

**Haringey CCG & Islington CCG Training & Development Policy & Procedure**

<b>1</b>	<b>SUMMARY</b>	Training & Development Policy & Procedure			
<b>2</b>	<b>RESPONSIBLE PERSON:</b>	NCL Director of Corporate Services			
<b>3</b>	<b>ACCOUNTABLE DIRECTOR:</b>	Chief Operating Officer, Haringey & Islington CCGs			
<b>4</b>	<b>APPLIES TO:</b>	All Individuals			
<b>5</b>	<b>GROUPS/ INDIVIDUALS WHO HAVE OVERSEEN THE DEVELOPMENT OF THIS POLICY:</b>	HR, NEL CSU; RSM Tendom			
<b>6</b>	<b>GROUPS WHICH WERE CONSULTED AND HAVE GIVEN APPROVAL:</b>	NCL Joint Partnership Group – 16 February 2018			
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**Haringey CCG & Islington CCG**  
**Training & Development Policy & Procedure**

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## 1. Introduction

Islington and Haringey Clinical Commissioning Groups (CCGs) are committed to ensuring that all employees have the opportunity to continually develop their skills and expertise and for developing a learning culture where work-based learning is valued as an essential part of an individual's continuing professional development.

As part of the annual appraisal process, staff employed by the CCGs agree a personal development plan (PDP) with their line manager. PDPs are also reviewed to identify any common themes which could be addressed through centrally organised training. The joint CCGs' organisational development (OD) reflects training needs identified via this process.

Whilst it is anticipated that a significant number of development needs will be addressed through 'on the job' training or shadowing, the CCGs acknowledge that there are occasions when staff require access to external training, development programmes and/or study leave to enable them to carry out their role effectively and contribute to the success of the CCGs' objectives.

The CCGs also recognise that specific groups of staff employed, such as registered nurses, pharmacists or accountants are required to undertake a specific training or a minimum number of sessions of CPD to maintain registration with their relevant regulatory body.

## 2. Scope and policy statement

This policy has been developed to ensure the CCG follows a transparent and fair process when considering individual requests for funding of external courses/ programmes and associated study leave.

The policy applies to **ALL** staff directly employed by Haringey and Islington CCGs and replaces the Haringey CCG policy of the same name which was implemented in 2014.

Each year the CCGs allocate a limited resource to fund both internal training and external courses/ programmes. The implementation of this policy will ensure the budget is managed and administered effectively.

Budget holders with access to funds for training are required to comply with the process for approval set out in this policy.

## 3. When this policy should be used

This policy applies to **ALL** requests for funding and or study leave relating to individual requests for training and development.

All requests require completion of the Haringey and Islington training request form (**Appendix 1**) with the appropriate level of approval.

The following courses / programmes **ARE within** the scope of this policy:

- Training courses (half a day or more).
- Conferences and seminars (half a day or more).

- Extended courses such as leadership courses programmes.
- Academic programme such as diplomas, degrees and higher degrees (MSc).
- Requests for study leave to support self-funded courses.

The following are **NOT within** the scope of this policy:

- CCGs' mandatory training.
- Training courses/ sessions provided by the CCG(s).
- Meetings and events that are part of the staff member's core role.

Some scenarios are provided in section 11 to provide further clarity.

#### 4. CCG mandatory training

Mandatory training is defined as training that is either required by legislation or deemed mandatory for the safe and efficient functioning of the organisation and/or the safety and wellbeing of individual members of staff.

In order to comply with legislation, CCGs have statutory obligations in respect of training provision. It is essential that all staff complete and participate in this training to ensure their safety and wellbeing at work and also to ensure the safety and wellbeing of patients (where applicable), visitors and other staff is maintained.

The principal method for delivering mandatory training is through the Oracle Learning Management (OLM) system. The OLM package meets a nationally determined specification and is regularly updated to reflect changes in legislation, national policy and best practice.

