

Clinical Commissioning Group Governing Body
Paper Summary Sheet
Date of Meeting: 19 May 2015

For: PUBLIC session PRIVATE Session
 For: Decision Discussion Noting

Agenda Item and title:	GOV/15/05/19 Workforce Report CSU – Q4
Author:	Kate Roberts, Human Resources Business Partner, CSCSU
Lead Director/GP from CCG:	David Noyes, Director of Planning, Performance and Corporate Services
Executive summary:	This report is designed to update the CCG on workforce activities up to the end of Q4 and provide workforce data.
Evidence in support of arguments:	HR Workforce Profile Report and Core Training Report
Who has been involved/contributed:	David Noyes and Rob Hayday in commenting on draft workforce data.
Cross Reference to Strategic Objectives:	Crosses all strategic objectives
Engagement and Involvement:	No direct patient or public involvement or staff side engagement and consultation required
Communications Issues:	n/a
Financial Implications:	Managing establishment and workforce within budget restrictions is a requirement; this report gives a high level overview of the current workforce position and areas for development.
Review arrangements:	n/a
Risk Management:	The implementation of Objectives, absence management and statutory and mandatory training across the organisation ensures legal compliance and minimises risk to the organisation and its staff members.
National Policy/ Legislation:	n/a
Equality & Diversity:	This report provides a breakdown of Equality and Diversity Data for the organisation in relation to race, disability and gender.
Other External Assessment:	n/a

What specific action re. the paper do you wish the Governing Body to take at the meeting?	The Governing Body are asked to review and discuss the report.
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Wiltshire CCG, Workforce Report - Quarter 4, 2014-15

1. Introduction

This report has been prepared for Wiltshire CCG and represents the HR report for Quarter 4 as at 31st March 2015. Attached to this narrative report at Appendix 1 is the HR Workforce Profile Report, at Appendix 2, the Core Training Report, and at Appendix 3, the Appraisal activity report. Each report outlines key statistical data. The narrative also provides some updates to the CCG on current workforce activities within the organisation.

This report will be produced at the end of each quarter, the next report covering Quarter 1 for the year 2015-2016 – April to June 2015 - will be produced by the 30th July 2015.

2. Establishment

2.1. Quarter 4 Position

Wiltshire CCG has reached a stable position in employee numbers since the last report, and has maintained an overall headcount of 128 which is the same as the reported headcount position at the end of Q3. The whole time equivalent (WTE) is 112.21, whilst the previous WTE for the period was 111.71.

Robust recruitment checking processes are in place to ensure all recruitment activity has finance and director approval prior to proceeding to advert, in order to monitor and control running costs.

Those staff who may be working on an interim or agency basis with the CCG and who are not on the payroll are not included in these numbers.

2.2. Full year 2014-2015

The overall trend in headcount and WTE numbers for the CCG over the course of the full financial year can be seen in the summary below. The out-turn headcount as at the end of last year was 114, whilst the equivalent figure for the end of the current year is 128, showing an upwards trajectory and an increase of 12.3% in headcount.

Part of this increase has of course been associated with the inward transfer of a number of service lines which were previously delivered by the Central Southern Commissioning Support Unit.

	31 st March 2014	30 th June 2014	30 th Sept 2014	31 st December 2014	31 st March 2015
Headcount	114	124	121	128	128
WTE	100.13	108.33	105.43	111.71	112.21

2.3. Starters and Leavers

More detailed information relating to the starters and leavers during this period can be found on Page 3 of the attached Workforce Profile report, but the year to date summary is shown below:

Month	Starters Headcount	Turnover Headcount
April	5	0
May	8	1
June	0	1
July	0	4
August	2	3
September	1	3
October	4	1
November	4	2
December	4	1
January	3	2
February	1	1
March	0	6
Total	32	25

Comparative year-to-date leaver data for the same months of last year (2013/14) can be seen on Page 3 of the attached Workforce Profile report.

2.4. New Staff

4 new staff were recruited during this period in the following roles:

- **Commissioning – NEW Group**
 - Team Administrator
- **Communications & PR**
 - Strategic Engagement & Public Relations Manager
- **Continuing Healthcare**
 - Specialist Placement Co-ordinator

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- CHC Nurse Assessor

2.5. Turnover and Reasons for Leaving

There have been 9 leavers recorded since 1st January 2015, giving an average quarterly turnover rate of 7.03%. This is calculated by dividing the number of leavers by the average headcount in this period (128), multiplied by 100. This is significantly more than the 4 leavers recorded for the previous quarter.

