NHS ISLE OF WIGHT
CLINICAL COMMISSIONING GROUP

MANDATORY AND NON-MANDATORY TRAINING POLICY
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1. EXECUTIVE SUMMARY

1.1 “The NHS commits to provide all staff with personal development, access to appropriate training for their jobs and line management support to succeed.” NHS Constitution, 2009

1.2 This policy aims to ensure that the CCG and its employees meet their duties with regard to mandatory and non-mandatory training.

1.3 This CCG regards education, training and development as a priority, and believes that a well trained and highly motivated workforce will help ensure the delivery of the corporate objectives whilst supporting developments within the Quality Innovation Productivity and Prevention (QIPP) challenge.

2. INTRODUCTION

2.1 The CCG recognises that its most valuable asset is the staff it employs, without whose skill, support and commitment it would be impossible to commission the high quality care which is the core business of the CCG. The CCG also accepts that it has a legal, ethical and moral obligation to ensure that its employees are safe and competent, with the appropriate knowledge and skills to ensure high standards of care. To minimise risk to both patients and staff, all staff are required to attend the relevant mandatory training for their role in order to deliver a safe effective service in their area of work.

2.2 This ensures that the CCG fulfils its statutory obligations and provides evidence of safe practice and risk minimisation to external quality assurance agencies.

3. SCOPE

3.1 This policy is applicable to all staff employed by the CCG, including permanent and temporary staff as well as bank, voluntary and agency workers.

3.2 The policy is essentially for those employed within the CCG; however, the intention is to be inclusive of GPs, Primary Care Practitioners and Social Care/Isle of Wight Council staff and other partners (for example other public sector agencies, St John’s Ambulance, Red Cross or Care Homes) where appropriate partnership working arrangements and/or service level agreements are negotiated.

3.3 Students on placement are required to undertake Mandatory Training but the CCG is not obliged to provide Non-Mandatory training. It will remain the discretion of the mentor/supervisor as to whether students will be able to participate in any Non-Mandatory training activities/courses.

4. DEFINITIONS

4.1 Mandatory Training

4.1.1 Mandatory Training refers to any subjects or knowledge required either by statute or policy; by legal obligations of the CCG, its managers and individuals; guidance or requirements from professional bodies; or by the CCG itself to minimise risk, support the delivery of services, patient care and requirements between employer and employee/individual, and maintain competence to the required standards.
4.1.2 As mandatory training requirements change over time, a current list will be maintained on the CCG Intranet within the Learning Zone.

4.2 Training Needs Analysis

4.2.1 Training Needs Analysis (TNA) is the process by which any training needs are identified to ensure they meet the requirements and outcomes for the chosen subject, staff groups etc.

4.2.2 Some mandatory training is specific to particular staff groups and disciplines. For each subject staff group to whom it applies is identified, together with the frequency of refreshment; the percentage of the CCG’s staff requiring that training; and a red, amber or green (RAG) rating of the risk level involved. The current version of the mandatory training matrix is available from the Development and Training service.

4.2.3 Appraisal paperwork requires a Personal Development Plan to be completed for each staff member, and the training identified should be mapped to the NHS Knowledge and Skills Framework (KSF). Note that the KSF is not applicable to bank or voluntary staff.

5. KEY RESPONSIBILITIES

5.1 Chief Officer

5.1.1 The Chief Officer is responsible for the delivery of the CCG’s workforce development, and ultimately responsible for ensuring that all staff receives mandatory training in order to ensure visitor, client and staff safety.

5.1.2 The Chief Officer has ultimate responsibility for ensuring that training provision is appropriate for the strategic needs of the CCG and aligns workforce planning with educational provision.

5.1.3 The Chief Officer should monitor attendance and results from training and educational activities to assure quality and value for money, addressing any issues as appropriate.

5.2 Management Group

5.2.1 The Management Group is responsible for discussing requirements, provision, and any funding issues, and for making recommendations thereon. The level and frequency of training, and the staff roles to which they apply, are decided by this group using the advice from the Development and Training service.

