

# ATTENDANCE SCORECARD

## COST OF ABSENCE (BHCT)

(EXCLUDING COST OF COVER EG. OVERTIME, BANK, AGENCY, ADDITIONAL HOURS)

Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25	Total Cost
£4,655,240	£4,835,384	£5,278,049	£5,601,503	£5,552,687	£5,331,221	£5,821,670	£5,986,126	£6,618,948	£6,551,524	£5,690,468	£5,904,602	£67,827,422

Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Total Cost
£5,764,780	£6,039,913	£6,259,897	£6,306,161	£6,215,758	£6,102,157	£6,457,417	£6,441,650					£49,587,734

## DIRECTORATE PERFORMANCE AGAINST ABSENCE TARGET

ABOVE TARGET  
BELOW TARGET

Directorate	% hours lost	Targets for 24/25	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost	% Hours Lost
	April 24 - March 25	(Reduction of 7.5% Based on March 25)	April 25	Apr - May 25	Apr - June 25	Apr - July 25	Apr - Aug 25	Apr - Sept 25	Apr - Oct 25	Apr - Nov 25	Apr - Dec 25	Apr - Jan 26	Apr - Feb 26	Apr - Mar 26
BHCT overall	9.33	8.63	8.32	8.49	8.72	8.79	8.89	8.99	9.07	9.13				
ACCTSS & Surgery Directorate	8.40	7.76	7.48	7.48	7.52	7.53	7.61	7.68	7.79	7.80				
Adult Community, Older People, AHP'S	11.15	10.31	10.23	10.10	10.49	10.56	10.52	10.52	10.56	10.53				
Cancer & Specialist Services Directorate	7.47	6.91	6.58	6.59	7.05	7.02	7.14	7.24	7.41	7.58				
CH&NIStar / MDES Directorate	8.75	8.09	8.00	8.04	7.90	7.88	7.94	8.22	8.29	8.32				
Children's Community Directorate	8.91	8.54	6.67	7.31	8.04	8.51	8.62	8.72	8.93	8.97				
Corporate Communications	16.93	15.66	26.93	22.22	21.64	21.02	19.74	18.52	17.44	17.19				
Deputy Chief Executive Directorate	5.79	5.35	11.48	12.41	13.25	12.82	11.79	9.63	8.38	7.61				
Executive Directorate of Social Work	6.29	5.82	3.49	3.72	4.79	6.12	6.66	7.17	6.88	6.84				
Finance Directorate	3.35	3.10	2.36	2.66	2.71	2.90	2.92	2.98	3.01	3.16				
Human Resources Directorate	7.96	7.37	6.10	5.19	5.76	4.90	4.89	4.96	4.90	4.92				
Medical Directorate	7.82	7.73	6.12	6.30	6.62	6.69	6.55	6.94	7.07	7.20				
MH & Intellectual Disability Directorate	9.38	8.67	8.80	9.24	9.30	9.31	9.51	9.57	9.48	9.51				
Nursing & User Experience Directorate	14.05	12.99	12.54	12.82	13.01	13.34	13.65	13.84	14.12	14.27				
Performance, Plan & Info Directorate	10.07	9.31	8.84	9.22	9.70	9.92	9.96	10.04	10.30	10.27				
Strategic Development Directorate	7.67	7.10	5.23	6.08	6.69	7.64	8.67	9.09	8.83	8.80				
TOR & IMO Directorate	8.06	7.45	7.44	7.83	7.93	7.71	7.74	7.75	7.77	7.85				
Unscheduled Care Directorate	8.06	7.45	7.25	7.43	7.59	7.72	7.75	7.82	7.84	7.88				

## REGIONAL MONTHLY ABSENCE %

NOV:	WHSCT	SHSCT	SEHSCT	BHCT	NHSCT
TOTAL	7.49%*	7.77%	8.23%	9.42%	8.55%

\*NO UPDATE AVAILABLE FOR NOVEMBER

## ABSENCE PROFILING

Directorate	< 3 Mths		3-6 Mths		6-9 Mths		9-12 Mths		1-2 Yrs		2 Yrs+	
	Avg	November	Avg	November	Avg	November	Avg	November	Avg	November	Avg	November
ACCTSS & Surgery Directorate	414	400	52	65	12	15	6	6	9	8	4	5
Adult Community, Older People, AHP's	464	471	89	93	37	33	24	23	35	36	19	18
Cancer & Specialist Services	358	381	44	51	12	15	8	8	12	11	6	6
CH, NISTAR & MDGS Directorate	247	257	45	47	14	19	9	5	8	8	4	2
Children's Community Services	149	163	33	38	9	15	5	6	7	10	2	2
Corporate Communications	3	2	1	1	1	1	0		0		0	0
Deputy Chief Executive Directorate	1	1	1		0		0		0		0	0
Executive Director of Social Work	5	2	2		0	2	0		0		0	0
Finance Directorate	9	10	1	1	0		0		0	1	0	0
Human Resources	17	20	3	4	0	1	0		0		0	0
Medical Directorate	27	28	7	8	2	1	2	2	0	1	0	0
MH & Intellectual Disability Directorate	315	312	48	45	15	13	12	13	15	16	7	7
Nursing & User Experience	366	359	99	119	40	41	20	20	18	26	0	0
Performance, Planning & Informatics	99	93	21	19	7	5	4	4	3	6	1	0
Strategic Development Directorate	33	31	8	9	2	2	2	2	0	1	1	0
TOR & IMO Directorate	262	294	32	24	9	8	5	7	7	7	3	3
Unscheduled Care	329	317	44	48	12	16	8	9	12	12	4	3
<b>Grand Total</b>	<b>3096</b>	<b>3141</b>	<b>529</b>	<b>572</b>	<b>174</b>	<b>187</b>	<b>104</b>	<b>105</b>	<b>126</b>	<b>143</b>	<b>50</b>	<b>46</b>