The 9 leavers were in the following posts:

- Director of Quality & Patient Safety
- Interim Learning Disability Commissioning Lead
- Head of Communications
- Specialist Placement Co-ordinator
- Interim Head of CHC/FHC - Specialist Placements
- Senior Clinical Lead
- Administrator (3)

Of the 9 staff who left the CCG during the quarter, the reasons given were:

- Voluntary Resignation - Promotion
- End of Fixed Term Contract
- Voluntary Resignation - Other/Not Known
- End of Fixed Term Contract
- Voluntary Resignation - Other/Not Known
- End of Fixed Term Contract (3)

2.6. Length of Service

Actual continuous NHS length of service for Wiltshire CCG staff is shown in the table on Page 3 of the attached Workforce Profile report.

2.7. Business Unit Structure

The CCG structure shown in Appendix 1 is a direct report from the Electronic Staff Record (ESR) system which was established for the organisation on 1st April 2013.

The directorate titles for reporting requirements should be regularly reviewed by the CCG to ensure they are meaningful and continue to reflect the organisation's structure.

3. Monthly HR reporting

ConSultHR is now producing monthly reports to support the HR Manager in on-going monitoring for the CCG in respect of:

- starters and leavers

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- sickness absence in detail
- fixed-term contracts, and
- professional registration renewal dates.

4. Core Training

Provision for statutory and mandatory training is via the Skills for Health e-learning platform, with the exception of Information Governance training which is provided via the Connecting for Health platform.

During the second year of reporting the levels of statutory and mandatory training compliance have been built cumulatively. The progress achieved during the year reflects the importance the organisation has attached to this training, and the attention and support it has been given by CCG Directors and Senior Managers.

The attached report gives the data for a full 12 month period from 1st April 2104 until 31st March 2015.

As was reported in the Q3 Workforce Report, ConSultHR has developed this report so that it provides greater detail, and is now presented in a 'Red/Amber/Green' format providing more detailed and targeted support to line managers in monitoring both the completion and (importantly) the maintenance of all necessary mandatory training programmes for their teams.

Red indicates that employees have either not registered for Skills for Health at all, or have allowed one or more of their modules to lapse beyond its renewal date. Amber represents those employees with a module due for renewal in the next 4 months, and Green represents those with certificates with more than 3 months to go before renewal is due.

The analysis attached therefore provides an overview of:

- Levels of compliance for each training module
- Levels of outstanding training for each module
- Numbers of completed training modules with expiry dates within the next 4 months, plus
- A list of those staff who are not registered at all with the Skills for Health website, and
- A detailed summary of all individual staff training records to enable managers to address non-compliance

4.1. Comparison of Q4 Compliance levels with Q3 Compliance levels

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Module	Q3 – 31.12.14	Q4 – 31.3.15
Fire Safety	59%	55%
Health, Safety & Welfare	74%	72%
E&D	71%	70%
Moving & Handling	55%	49%
Safeguarding Adults	59%	56%
Safeguarding Children	63%	62%
Information Governance	70%	83%

It can be seen when comparing the position for Core Training as at 31st March 2015 with the position as at 31st December 2014, that there has been a small decrease in the levels of compliance for 6 of the 7 modules.

One module in particular is however worth highlighting in this report: the completion figures for Information Governance are substantially improved from the levels reported on in the Q3 report which was published at the end of January. The CCG has now reached 83% completion for this training module, whilst completion levels were running at 70% last quarter.

Core Training completion remains a priority for the organisation and it is recommended that Directors and Managers should be tasked with raising the profile of this across the organisation to ensure their staff are compliant with organisational requirements.

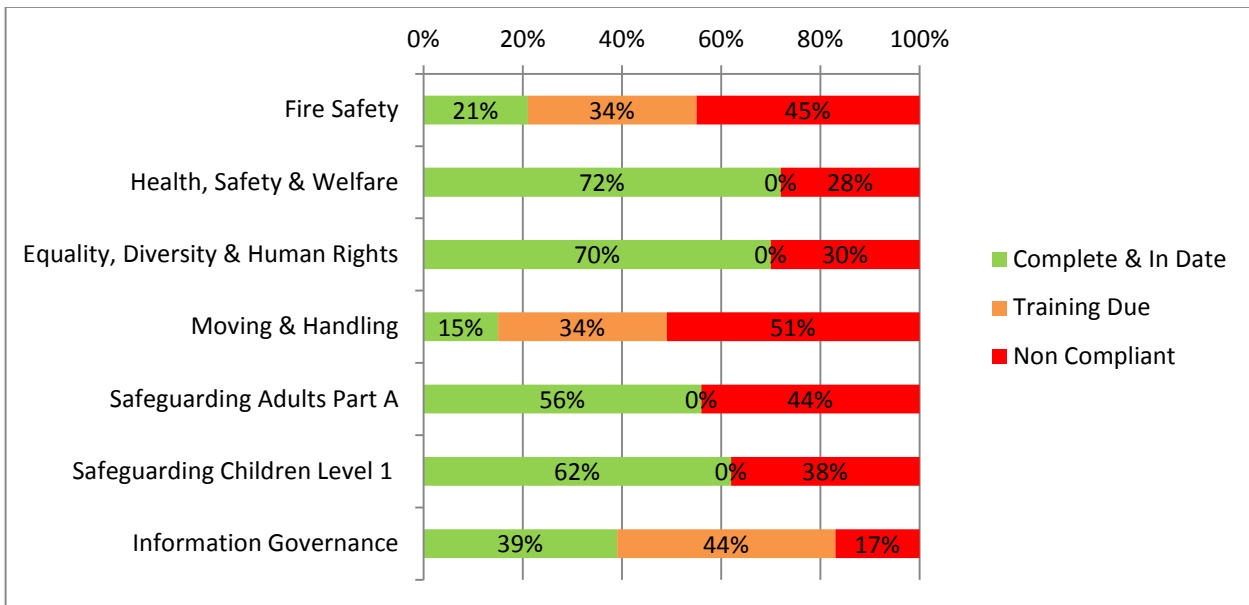
By using the detailed breakdown attached at Appendix 2, the CCG should ensure that Directorate Managers discuss training completion with each member of staff who has not yet commenced and completed or updated their statutory training, and agrees the target and date for achieving full compliance for the organisation.

