



WORKFORCE REPORT

Argyll & Bute
IJB December 2023

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INTRODUCTION

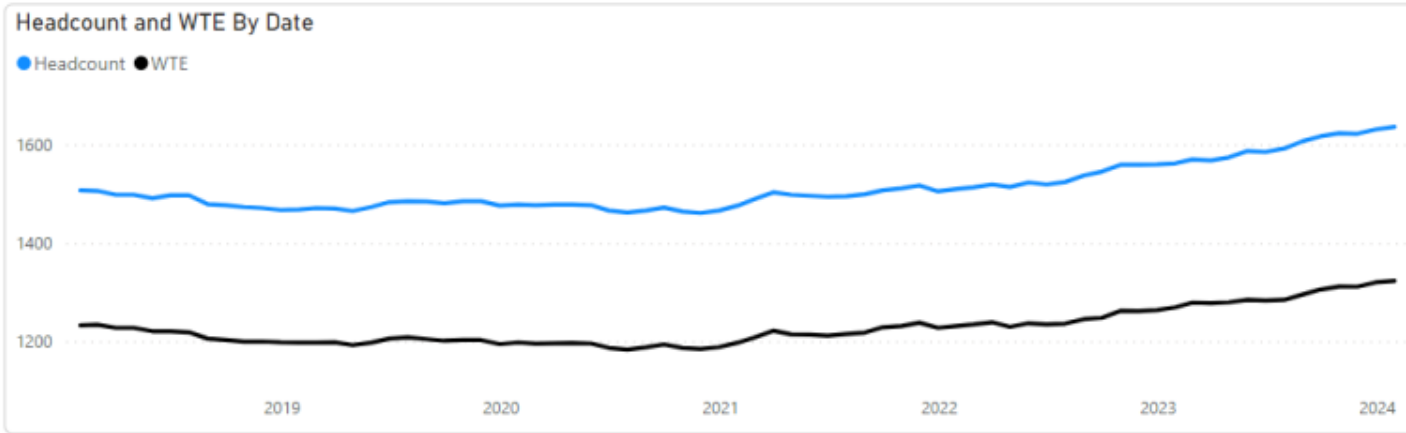
The Workforce Report considers the workforce position as of 31st December 2023, providing high level information for A&B HSCP. Some sections may represent an alternative timeline and will be highlighted. Note trend lines represents date range 31st January 2018 – 31st December 2023.

The report has been developed in partnership with our People Partner and aims to shows the current position, trends and highlights where there have been changes and progress from previous periods as well as actions that are being taken to address some of the areas of concern.

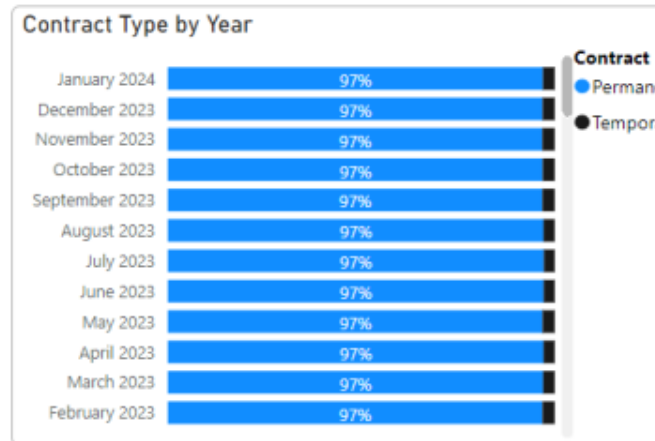
The Workforce Systems Teams proactively assesses data quality based on agreed data quality principles that are part of the data quality framework and addresses data quality issues at source to ensure that our workforce data is of high quality, reliable, and valuable to NHS Highland, and its stakeholders. Work continues on developing integrated (NHS and Council) data sets where possible.

NHS Workforce dashboards are available at Operational levels as well as Job Families and continue to be developed. Council Health of the Organisation (HOO) reports are distributed to each service lead on a quarterly basis and Absence summaries are distributed monthly.

NHS HEADCOUNT AND WTE



| Month Year | Total Headcount | Last 1 Months % Change | Last 3 Months % Change | Last 12 Months % Change |
|----------------|-----------------|------------------------|------------------------|-------------------------|
| January 2024 | 1636 | 0.31% | 0.86% | 4.74% |
| December 2023 | 1631 | 0.55% | 0.49% | 4.55% |
| November 2023 | 1622 | -0.06% | 0.31% | 4.04% |
| October 2023 | 1623 | 0.37% | 1.00% | 4.11% |
| September 2023 | 1617 | 0.62% | 1.57% | 4.66% |
| August 2023 | 1607 | 0.94% | 1.39% | 4.55% |
| July 2023 | 1592 | 0.44% | 0.32% | 4.46% |
| June 2023 | 1585 | -0.13% | 0.70% | 4.34% |
| May 2023 | 1587 | 0.83% | 1.21% | 4.20% |
| April 2023 | 1574 | 0.38% | 0.25% | 3.96% |
| March 2023 | 1568 | -0.13% | 0.38% | 3.23% |
| February 2023 | 1570 | 0.51% | 0.64% | 3.77% |
| January 2023 | 1562 | 0.13% | 0.19% | 3.44% |



Key points:

4.74% increase of workforce from in the last 12months

December 2023 in post figure of **1,631** (headcount) of Substantive Staff an increase of 0.86% in the last 3 months

97% of our contacts are permanent and this has been a consistent position since December 2022

Personal and Social Care Workforce show an increase of 2% and an increase of 8% in Nursing since December 2022.