## NUMBER OF RTWI PER DIRECTORATE

	Number of staff RTW April to October 25	Number of RTWI Recorded April to November 25	Variance	% of staff with RTWI Recorded April to November 25
<b>BHSCT Overall</b>	<b>17602</b>	<b>9018</b>	<b>8584</b>	<b>51%</b>
ACCTSS & SURGERY	2304	933	1371	40%
ADULT COMMUNITY OLDER PEOPLE & AHP'S	2916	1783	1133	61%
CANCER & SPECIALIST SERVICES	2369	1378	991	58%
CH, NISTAR & MDGS	1383	506	877	37%
CHILDRENS COMMUNITY SERVICES	816	267	549	33%
CORPORATE COMMUNICATIONS	14	7	7	50%
DEPUTY CHIEF EXECUTIVE DIRECTORATE	8	4	5	50%
EXECUTIVE DIRECTORATE OF SOCIAL WORK	38	20	8	53%
FINANCE DIRECTORATE	64	45	11	70%
HUMAN RESOURCES & OD DIRECTORATE	100	40	69	40%
MEDICAL DIRECTORATE	342	106	84	31%
MH & INTELLECTUAL DISABILITY DIRECTORATE	1749	899	831	51%
NURSING & USER EXPERIENCE DIRECTORATE	1544	958	706	62%
PERFORMANCE, PLAN & INFO DIRECTORATE	463	410	99	89%
STRATEGIC DEVELOPMENT DIRECTORATE	363	100	64	28%
TOR & IMO DIRECTORATE	1500	1078	411	72%
UNSCHEDULED CARE DIRECTORATE	1629	484	1395	30%



## MORE INFORMATION

- **Targets:** The absence Targets have been updated to reflect the directive from the DOH "To reduce overall HSC sickness absence rates by 7.5% in 25/26 against 24/25 outturn figure."
- **Cumulative Absence:** The cumulative absence rate for the Trust **increased** in November 25 to **9.13%**, which compares to **9.04%** for the **same period last year** and remains **above the target of 8.63%**.
- **Cost of Absence:** The cost of absence continues to increase, **£49,587,734** at the end of November 25 an **increase of £6,525,854** when compared to the same period last year.
- Whilst sickness absence rates remain high across the Trust, **six Directorate** areas have shown a slight **improvement** in their cumulative absences in November.
- **High Absence:** **15** Directorate areas have reported sickness absences **above their targets** with Corporate Communications continuing to have the highest % absence at 17.19%, however this is again a decrease from the previous month, 17.44%. A further **three Directorates** have absences rates **over 10% recorded**. These are ACOPS & AHP's (**10.53%**), Nursing & User Experience (**14.27%**) and Performance, Planning & Info (**10.27%**).
- **Low Absence:** Two Directorates, HR & Medical, continue to report sickness absences below their targets.
- **Return to Work Interviews (RTWI):** **51%** of staff who have returned to work have had their return-to-work interview date recorded on HRPTS.
  - **NB:** The Attendance Management Team are currently progressing a Change Request to HRPTS that may positively impact the compliance rates reported.
  - In the interim, local records received from Divisions of Maternity, Dental, ENT & Sexual Health (CH, NISTAR & MDEGS) and Theatres, Anaesthetics, Critical Care & CDU (Cancer & Specialist Service) have been included in these figures to assist with more accurate reporting of compliance rates within their respective areas.
- **Absence Trends/Profile:** The Trust continues to report **high number** of absences (**3,141**) for periods **less than three months**. ACOPS & AHP continues to have the highest number at 471, (446 in October), ACCTSS and Surgery with 400 (485 in October) and followed by Cancer & Specialist Services with 381 (427 in October).
- **Absences 1 Year plus:** **189 staff** remain absent for **over 1 year, a decrease of 8** from last month. The Attendance Management Team continue efforts to support managers and ensure each case is on a managed pathway.
- **Regional Monthly Absence Percentage:** The **Trust in month absence rate of 9.42%** continues to be the **highest across the Region** with the Southern Trust continuing to report the lowest (7.77%). The Western Trust have not updated their figures for November 25.

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## HOURS LOST & RTWI COMPLIANCE - TRUST WIDE

TRUST WIDE							
	% HOURS LOST			% RTWI COMPLIANCE			
	LT	ST	TOTAL	LT	ST	LT	ST
				NO RTWI		RTWI RECORDED	
Admin&Clerical	7.42%	2.12%	9.54%	1.08%	1.35%	18.65%	78.92%
Estates	6.02%	1.67%	7.69%	6.67%	0.00%	13.33%	80.00%
GP Out of Hours	0.00%	0.00%	0.00%	0.00%	0.00%	10.91%	89.09%
Medical & Dental	2.34%	0.72%	3.06%	0.22%	1.10%	17.43%	81.25%
Nursing & Midwifery	6.78%	2.67%	9.45%	0.85%	2.13%	14.93%	82.09%
Professional & Tech.	5.34%	2.10%	7.44%	4.20%	2.67%	22.90%	70.23%
Social Services	9.31%	1.86%	11.17%	5.39%	8.33%	35.29%	50.98%
Support Serv/User Exp.	13.96%	2.22%	16.18%	0.00%	0.00%	0.00%	100.00%
<b>Grand Total</b>	<b>7.22%</b>	<b>2.20%</b>	<b>9.42%</b>	<b>1.44%</b>	<b>2.14%</b>	<b>19.14%</b>	<b>77.27%</b>