4.2. Core Training Completion Summary

The summary of completion to 31st March 2015 is shown below; the full details are shown in Appendix 2.

Summary – Wiltshire CCG from 1st April 2014 to 31st March 2015

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4.2. Changes to Skills for Health (SfH) Funding Arrangements

In February 2015 it was announced that the national funding arrangement underpinning the provision of on-line core training via the Skills for Health website was being withdrawn. In future, access to the training modules for all users will have to be locally funded by employers. The CSCSU was able to negotiate a reduced fee per head for each module on behalf of its CCGs over a three year contract period, and Wiltshire CCG is currently in the process of moving over to this revised arrangement.

Current discussions with the Skills for Health organisation are centred upon contracting for a wider range of core training modules than the 6 modules contained in the report above. This will reflect the outcomes of the Training Needs Analysis recently undertaken in Wiltshire CCG.

5. Appraisals

An appraisal and objective-setting process has been established and communicated within the CCG and work to ensure that all staff have annual objectives in place for this financial year has been a subject of focus over recent months.

To support this process, a methodology for managers to report on completion of appraisals has been developed with the HR Manager so that this information can be recorded and reported on by ConSultHR each quarter as part of this Workforce Report.

This reporting mechanism has been implemented and enables the CCG to monitor the completion of performance reviews, together with objective-setting and the development of individual Personal Development Plans for all employees. The detailed analysis of appraisal activity over the last year is attached at Appendix 3, and a summary can be seen below.

Feedback from the Staff Survey report indicates that staff would welcome more regular performance reviews and opportunities for feedback from their line managers, and this is being progressed as part of the follow-up activities agreed by the Executive team following the survey.

Quarter 4 - 2014/15 - Performance Reviews/ Objectives Completed - Wiltshire CCG

	Number of staff reporting appraisal activity*	Percentage of total number of Wiltshire CCG staff
Performance reviewed and objectives set in last 12 months	65	50%

**This number reflects those staff who reported having had an appraisal or performance review in this period. Activity levels may be higher if there has been a degree of under-reporting.*

Once all or most CCG employees have an agreed PDP in place it is intended that ConSultHR will work with Directors to undertake a Training Needs Analysis later in the year.

6. Line Manager training

Line manager training has been delivered by ConSultHR in previous months on Performance Management, Appraisal, Sickness Absence Management and Recruitment & Selection. This opportunity continues to be available.

As recently indicated to the CCG, the HR Manager will review this training programme with the Associate Director of Performance, Corporate Services and Head of PMO early in the next quarter to confirm whether this programme continues to meet the HR Line Manager training priorities of the CCG, and what other provision might be required.

7. Attendance Management

7.1. Wiltshire CCG absence rates

Sickness rates across the organisation remain at a reasonable level, although they have increased somewhat over the course of the year. Historically, average sickness rates in the PCT were recorded at around 2 to 3%.

Wiltshire CCG's cumulative sickness absence figures for the full year are currently running at 3.27% for the year ending 31st March 2015. This is a clear increase in the absence levels for the organisation when compared to the figure for the year ending 31st December 2014 when the cumulative absence rate was 2.76%.

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The report on page 3 of the attached Workforce Profile shows sickness absence as a monthly percentage across the whole year, and clearly shows the peaks and troughs of absence during the rolling year across the organisation.

Of particular note are the higher absence rates for the months between October and February inclusive. Q4 was a high quarter overall, and the 5.18% absence rate for January 2015 was the highest monthly rate of absence for the whole year.

7.2. National absence benchmarking data

National absence data for CCGs across the country is also available in order to provide an external benchmark for Wiltshire's absence rates.

The Health and Social Care Information Centre (HSCIC) publishes information about each CCG's absence rates on a monthly basis, and a comparison with the national average absence rates for all CCGs is provided below.