NHS WORKFORCE PROFILE

Key points:

847 employees are over 50, with 290 over 60 years old (18 % of the workforce) with 65 over 65 (4% of the workforce) an increase in age profile since the last quarter of more than 4%.

84.5% of our workforce is female

51.6% of our workforce are part time a 0.2 decrease since reported in June

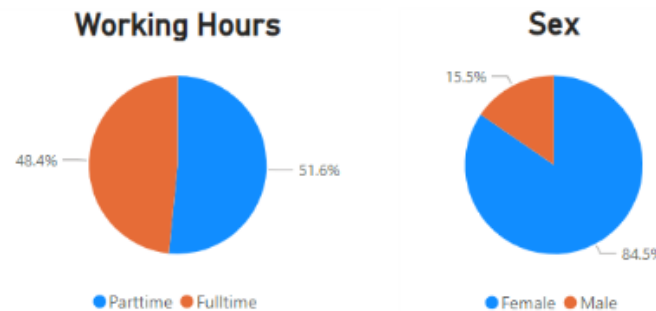
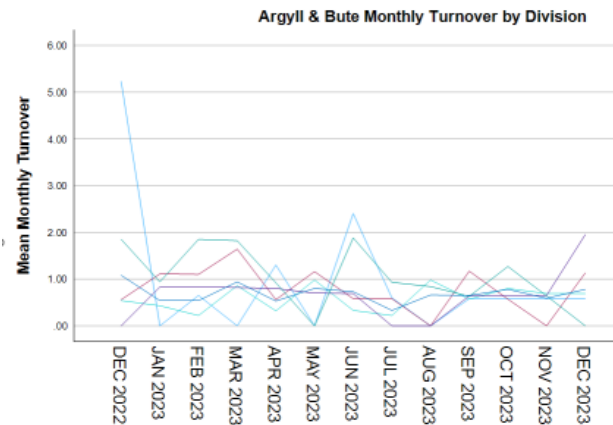
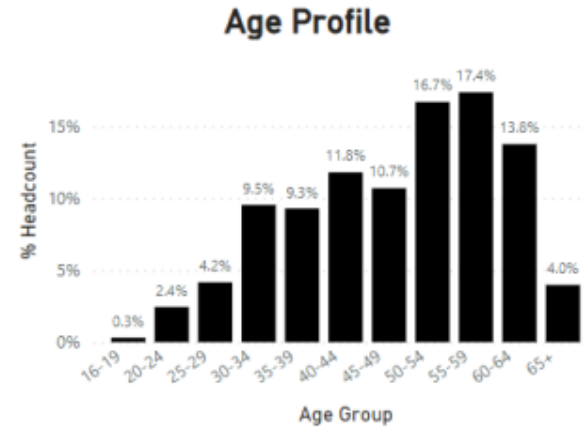
59 employees are fixed term an decrease of 1 since last quarter.

45 employees are under 25 which has increased by 5 since June 2023

Turnover remains stable and in line with the Board average. We continue to see leavers relating to retirements.

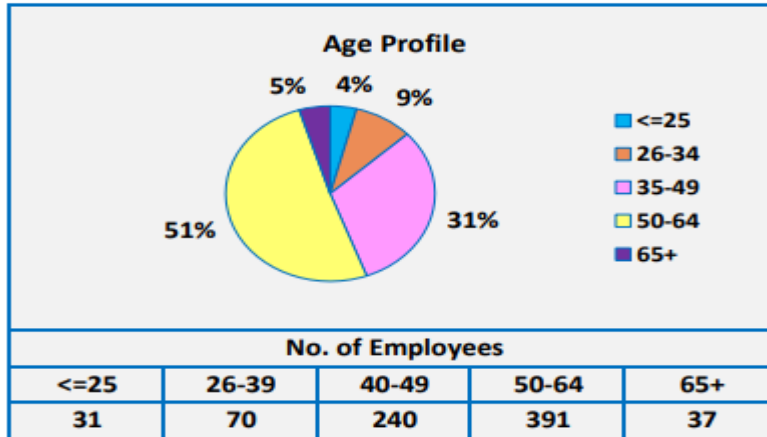
A&B have had 37 Leavers since September 2023, To date we have only received 4 Exit Feedback Surveys which indicates more awareness and promotion of this process is required

| Job Family | Headcount | WTE |
|--------------------------|-------------|----------------|
| ADMINISTRATIVE SERVICES | 297 | 236.5 |
| ALLIED HEALTH PROFESSION | 185 | 150.5 |
| DENTAL SUPPORT | 36 | 27.5 |
| HEALTHCARE SCIENCES | 28 | 25.1 |
| MEDICAL AND DENTAL | 51 | 29.7 |
| MEDICAL SUPPORT | 2 | 1.2 |
| NURSING/MIDWIFERY | 733 | 611.4 |
| OTHER THERAPEUTIC | 57 | 49.4 |
| PERSONAL AND SOCIAL CARE | 51 | 41.4 |
| SENIOR MANAGERS | 1 | 1.0 |
| SUPPORT SERVICES | 206 | 149.1 |
| Total | 1636 | 1,322.7 |