Face-to-face training will be arranged by the CCGs on occasions as an alternative to the e-learning packages or to meet the specific training needs of individuals.

There may be additional mandatory training required for some specific roles e.g. the Caldicott Guardian or members of the Safeguarding Team.

Information for staff about how to complete mandatory training and check compliance is available on the CCGs' staff intranets:

Haringey CCG

<http://nww.haringey.nhs.uk/staff/about/Pages/Training.aspx>

Islington CCG

<http://www.islingtonccg.nhs.uk/Intranet/essential-training.htm>

Compliance with mandatory training is monitored by the joint OD Manager and formally reported by the North East London Commissioning Support Unit as part of the quarterly workforce report. Training request forms will not be approved for any staff members who are not up to date with their mandatory training requirements.

The list of mandatory training correct at the time of writing is found at **Appendix 3**.

#### 5. Evaluation of training

All training and development will be monitored, recorded and evaluated to ensure that appropriate development activity has been undertaken. Evaluation information will be used to review and improve the quality of the development provision, to ensure that the financial commitment made by the employing CCG to develop its staff is well invested.

## **6. Roles and responsibilities**

It is the responsibility of managers and individuals that training and development activities are completed appropriately within agreed timescales, and are evaluated and recorded.

### **6.1 Individual**

Each member of staff has a personal responsibility to participate actively in training to enable them to carry out their work effectively and efficiently. This involves:

- Identifying their own training needs and discussing the development and implementation of an agreed personal development plan;
- Participating in development activities;
- Monitoring and evaluating the plan and development activities; and
- Investing time on their own self development.

### **6.2 Line Managers**

Line managers have a key role in the training and development of their staff. They should ensure that their staff are trained to carry out their present job effectively and receive training to develop them for future opportunities. This involves:

- Conducting appraisals on an annual basis to identify training or development needs of their staff;
- Ensuring PDP plans are developed to help meet these needs;
- Providing on-the-job training where possible;
- Providing opportunities for personal development, such as exploring new areas of work when appropriate;
- Reviewing, monitoring and evaluating development activities and their effectiveness;
- Identifying opportunities to practise new skills and demonstrate knowledge (for discussion); and
- Reporting training and development activity to the joint OD Manager.

### **6.3 The Joint CCG Organisational Development Manager**

It is the responsibility of the joint Organisational Development Manager to:

- Undertake the Training Needs Analysis from PDPs on behalf of both CCGs;
- Provide support and advice to managers and staff on the implementation of the policy, identification and meeting of needs and, where possible, information about courses and training resources;
- Make arrangements for or assisting in the delivery of in-house development programmes, as appropriate to meet identified needs;
- Make arrangements for developing and delivering bespoke training programmes to meet group needs; and
- Monitor, record, and evaluate training and development activity across the CCGs.

- In partnership with the Finance Department produce a quarterly report on the training and development budgets and submit to EMT.

#### **6.4 Executive Management Team (EMT)**

EMT is the decision making committee which will decide if funding for extended courses and development programmes above £300, fast track applications and request for support to undertake diploma, degree and higher degree programmes.

EMT will prioritise applications in the order of importance. Approval for funding will be given to those who best meet one or more of the following priorities:

1. Staff whose post requires them to undertake a specific course of study in order to meet CCG requirements.
2. Staff in a second or subsequent year of a programme of study previously funded by the CCG.
3. Staff whose course of study has been identified through their appraisal to meet service objectives.
4. Staff who wish to undertake courses that are directly related to commissioning.
5. Staff who have not been funded previously.

**The CCG is unable to fund courses that have already been started on appointment to Haringey or Islington CCGs.**

### **7. Process for accessing learning and development activities provided by the CCG**

Training and development needs will be identified through structured discussion between staff and their managers during the annual appraisal process. The discussion should take into account the needs of specific roles, other identified competencies, and personal goals.

Following the objective setting meeting and agreement of PDP required to support the development of the member of staff, the line manager is responsible for sending a copy of the agreed PDP to the Organisational Development (OD) Manager for both CCGs.

