

JOB DETAILS	
Job Title	Head of Clinical Multi-Professional Education
	& Professional Development
Reports to	Associate Director of People Development
Band	8C
Department/Directorate	People Function

JOB PURPOSE

The Head of Clinical Multi-Professional Education & Professional Development is a member of the Senior Team within the People Development Service who will be the strategic lead on of all clinical educational, training and development requirements for the Trust, in order to develop and sustain a competent and flexible workforce. The post holder will embrace new roles and opportunities for clinical colleagues and embed a just and learning and inclusive culture through role modelling, learning interventions and blended methods of delivery.

The post holder will be the clinical conduit to our senior clinical colleagues working in partnership to understand the strategic clinical service needs and strategies and how those need to be underpinned by the provision of effective and high-quality multi professional clinical education and professional development opportunities, aligned to Trust strategy, the wider People Plan and NHS Workforce plan. Ensuring that our learning programme embraces inclusion and opportunity in its broadest sense, maximising the potential and capability of our clinical colleagues to deliver high quality, efficient, effective and safe care for our community and patients.

KEY WORKING RELATIONSHIPS

Areas of Responsibility:

The postholder would work in a matrix management structure and work in collaboration with their peers particularly the culture, leadership & non-clinical development senior lead and the apprenticeships, widening participation & future careers senior lead. The post holder would also need to work collaboratively with medical education in the North.

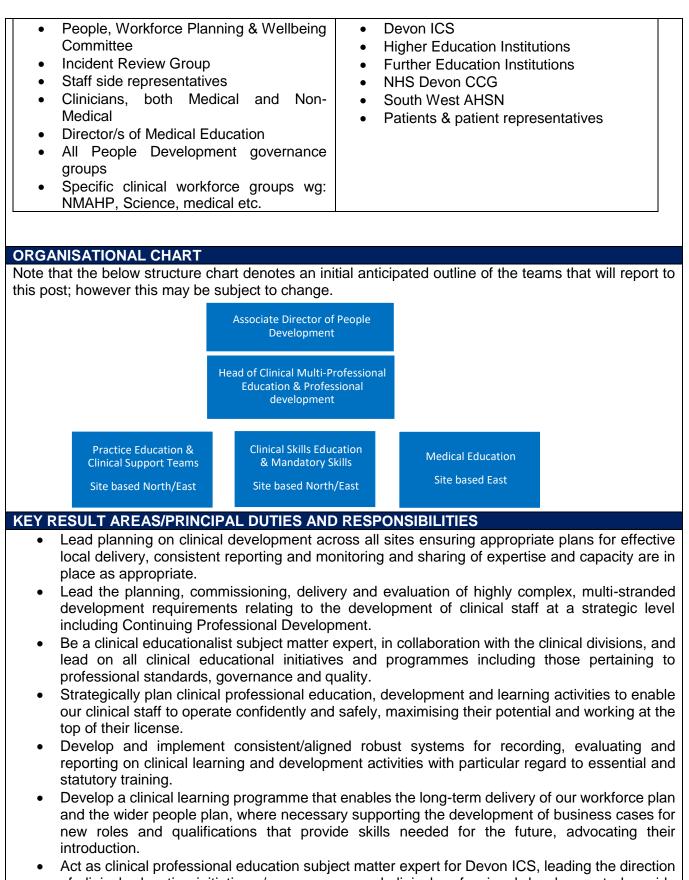
This role would need to work in a matrix way and be the senior clinical education & development conduit and partner with our senior clinical leads Trust wide.

No. of Staff reporting to this role: 5 direct reports initially with clinical multi-functional teams sitting across our Eastern and Northern sites. It is important to note that colleagues work both virtually and at hospital sites across Devon to provide education, training & development across the trust.

The post holder is required to deal effectively and build trusted partnership relationships with colleagues of all levels throughout the Trusts, the wider healthcare community, external organisations and the public. This will include verbal, written and electronic media.