## PERCENTAGE ABSENCE BY JOB FAMILY

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
						NO RTWI		RTWI RECORDED		
ACCTSS & SURGERY DIRECTORATE	SURGICAL SERVICES DIV	Admin&Clerical	5.78%	1.77%	7.56%	11.11%	33.33%	16.67%	38.89%	
		Medical & Dental	0.71%	0.36%	1.06%	20.00%	40.00%	0.00%	40.00%	
		Nursing & Midwifery	6.63%	2.71%	9.34%	13.10%	58.33%	8.33%	20.24%	
		Professional & Tech.	5.97%	1.04%	7.02%	0.00%	66.67%	16.67%	16.67%	
		Support Serv/User Exp.	0.00%	0.00%	0.00%					
		<b>SURGICAL SERVICES DIV Total</b>		<b>5.49%</b>	<b>2.00%</b>	<b>7.48%</b>	<b>11.76%</b>	<b>54.62%</b>	<b>10.08%</b>	<b>23.53%</b>
	THEATRES/ANAEST/CRITICAL CARE/CDU DIV	Admin&Clerical	6.59%	2.18%	8.77%	11.11%	44.44%	11.11%	33.33%	
		Medical & Dental	1.00%	0.76%	1.76%	9.09%	63.64%	0.00%	27.27%	
		Nursing & Midwifery	5.71%	3.18%	8.89%	8.21%	53.73%	2.99%	35.07%	
		Professional & Tech.	15.93%	2.80%	18.72%	12.00%	24.00%	28.00%	36.00%	
		Support Serv/User Exp.	15.82%	0.00%	15.82%					
		<b>THEATRES/ANAEST/CRITICAL CARE/CDU DIV Total</b>		<b>6.40%</b>	<b>2.78%</b>	<b>9.18%</b>	<b>8.94%</b>	<b>49.72%</b>	<b>6.70%</b>	<b>34.64%</b>
		<b>ACCTSS &amp; SURGERY DIRECTORATE Total</b>		<b>6.01%</b>	<b>2.44%</b>	<b>8.45%</b>	<b>10.07%</b>	<b>51.68%</b>	<b>8.05%</b>	<b>30.20%</b>

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Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
						NO RTWI		RTWI RECORDED		
ADULT COMMUNITY, OLDER PEOPLE, AHP'S	Adult Social Care, CMHOP and PSD Service	Admin&Clerical	12.85%	3.09%	15.94%	0.00%	0.00%	20.00%	80.00%	
		Nursing & Midwifery	8.52%	1.90%	10.42%	0.00%	50.00%	0.00%	50.00%	
		Professional & Tech.	2.11%	4.11%	6.22%	0.00%	50.00%	0.00%	50.00%	
		Social Services	11.22%	1.62%	12.84%	14.29%	40.26%	18.18%	27.27%	
		<b>Adult Social Care, CMHOP and PSD Service Total</b>		<b>10.95%</b>	<b>1.73%</b>	<b>12.68%</b>	<b>12.22%</b>	<b>38.89%</b>	<b>16.67%</b>	<b>32.22%</b>
	Adult SW,Community and Intermediate Care	Admin&Clerical	6.90%	2.62%	9.52%	4.00%	16.00%	12.00%	68.00%	
		Medical & Dental	7.11%	0.62%	7.73%	0.00%	0.00%	0.00%	100.00%	
		Nursing & Midwifery	10.21%	3.35%	13.56%	10.61%	40.91%	9.09%	39.39%	
		Professional & Tech.	8.59%	2.10%	10.69%	8.33%	8.33%	20.83%	62.50%	
		Social Services	10.83%	2.21%	13.04%	18.18%	36.36%	13.64%	31.82%	
		Support Serv/User Exp.	0.00%	0.00%	0.00%					
		<b>Adult SW,Community and Intermediate Care Total</b>		<b>9.40%</b>	<b>2.68%</b>	<b>12.08%</b>	<b>10.14%</b>	<b>29.71%</b>	<b>12.32%</b>	<b>47.83%</b>
	DIVISION of ALLIED HEALTH PROFESSIONALS	Admin&Clerical	9.85%	4.98%	14.83%	5.56%	33.33%	5.56%	55.56%	
		Medical & Dental	0.00%	0.00%	0.00%					
		Nursing & Midwifery	0.00%	1.67%	1.67%	0.00%	0.00%	0.00%	100.00%	
		Professional & Tech.	3.99%	1.88%	5.87%	3.20%	24.80%	6.40%	65.60%	
		Social Services	0.00%	0.00%	0.00%					
		<b>DIVISION of ALLIED HEALTH PROFESSIONALS Total</b>		<b>4.40%</b>	<b>2.10%</b>	<b>6.50%</b>	<b>3.47%</b>	<b>25.69%</b>	<b>6.25%</b>	<b>64.58%</b>
		<b>ADULT COMMUNITY, OLDER PEOPLE, AHP'S Total</b>		<b>7.98%</b>	<b>2.20%</b>	<b>10.17%</b>	<b>8.06%</b>	<b>30.38%</b>	<b>11.02%</b>	<b>50.54%</b>