COUNCIL WORKFORCE PROFILE

HSCP



HSCP

No. of Employees in Post After 12 Months
555

%age of Temporary Employees Who Left Prior to End of Contract
0%

Voluntary Staff Turnover Rate
2%

| | HSCP | | | |
|---------------------|-----------|-----------|-----------|-----------|
| | Female | | Male | |
| | Full-time | Part-time | Full-time | Part-time |
| Permanent | 317 | 303 | 84 | 32 |
| Temporary | 16 | 26 | 2 | 3 |
| | 333 | 329 | 86 | 35 |
| Total Emps | 783 | | | |
| Casuals Paid | 343 | | | |

| MODERN APPRENTICES | HSCP | Council |
|--------------------|---------------------|---------|
| New Starts | 20 | 76 |
| Completed | 17 | 55 |
| Secured Job | 82% | 73% |
| | <i>(cumulative)</i> | |

Key points:

- 54% of the workforce are over 50 with 5% over 65
- 85% of our workforce is female.
- 46% of our workforce are part time
- 5% of our workforce are temporary (47 fixed term)
- Voluntary Turnover rate has reduced from a constant 3% to 2%
- No temporary employees leaving prior to end of contract

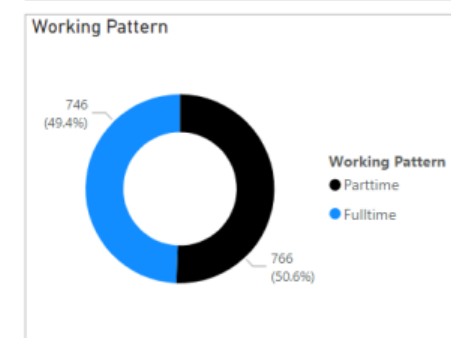
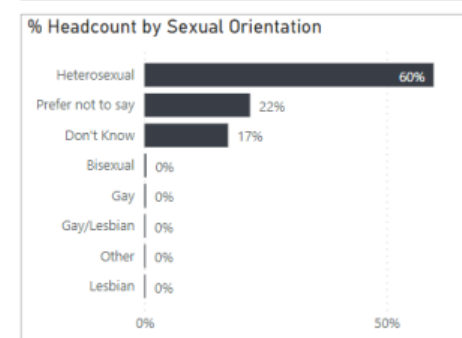
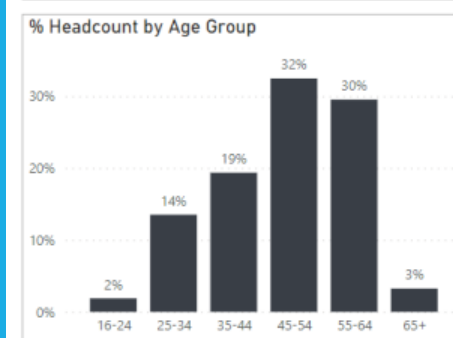
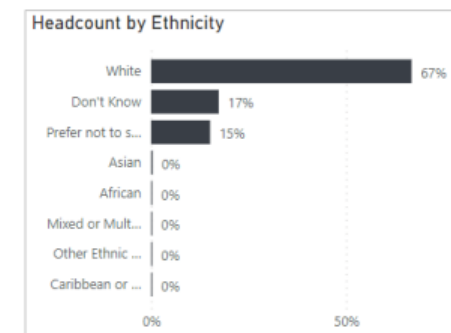
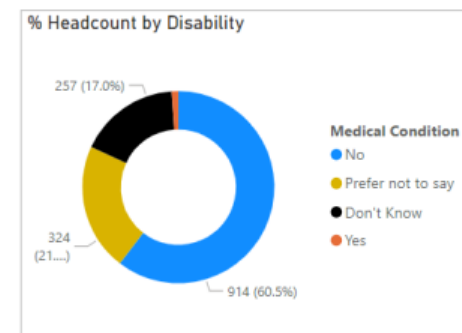
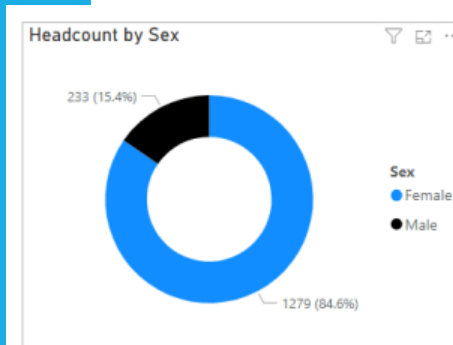
EQUALITY AND DIVERSITY

Key points:

Minor change to the E&D metrics with only an increase of 1 since June extract.

For most protected characteristics (notable exceptions being age and gender), somewhere in the region of 40% of the information is unknown because it has not been provided. This figure has remained consistent over the last 3 years.

The key action, therefore, in relation to our Equalities Duties in respect of employees, is to improve the quality of the employee equalities data we hold. Employee Self Service will assist this and allows staff to update their Equalities information and a focused exercise is due to commence in quarter 3, encouraging this completion.



TIME TO FILL

Time to fill presents a count of days between post added to the recruitment system and the start date of the candidate. The fill period is therefore reliant on timely and accurate data input.

The council posts take an average of 83 days to fill while the NHS average is 210 days. This can be accounted for by a number of factors, or which notice period is just one. There has been incremental improvement over the reporting period with December being the best month on record.

Time to fill is higher in professional positions and high bands which can be attributed to longer notice periods.

Both recruitment systems have the capability of reporting at each stage of the recruitment process and a Recruitment Metrics is being finalised for future reporting. This will assist in identifying the source of delays.