Of particular importance are working relationships with:

Internal to the Trusts	External to the Trusts
 Executive Directors Senior Leadership Team Director of Governance People Business Partners 	 NHSe Health Education South West NHS England / Improvement Institute of apprentices and associated funding bodies



of clinical education initiatives / programmes and clinical professional development alongside the Associate Director of People Development to actively respond to the challenges faced within the NHS environment.

- Accountable for the delivery and oversight of clinical learning, development and clinical professional education of all the clinical workforce groups covering medics, nursing, AHPs and healthcare scientists in an equitable and fair way.
- Embed a learning culture that supports continuous professional development, good learner experience and high-quality outcomes for our staff and patients, ensuring that inclusion and a just and learning culture is at the heart of design and delivery.
- Provide assurance and escalate risks and issues into the People Development governance framework on the quality, effectiveness, and outcomes of the clinical development programme/s and activity and its ability to mitigate risks on workforce plans within the Trust and the ICS.
- Proactively improve the data/intelligence around the effectiveness of our clinical development through the development and monitoring of key metrics and trends to evidence the effectiveness of our programme
- Embrace and embed new digital learning methods that supports a blended learning approach, maintains a positive learning experience that empowers our clinical colleagues to own their development.
- Consider and build in strategies to support clinical education, training and learning that can be scaled up to support the wider ICS "One Devon" agenda. This would include using digital technology to support efficiencies on processes and where digital intervention would release human manual processes.

FREEDOM TO ACT

- Plan and organise own time, acting independently and with autonomy, whilst also directing the work of others.
- Lead on the strategic direction for all clinical educational requirements across the Trust including being accountable for the performance and development of a range of learning opportunities that underpin the development of a competent flexible workforce in order to deliver the Trusts' clinical and corporate strategies.
- Freedom to develop and implement discrete and effective policies, plans, and procedures, using own interpretation of broad professional and administrative policies, and advising the Trusts on how these should be interpreted.
- Work within a matrix structure reaching out, building strong partnerships and working collaboratively with senior clinical colleagues and educational providers to respond and deliver to the clinical development agenda.

COMMUNICATION/RELATIONSHIP SKILLS

- Develop and maintain effective relationships with the senior leadership teams across the trust, based on professional credibility, trust and the ability to build consensus.
- Participate in relevant internal and external working groups/projects, services and initiatives to
 provide information, analytical advice and expertise. This will include chairing meetings,
 providing appropriate support and challenge to others and conveying appropriate messages and
 corporate policy, sometimes in difficult circumstances or in hostile atmospheres.
- Present information and escalate issues, explaining the complexities to a wide range of internal and external stakeholders.
- Demonstrate excellent communication, organisation, management and leadership skills, with an
 ability to communicate on an individual basis, in a matrix way, in small departments and with
 large groups across a broad spectrum of stakeholders (both internal and external) at local and
 regional level.
- Work collaboratively with the wider HR/people Service to deliver the People Plan, integration plans and improve inclusion and employee experience.
- Demonstrate excellent oral and written communication skills when chairing events and meetings, both at local and ICS level. This will involve persuasive, motivational, negotiating and training/coaching skills in order to provide, receive and present potentially complex, contentious issues.

- Provide strategic advice and interpretation of complex information and maintain sound working links with a wide range of strategic partners and stakeholders.
- Attend multi-disciplinary management meetings and when requested, the Trust's Executive and Board of Directors meetings.
- Represent the Trusts externally on the subject of clinical professional development, including liaison with external stakeholders including (but not limited to); NHSE, South West, Professional Bodies as well as Higher and Further Education providers.
- Represent the Trusts externally on local and national clinical educational priorities.
- Work closely with the Assistant Directors of Nursing, Divisional Directors and the leads for Medical Education to build strong and influential working relationships, providing ongoing advice, support and coaching to clinical leaders to ensure compliance with clinical professional development policies, ensuring confidentiality of sensitive and personal information.
- Work across departments with the ultimate aim to facilitate the development of people by modernising capacity and capability within the workforce in order to develop the organisations.
- Work as an integral member of the wider People Development Senior leads Team to support, drive the Trust to be a learning organisation, ensure clinical learning supports our accreditation status for staff development.
- Identify and nurture partnership working with local health and social care providers.