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE			
			LT	ST	TOTAL	LT	ST	LT	ST
						NO RTWI		RTWI RECORDED	
CANCER & SPECIALIST SERVICE DIRECTORATE	BUSINESS SUPPORT DEPT	Admin&Clerical	0.00%	0.00%	0.00%				
		<b>BUSINESS SUPPORT DEPT Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>				
	CANCER & SPECIALIST MEDICINE DIV	Admin&Clerical	5.58%	2.50%	8.08%	7.41%	25.93%	11.11%	55.56%
		Medical & Dental	4.03%	1.10%	5.13%	50.00%	50.00%	0.00%	0.00%
		Nursing & Midwifery	7.42%	2.94%	10.35%	12.35%	39.51%	13.58%	34.57%
		Professional & Tech.	7.68%	2.45%	10.12%	0.00%	35.71%	7.14%	57.14%
		Support Serv/User Exp.	100.00%	0.00%	100.00%				
		<b>CANCER &amp; SPECIALIST MEDICINE DIV Total</b>	<b>6.81%</b>	<b>2.58%</b>	<b>9.38%</b>	<b>11.11%</b>	<b>36.51%</b>	<b>11.90%</b>	<b>40.48%</b>
	NURSE DEVELOPMENT LEADS - CANCER/SPEC	Admin&Clerical	0.00%	0.00%	0.00%				
		Nursing & Midwifery	0.00%	5.00%	5.00%	0.00%	0.00%	0.00%	100.00%
		<b>NURSE DEVELOPMENT LEADS - CANCER/SPEC Total</b>	<b>0.00%</b>	<b>4.31%</b>	<b>4.31%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>100.00%</b>
	PHARMACY & MEDICINES MANAGEMENT SUBDIV	Admin&Clerical	7.18%	0.00%	7.18%	0.00%	0.00%	100.00%	0.00%
		Professional & Tech.	5.49%	2.72%	8.21%	6.67%	13.33%	14.67%	65.33%
		<b>PHARMACY &amp; MEDICINES MANAGEMENT SUBDIV Total</b>	<b>5.56%</b>	<b>2.60%</b>	<b>8.17%</b>	<b>6.58%</b>	<b>13.16%</b>	<b>15.79%</b>	<b>64.47%</b>
	PHARMACY AND LABORATORIES SERVICES DIV	Admin&Clerical	12.30%	2.17%	14.47%	7.14%	42.86%	7.14%	42.86%
		Medical & Dental	1.83%	0.27%	2.10%	0.00%	100.00%	0.00%	0.00%
		Nursing & Midwifery	3.94%	7.94%	11.88%	0.00%	100.00%	0.00%	0.00%
Professional & Tech.		4.64%	2.15%	6.80%	10.67%	41.33%	1.33%	46.67%	
	<b>PHARMACY AND LABORATORIES SERVICES DIV Total</b>	<b>5.41%</b>	<b>2.17%</b>	<b>7.59%</b>	<b>9.47%</b>	<b>45.26%</b>	<b>2.11%</b>	<b>43.16%</b>	
	<b>CANCER &amp; SPECIALIST SERVICE DIRECTORATE Total</b>		<b>6.06%</b>	<b>2.46%</b>	<b>8.52%</b>	<b>9.40%</b>	<b>33.22%</b>	<b>9.73%</b>	<b>47.65%</b>

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			LT	ST	TOTAL	LT	ST	LT	ST	
						NO RTWI		RTWI RECORDED		
CH, NISTAR & MDGS DIRECTORATE	CO-DIRECTOR, CHILD HEALTH & NISTAR	Admin&Clerical	12.55%	1.65%	14.20%	20.00%	70.00%	0.00%	10.00%	
		Medical & Dental	2.22%	0.13%	2.35%	0.00%	100.00%	0.00%	0.00%	
		Nursing & Midwifery	5.52%	1.50%	7.01%	11.63%	67.44%	0.00%	20.93%	
		Professional & Tech.	0.00%	2.71%	2.71%	0.00%	0.00%	0.00%	100.00%	
		Social Services	0.00%	0.00%	0.00%					
		Support Serv/User Exp.	22.57%	3.71%	26.27%	0.00%	0.00%	0.00%	100.00%	
		Students	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	
		<b>CO-DIRECTOR, CHILD HEALTH &amp; NISTAR Total</b>		<b>5.98%</b>	<b>1.36%</b>	<b>7.35%</b>	<b>11.67%</b>	<b>65.00%</b>	<b>0.00%</b>	<b>23.33%</b>
		DIVISIONAL CHAIR, CHILD HEALTH & NISTAR	Medical & Dental	0.00%	0.00%	0.00%				
		<b>DIVISIONAL CHAIR, CHILD HEALTH &amp; NISTAR Total</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>				
		DIVISIONAL NURSE, CHILD HEALTH & NISTAR	Admin&Clerical	18.24%	6.08%	24.32%	0.00%	0.00%	0.00%	100.00%
	Nursing & Midwifery		6.87%	1.72%	8.59%	0.00%	100.00%	0.00%	0.00%	
		<b>DIVISIONAL NURSE, CHILD HEALTH &amp; NISTAR Total</b>		<b>8.52%</b>	<b>2.35%</b>	<b>10.87%</b>	<b>0.00%</b>	<b>66.67%</b>	<b>0.00%</b>	<b>33.33%</b>
		MAT, ENT, DENTAL, GYNAE & SEXUAL HEALTH	Admin&Clerical	7.76%	0.74%	8.50%	10.00%	0.00%	30.00%	60.00%
	Medical & Dental		10.88%	0.63%	11.50%	0.00%	100.00%	0.00%	0.00%	
	Nursing & Midwifery		7.64%	2.25%	9.89%	12.33%	41.10%	12.33%	34.25%	
	Professional & Tech.		0.00%	0.00%	0.00%					
	Social Services		0.00%	0.00%	0.00%					
		<b>MAT, ENT, DENTAL, GYNAE &amp; SEXUAL HEALTH Total</b>		<b>7.84%</b>	<b>1.91%</b>	<b>9.75%</b>	<b>11.49%</b>	<b>39.08%</b>	<b>13.79%</b>	<b>35.63%</b>
		SAFETY, GOVERNANCE, PLANNING & PERFORM	Admin&Clerical	4.65%	4.51%	9.16%	0.00%	25.00%	0.00%	75.00%
	Medical & Dental		1.28%	2.04%	3.32%	0.00%	100.00%	0.00%	0.00%	
	Nursing & Midwifery		3.17%	3.61%	6.77%	0.00%	33.33%	11.11%	55.56%	
	Professional & Tech.		9.27%	2.11%	11.38%	0.00%	50.00%	10.00%	40.00%	
Social Services	0.00%		0.00%	0.00%						
	<b>SAFETY, GOVERNANCE, PLANNING &amp; PERFORM Total</b>		<b>5.91%</b>	<b>2.75%</b>	<b>8.66%</b>	<b>0.00%</b>	<b>51.72%</b>	<b>6.90%</b>	<b>41.38%</b>	
	<b>CH, NISTAR &amp; MDGS DIRECTORATE Total</b>		<b>6.71%</b>	<b>1.79%</b>	<b>8.50%</b>	<b>9.50%</b>	<b>50.28%</b>	<b>7.82%</b>	<b>32.40%</b>	