The CCGs' OD Manager will undertake an annual training needs analysis (TNA) of all PDPs in both CCGs. The aim of the TNA is to identify themed learning and development activities which could be delivered in-house or for a group of staff by one training provider i.e. Excel, presentation skills etc.

The annual joint CCGs' OD plan will reflect the themed learning needs identified by the TNA. The joint CCGs' Strategic OD Group is responsible for approving the annual OD plan and monitoring delivery. A series of in-house or group courses will be arranged throughout the year to deliver the OD plan.

#### **7.1 Communicating training opportunities**

Learning, training and development opportunities provided by the CCGs will be communicated to staff via the weekly bulletins, all staff briefings and team meetings.

Additional training and development provision may include 1-1 support, coaching, mentoring and shadowing depending on the needs identified within the staff member's PDP. It is the responsibility of the line manager to agree and oversee 'on the job' development and shadowing activities.

## **8. Process for accessing external learning development and associated study leave**

Where an agreed PDP identifies that a staff member requires access to external training/development programmes and/or associated study leave to enable them to carry out their role effectively or undertake specific training to maintain registration with their relevant regulatory body, an application form for funding will need to be completed. This will either be a 'Request Form for Short Courses, Seminars and Conferences' (**Appendix 1**), or a 'Request Form for Courses Over £300 And Leadership/ Diploma/ Degree and High Degree Programmes' (**Appendix 2**).

**The line manager is responsible** for ensuring all sections of the relevant application form is completed and the appropriate level of approval is applied.

Training request forms will **NOT** be approved by line managers for any staff member who is not fully compliant with CCG mandatory training at the time of application.

### **8.1 Short courses, conferences and seminars below £300**

Learning and development activities such as short courses, conferences and seminars **below £300** may be approved by the line manager and relevant director in discussion with the appropriate finance personnel.

CCG budget commitments will only allow for a limited number of staff on short courses, conferences and seminars at any one time. Line managers and Directors will therefore be expected to consider the impact on resources and business continuity of releasing staff to undertake the course during their working hours (day release).

Applications for funding short courses, conferences and seminars and extended courses /development programmes should be made in good time to allow the internal process to take place.

#### **Line managers are responsible for:**

1. Considering business continuity and the capacity for releasing staff.
2. Considering the benefits of the course directly to the needs of the CCG, as well as the benefit to the individual.
3. Ensuring the short course application form is completed (**Appendix 1**).
4. Discussing the application with the relevant Director.
5. Informing the staff member of the outcome of the application.
6. Sending a copy of the completed form to the OD Manager to ensure a central record of training funded /declined by the CCG is maintained.
7. Liaising with the finance team where a purchase order is required.

**Following consideration by EMT the line manager is responsible for:**

1. Informing the staff member of the outcome of the application
2. Sending a copy of the completed form to the joint OD manager to ensure a central record of training funded/ not funded by the CCG is maintained.
3. Liaising with the finance team where a purchase order is required.

**8.2 Courses over £300 and Diploma/ Degree/ High Degree Programmes**

Learning and development activities such as extended courses / development programme **above £300** and any associated study leave must be approved by the joint Executive Management Team (EMT).

**Fast track approval process:**

In exceptional circumstances where the timescale for registering for an extended course/ development programme is limited, a fast track application for approval for funding may be submitted.

Sponsored leadership courses such as those offered by NHS England will require an application to be submitted to EMT if regular or significant time away from the CCG over a sustained period is required.

- The line manager completes the extended course application form (**Appendix 2**) making the reason for requesting fast track approval clear and submits to the relevant Director.
- The Director liaises with EMT remotely to seek approval and informs the line manager of the outcome.

**The line manager is responsible for:**

1. Informing the staff member of the outcome.
2. Sending a copy of the completed application form to the joint OD manager to ensure a central record of training funded/ not funded by the CCG is maintained.
3. Liaising with the finance team where a purchase order is required and highlighting the urgency of the request.