ANALYTICAL/JUDGEMENTAL SKILLS

- Provide robust intelligence and triangulation of data to enable the continuous review of colleagues learning experience so that the Trust are able to respond flexibly to meet changing environments and ensure they are an employer of choice.
- Analyse and evaluate clinical programmes in order to ensure delivery of workforce plans, good learning experience, organisational outcomes and value for money/return of investment of public funds.
- Have regular contact with internal and external stakeholders and engage with them over complex and potentially contentious issues.
- Act as a principal source of advice for clinical professional development for the Trust.
- Review and analyse highly complex information including HR data, financial budgets and demand/capacity information within area of responsibility to support the development of business justifications, business cases and programme initiation and definition documents.
- Utilise intelligence to predict and forecast changes, anticipating and resolving problems before they arise, for example identification of national and local legislation and policy changes and challenges relating to the professional development and retention of staff.
- Report on inclusivity of development opportunities for all colleagues.

PLANNING/ORGANISATIONAL SKILLS

- Demonstrate excellent time management skills, acting independently and with autonomy, whilst also directing the work of others.
- Plan and organise a broad range of complex activities, formulating and adjusting plans to reflect changing circumstances.
- Embrace digital processes and enable systems and process that ensure effective and supportive learning environments throughout clinical areas of both Trusts.
- Chair and co-ordinate multi discipline/workforce working groups on projects within the Trusts and throughout the ICS.
- Produce and analyse regular reports to the Board of Directors and within the governance system, on strategic issues relating to clinical professional development.
- Ensure that an effective communication process is in place, to ensure that people are fully informed about learning and development issues that affect them and the organisation.
- Be responsible for the preparation of clinical reports or data requests such as activity reports, lead core standards identified by the Care Quality Commission and NHS Litigation Authority (NHSLA).

- Develop robust monitoring arrangements for areas of learning, development, mandatory training and induction to ensure compliance with Healthcare Commission and NHS litigation or authority requirements.
- Formulate, plan, develop, implement and keep under on-going review the Trusts' Professional Development Strategy to proactively support and underpin the delivery of the Trusts' Strategies and corporate agenda.
- Ensure appropriate governance is in place to assure the Trusts are compliant with regulatory HR and workforce requirements, including CQC as relevant to the role.
- Lead on the strategic direction for all clinical educational requirements across the Trust including being accountable for the performance and development of a range of learning opportunities that underpin the development of a competent flexible workforce in order to deliver the Trusts' clinical and corporate strategies.
- Work collaboratively with the Head of Apprenticeships, widening participation & future careers on the creation of an annual forecasting plan to include clinical apprenticeships that will support clinical talent pipelines and growing our own clinical colleagues.

PATIENT/CLIENT CARE

- Direct contact with patients through project activity with the clinical workforce or in surveys.
- Required to work closely with the Director of Governance in order to provide reports and assurance relating to professional development, staff experience and patient safety. This will include provision of information to the CQC as required.
- Lead educational service initiatives that are identified by change in clinical practice or Trusts' strategic objectives, adjusting plans & strategies to ensure consistent delivery of high quality, patient focused safe care.
- Work closely with colleagues across both Trusts to ensure that Public and Patient involvement activity is active and effective when it falls within areas of responsibility commissioning and delivery of workforce development and planning.