Month	Wiltshire CCG absence	National CCG average absence
April 2014	1.96%	2.22%
May 2014	2.85%	2.51%
June 2014	1.74%	2.22%
July 2014	2.26%	2.42%
August 2014	1.57%	2.31%
September 2014	0.69%	2.42%
October 2014	5.03%	2.73%
November 2014	3.85%	2.80%
December 2014	3.24%	2.87%
January 2015	5.18%	Due 30 th April 2015
February 2015	3.94%	Due 31 st May 2015
March 2015	2.68%	Due 30 th June 2015

*Please note - these absence rates are published some months behind the absence data which is available locally, which means that the national HSCIC data is only (at the time of writing) available up until the end of December 2014.

In reviewing the 9 months' worth of national data published to date, it can be seen that Wiltshire CCG has a higher absence rate than the national average for 4 of those months (May, October, November and December 2014), with the remaining 5 months reporting a lower absence rate than the average absence rate for all CCGs.

The HR Manager continues to work closely with CCG managers to ensure that the culture of sickness reporting is embedded with their teams and they are well supported with any attendance issues.

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Locally delivered HR Line Manager Training on Absence Management is also available in order to coach, support and train managers in handling these issues effectively.

7.3. Development of local sickness absence 'triggers'

The HRM has worked closely with the CCG over recent weeks to develop a small number of key absence trigger points which when implemented as part of the CCG Sickness Absence Policy will mean a more structured and focussed approach to monitoring and managing sickness absence by highlighting those staff with a higher than average incidence of sickness episodes or a higher than average total number of sickness absence days within a given reporting period.

These trigger points have been consulted upon by staff and are about to go live with support from ConSultHR.

7.4. Long Term Sickness

During Quarter 4 the CCG had 3 staff members on long term sick (any period over 1 month). These cases are being reviewed and managed with HR support and advice on a regular basis.

8. Employee Relations

8.1. Disciplinary, Capability and Grievance issues

ConSultHR has provided extensive advice and support to the CCG in managing a number of significant/complex formal employee relations issues, relating to both capability and conduct.

More than one case in Q4 has progressed to a final stage hearing or to appeal against dismissal stage, with early advice and preparation for ACAS Conciliation processes and an Employment Tribunal claim also being required.

ConSultHR advice and support will continue to be provided throughout until these cases reach their final outcomes.

8.2. Industrial action and the National Pay Settlement

ConSultHR provided briefings and guidance for the CCG over recent months in relation to the national programme of industrial action which began on 13th October. Whilst the impact upon the CCG itself was limited, the wider issue for the CCG was in understanding and monitoring the potential impact upon the ability of key local providers to maintain clinical services for their local population.

This national dispute over the implementation of the national Agenda for Change pay award escalated during Quarter 4 and additional dates for both strike action and action short of striking - eg ensuring breaks were taken and overtime not done - were scheduled for January and February. At this point the imminent threat of action was suspended pending formal consideration by the Trades Unions of a revised offer by the Government of a national pay award much closer to the original recommendation by the Pay Review Body.

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In March this year the NHS Unions and NHS Staff Council finally accepted the revised pay offer and the new settlement is being implemented during April 2015. Briefings and guidance were made available via the ConSultHR Portal and ConSultHR have responded to individual queries from staff about how the new pay arrangements impact them as and when they have been raised.

In addition a paper was drafted and presented to the CCG Remuneration Committee to review and discuss the impact of this national award on staff within the CCG, and to consider available options to address those consequences for senior staff and for those staff on VSM pay.

9. Equality and Human Rights

9.1. HR Workforce Profile report

The HR Workforce Profile Report at Appendix 1 shows in more detail the breakdown of the staffing within the CCG. This information helps to demonstrate that the make-up of the workforce is being reviewed and can provide information on an annual basis to meet equality requirements. Broadly the organisation reflects the Wiltshire demographic although it should be noted that ethnic minorities are under-represented within the workforce. Consideration may need to be given to this as part of future recruitment campaigns if the CCG wish to encourage the development of a more diverse workforce.

The CSU is working with the CCG to provide support in identifying legal requirements, tools for self-assessing equalities performance and conducting Equality Impact Analyses.

9.2. Additional specialist equalities support

The CCG has also been supported and advised by the CSU's in-house E & D Lead, and during this quarter a revised Equality & Health Inequalities Strategy & Action Plan has been reviewed and drafted and is with the Director of Performance, Planning and Corporate Services for consideration.

9.3. Workforce Race Equality Standards (WRES)

From April 2015 NHS England requires all NHS organisations to demonstrate through the nine point Workforce Race Equality Standard (WRES) metric how they are addressing race equality issues in a range of staffing areas.

The new standard, together with the Equality Delivery System (EDS2) forms part of the mandatory requirements in the 2015/16 Standard NHS Contract, which came into effect on 1 April 2015. The regulators, the Care Quality Commission (CQC), National Trust Development Agency (NTDA) and Monitor, will use both standards to help assess whether NHS organisations are well-led.