**Directors are responsible for:**

1. Presenting the application of courses over £300 and Diploma/ Degree/ High Degree Programmes at EMT and providing additional background / supporting information where required.
2. Informing the relevant manager and OD Manager whether the application has been approved or declined by EMT.

**9. Funding of diploma/ degree and MSc**

The CCG is unable to fund courses that have already been started on appointment to Haringey or Islington CCGs.

Applications for extended external courses relating to diplomas, degree or higher degrees such as MScs will be considered by EMT and, in addition, by a CCG lay member or non-executive on the relevant governing body. Funding will be available for 75% of course fees, the remainder being the responsibility of the staff member.

Budget constraints will only allow for a limited number of staff to receive funding for diploma/degree and higher degrees. In addition to the resource implication, EMT will consider the impact on resources of releasing staff to undertake the course during their working hours (day release). In general, no more than one member of staff in each CCG will be supported at any one time to undertake diploma/ degree and MSc programmes.

Applications for funding diplomas/ degrees and MScs MUST have been identified in the year previous to application to allow sufficient time for a decision to be made before the start of the academic year.

When considering applications for diploma/ degree and MSc, EMT will take into account whether other sources of funding have been investigated. The funding available from the CCG will be on a yearly basis only and no commitment can be given to granting funding for any subsequent years of study. However, when agreeing a two-year programme, it will be assumed that the day release element will be for the whole two years.

When study leave is required this needs to be discussed by individuals with their line manager and Director and will be dependent on other commitments of the team, the individual and the organisation.

## **10.Repayment of CCG funds for extended courses /development / degree programmes**

Repayment of CCG funds for extended courses /development / degree programmes may be required if:

- The staff member withdraws from the course, fails to sit an examination or complete other requirements of the training within the timescales specified by the provider, unless there are extenuating circumstances.
- The staff member fails to submit or participate in the required academic or practical assignments and therefore fails the module/course as a result.
- The staff member leaves the employing CCG during the course. For courses lasting more than one year, the employee may be required to repay the funding for one academic year if they leave during that academic year of the course.

If the member of staff leaves the employing CCG during a paid course, or within 6 - 12 months of completion of their course, they will be expected to reimburse the CCG's contribution in whole or part (100% if the employee leaves during/immediately after the course; 50% after 6 months, and 25% up to one year).

If repayment of any sum is required, this will be discussed with the member of staff after notice has been given. It may be possible to arrange payment of any sum by instalment. Any repayment may be deducted from the final salary, or recovered before the last day of service by another method agreed with the appropriate manager.

The staff member should provide their manager with regular updates on their progress, attendance and achievement during the course.

The employee must inform their manager of the following in writing as soon as possible:

- The employee withdraws from the course.
- The employee fails to sit an examination or completes other requirements of the training within the timescales specified by the provider,
- Any extenuating circumstances that impact the employee's ability to meet the requirements of the course.

## 11. Scenarios

These scenarios are for illustrative purposes only and designed to assist staff and managers.

Scenario	Does a request form need to be submitted under this guidance?
The CCG has organised an Excel training course which has been advertised to all staff.	No
You have found a specialist QIPP project management half day training course run by the CSU in Old Street.	Yes – complete form in Appendix 1
The CCG's Executive Nurse wants to attend the Chief Nursing Officers' conference in Birmingham.	Yes – complete form in Appendix 1
The Head of Communications and Engagement has a bi-monthly meeting with all the engagement leads in London, hosted by NHS England.	No – this is a meeting and part of the core job
You were unable to attend the fire safety training that was organised on site at the CCG and have to attend a course at the CSU offices instead.	No – this is part of your mandatory training requirements
You want to do a Masters Degree in health sciences and you want the CCG to fund it and/ or agree a day off every week to work on it.	Yes – complete form in Appendix 2
You want to apply to be on the Edward Jenner NHS leadership programme.	Yes – complete form in Appendix 2

## 12. Equality

In applying this policy, the CCGs will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010): age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

The CCGs are also committed to ensure that our WRES (Workforce Race Equality Standards) are met and that all our BAME staff have equal opportunity in accessing non-mandatory training and CPD activities.