POLICY/SERVICE DEVELOPMENT

- Lead and take full accountability for the development, implementation & monitoring of the Trusts' Professional Development Plans as well as guidance, policies and procedures relating to professional development.
- Lead on the Trusts' educational work programmes including continual professional development, clinical skills development, clinical apprenticeships and advanced care practice, ensuring compliance with local and national requirements and the corporate agenda.
- Ensure that learning from complaints and incidents is incorporated into learning across the Trust.
- Identify capacity requirements and on-going quality monitoring of pre-registration activity as required.
- Work collaboratively with the Head of Apprenticeships, widening participation & future careers to ensure quality assurance of accredited programmes/courses via awarding bodies such as 'City & Guilds', CMI etc.
- Develop a team culture of continuous evaluation and improvement to ensure teams are consistency seeking qualitative and quantitative feedback on the effectiveness of programmes and make changes to improve experience and outcomes for learners.
- Develop strategies and business plans to respond to the changing business and economic environment to support and encourage professional development and safe staffing both within the Trusts and the Devon ICS.
- Develop and deliver policy and strategy in professional development across the organisation in discussion with the Associate Director of People Development.
- Develop, implement and evaluate professional development policies and procedures and continue to improve learning and development while establishing appropriate performance measures both internal and external.
- Ensure the delivery of high-quality learning activities across the Trust.

FINANCIAL/PHYSICAL RESOURCES

- Accountable for the planning and understanding the clinical learning and development budget across the Trust including successful management of pay, non-pay and any revenue streams within the budget.
- Manage the clinical learning and development funding streams to include government grants, levies and any other income, establishing innovative ways to generate income from learning and development initiatives. Eg: NHSE CPD funding, NHSE Educational contract funding, apprenticeship income from delivery.
- Work collaboratively with the apprenticeship lead in the forecasting of income from apprenticeships clinical and non clinical.
- Contribute to cost effective use of resources within a budget. Identify and pursue opportunities for cost improvements and income generation that are appropriate to the work of the service. Identify opportunities for growth and use effectively and available external funding
- Ensure the area is operated within Standard Orders, Standard Financial Instructions and appropriate rules and codes of conduct and procedure.
- Manage, monitor and authorise expenditure from designated budgets including high level oversight of procurement and invoicing.
- Ensure that training funds are properly used, represent value for money and can with stand up to public scrutiny.
- Ensure SLAs with regards to the delivery of training are agreed and managed to ensure better use of resources and expenditure.
- Manage franchise agreements with partner FE and HE colleges
- Develop and contribute to business cases (CRICs) for the development of new capital and revenue initiatives within the area of responsibility.

HUMAN RESOURCES

- Support and line manage the teams within clinical development, including PDRs, recruitment and selection, allocation & delegation of work, mandatory training, absence management disciplinary and grievance procedures.
- Lead the practice education teams to support multiple projects and work streams including preregistration support, ward based clinical support and OSCE training.
- Lead the clinical skills team to deliver a wide range of clinical skills training to acute and community staff including delivery of clinical induction, clinical skills training, venous access skills, HCA programme, preceptorship, catheterisation and clinical support for new registrants.
- Be the professional lead for the clinical apprenticeship teams working collaboratively with the apprenticeship lead to shape the range of clinical nationally recognised qualifications and units for non-registered/registered colleagues to ensure we both grow our own and create clinical pathways into RDUH.
- Work collaboratively on "events" with recruitment and the apprenticeship teams supporting with clinical representation at local schools, colleges and educational institutions or careers events to ensure equal opportunities and support for young people to enter the NHS.
- Lead the medical education team (East) to provide administrative support for all programmes associated with Junior Drs, GP trainees, trainee physicians and medical work experience support.
- Forge positive working relationships with own teams, in order to support an effective matrix approach to achieve objectives.
- Undertake regular clinical practice and ensure professional registration is maintained through revalidation.

INFORMATION RESOURCES

- Embrace and support with ongoing developments on the Learning Management System (LMS) and its role in Clinical Development ensuring best use of digital and virtual tools to develop blending learning offerings.
- Be the clinical conduit and partner for RDUH with any clinical educational commissioning/bids, strategically advising in line with workforce plans, creating a database to hold information to enable tracking of bids put in, outcomes, funding received and to ensure allocation to appropriate Trust areas for all clinical educational bids/commissioning across the Trust.
- Utilise databases, Microsoft packages and other software to develop performance management reports, requiring the use of formulae and queries on a regular basis.
- Produce information to be presented at the Board of Directors and external organisations to seek assurance that developmental programmes and education initiatives are embedded within the Devon ICS and respond to the NHS workforce challenges.
- Support the development of workforce data analysis across the Devon ICS and work with healthcare providers in leading regional programmes of professional development including the Nursing Associate programme and the implementation of the Advanced Clinical Practitioners model.
- Take responsibility for the operation of a range of information systems, including standard and bespoke software as a significant aspect of the job.