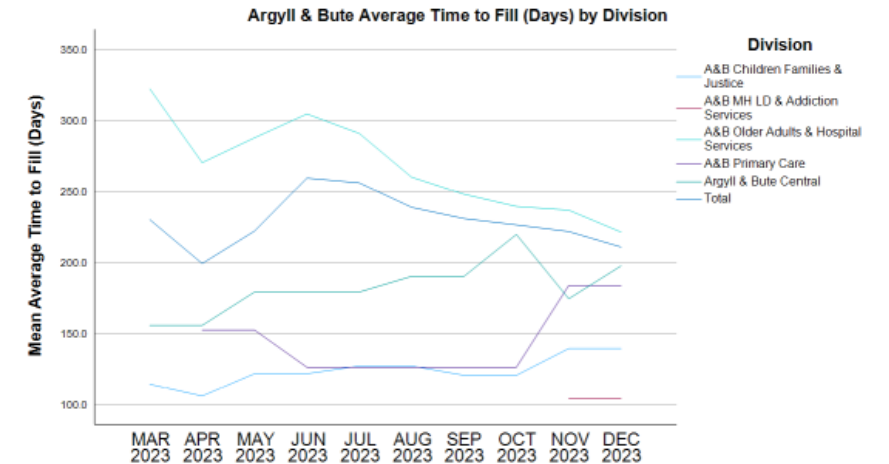
For comparison the average Board time to fill is 129.18 (as of December 23) days so there is still work to be done to identify and remove barriers to streamline the process. Scotland wide benchmarking is also being sought and will be used for comparison when available.

Council time to fill has also improved this quarter, reducing from 100 – 83 days with an increase in the numbers of vacancies advertised. At the end of December there were 29 positions that remained unfilled

Council

| POSTS | HSCP | Council |
|----------------------------------|------|---------|
| No. Advertised | 115 | 434 |
| No. Unfilled | 29 | 93 |
| Average No. of Days to Fill Post | 83 | 77 |

NHS



Average Time to Fill (Days) By Division

| Period | Average Time to Fill (Days) By Division | | | | | | | | | | | |
|-----------------------------|---|-----------------------------|--------------------------------|-----------------------------|--------------------------------------|-----------------------------|----------------------------|-----------------------------|----------------------------|-----------------------------|-----------------------------|----------------------------|
| | Division | | | | | | | | | | | Total |
| | A&B Children Families & Justice | | A&B MH LD & Addiction Services | | A&B Older Adults & Hospital Services | | A&B Primary Care | | Argyll & Bute Central | | Average Time to Fill (Days) | |
| Average Time to Fill (Days) | Number of Candidates Hired | Average Time to Fill (Days) | Number of Candidates Hired | Average Time to Fill (Days) | Number of Candidates Hired | Average Time to Fill (Days) | Number of Candidates Hired | Average Time to Fill (Days) | Number of Candidates Hired | Average Time to Fill (Days) | | Number of Candidates Hired |
| MAR 2023 | 114.3 | 3 | . | 0 | 322.1 | 7 | . | 0 | 155.8 | 4 | 230.1 | 14 |
| APR 2023 | 106.0 | 4 | . | 0 | 270.3 | 10 | 152.5 | 2 | 155.8 | 4 | 199.2 | 20 |
| MAY 2023 | 121.8 | 5 | . | 0 | 287.8 | 14 | 152.5 | 2 | 179.2 | 5 | 222.0 | 26 |
| JUN 2023 | 121.8 | 5 | . | 0 | 304.5 | 34 | 126.3 | 3 | 179.2 | 5 | 259.4 | 47 |
| JUL 2023 | 127.3 | 4 | . | 0 | 290.8 | 39 | 126.3 | 3 | 179.2 | 5 | 256.0 | 51 |
| AUG 2023 | 127.3 | 4 | . | 0 | 260.0 | 48 | 126.3 | 3 | 190.3 | 4 | 238.8 | 59 |
| SEP 2023 | 120.7 | 3 | . | 0 | 248.0 | 49 | 126.3 | 3 | 190.3 | 4 | 230.8 | 59 |
| OCT 2023 | 120.7 | 3 | . | 0 | 239.4 | 51 | 126.3 | 3 | 219.7 | 3 | 226.4 | 60 |
| NOV 2023 | 139.5 | 4 | 104.0 | 1 | 236.7 | 53 | 183.8 | 6 | 174.5 | 2 | 221.7 | 66 |
| DEC 2023 | 139.5 | 4 | 104.0 | 1 | 221.3 | 61 | 183.8 | 6 | 197.6 | 5 | 210.8 | 77 |

HSCP CURRENT VACANCIES

NHS vacancies

| | | Total Number of Vacancies |
|--------------------------------------|---------------------------|------------------------------|
| A&B Children Families & Justice | Administrative Services | 1 |
| | Allied Health Professions | 1 |
| | Nursing and Midwifery | 7 |
| | Other Therapeutic | 1 |
| | Total | 10 |
| A&B MH LD & Addiction Services | Administrative Services | 2 |
| | Allied Health Professions | 7 |
| | Medical and Dental | 1 |
| | Nursing and Midwifery | 15 |
| | Total | 25 |
| A&B Older Adults & Hospital Services | Administrative Services | 12 |
| | Allied Health Professions | 27 |
| | Healthcare Sciences | 2 |
| | Medical and Dental | 15 |
| | Nursing and Midwifery | 58 |
| | Other Therapeutic | 3 |
| | Personal and Social Care | 1 |
| | Senior Managers | 1 |
| | Support Services | 18 |
| | Total | 137 |
| A&B Primary Care | Administrative Services | 3 |
| | Dental Support | 1 |
| | Medical and Dental | 2 |
| | Nursing and Midwifery | 4 |
| | Other Therapeutic | 1 |
| | Total | 11 |
| Argyll & Bute Central | Administrative Services | 3 |
| | Allied Health Professions | 1 |
| | Nursing and Midwifery | 2 |
| | Personal and Social Care | 7 |
| | Total | 13 |
| Grand Total | | 196 |

| | |
|---------------------------|------------|
| Administrative Services | 21 |
| Allied Health Professions | 36 |
| Nursing and Midwifery | 86 |
| Other Therapeutic | 5 |
| Medical and Dental | 18 |
| Healthcare Sciences | 2 |
| Personal and Social Care | 8 |
| Senior Managers | 1 |
| Support Services | 18 |
| Dental Support | 1 |
| Total | 196 |

This slide provides a detailed breakdown of the vacant posts at the end of December.