5.3 Development and Training service

5.3.1 The CCG has bought in development and training services from the Commissioning Support South Unit for 2013/14.

5.3.2 The Development and Training service will (in accordance with service level agreements) for mandatory training:

- ensure that sufficient activities are scheduled to enable all staff to complete the relevant training programmes identified in the training needs analysis

- keep a central record of attendance of mandatory training using the learning management system. The learning management system database is centrally held. It can be accessed by all trained users (members of the Development & Training Service and subject leads)
provide reports for managers, as requested, to show their departmental levels of compliance with mandatory training requirements, and indicate when individuals’ competencies are due to expire

- monitor course cancellations and non-attendance
- advise and support managers to agree further action when staff fail to attend courses or cancel repeatedly
- support the Training Needs Analysis (TNA), standards and evaluation methods for all learning and development

5.3.3 The Development and Training service will for non-mandatory training:
- manage, facilitate, advertise, record attendance and evaluate training programmes
- process applications for activities and arrange payments where appropriate in line with CCG procedures
- maintain, and update as necessary, the CCG’s learning management system: Training Manager Pro (TMRp)
- ensure that appropriate support and resources are available to the CCG to enable development
- monitor the quality of training (reporting to the CCG Chief Officer)
- develop e-learning modules and facilitate the use of regional and national tools, as agreed with the CCG
- negotiate with external providers to ensure high quality, value for money training activities are commissioned, to support CCG development plans
- accommodate bespoke requests (as negotiated) for interventions such as team development, change management support and coaching.
- provide guidance for personal development and career progression to support pathways, succession planning and talent management
- actively seek external funding for development and training activities

5.4 Human Resources and Development

5.4.1 The Chief Officer is the executive responsible for the delivery of the CCG’s mandatory training programme; and for communicating to the Executive Team recommendations made by the Management Group for the CCG’s Clinical Executive to authorise.

5.5 Managers

5.5.1 Managers will be responsible for ensuring that their staff are released to attend or complete e-learning mandatory training during their normal working hours. Where required, agreement to attend out of normal working hours may be required.

5.5.2 All training must be undertaken within the timescales prescribed in this document. It is the responsibility of managers to review attendance data and hold team members to account if they have not attended mandatory training.

5.5.3 Managers must ensure that all employees are trained in the use of equipment and use of the Information Technology (IT) systems prior to use.
5.5.4 Should any individual persistently not meet their mandatory training requirements having been provided with every opportunity to do so in terms of guidance of what is required, time to attend etc. then the manager may take disciplinary action in line with the CCG’s Disciplinary Policy. Equally managers who regularly and consistently fail to release staff to attend Statutory/Mandatory events may be subject to disciplinary action in line with the CCG’s Disciplinary Policy.

5.5.5 Managers will specifically have responsibility for:

- ensuring that Development and Training procedures and guidelines are adhered to
- ensuring staff attend (or book) mandatory training prior to undertaking any other non-mandatory training or educational activities
- reducing the numbers of those who ‘Did Not Attend’ (DNA) for training by ensuring that staff inform Development and Training if they are unable to attend pre-booked courses/sessions with as much notice as possible
- encouraging staff to use and share newly acquired knowledge and skills

5.6 Staff

5.6.1 It is the responsibility of individuals to understand the mandatory training requirements for their role in order to undertake their mandatory training requirements within the timescales outlined in this policy by the CCG. Attendance will be required within contracted hours of work; however some staff may need (by prior agreement) to attend outside of usual hours worked or shifts may need to be changed.

5.6.2 Having attended mandatory training, it is the responsibility of individuals to ensure that their attendance at that course is recorded by the CCG and that they keep any information which will be useful evidence for discussion during their Appraisal and review of their KSF outline (note that this does not apply to bank and voluntary staff).

5.6.3 This will involve signing an attendance sheet, informing their manager, completing their Mandatory Training Passport, or registering attendance with their professional lead. Individuals should undertake agreed mandatory training activities and any further development needs should be discussed with their manager.

4.3.1 All staff will have specific responsibility for:

- ensuring that Development and Training procedures and guidelines are adhered to
- discussing training requirements with their Line Manager during appraisal (see Appraisal Policy)
- completing (or booking) mandatory training prior to undertaking any further personal development
- notifying Development and Training as soon as they are aware they will not be able to attend either an in house or external training course/event
- take ownership of their own training, development and learning (NHS Constitution, section 3b, 2009)
- put to use and be prepared to share knowledge and skills with colleagues (when appropriate)
- participate in the evaluation process when required
6. **IDENTIFYING TRAINING NEEDS**

6.1 The CCG has a responsibility to provide a range of educational and training events to meet its statutory legal obligations as an employer. The training brochure is available on the CCG intranet site in the learning zone.

6.2 It is a joint responsibility of every member of staff and their line manager to identify individual training needs in line with the KSF Post Outline, the staff member’s own needs, and organisational and service requirements. Each manager should develop a training action plan for all their staff as part of the Appraisal process.