The WRES will require NHS organisations to demonstrate progress against a number of indicators of workforce equality, including a specific indicator to address the low levels of black and minority ethnic (BME) board representation, in order to ensure employees from black and ethnic minority BME backgrounds have equal access to career opportunities and receive fair treatment in the workplace.

Additional measures include:

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- responses to questions on diversity from the NHS Staff Survey
- workforce metrics which include the recruitment of BME staff
- access to non-mandatory training opportunities
- the likelihood of BME staff being subject to disciplinary action.

The Standard is now expressly applicable to providers, and CCGs have a responsibility to monitor performance against this standard for their local provider organisations. Further guidance is expected in respect of their application to clinical commissioning groups through the annual CCG assurance process.

ConSultHR is currently developing a new reporting tool that will enable the CCG to comply with WRES, and will work with the CCG during Q1 to test this reporting tool.

Consideration should also be given to aligning the metrics linked to the National Staff Survey (in relation to staff experience) with questions covered by the next local annual Staff Survey.

In addition, internal CCG processes will need to be put in place to identify and collate data not currently available to ConSultHR, for example, in relation to access to non-mandatory training opportunities.

10. New developments

10.1. E-Expenses

Following the negotiation of discounted licence and implementation costs delivered by ConSultHR, Wiltshire CCG are currently going live with the implementation of a new e-expenses system for all staff travel payments. ConSultHR has worked closely with the CCG throughout the planning stages; producing a detailed implementation plan and providing support and advice for this key project throughout.

Extensive work has been completed by the CCG in order to collate the 'Duty of Care' data to enable the new monitoring functionality on the electronic system to be implemented. This initial all-staff data inputting exercise has been managed and delivered by ConSultHR, and the data will continue to be maintained on the system for new staff by ConSultHR going forward.

ConSultHR also developed and delivered a range of User guides, FAQs and system demonstrations for staff prior to the launch. A new Travel and Expenses Policy was drafted for the CCG by ConSultHR to support the introduction of this new expenses system which was further developed through close collaboration with the CCG Project Lead.

11. Appendices

Appendix 1 – HR Workforce Profile Report Q4

Appendix 2 – Core Training Report Q4

Appendix 3 – Appraisal activity Q4

Prepared by South, Central and West Commissioning Support Unit, ConSultHR Service.

Below is a short summary of the workforce profile for Wiltshire CCG as at 31/03/2015

Workforce Information

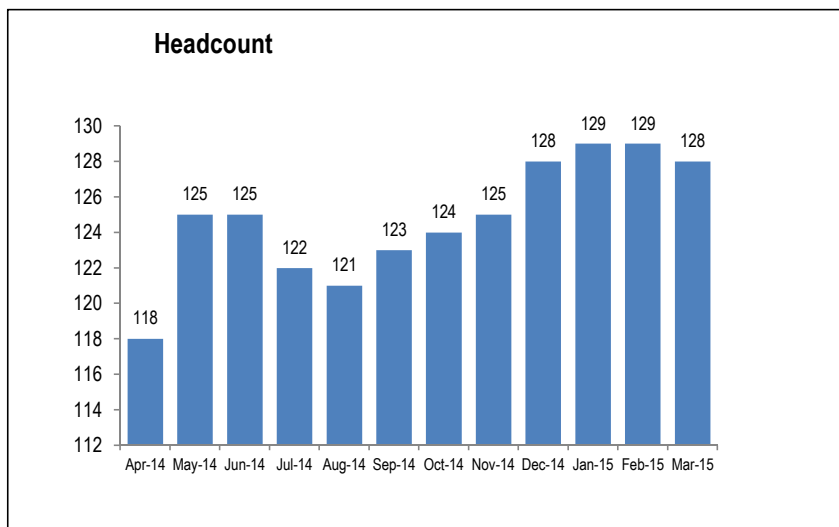
Wiltshire CCG employs 128 people. Of these 89 (69.53%) are employed full time and 39 (30.47%) are part time roles. The total full time equivalent employed is 112.21 (FTE).

The workforce hold 129 job contracts, which consists of 116 employees on permanent contracts, 9 on fixed term contracts, 2 on bank and 2 on other contracts.