Board wide vacancy monitoring has resumed and there is weekly scrutiny of the posts going out to advert. The HSCP process feeds into this.

Workforce planning meetings also review vacancies and consider skill mix and alternative methods of delivery.

COUNCIL CURRENT VACANCIES

| | Oct-23 | | Nov-23 | | Dec-23 | |
|--|-----------------------|----------|-----------------------|----------|-----------------------|----------|
| | Internal/RF | External | Internal/RF | External | Internal/RF | External |
| Adult Services – Health & Community Care | 1 | 16 | 1 | 18 | 5 | 5 |
| Adult Services – Acute & Complex | 1 | 7 | 1 | 6 | | 2 |
| Children, Families and Justice | 2 | 10 | 1 | 5 | | 2 |
| Strategy P&P | | | | | | 1 |
| HSCP PL3 DIRECTORATE | | | | | | 2 |
| | 4 | 33 | 3 | 29 | 5 | 12 |
| Totals | 37 | | 32 | | 17 | |
| | (Temp 6) (Perm 31) | | (Temp 5) (Perm 27) | | (Temp 5) (Perm 12) | |
| Overall Total | 86 | | | | | |

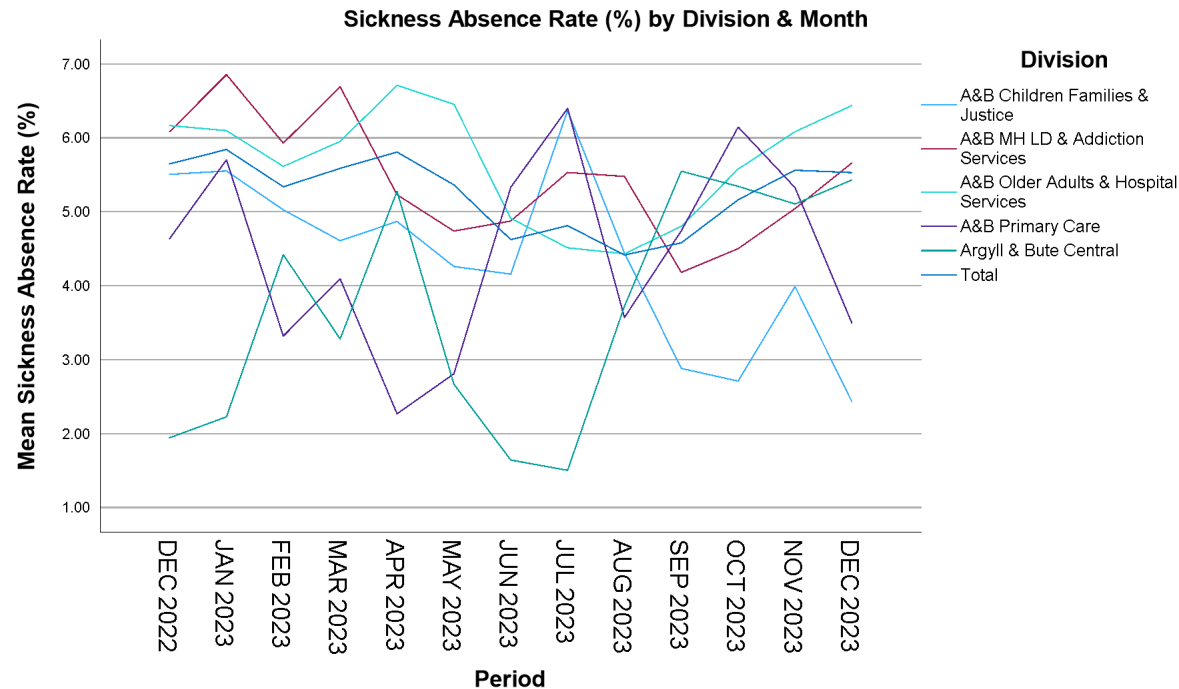
NHS SICKNESS ABSENCE

The graph presents absence rates across our AB Divisions.

The table presents the average absence based on the AB Division rates and a comparison against NHSH absence rate overall and the NHS Scotland national average per month.