## 13. Application of policy

Staff who consider that this policy is not being applied correctly should discuss this in the first instance with their line manager and/or senior manager. However if they are still unhappy they can raise the matter in accordance with the CCG's Grievance Procedure.

#### **14. Monitoring & review**

The policy will be reviewed periodically by EMT in conjunction with operational managers and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

#### **15. Breach of policy**

Unauthorised absence and/or the misuse of this policy & procedure will be managed under the Disciplinary Policy.

## APPENDIX 1

### REQUEST FORM FOR SHORT COURSES, SEMINARS & CONFERENCES (LESS THAN £300)

(Please refer to the Haringey& Islington CCGs Training Policy (2017) for guidance on completion. All relevant sections of this form must be completed.

Section A to be completed by Applicant		
Name:		Phone No:
Job Title:		Email:
Pay Band:		Work base and Directorate:
Line Manager:		Director:
Contract Type:	Permanent <input type="checkbox"/>	Fixed Term <input type="checkbox"/> (If fixed term state when contract ends )
I am requesting attendance of Course/ Seminar/Conference (delete as appropriate)		
Full Title:		
Name and address of provider:		
Date of event:		
Length of event:		
Cost of event:		
Other Associated Costs: (travel costs/hotel/incidentals)		
Total Costs:		
Course Qualification (if any)		
List any other non-mandatory training you have undertaken in last 2 years		

<b>Section B to be completed by the Applicant's Line Manager</b>		
Is the staff member fully compliant with Mandatory Training?	YES	NO* (If no please do not proceed with application)
Has this training been identified as part of the applicant's current PDP?	YES	NO
Do you support the applicant's request to attend this event?	YES	NO
Have you considered the service need and capacity for releasing staff and how do you plan to deal with this		
What benefits would the training bring to the CCG?		
What benefits would the training bring to the individual?		
Is there an identified source of funding?		
If you have any further information please state:		
Applicant's Name:		
Applicant's Signature:		
Manager's Name:		
Manager's Signature:		
Date:		
To be complete by relevant Director	Approved <input type="checkbox"/>	Declined <input type="checkbox"/>
Please provide additional comments for your decision		
Director's Name:		
Signature:		

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If approved, what amount of funding was agreed?	
Which budget will this come from?	

If the request was declined, outline the reasons	
Date staff member informed of the decision by the line manager	
Date form sent to joint OD manager	

## APPENDIX 2

### REQUEST FORM FOR COURSES OVER £300 AND LEADERSHIP/ DIPLOMA/ DEGREE AND HIGH DEGREE PROGRAMMES

Please refer to the Haringey and Islington CCG training policy (2017) for guidance on completion. ALL relevant sections of this form must be completed.

Section A to be completed by Applicant		
Name:		Phone No.:
Job Title:		Email:
Pay Band:		Work Base and Directorate:
Line Manager:		Director:
Contract Type:	Permanent <input type="checkbox"/>	Fixed Term: <input type="checkbox"/> (If fixed term state when contract ends)
<p>I am requesting attendance of            Short course over £300/ Diploma/ Degree/ Higher Degree (delete as appropriate)</p>		
Full course title:		
Name and address of provider:		
Length of course:		
Course Qualification (if any)		
Cost of course (in full):		
If this is an application for an MSc/Diploma, are you able to fund the extra 25% of course fees yourself?		
Time requirement of course (e.g. will you require day release from work?)		
If this course is longer than 5 days, describe the proposed arrangements to ensure business continuity?		
Does your post require you to undertake this course of study in order to meet CCG requirements?		

Is this request for a second or subsequent year of a programme of study previously funded by the CCG?	
Please give your reasons why you feel that this course should be supported by Islington and Haringey CCGs: (This should link to personal, team and organisational objectives).	
List any other non-mandatory training you have undertaken in last 2 years.	