6.3 The Chief Officer will commission a training needs analysis (TNA) on a regular basis, and create/co-ordinate a training plan that provides sufficient capacity to enable all staff to complete the relevant training programmes identified in the TNA with specific regards to mandatory training.

7. **PROVISION OF MANDATORY TRAINING**

8.1 Compulsory Basic Training (CBT) days will be run regularly to enable staff to complete a range of mandatory training courses in one day.

8.2 E-learning courses will be created using Training Tracker to enable staff to undertake some mandatory training on-line as appropriate (eg Fire Safety Theory may be completed as e-learning, while Fire Extinguisher Training is run as a practical session.)

8.3 Training may also be undertaken using the National Learning Management System, the Core Learning Unit or other e-learning platforms (such as the Information Governance tool).

8. **UNDERTAKING MANDATORY TRAINING**

9.1 The Development and Training service will book staff onto mandatory training courses using the learning management system (TMPro).

9.2 Managers will ensure that staff are given ‘protected time’ and released to enable them to attend the training. Individuals will be responsible for ensuring they attend the course for which they are booked.

9.3 Individuals and managers are jointly responsible for notifying the Development and Training service if the individual is not able to attend the training on the date given and another date will then be agreed. Any cancellation of a place on a mandatory event must be given by the individual or their line manager giving as much notice as possible to ensure full utilisation of places.

9.4 If, for whatever reason, the course is cancelled the applicant must inform their manager and make themselves available for duty.

9.5 Managers will check that all of their permanent staff are up to date with their mandatory training programmes, as part of their annual appraisal, by checking their mandatory training passports and taking appropriate action if and when any training is overdue.
9. FOLLOWING UP FAILURE TO ATTEND

10.1 The Development and Training service will rebook all staff who fail to attend mandatory training onto another course. Managers will be responsible for meeting with any member of their staff who fails to attend a mandatory event to ascertain the reason and take any appropriate action.

10.2 The Development and Training service will write to individuals and managers when an individual fails to attend mandatory training, stating that both the individual and the manager may be in breach of their contract of employment.

10.3 Should any individual persistently not meet their mandatory training requirements having been provided with every opportunity to do so in terms of guidance of what is required, time to attend etc. then the manager may take disciplinary action in line with the CCG’s Disciplinary Policy. Equally, managers who regularly and persistently fail to release staff to attend Statutory/Mandatory events may be subject to disciplinary action in line with the CCG’s Disciplinary Policy.

10.4 All Line Managers will be required to report the compliance of staff’s training requirements at Performance Reviews.

10. IMPLEMENTATION / TRAINING / AWARENESS

11.1 Information relating to Development and Training activities will be communicated to staff as appropriate. This may be, for example, an e-bulletin message, information posted onto the extranet or direct email to line managers.

11. MONITORING AND KEY PERFORMANCE INDICATORS

12.1 The CCG’s Clinical Executive will receive an annual education, training and development report, and will review data submitted against the CCG’s key performance targets.

12.2 The Chief Officer will oversee compliance and reporting for education, training and development and inform managers of any attendance issues relating to mandatory training, to enable appropriate actions to be undertaken.

12.3 The monitoring of mandatory training is undertaken by the Development and Training service, who will:
   - issue attendance figures
   - review evaluation of training events
   - provide feedback to individual trainers regarding the delivery of the training sessions

12.4 Mandatory training reports will be presented to the Audit Committee annually.

12. LINKS TO OTHER POLICIES

13.1 This policy should be read in conjunction with:
   - Appraisal Policy
   - Adult Protection Policy
- Child Protection Policy
- COSHH Policy
- Dignity at Work Policy
- Disciplinary Policy
- Equality & Diversity Policy
- Fire Safety Policy
- Health & Safety Policy
- Health Records Policy
- Incident Reporting and Management Policy
- Incidents, Complaints and Claims Policy
- Induction Policy
- Infection Control Policies
- Information Governance Policy
- Medicines Management Policy
- Organisational Change Policy
- Records Management Policy
- Safe Moving of Loads Policy
- Safeguarding Policies
- Security Policy
- Serious Untoward Incident Policy

13. REFERENCES

- The NHSLA Risk Management Standards
- NHS Knowledge and Skills Framework
- NHS LA Model Template Document

14. DISCLAIMER

15.1 It is the responsibility of staff to check the CCG Extranet to ensure that the most recent version/issues if this document is being referenced.