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
						NO RTWI		RTWI RECORDED		
CHILDRENS COMMUNITY SERVICES DIRECTORATE	CHILDRENS COMMUNITY DIVISONAL NURSE LEAD	Admin&Clerical	0.00%	21.91%	21.91%					
		Nursing & Midwifery	9.81%	1.50%	11.31%	9.09%	86.36%	4.55%	0.00%	
		Professional & Tech.	0.00%	0.00%	0.00%					
		Social Services	60.00%	0.00%	60.00%					
		<b>CHILDRENS COMMUNITY DIVISONAL NURSE LEAD Total</b>		<b>10.28%</b>	<b>1.73%</b>	<b>12.01%</b>	<b>9.09%</b>	<b>86.36%</b>	<b>4.55%</b>	<b>0.00%</b>
	CORPORATE PARENTING	Admin&Clerical	19.80%	0.00%	19.80%					
		Social Services	9.03%	1.57%	10.60%	23.08%	38.46%	5.13%	33.33%	
		<b>CORPORATE PARENTING Total</b>		<b>9.16%</b>	<b>1.55%</b>	<b>10.71%</b>	<b>23.08%</b>	<b>38.46%</b>	<b>5.13%</b>	<b>33.33%</b>
		Divisional Social Worker	Social Services	0.00%	0.00%	0.00%				
		<b>Divisional Social Worker Total</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>				
	EARLY INTERVENTION & SAFEGUARDING	Admin&Clerical	10.14%	0.00%	10.14%	0.00%	0.00%	100.00%	0.00%	
		Nursing & Midwifery	6.05%	4.47%	10.52%	0.00%	0.00%	0.00%	100.00%	
		Professional & Tech.	3.85%	4.17%	8.01%	0.00%	100.00%	0.00%	0.00%	
		Social Services	7.08%	0.78%	7.86%	22.22%	66.67%	11.11%	0.00%	
		<b>EARLY INTERVENTION &amp; SAFEGUARDING Total</b>		<b>6.96%</b>	<b>1.22%</b>	<b>8.19%</b>	<b>17.65%</b>	<b>55.88%</b>	<b>11.76%</b>	<b>14.71%</b>
	Performance and Planning	Admin&Clerical	5.18%	3.06%	8.24%	10.34%	34.48%	3.45%	51.72%	
		Nursing & Midwifery	0.00%	0.00%	0.00%					
Social Services		33.63%	0.00%	33.63%						
	<b>Performance and Planning Total</b>		<b>5.42%</b>	<b>3.01%</b>	<b>8.43%</b>	<b>10.34%</b>	<b>34.48%</b>	<b>3.45%</b>	<b>51.72%</b>	
	<b>CHILDRENS COMMUNITY SERVICES DIRECTORATE Total</b>		<b>8.36%</b>	<b>1.73%</b>	<b>10.09%</b>	<b>16.13%</b>	<b>50.81%</b>	<b>6.45%</b>	<b>26.61%</b>	

# ATTENDANCE SCORECARD

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE			
			LT	ST	TOTAL	LT	ST	LT	ST
			NO RTWI			RTWI RECORDED			
CORPORATE COMMUNICATIONS DIRECTORATE	COMMUNICATIONS DIV	Admin&Clerical	12.16%	0.00%	12.16%	0.00%	0.00%	0.00%	100.00%
	COMMUNICATIONS DIV Total		12.16%	0.00%	12.16%	0.00%	0.00%	0.00%	100.00%
	<b>CORPORATE COMMUNICATIONS DIRECTORATE Total</b>		<b>11.57%</b>	<b>0.00%</b>	<b>11.57%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>100.00%</b>
Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE			
Deputy Chief Executive Directorate	Chief Exec Office Admin	Admin&Clerical	0.00%	1.75%	1.75%	0.00%	100.00%	0.00%	0.00%
	Chief Exec Office Admin Total		0.00%	1.75%	1.75%	0.00%	100.00%	0.00%	0.00%
	MAHPI	Admin&Clerical	0.00%	0.00%	0.00%				
	MAHPI Total		0.00%	0.00%	0.00%				
	<b>Deputy Chief Executive Directorate Total</b>		<b>0.00%</b>	<b>1.75%</b>	<b>1.75%</b>	<b>0.00%</b>	<b>100.00%</b>	<b>0.00%</b>	<b>0.00%</b>
Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE			
EXECUTIVE DIRECTORATE OF SOCIAL WORK	Adult Safeguarding in MAH	Admin&Clerical	0.00%	0.00%	0.00%				
		Nursing & Midwifery	0.00%	0.00%	0.00%				
		Social Services	0.00%	0.00%	0.00%				
	Adult Safeguarding in MAH Total		0.00%	0.00%	0.00%				
	DEPUTY EXEC DIRECTOR SOCIAL WORK/DIV SW	Admin&Clerical	0.36%	0.00%	0.36%				
		Social Services	10.21%	0.44%	10.65%				
	DEPUTY EXEC DIRECTOR SOCIAL WORK/DIV SW Total		7.38%	0.31%	7.69%				
<b>EXECUTIVE DIRECTORATE OF SOCIAL WORK Total</b>		<b>6.22%</b>	<b>0.27%</b>	<b>6.49%</b>					
Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE			
FINANCE DIRECTORATE	ACCOUNTING & FINANCIAL SERVICES DIV	Admin&Clerical	5.76%	0.62%	6.37%	33.33%	0.00%	0.00%	66.67%
	ACCOUNTING & FINANCIAL SERVICES DIV Total		5.76%	0.62%	6.37%	33.33%	0.00%	0.00%	66.67%
	COMMISSIONING & COSTING DIV	Admin&Clerical	3.01%	1.89%	4.90%	50.00%	50.00%	0.00%	0.00%
	COMMISSIONING & COSTING DIV Total		3.01%	1.89%	4.90%	50.00%	50.00%	0.00%	0.00%
	FINANCIAL MANAGEMENT DIV	Admin&Clerical	0.00%	1.54%	1.54%	0.00%	0.00%	0.00%	100.00%
	FINANCIAL MANAGEMENT DIV Total		0.00%	1.54%	1.54%	0.00%	0.00%	0.00%	100.00%
<b>FINANCE DIRECTORATE Total</b>		<b>2.77%</b>	<b>1.30%</b>	<b>4.07%</b>	<b>22.22%</b>	<b>11.11%</b>	<b>0.00%</b>	<b>66.67%</b>	

