head of Corporate Governance	Workforce Committee 27 February 2019	Minutes amended. <u>Action concluded.</u>
30.01.19	W.1.19.4.1	Matters Arising from other Board Committees: 'new starter training target of 100%'. BG agreed to report back to the Quality Committee on how 'new starter training' was recorded and monitored with regard to clinical and non-clinical staff.	Chief Medical Officer	Workforce Committee 27 February 2019	BG provided feedback to the Quality Committee on 30 January 2019. <u>Action concluded.</u>
30.01.19	W.1.19.7	Workforce Committee Annual Work Programme. The Committee reviewed the workplan and agreed the following amendments. <ul style="list-style-type: none"> - Committee to receive bi-monthly workforce reports noting that any exception reporting would be provided in alternate months. - Lead for the Clinical Excellence Awards (CEAs) to be amended to Chief Medical Officer. - Quarterly reports on Guardian of Safe working Hours to be received by the Board of Directors 	Head of Corporate Governance	Workforce Committee 27 February 2019	Work Programme has been amended. <u>Action concluded.</u>
30.01.19	W.1.19.8	Strategic Risks relevant to the Committee. PC agreed to provide – at the next meeting - the top 20 metrics to the Committee which have been agreed in	Director of HR	Workforce Committee 27 February 2019	Added to the agenda. <u>Action concluded.</u>

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
		terms of the BAF measurement.			
30.01.19	W.1.19.9	Workforce Committee Dashboard. It was agreed that BG would present a detailed report on training to the February Committee meeting.	Chief Medical Officer	Workforce Committee 27 February 2019	Added to the agenda. <u>Action concluded.</u>
30.01.19	W.1.19.17	Development Sessions (best practice). To schedule a Committee tour of the Education Department's Simulation Lab in February.	Head of Corporate Governance	Workforce Committee 27 February 2019	Team unavailable to deliver session in February 2019. Date of future attendance to be confirmed with the Chief Medical Officer.
30.01.19	W.1.19.25	Agenda items for the Workforce Committee scheduled 27 February 2019. Committee confirmed that the following items would be added to the Committee agenda for 27 February. <ul style="list-style-type: none"> - An update on the BAF Metrics from the Director of HR. - A detailed report on training from the Chief Medical Officer. - A visit to the Simulation Lab within the Education Department to be scheduled. 	Head of Corporate Governance	Workforce Committee 27 February 2019	Agenda updated. <u>Action concluded.</u>
30.01.19	W.1.19.7	Workforce Committee Annual Work Programme: Guardian of Safe Working Hours. Andy Brennan, Associate Postgraduate Dean, to be invited to deliver a Board of Directors Development Session on 'Guardian of Safe Working Hours' at a time to be agreed during the next 6 months.	Director of Governance and Corporate Affairs	Workforce Committee 27 March 2019	To be presented to the Board of Directors at meeting scheduled for 7 March 2019.
30.01.19	W.1.19.7	Workforce Committee Annual Work Programme: Development Session - Leadership Development and Training Programme Session. Ray Smith, Consultant Anaesthetist \Associate Medical Director for Professional Medical Standards, Jo Hilton, Assistant Chief Nurse: Quality & Workforce and Lily Hurford, Assistant Director of HR \Head of	Director of HR	Workforce Committee 27 March 2019	Added to the agenda for March 2019.

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
		Organisational Development to be invited to deliver the session which should include an overview of leadership development, talent management and, succession planning. The Committee agreed this session should be delivered to the March Committee.			
30.01.19	W.1.19.17	Workforce Committee Annual Work Programme: Development Session – Informatics Strategy five-year plan. An invitation to be extended to the Chief Digital and Information Officer to deliver the session.	Head of Corporate Governance	Workforce Committee 27 March 2019	Date of attendance to be confirmed with the Chief Digital and Information Officer.
28.11.18	W.11.18.4.1	Matters Arising from Board of Directors: Model Hospital SU requested that PC review the Model Hospital data on workforce at the Education & Workforce Sub Committee and provide a report back to the Workforce Committee on any potential benefits	Director of HR	Workforce Committee 27 March 2019	
28.11.18	W.11.18.4.1	Matters Arising from Board of Directors: Integrated Dashboard – Workforce The Workforce Committee to receive an update on the development of middle managers.	Director of HR	Workforce Committee 27 March 2019	<u>November 2018.</u> The Committee noted that this information will be incorporated into the Workforce Report for March 2019 - following the Divisional Restructure.
26.09.18	W.9.18.8	Workforce Roles Presentation SU agreed to recommend to the Board a session to consider the development of our future workforce, including the new roles that may be required, to support the delivery of the Foundation Trust's Clinical Strategy.	Committee Chair	Workforce Committee 24 April 2019	Board agreed at meeting held on 8 November that would schedule as part of the Board Development Session scheduled for April 2019.
30.01.19	W.1.19.10	Workforce Report. EU Exit Preparation and Risk Assessment for Workforce: PC reported that 188 members of the workforce are from an EU background which equates to 2.5%. A risk assessment template has been completed and a detailed workforce profile has been shared with Divisions. Following further discussion SU requested that an update be provided to	Director of Governance and Corporate Affairs	Workforce Committee 24 April 2019	Update to be included in the report to the Council of Governors from the Committees to the Council of Governor meeting scheduled for 18 April 2019.

Date of Meeting	Agenda Item	Required Action	Lead	Timescale	Comments/Progress
		the Council of Governors.			
30.01.19	W.1.19.12	Guardian of Safe Working Hours. BG to bring a presentation on Clinical Excellence Awards to Workforce Committee in May 2019.	Chief Medical Officer	Workforce Committee 29 May 2019	
30.01.19	W.1.19.13	Update on Seven Day Service Performance against Clinical Standards for 2018 BG stated that following the completion of the audit a report will be provided to the Committee.	Chief Medical Officer	Workforce Committee 24 July 2019	
30.01.19	W.1.19.11	Nurse Staffing Data Publication Report November 2018 and December 2018. KD advised she is working with BG on a new report to cover maternity services and metrics. An update on progress would be provided at a future meeting.	Chief Nurse	Workforce Committee 26 June 2019	
30.01.19	W.1.19.7	Workforce Committee Annual Work Programme: Development Sessions BG to bring a presentation on next year's process to Workforce Committee in September 2019.	Chief Medical Officer	Workforce Committee 25 September 2019	