The structure is as below:

Business Unit	full time	part time	total	%
983 Governing Body Directorate	8	5	13	10.16%
983 Medicines Management Directorate	3	6	9	7.03%
983 Finance & Information Directorate	14	4	18	14.06%
983 Exceptions & Prior Approvals Directorate	4	0	4	3.13%
983 Quality & Patient Safety Inc Meds Mgmt & CHC Directorate	32	11	43	33.59%
983 Commissioning - WWYKD Group Directorate	7	4	11	8.59%
983 Corporate Services Directorate	5	3	8	6.25%
983 Referral Support Directorate	6	2	8	6.25%
983 Commissioning - NEW Group Directorate	7	2	9	7.03%
983 Commissioning - SARUM Group Directorate	3	2	5	3.91%
Grand Total	89	39	128	100.00%

Headcount



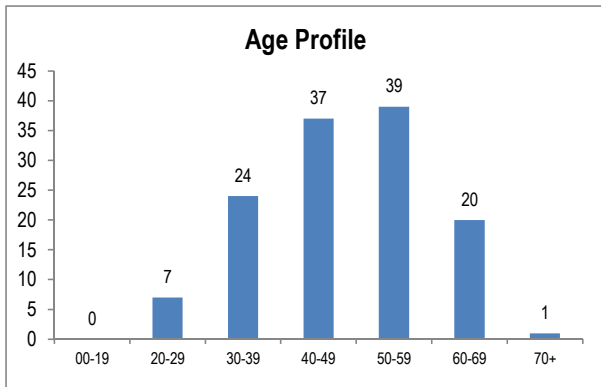
Demographics

100 (78.13%) of the workforce is female and 28 (21.88%) are male, but 32 (82.05%) of the part-time workforce is female.

The workforce age profile is:

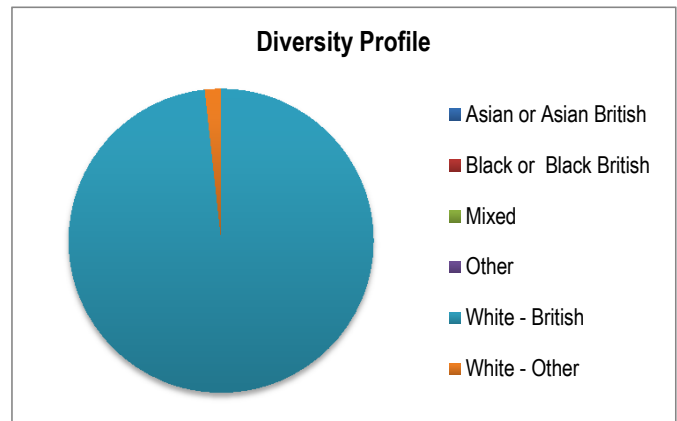
Age Group	No. of Emps	%
00-19	0	0.00%
20-29	7	5.47%
30-39	24	18.75%
40-49	37	28.91%
50-59	39	30.47%
60-69	20	15.63%
70+	1	0.78%
Grand Total	128	100.00%

The average age of an employee is 47.



The diversity profile is:

Ethnic Group	No. of Emps	%
Asian or Asian British	0	0.00%
Black or Black British	0	0.00%
Mixed	0	0.00%
Other	0	0.00%
White - British	114	98.28%
White - Other	2	1.72%
Total (without 'Unspecified')	116	100.00%
Unspecified	12	9.38%
Grand Total	128	100.00%



Disability

Disabled	No. of Emps	%
Yes	2	1.87%
No	105	98.13%
Total (without 'Unspecified')	107	100.00%
Unspecified	21	16.41%
Grand Total	128	100.00%

A disabled person is defined as someone who has a physical or mental impairment that has a substantial and long term adverse effect on his or her ability to carry out normal day to day activities.

Religion & Belief

Religion	No. of Emps	%
Atheism	12	9.38%
Buddhism	0	0.00%
Christianity	68	53.13%
Hinduism	0	0.00%
Islam	0	0.00%
Sikhism	0	0.00%
Other	8	6.25%
I do not wish to disclose my religion/belief	40	31.25%
Unspecified	0	0.00%
Grand Total	128	100.00%
Total (without 'Unspecified')	128	100.00%

Sexual Orientation

Sexual Orientation	No. of Emps	%
Bisexual, Gay and Lesbian	1	0.78%
Heterosexual	98	76.56%
I do not wish to disclose my sexual orientation	29	22.66%
Unspecified	0	0.00%
Grand Total	128	100.00%
Total (without 'Unspecified')	128	100.00%

Length of Service (at Wiltshire CCG)

128 (100.00%) of staff have been employed less than 5 years, 0 (0.00%) have been employed between 5 and 19 years and 0 (0.00%) have been employed for 20 years or more.