# ATTENDANCE SCORECARD

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE			
			LT	ST	TOTAL	LT	ST	LT	ST
						NO RTWI		RTWI RECORDED	
HUMAN RESOURCES DIRECTORATE	EMP LAW, GOVERNANCE & WHISTLEBLOWING	Admin&Clerical	0.00%	1.30%	1.30%	0.00%	100.00%	0.00%	0.00%
	<b>EMP LAW, GOVERNANCE &amp; WHISTLEBLOWING Total</b>		<b>0.00%</b>	<b>1.30%</b>	<b>1.30%</b>	<b>0.00%</b>	<b>100.00%</b>	<b>0.00%</b>	<b>0.00%</b>
	LEARNING & ORGANISATIONAL DEVELOPMENT	Admin&Clerical	1.97%	1.38%	3.34%	0.00%	100.00%	0.00%	0.00%
		Medical & Dental	0.00%	0.00%	0.00%				
		Nursing & Midwifery	0.00%	3.28%	3.28%	0.00%	25.00%	0.00%	75.00%
		Professional & Tech.	0.00%	2.52%	2.52%	0.00%	0.00%	0.00%	100.00%
	<b>LEARNING &amp; ORGANISATIONAL DEVELOPMENT Total</b>		<b>1.12%</b>	<b>1.95%</b>	<b>3.07%</b>	<b>0.00%</b>	<b>42.86%</b>	<b>0.00%</b>	<b>57.14%</b>
	PEOPLE SERVICES	Admin&Clerical	7.30%	2.16%	9.46%	0.00%	100.00%	0.00%	0.00%
		Social Services	0.00%	0.00%	0.00%				
	<b>PEOPLE SERVICES Total</b>		<b>7.30%</b>	<b>2.16%</b>	<b>9.46%</b>	<b>0.00%</b>	<b>100.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>HUMAN RESOURCES DIRECTORATE Total</b>			<b>3.15%</b>	<b>1.93%</b>	<b>5.08%</b>	<b>0.00%</b>	<b>76.47%</b>	<b>0.00%</b>	<b>23.53%</b>
Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE			
			LT	ST	TOTAL	LT	ST	LT	ST
						NO RTWI		RTWI RECORDED	
MEDICAL DIRECTORATE	MEDICAL WORKFORCE & GENERAL/MGMT DIV	Admin&Clerical	5.96%	0.41%	6.36%	0.00%	0.00%	25.00%	75.00%
		Medical & Dental	0.00%	0.00%	0.00%				
		Nursing & Midwifery	4.61%	2.76%	7.37%	0.00%	16.67%	16.67%	66.67%
		Professional & Tech.	2.99%	1.46%	4.45%	0.00%	0.00%	33.33%	66.67%
		Generic	0.00%	0.00%	0.00%				
	<b>MEDICAL WORKFORCE &amp; GENERAL/MGMT DIV Total</b>		<b>5.24%</b>	<b>1.26%</b>	<b>6.50%</b>	<b>0.00%</b>	<b>7.69%</b>	<b>23.08%</b>	<b>69.23%</b>
	RISK, GOVERNANCE AND LITIGATION DIV	Admin&Clerical	9.01%	1.40%	10.41%	28.57%	0.00%	28.57%	42.86%
Nursing & Midwifery		0.00%	0.00%	0.00%					
<b>RISK, GOVERNANCE AND LITIGATION DIV Total</b>		<b>8.81%</b>	<b>1.37%</b>	<b>10.18%</b>	<b>28.57%</b>	<b>0.00%</b>	<b>28.57%</b>	<b>42.86%</b>	
<b>MEDICAL DIRECTORATE Total</b>			<b>6.44%</b>	<b>1.29%</b>	<b>7.73%</b>	<b>10.00%</b>	<b>5.00%</b>	<b>25.00%</b>	<b>60.00%</b>