RESEARCH AND DEVELOPMENT

- Apply and advocate research-based practice to understand national guidance, best practice and learning from other organisations to improve the quality & efficiency of services.
- Undertake research and development activity via surveys and feedback to respond to the challenges and needs for professional development activity within the Trust and across the Devon ICS.
- Proactively scan and forecast the regional and national educational landscape and workforce related changes, understanding the implications for the Trust through the analysis and interpretation of trends and data via the Trusts' professional development plans
- Provide expertise in areas of organisational development and strategic change and lead continuing research and development to enhance capacity
- Proactive horizon scanning enabling national and international clinical education, best practice to be analysed, options assessed and applied which places the Patient at the heart of everything we do.
- Provide expert guidance to senior leaders on existing and new legislation pertaining to professional development and staff educational requirements.
- Carry out audits and ensure feedback is received from trainees to understand and further improve on learner experience.

PHYSICAL SKILLS

- Possess standard keyboard skills.
- Be proficient in the use of Microsoft Office (PowerPoint, Word, Excel, Outlook and Teams).
- Occasional requirement to travel to other sites as required.

PHYSICAL EFFORT

• Carry out tasks involving a mixture of sitting, standing and walking.

MENTAL EFFORT

- There is a frequent requirement for the post holder to engage in prolonged concentration, for example when;
 - \circ $\;$ Preparing responses to policy and regulation documents.
 - Researching and creating policies and issuing guidelines dependent on legislation.
 - Researching and preparing reports and other documents which will be distributed to internal and external stakeholders.

- Facilitating workshops with staff at all levels in both Trusts.
- Acting as Chair at local meeting meetings and ICS groups.
- Be highly self-disciplined with regard to time-management and have an emotional resilience appropriate to the level and demands of this role.
- Deal with priority changes in order to meet deadlines and changing demands.
- Respond accurately and timely to external demands which cannot be controlled. These demands are unpredictable and occur regularly

EMOTIONAL EFFORT

- Frequently deal with emotional circumstances (during meetings when issues arise which can be controversial or complex where there may be barriers to understanding or acceptance) and require excellent influencing skills, when negotiating with a variety of different stakeholders.
- Frequently be exposed to challenging, sensitive conversations such as communicating issues of misconduct, managing poor performance, discussing issues of redeployment or grievance matters when managing own teams.
- Manage the interface with professional service leads that may not always agree with identified priorities or may have different views on future needs.
- Frequent highly emotive and difficult communications to make where firmness or empathy is required as well as mediation skills.
- Frequent requirement to give people unwelcome news, apply an unpopular policy/procedure or reject a proposal/request.
- Requirement to be able to lead change, manage ambiguity in an ever changing environment.

WORKING CONDITIONS

• The post holder will work on site as required between Northern and Eastern areas. Physical presence is required Trust wide and this can also be combined with remote working. Visits to various hospital locations and regional and national events as required.

OTHER RESPONSIBILITIES

Take part in regular performance appraisal.

Undertake any training required in order to maintain competency including mandatory training, e.g. Manual Handling

Contribute to and work within a safe working environment

You are expected to comply with Trust Infection Control Policies and conduct him/herself at all times in such a manner as to minimise the risk of healthcare associated infection

As an employee of the Trust, it is a contractual duty that you abide by any relevant code of professional conduct and/or practice applicable to you. A breach of this requirement may result in action being taken against you (in accordance with the Trust's disciplinary policy) up to and including dismissal.

You must also take responsibility for your workplace health and wellbeing:

- Be physically active at work (i.e. take breaks away from your desk, taking the stairs where possible)
- When required, gain support from Occupational Health, Human Resources or other sources.
- Familiarise yourself with the health and wellbeing support available from policies and/or Occupational Health.
- Follow the Trust's health and wellbeing vision of healthy body, healthy mind, healthy you.
- Undertake a Display Screen Equipment assessment (DES) if appropriate to role.