Length of Continuous NHS Service

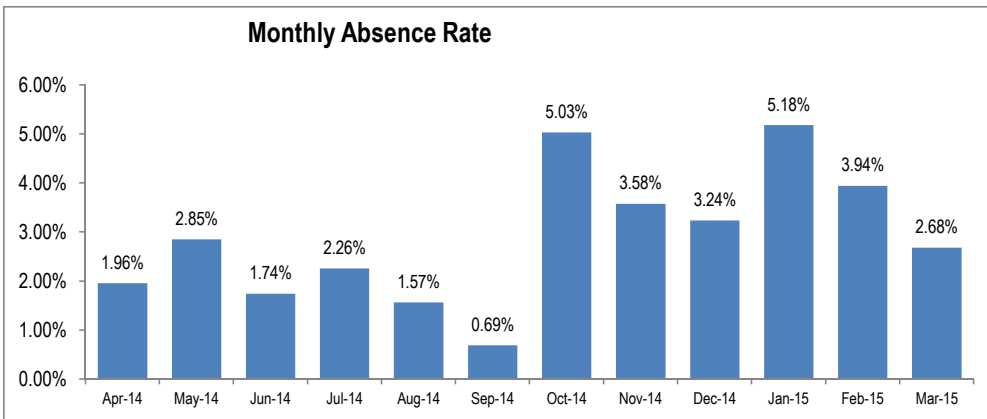
Continuous period of service	Headcount	% of total headcount
0 to 1 year	6	4.69
1 to 2 years	19	14.84
2 to 5 years	39	30.47
5 to 10 years	22	17.19
Over 10 years	42	32.81

Sickness

The cumulative WTE absence from 01-APR-2014 to 31-MAR-2015 is 1,296.47

The cumulative WTE available for the period of 01-APR-2014 to 31-MAR-2015 is 39,600.21

The cumulative WTE rate for the period of 01-APR-2014 to 31-MAR-2015 is 3.27%



Starters

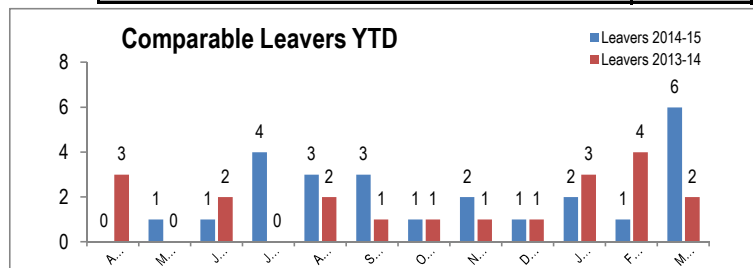
For the period 01-Jan-2015 to 31-Mar-2015.

Role	Total
Clerical Worker	1
Community Nurse	1
Officer	1
Manager	1
Grand Total	4

Leavers

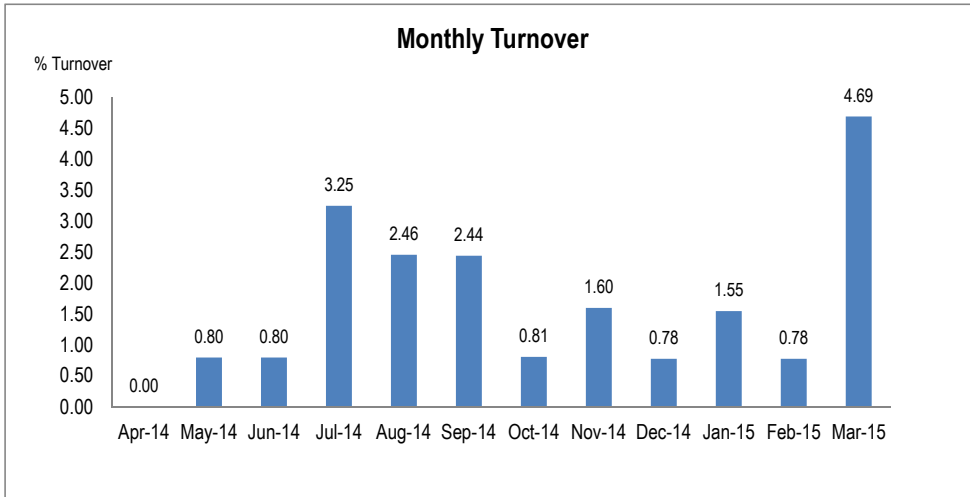
For the period 01-Jan-2015 to 31-Mar-2015.

Role	Total
Senior Manager	3
Clerical Worker	3
Officer	1
Other Executive Director	1
Nurse Manager	1
Grand Total	9



Staff Turnover (permanent and fixed term staff)

The staff turnover for the period 01-JAN-2015 to 31-MAR-2015 is 7.03%. (No. of Leavers / Average Quarterly Headcount)