# ATTENDANCE SCORECARD

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
						NO RTWI		RTWI RECORDED		
MH & INTELLECTUAL DISABILITY DIRECTORATE	Divisional Social Worker	Social Services	0.00%	0.00%	0.00%					
			0.00%	0.00%	0.00%					
	CO DIRECTOR CHILDREN & LEARNING DIS	Admin&Clerical		4.20%	4.16%	8.36%		16.67%	16.67%	0.00%
		Medical & Dental		0.00%	0.00%	0.00%				
		Nursing & Midwifery		11.09%	2.15%	13.24%		0.00%	62.50%	12.50%
		Professional & Tech.		8.08%	0.00%	8.08%		0.00%	0.00%	100.00%
		Social Services		9.12%	3.09%	12.21%		7.14%	52.86%	12.86%
	<b>CO DIRECTOR CHILDREN &amp; LEARNING DIS Total</b>			<b>8.95%</b>	<b>2.92%</b>	<b>11.87%</b>		<b>6.98%</b>	<b>50.00%</b>	<b>13.95%</b>
	MENTAL HEALTH & CAMHS	Admin&Clerical		5.43%	2.23%	7.66%		6.67%	46.67%	0.00%
		Medical & Dental		0.00%	0.00%	0.00%				
		Nursing & Midwifery		6.87%	2.58%	9.45%		12.50%	32.81%	9.38%
		Professional & Tech.		4.06%	3.64%	7.70%		7.69%	15.38%	7.69%
		Social Services		6.38%	1.72%	8.11%		16.00%	44.00%	4.00%
		Support Serv/User Exp.		25.00%	0.00%	25.00%		100.00%	0.00%	0.00%
		Generic		0.00%	0.00%	0.00%				
	<b>MENTAL HEALTH &amp; CAMHS Total</b>			<b>6.41%</b>	<b>2.37%</b>	<b>8.78%</b>		<b>12.71%</b>	<b>34.75%</b>	<b>6.78%</b>
	Mental Health Division Medical Staff	Medical & Dental		2.01%	0.05%	2.06%		0.00%	0.00%	50.00%
		Professional & Tech.		0.00%	0.00%	0.00%				
	<b>Mental Health Division Medical Staff Total</b>			<b>1.98%</b>	<b>0.05%</b>	<b>2.03%</b>		<b>0.00%</b>	<b>0.00%</b>	<b>50.00%</b>
	PSYCHOLOGICAL SERVICES DIV	Admin&Clerical		0.00%	0.66%	0.66%		0.00%	50.00%	0.00%
Nursing & Midwifery			0.00%	0.00%	0.00%					
Professional & Tech.			3.64%	1.00%	4.64%		0.00%	20.00%	40.00%	
Social Services			0.00%	2.02%	2.02%		0.00%	100.00%	0.00%	
<b>PSYCHOLOGICAL SERVICES DIV Total</b>			<b>3.01%</b>	<b>0.96%</b>	<b>3.97%</b>		<b>0.00%</b>	<b>37.50%</b>	<b>25.00%</b>	
<b>MH &amp; INTELLECTUAL DISABILITY DIRECTORATE Total</b>			<b>6.90%</b>	<b>2.38%</b>	<b>9.28%</b>		<b>9.81%</b>	<b>40.65%</b>	<b>10.75%</b>	

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
						NO RTWI		RTWI RECORDED		
NURSING & USER EXPERIENCE DIRECTORATE	NURSING & MIDWIFERY GOV DIV	Admin&Clerical	18.31%	4.88%	23.19%		0.00%	50.00%	0.00%	
		Nursing & Midwifery	2.85%	0.86%	3.71%		0.00%	0.00%	100.00%	
		Professional & Tech.	3.84%	0.00%	3.84%		100.00%	0.00%	0.00%	
	<b>NURSING &amp; MIDWIFERY GOV DIV Total</b>			<b>6.37%</b>	<b>1.59%</b>	<b>7.95%</b>		<b>16.67%</b>	<b>16.67%</b>	<b>0.00%</b>
	NURSING EDUCATION & LEARNING DIV	Admin&Clerical		6.63%	3.11%	9.74%		0.00%	50.00%	0.00%
		Nursing & Midwifery		14.60%	2.71%	17.31%		0.00%	100.00%	0.00%
	<b>NURSING EDUCATION &amp; LEARNING DIV Total</b>			<b>11.87%</b>	<b>2.84%</b>	<b>14.72%</b>		<b>0.00%</b>	<b>87.50%</b>	<b>0.00%</b>
	PCSS	Admin&Clerical		7.26%	2.46%	9.72%		0.00%	27.27%	18.18%
		Professional & Tech.		0.00%	0.00%	0.00%				
		Support Serv/User Exp.		13.95%	2.25%	16.20%		16.08%	22.61%	24.62%
<b>PCSS Total</b>			<b>13.23%</b>	<b>2.27%</b>	<b>15.50%</b>		<b>15.24%</b>	<b>22.86%</b>	<b>24.29%</b>	
<b>NURSING &amp; USER EXPERIENCE DIRECTORATE Total</b>			<b>12.97%</b>	<b>2.27%</b>	<b>15.24%</b>		<b>14.73%</b>	<b>25.00%</b>	<b>22.77%</b>	