#### Authority to reclaim costs

You will appreciate that the cost of some courses is substantial and it is therefore necessary for you to enter into an agreement before the course commences to allow the CCG to recoup the cost of the course, should you leave employment during the course or choose not to continue the course at any time after registering on it, or are dismissed for a reason other than redundancy.

The CCG reserves the right to deduct from your final salary payment of any monies owing under this agreement. If the final salary payment is not sufficient to meet this debt, you will be required to repay the outstanding balance to the employer within one month of the date of termination of employment.

I agree that the CCG can recoup the costs of the course should I leave employment during the course or choose not to continue the course at any time after registering on it, or are dismissed for a reason other than redundancy.	Signature:	Date:
<b>For long term courses costing over £300</b> I agree that the CCG can recoup the costs of the course should I leave the employment during a paid course, or within 6 - 12 months of completion of the course/final examination (100% if I leave during/immediately after the course; 50% after 6 months, and 25% up to one year).	Signature	Date:

#### Section B to be completed by the Applicant's Line Manager

Is the staff member fully compliant with Mandatory Training?	YES	NO* (If no please do not process with application)
Has this training been identified as part of the applicant's current PDP?	YES	NO
Do you support the applicant's request to attend this event?	YES	NO

Have you considered the service need and capacity for releasing staff and how do you plan to deal with this?	
What benefits would the training bring to the CCG?	
What benefits would the training bring to the individual?	
Is there an identified source of funding?	
If you have any further information please state:	
Applicant's Name:	
Applicant's Signature:	
Manager's Name:	
Manager's Signature:	
Date:	
<b>Section C to be completed by Applicant's Director</b>	
Decision of Director	Approved <input type="checkbox"/> Declined <input type="checkbox"/>
Please provide any additional comments for your decision:	
If approved, what amount of funding was agreed?	
Which budget will this come from?	
If the request was declined, outline the reasons	
Date staff member informed of the decision by the line manager	
Date form sent to joint OD manager	
Director's Name:	
Signature:	

## APPENDIX 3

### MANDATORY/STATUTORY TRAINING REQUIREMENTS

Essential Skill	Frequency required	Method
Equality and Diversity	Every 3 years	e-learning
Safeguarding Children and Young People Level 1	Every 3 years	e-learning
Introduction to Safeguarding Adults Level 1	Every 3 years	e-learning
Health and Safety	Every 3 years	e-learning
Information Governance	Once only	e-learning
Information Governance: the refresher module	Annually	e-learning
Fire Safety Awareness	Annually	e-learning
Fire evacuation	Annually	Fire drill
Prevent Training Module	Every 3 years	e-learning

#### Other mandatory training:

The CCG has identified the following mandatory training for staff across the CCG:

- Induction programme (all new staff)
- PREVENT (all staff)
- Risk Management (all staff)
- Conflict of Interest (all staff)
- Unconscious Bias (all managers)
- Appraisal & Objective Setting (all managers)

There may be other essential/professional training requirements for particular roles which line managers will discuss with members of staff.

BEFORE USING THIS POLICY ALWAYS ENSURE YOU ARE USING THE MOST UP TO DATE VERSION

**Additional training for staff in specific roles:**

<b>Essential skill</b>	<b>Who needs to do it</b>	<b>Frequency</b>	<b>Method</b>
First Aid	First Aiders	Every 3 years	Face to face
Fire Marshal Training	Fire Marshals	Annually	Face to face
Moving and Handling Level 1	Staff who manually handle inanimate loads	Every 3 years	Face to face
Safeguarding Adults level 5	Designated Safeguarding Adult Lead		
Safeguarding Children and Young People level 4	Named health professionals	Every 3 years	Face to face (LSCB)
Safeguarding Children and Young People level 5	Designated health professionals	Every 3 years	Face to face (LSCB)