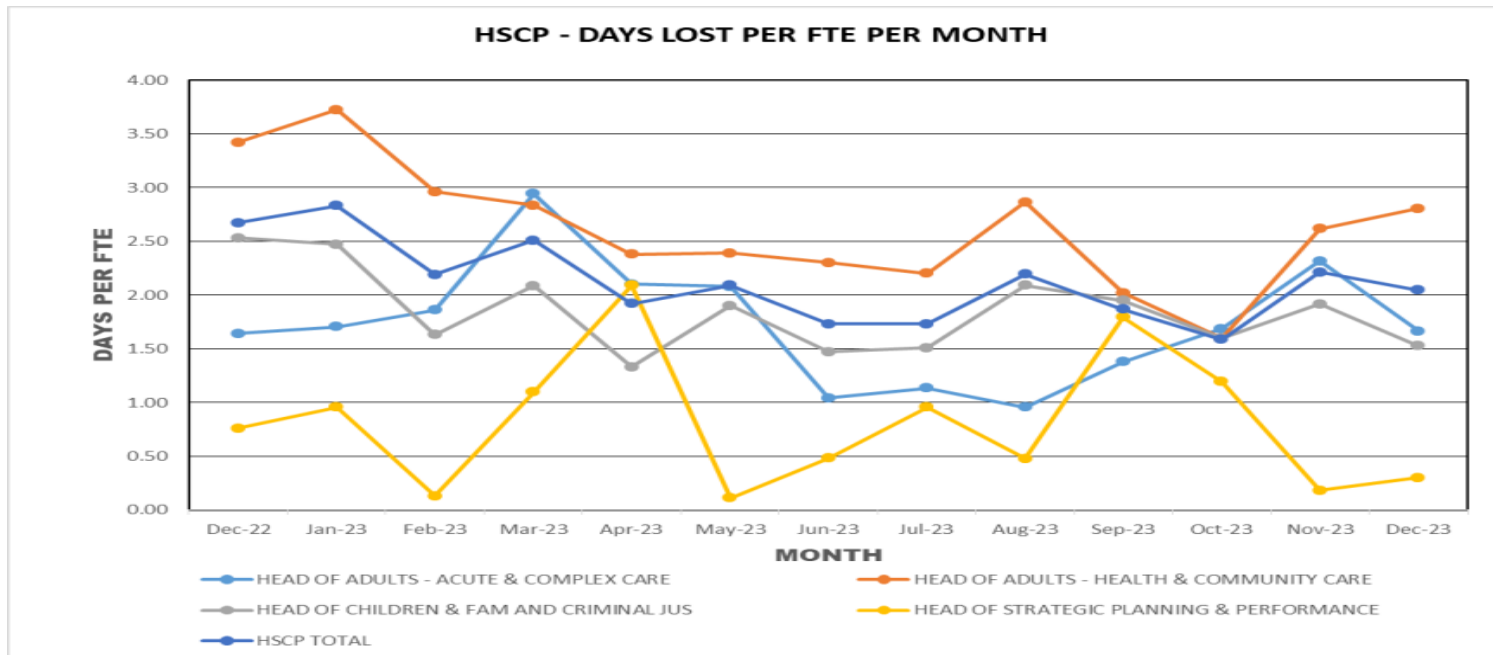
Absence rates during the winter period October – December are lower than 2022.

A&B is in the main consistently lower than the highland wide and National average. We await national average rates for December 2023.



| | Jan | Feb | Mar | April | May | June | Jul | Aug | Sep | Oct | Nov | Dec |
|----------------------------|------|------|------|-------|------|------|------|------|------|-------|-------|-------|
| Argyll and Bute HSCP Total | 5.8% | 5.3% | 5.6% | 5.8% | 5.4% | 4.6% | 4.8% | 4.4% | 4.4% | 4.9% | 5.1% | 5.53% |
| NHS Highland Total | 6.6% | 5.6% | 6.5% | 6.1% | 6.0% | 6.0% | 6.2% | 5.5% | 6.7% | 6.7% | 6.6% | 6.5% |
| NHS Scotland Average | 6.8% | 6.9% | 5.6% | 6.3% | 5.9% | 5.8% | 5.8% | 6.3% | 5.9% | 6.05% | 6.45% | TBC |

COUNCIL SICKNESS ABSENCE



The graph and table below show A&B Council Sickness absence across the year

Q3 has seen similar sickness absence levels when compared to last quarter and an improvement when compared to the same period last year.

June July and October levels are the months with the lowest recorded absence and correspond with the common / school holiday periods

| | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 | Sep-23 | Oct-23 | Nov-23 | Dec-23 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| HEAD OF ADULTS - ACUTE & COMPLEX CARE | 1.64 | 1.70 | 1.86 | 2.94 | 2.10 | 2.08 | 1.04 | 1.13 | 0.95 | 1.38 | 1.68 | 2.32 | 1.66 |
| HEAD OF ADULTS - HEALTH & COMMUNITY CARE | 3.42 | 3.73 | 2.96 | 2.84 | 2.38 | 2.39 | 2.30 | 2.20 | 2.86 | 2.02 | 1.60 | 2.61 | 2.80 |
| HEAD OF CHILDREN & FAM AND CRIMINAL JUS | 2.53 | 2.47 | 1.63 | 2.09 | 1.33 | 1.90 | 1.47 | 1.51 | 2.09 | 1.95 | 1.60 | 1.92 | 1.53 |
| HEAD OF STRATEGIC PLANNING & PERFORMANCE | 0.76 | 0.96 | 0.13 | 1.10 | 2.09 | 0.11 | 0.48 | 0.96 | 0.48 | 1.79 | 1.19 | 0.18 | 0.30 |
| HSCP TOTAL | 2.67 | 2.83 | 2.19 | 2.51 | 1.92 | 2.09 | 1.73 | 1.73 | 2.19 | 1.87 | 1.58 | 2.21 | 2.04 |

It should be noted that Strategic Planning & Performance only has 18 council employees hence any absence seems steep in comparison to other Services

NHS SICKNESS ABSENCE REASONS

Absence Reason % for 12-month period up to most recent period shown for absence rates



Absence reasons presented from absence for 12 month period as at 31st December 2023.