APPLICABLE TO MANAGERS ONLY

Leading the team effectively and supporting their wellbeing by:

- Championing health and wellbeing.
- Encouraging and support staff engagement in delivery of the service.
- Encouraging staff to comment on development and delivery of the service.
- Ensuring during 1:1's / supervision with employees you always check how they are.

DISCLOSURE AND BARRING SERVICE CHECKS

This post has been identified as involving access to vulnerable adults and/or children and in line with Trust policy successful applicants will be required to undertake a Disclosure & Barring Service Disclosure Check.

GENERAL

This is a description of the job as it is now. We periodically examine employees' job descriptions and update them to ensure that they reflect the job as it is then being performed, or to incorporate any changes being proposed. This procedure is conducted by the manager in consultation with the jobholder. You will, therefore, be expected to participate fully in such discussions. We aim to reach agreement on reasonable changes, but if agreement is not possible, we reserve the right to insist on changes to your job description after consultation with you.

Everyone within the Trust has a responsibility for, and is committed to, safeguarding and promoting the welfare of vulnerable adults, children and young people and for ensuring that they are protected from harm, ensuring that the Trusts Child Protection and Safeguarding Adult policies and procedures are promoted and adhered to by all members of staff.

Job Title	Head of Clinical Multi-Professional Education & Professional Development

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Requirements QUALIFICATION/ SPECIAL TRAINING	Essential	Desirable
 Registered Nurse, Midwife or Physiotherapy, Occupational Ther or other Allied Health Professional degree. 	apy E	
 Registered with the Nursing & Midwifery Council or Health and Care Professional Council. 	E	
Management/leadership qualification, Master's degree or equivalent experience	E	
 Level 7 Educational/learning/development qualification and or equivalent experience Breiget management qualification e.g. Bringe 2 or equivalent 	E	
 Project management qualification e.g. Prince 2 or equivalent experience Level 7 Qualified coach 		D
		D
KNOWLEDGE/SKILLS		
Advanced IT skills	E	
Report writing skills	E	
 Understanding of quality assurance frameworks in relation to education 	E	
 Experience of working and influencing at a senior level (including 	g E	
exec level) and leading a team or service	Е	
• Experience of developing business cases/business planning.		
Demonstrable experience of developing staff and teams.	E	
Demonstrable experience of implementing and managing chang effectively.	E	
Thorough and up to date knowledge of educational theory and application	E	
 Understanding of NMC / HPC Code of Practice and requirement for the practice & behaviour of staff and self. 	E	
 Experience of effective budgetary management. Experience of involvement in governance processes. Strong organisational skills – able to organise own workload and take responsibility for actions and systems / standards across ar of responsibility. 		
 Highly effective verbal and written communication skills Experience communicating to large groups of staff, patients and relatives including in situations of conflict and distress 	E	
EXPERIENCE	_	
 Significant experience working in an educational environment, ca demonstrate understanding of clinical pathways 	an E	
Recent learner support activity in a work environment	E	
Recent experience of literacy/numeracy assessment	E E Is	
Experience of managing educational contracts Ability to make judgements on aliginal and professional standard		
 Ability to make judgements on clinical and professional standard Ability to apply receive has a practice and advance it to improve 		
 Ability to apply research-based practice and advocate it to impro the quality & efficiency of services. Ability to interpret and analyse data and adapt national and local 		
policy from several sources into Trust standards.		