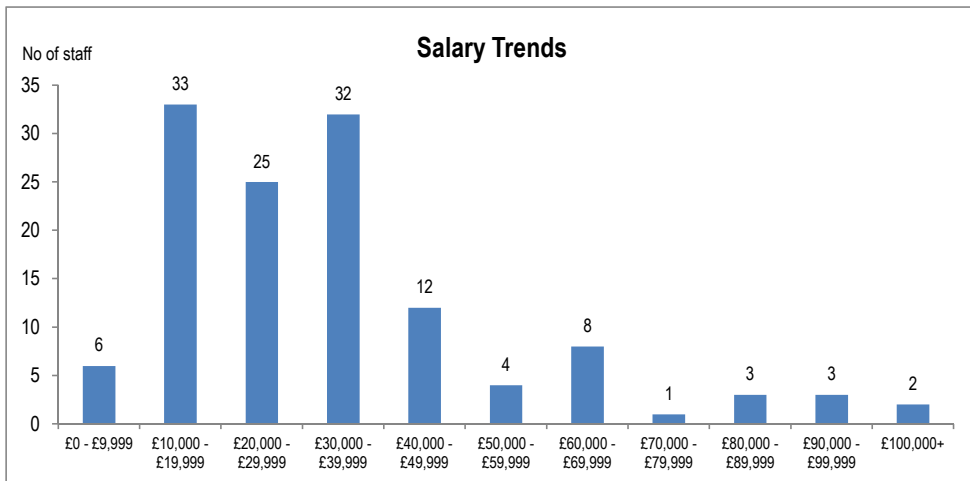


Salary

The following shows contracted basic salary per assignment (so reflects the part-time salary if applicable)

Salary Band	Assignment Count	%
£0 - £9,999	6	4.65%
£10,000 - £19,999	33	25.58%
£20,000 - £29,999	25	19.38%
£30,000 - £39,999	32	24.81%
£40,000 - £49,999	12	9.30%
£50,000 - £59,999	4	3.10%
£60,000 - £69,999	8	6.20%
£70,000 - £79,999	1	0.78%
£80,000 - £89,999	3	2.33%
£90,000 - £99,999	3	2.33%
£100,000+	2	1.55%
Grand Total	129	100.00%

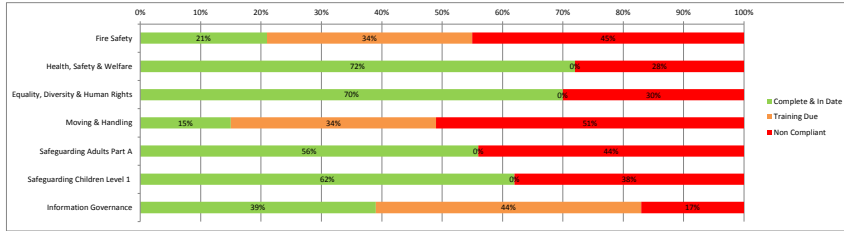
The average salary is £34,020.78.



End

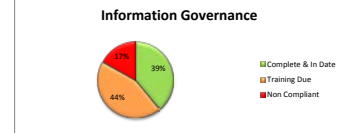
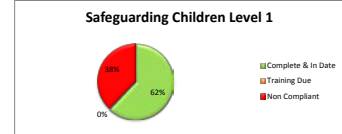
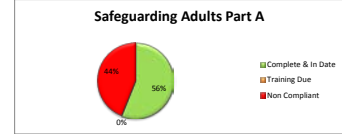
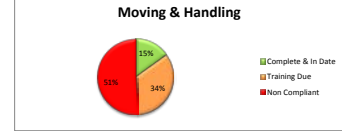
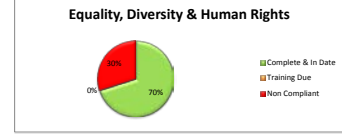
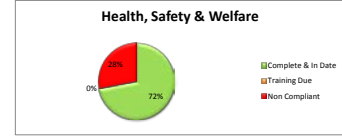
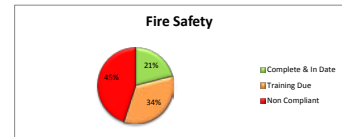
Quarter Four

Statutory & Mandatory Training - Wiltshire CCG



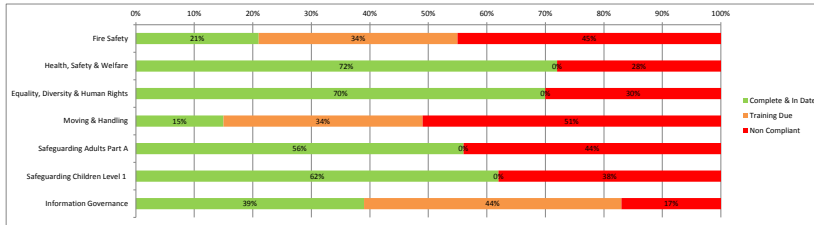
Statutory & Mandatory Training	Complete & In Date	Training Due	Non Compliant	Total
Fire Safety	21%	34%	45%	100%
Health, Safety & Welfare	72%	0%	28%	100%
Equality, Diversity & Human Rights	70%	0%	30%	100%
Moving & Handling	15%	34%	51%	100%
Safeguarding Adults Part A	56%	0%	44%	100%
Safeguarding Children Level 1	62%	0%	38%	100%
Information Governance	39%	44%	17%	100%

RAG Key
Expired or not complete
Due for renewal within 4 months
Complete & In Date



Quarter Four

Statutory & Mandatory Training - Wiltshire CCG



Statutory & Mandatory Training	Complete & In Date	Training Due	Non Compliant	Total
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RAG Key
Expired or not complete
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