Absences with an unknown cause/not specified remaining high (accounting for around 31.83%). Managers continue to be asked to ensure that an appropriate reason is recorded and continuously updated. System solutions and prompts are also being investigated.

Manager attendance remains low on Once for Scotland courses Reports are now distributed to SLTs, via the People Partners to demonstrate attendance at the Once for Scotland courses, both online and eLearning.

For committee purposes absence reason is reported at HSCP level. Heads of Services receive their own divisional information.

The remaining top 3 reasons for absence are:
1)gastro-intestinal
2)cold, cough, flu
3)Anxiety/ stress /depression /other

Covid absence is increasing Board wide and spread 5.24% of our absences.

COUNCIL SICKNESS REASONS & RTW

| Top 3 reasons for absence | Long Term | Short Term |
|---------------------------|--|---|
| HSCP | Stress/Depression/Mental Health/Fatigue Back & Neck Problems Medical Treatment | Stress/Depression/Mental Health/Fatigue Infections Stomach, Liver, Kidney & Digestion |

| Previous Months Total for Comparison | No of RTWI completed | No of RTWI not completed | RTWI % | Average Time taken to complete (Days) |
|--------------------------------------|----------------------|--------------------------|------------|---------------------------------------|
| MAY 2023 | 38 | 48 | 44% | 7 |
| JUNE 2023 | 26 | 35 | 43% | 3 |
| JULY 2023 | 30 | 39 | 43% | 9 |
| AUGUST 2023 | 25 | 53 | 32% | 6 |
| SEPTEMBER 2023 | 33 | 47 | 41% | 5 |
| OCTOBER 2023 | 34 | 38 | 47% | 5 |
| NOVEMBER 2023 | 44 | 69 | 39% | 6 |
| DECEMBER 2023 | 34 | 57 | 37% | 15 |
| Average since May 2023 | 33 | 48 | 41% | 7 |

Absence Reasons

Similar to the national absence profile Stress /Depression /Mental Health remains the top reasons for absence this quarter in both short and long term categories. Back /neck and medical treatments are the 2nd and 3rd top reason for long term absence.

RTW

RTW completion is consistently reducing despite monthly reminders and this is replicated across the council. The average for Council staff in HSCP is 41% and there is a 43% completion rate evident across the council.

HR have resumed attendance at service management meetings to promote the completion and resolve any outstanding barriers to completion.

RTW conversations are an extremely important part of the absence management process and there is a commitment for them to take place within 3 days of return.

EMPLOYEE RELATIONS

Summary of activity between 1st October and 31st December 2023.

Highlights comparative end of quarter totals.

NHS

| | Mar-22 | Jun-22 | Sep-22 | Dec-22 | Mar-23 | Jun-23 | Sept 23 | Dec 23 |
|--------------|--------|--------|--------|--------|--------|--------|---------|--------|
| DAW | 3 | 4 | 1 | 2 | 1 | 2 | 8 | 9 |
| Disciplinary | 1 | 4 | 1 | 2 | 2 | 2 | 2 | 1 |
| Grievance | 2 | 3 | 3 | 4 | 3 | 4 | 3 | 4 |
| Capability | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 6 | 11 | 5 | 8 | 6 | 8 | 13 | 14 |

Since the last quarterly report there has been 2 cases opened (one Dignity at work and one grievance) with one disciplinary concluded. As detailed in previous reports a few of the DAW cases are group cases which in some way accounts for the higher numbers in this area.

Council

| | Mar-22 | Jun-22 | Sep-22 | Dec-22 | Mar-23 | Jun-23 | Dec 23 |
|------------|--------|--------|--------|--------|--------|--------|--------|
| B&H | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Discipline | 2 | 1 | 1 | 1 | 1 | 0 | 1 |
| Grievance | 1 | 2 | 3 | 2 | 3 | 2 | 0 |
| Capability | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | 3 | 3 | 4 | 3 | 4 | 2 | 1 |

HSCP Council Disciplinary and Grievance cases are consistently low. In Q3 there was only one disciplinary

REDEPLOYMENT

As of the 31st December there were 31 employees on the redeployment register, a reduction of 2 since 30th September with 33 employees.

22 of 31 individuals are retained on the register due to their pay protection status. This individuals are in roles but have a protection element.

The protections sit across bands 2 in Support Services and Bands 3 in Nursing.

The 'other' category may include:

- Breakdown in working relationships
- End of Employment Break
- Injury at Work

All NHS vacancies are considered for redeployment as they arise. Redeployment staff continue to work in partnership with managers, employees and staff side colleagues to secure permanent or fixed term opportunities for staff on the redeployment register.

| JobFamily andBand | Grievance outcome | Pay Protection | Other | Grand Total | |
|--------------------------|-------------------|----------------|-------|-------------|----|
| ADMINISTRATIVE SERVICES | | | 3 | 3 | |
| Band 3. | | | 2 | 2 | |
| Band 4. | | | 1 | 1 | |
| ALLIED HEALTH PROFESSION | | | 1 | 1 | |
| Band 3. | | | 1 | 1 | |
| NURSING/MIDWIFERY | 1 | | 8 | 9 | |
| Band 3. | 1 | | 7 | 8 | |
| Band 6. | | | 1 | 1 | |
| OTHER THERAPEUTIC | | | 1 | 1 | |
| Band 2. | | | 1 | 1 | |
| SUPPORT SERVICES | | | 9 | 8 | 17 |
| Band 1. | | | 3 | 3 | |
| Band 2. | | | 4 | 5 | 9 |
| Band 4. | | | 1 | 3 | 4 |
| Band 6. | | | 1 | 1 | |
| Grand Total | 1 | | 22 | 8 | 31 |