 Ability to act as effective facilitator and clinical supervisor and demonstrates evidence of ability to educate others. Ability to initiate, undertake and facilitate audit and clinical effectiveness projects and to develop services from research and best practice guidance. Ability to write management reports identifying investigation findings, clearly documented with appropriate judgement and actions needed. Able to gain credibility with and influence fellow clinicians, managers and speciality leads including influencing clinical changes where appropriate. Able to lead initiatives and policy development across the ICS footprint in conjunction with other agencies. Physical skills to manually handle patients and use appropriate filting aids to maintain patient comfort and assist in rehabilitation. Able to demonstrate experience of working in a matrix environment with both clinical and non-clinical colleagues successfully E PERSONAL ATTRIBUTES Self-motivated, driven and comfortable with working autonomously Able to ownk under pressure and with competing priorities Able to demonstrate emotional resilience, lead through ambiguity & uncertain times Able to demonstrate emotional resilience, lead through ambiguity & uncertain times Able to demonstrate emotional resilience, lead through ambiguity & uncertain times Able to demonstrate apositive commitment to uphold diversity and equality policies approved by the Trust. Ablity to travel to other locations as required. 			
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			FREQL	JENCY	
		(Rare/ Occasional/ Moderate/ Frequent)			
WORKING CONDITIONS/HAZARDS	R	0	М	F	
Hazards/ Risks requiring Immunisation Screening					
Laboratory specimens	N				
Contact with patients	Y				
Exposure Prone Procedures	N				
Blood/body fluids	Y	Х			
Hozard/Dicks requiring Despiratory Health Surveillance					
Hazard/Risks requiring Respiratory Health Surveillance Solvents (e.g. toluene, xylene, white spirit, acetone, formaldehyde	N				
and ethyl acetate)	IN				
Respiratory sensitisers (e.g isocyanates)	Ν				
Chlorine based cleaning solutions	Ν				
(e.g. Chlorclean, Actichlor, Tristel)					
Animals	Ν				
Cytotoxic drugs	Ν				
Risks requiring Other Health Surveillance					
Radiation (>6mSv)	Ν				
Laser (Class 3R, 3B, 4)	Ν				
Dusty environment (>4mg/m3)	Ν				
Noise (over 80dBA)	Ν				
Hand held vibration tools (=>2.5 m/s2)	N				
Other General Hazards/ Risks					
VDU use (> 1 hour daily)	Y				Х
Heavy manual handling (>10kg)	Ý	Х			
Driving	Ý	~	Х		
Food handling	N				
Night working	N				
Electrical work	N				
Physical Effort	Y	Х			
Mental Effort	Ŷ				Х
Emotional Effort	Ŷ				X
Working in isolation	Ň			1	
Challenging behaviour	Y			Х	

COMPETENCY REQUIREMENTS

To be completed for all new positions Please tick which of these essential learning s is applicable to this role (**NB** those that are mandatory for all staff with no variation on frequency are pre-populated with a tick)

Safeguarding Children	Group 1		Blood Transfusion	BDS18 collection		Consent Training	
	Group 2			BDS 19 & 20 Preparing & Administering		VTE Training	
	Group 3	\mathbf{V}		BDS 17 Receipting		Record management and the NHS code of practice	
	Group 4			Obtaining a blood sample for transfusion		The importance of good clinical record keeping	
	Group 5			Annual Update		Antimicrobial Prudent Prescribing	
	Group 6					Control & Restraint Annual	
Not mapped this one	Not mapped this one		Safeguarding Adults Awareness	Clinical Staff	\mathbf{N}	Mental Capacity/DOL's	
	Group 8			Non Clinical Staff			
Manual Handling – Two Year		\checkmark	Falls, slips, trips & falls	Patients	\mathbf{N}		
Equality & Diversity – One-Off requirement		$\mathbf{\nabla}$		Staff/Others			
Fire	Annual	$\mathbf{\nabla}$	Investigations of incidents, complaints and claims				
	Two Yearly		Conflict Resolution – 3 yearly		\mathbf{V}		
Infection Control/Hand Hygiene	Annual requirement	\checkmark	Waterlow				
	One-Off requirement		PUCLAS				
Information Governance		\checkmark	Clinical Waste Management	Application principles for clinical staff	$\mathbf{\nabla}$		
Harassment & Bullying (Self Declaration – One off requirement)		\mathbf{V}		Application principles for housekeeping			
				Application principles for portering and waste			