MANDATORY TRAINING

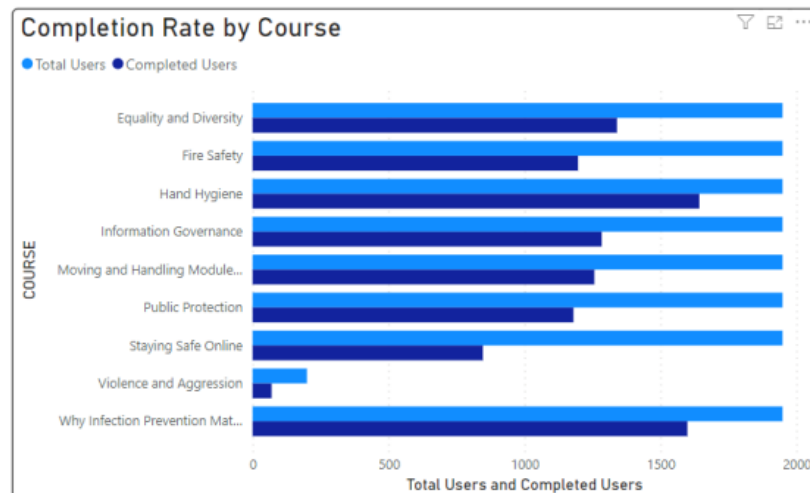
AB report a Mandatory Training completion rate of 66% overall, an increase since August where 63.97% was reported

Over the course of the year there has been focused attention on statutory mandatory training resulting in incremental improvement across all stat man training.

There remains low levels of compliance in Staying Safe Online elearn for Violence and Aggression which is for those who are not in public facing roles. Anyone in a public facing roles receive mandatory practical training on both violence and aggression and moving and handling

There is now an established Statutory Mandatory monitoring and training implementation programs across the board, with focused attention on improvement through chief officers and HOS. This includes a 6-month improvement plan with targets for RAG rating, which require to be met by all services in each month.

With this in place it is anticipated that Board wide the 95% compliance target will be achieved and thereafter maintained.



| Course | Current Completion Rate |
|----------------------------------|-------------------------|
| Equality and Diversity | 68.8% |
| Fire Safety | 61.4% |
| Hand Hygiene | 84.3% |
| Information Governance | 65.9% |
| Moving and Handling Module A | 64.5% |
| Public Protection | 60.5% |
| Staying Safe Online | 43.5% |
| Violence and Aggression | 35.0% |
| Why Infection Prevention Matters | 82.0% |
| Total | 66.0% |



| Month | Equality and Diversity | Fire Safety | Hand Hygiene | Information Governance | Moving and Handling Module A | Public Protection | Staying Safe Online | Violence and Aggression | Why Infection Prevention Matters |
|----------------|------------------------|-------------|--------------|------------------------|------------------------------|-------------------|---------------------|-------------------------|----------------------------------|
| February 2023 | 66% | 55% | 82% | 62% | 65% | 47% | 15% | 33% | 80% |
| March 2023 | 68% | 58% | 83% | 65% | 64% | 52% | 21% | 34% | 80% |
| April 2023 | 67% | 58% | 83% | 65% | 63% | 53% | 25% | 34% | 81% |
| May 2023 | 68% | 58% | 84% | 65% | 61% | 54% | 28% | 34% | 81% |
| June 2023 | 68% | 59% | 84% | 66% | 62% | 54% | 30% | 36% | 82% |
| July 2023 | 68% | 60% | 85% | 66% | 62% | 57% | 33% | 39% | 82% |
| August 2023 | 68% | 60% | 84% | 66% | 62% | 57% | 33% | 39% | 82% |
| September 2023 | 68% | 60% | 85% | 66% | 63% | 58% | 38% | 38% | 82% |
| October 2023 | 68% | 60% | 85% | 65% | 64% | 59% | 40% | 36% | 82% |
| November 2023 | 69% | 60% | 85% | 66% | 64% | 60% | 42% | 35% | 82% |
| December 2023 | 69% | 61% | 84% | 66% | 64% | 61% | 43% | 35% | 82% |

MANDATORY TRAINING (COUNCIL)

The table attached details the mandatory training carried out this quarter and the overall compliance rate.

Similar to the NHS compliance there is varying degrees of compliance.

The Council have been working on a new process on the training management system LEON to make it easier for employees to stay on top of their mandatory training.

LEON now notifies employees when their training is due and sends them and their managers reminders. This is the first time this has been in place for council employees and it is hoped it will improve the overall compliance rates going forward.

| Mandatory course | Number of HSCP employees completed course prior to Q3 | As a percentage of the HSCP total workforce | Number completed in FQ 3 | As a percentage of the HSCP total workforce who completed in FQ 3 | Total Completion rate |
|------------------------|---|---|--------------------------|---|-----------------------|
| E&D | 268 | 35% | 0 | 0% | 35% |
| Data Protection | 539 | 71% | 0 | 0% | 71% |
| Fire Safety Awareness | 703 | 92% | 45 | 6% | 98% |
| Freedom of information | 466 | 61% | 38 | 5% | 66% |
| PREVENT | 184 | 24% | 0 | 0% | 24% |
| Positive Customer Care | 440 | 58% | 37 | 5% | 62% |

TOTAL 120

HSCP total workforce end Q3 763

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