# ATTENDANCE SCORECARD

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
			NO RTWI		RTWI RECORDED					
PERFORMANCE, PLAN & INFO DIRECTORATE	Encompass Stabilisation & Optimisation	Admin&Clerical	0.00%	0.00%	0.00%					
		Nursing & Midwifery	0.00%	0.00%	0.00%					
	<b>Encompass Stabilisation &amp; Optimisation</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>					
	CO DIRECTOR PLANNING & EQUALITY	Admin&Clerical	0.00%	0.00%	0.00%					
	<b>CO DIRECTOR PLANNING &amp; EQUALITY Total</b>		<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>					
	Digital Services	Admin&Clerical	7.86%	0.28%	8.14%	20.00%	40.00%	20.00%	20.00%	
		Professional & Tech.	0.00%	0.00%	0.00%					
		Support Serv/User Exp.	0.00%	5.36%	5.36%	0.00%	0.00%	0.00%	100.00%	
	<b>Digital Services Total</b>		<b>7.53%</b>	<b>0.45%</b>	<b>7.98%</b>	<b>16.67%</b>	<b>33.33%</b>	<b>16.67%</b>	<b>33.33%</b>	
	PERFORMANCE AND SERVICE DELIVERY	Admin&Clerical	9.14%	2.53%	11.67%	5.88%	1.96%	21.57%	70.59%	
	<b>PERFORMANCE AND SERVICE DELIVERY Total</b>		<b>9.14%</b>	<b>2.53%</b>	<b>11.67%</b>	<b>5.88%</b>	<b>1.96%</b>	<b>21.57%</b>	<b>70.59%</b>	
	PUBLIC HEALTH - HI, CD & PPI DIV	Admin&Clerical	2.93%	2.42%	5.35%	0.00%	33.33%	16.67%	50.00%	
		Nursing & Midwifery	26.32%	0.00%	26.32%					
		Professional & Tech.	0.00%	0.00%	0.00%					
		Social Services	0.00%	0.00%	0.00%					
<b>PUBLIC HEALTH - HI, CD &amp; PPI DIV Total</b>		<b>4.05%</b>	<b>2.19%</b>	<b>6.24%</b>	<b>0.00%</b>	<b>33.33%</b>	<b>16.67%</b>	<b>50.00%</b>		
<b>PERFORMANCE, PLAN &amp; INFO DIRECTORATE Total</b>		<b>8.11%</b>	<b>1.98%</b>	<b>10.08%</b>	<b>6.35%</b>	<b>7.94%</b>	<b>20.63%</b>	<b>65.08%</b>		
Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
			NO RTWI		RTWI RECORDED					
STRATEGIC DEVELOPMENT DIRECTORATE	CAPITAL PLANNING & REDEVELOPMENT DIV	Admin&Clerical	10.60%	0.00%	10.60%					
		Nursing & Midwifery	0.00%	0.00%	0.00%					
	<b>CAPITAL PLANNING &amp; REDEVELOPMENT DIV Total</b>		<b>10.21%</b>	<b>0.00%</b>	<b>10.21%</b>					
	ESTATES DIV	Admin&Clerical	6.69%	2.23%	8.92%	0.00%	33.33%	0.00%	66.67%	
		Estates	6.02%	1.67%	7.69%	6.67%	40.00%	13.33%	40.00%	
		Professional & Tech.	16.67%	0.00%	16.67%					
	<b>ESTATES DIV Total</b>		<b>6.64%</b>	<b>1.71%</b>	<b>8.35%</b>	<b>5.56%</b>	<b>38.89%</b>	<b>11.11%</b>	<b>44.44%</b>	
<b>STRATEGIC DEVELOPMENT DIRECTORATE Total</b>		<b>6.84%</b>	<b>1.61%</b>	<b>8.45%</b>	<b>5.56%</b>	<b>38.89%</b>	<b>11.11%</b>	<b>44.44%</b>		

# ATTENDANCE SCORECARD

Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
			LT	ST	TOTAL	LT	ST	LT	ST	
						NO RTWI		RTWI RECORDED		
TOR & IMO DIRECTORATE	IMAGING, MED PHYSICS & OPD DIV	Admin&Clerical	9.52%	2.63%	12.15%	0.00%	5.00%	15.00%	80.00%	
		Medical & Dental	0.00%	0.75%	0.75%	0.00%	100.00%	0.00%	0.00%	
		Nursing & Midwifery	6.65%	2.86%	9.51%	0.00%	0.00%	15.38%	84.62%	
		Professional & Tech.	4.08%	2.21%	6.29%	0.00%	4.92%	11.48%	83.61%	
		Social Services	100.00%	0.00%	100.00%					
		Support Serv/User Exp.	4.86%	2.24%	7.10%					
		<b>IMAGING, MED PHYSICS &amp; OPD DIV Total</b>				<b>0.00%</b>	<b>5.26%</b>	<b>12.63%</b>	<b>82.11%</b>	
	TRAUMA, ORTHOPAEDICS & REHABILITATION	Admin&Clerical	8.43%	2.07%	10.50%	6.25%	31.25%	6.25%	56.25%	
		Medical & Dental	1.78%	2.21%	4.00%	0.00%	83.33%	0.00%	16.67%	
		Nursing & Midwifery	6.63%	3.54%	10.17%	13.68%	34.74%	5.26%	46.32%	
		Professional & Tech.	1.38%	1.16%	2.54%	0.00%	33.33%	0.00%	66.67%	
		Social Services	0.00%	0.00%	0.00%					
		Support Serv/User Exp.	12.50%	0.00%	12.50%	0.00%	0.00%	100.00%	0.00%	
		<b>TRAUMA, ORTHOPAEDICS &amp; REHABILITATION Total</b>				<b>11.57%</b>	<b>36.36%</b>	<b>5.79%</b>	<b>46.28%</b>	
<b>TOR &amp; IMO DIRECTORATE Total</b>			<b>5.57%</b>	<b>2.67%</b>	<b>8.24%</b>	<b>6.48%</b>	<b>22.69%</b>	<b>8.80%</b>	<b>62.04%</b>	
Directorate	Division	Personnel Area	% Hrs Lost			% RTWI COMPLIANCE				
UNSCHEDULED CARE DIRECTORATE	CLINICAL SERVICES	Admin&Clerical	0.00%	0.00%	0.00%					
		Nursing & Midwifery	0.00%	0.00%	0.00%					
		<b>CLINICAL SERVICES Total</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>					
	EMERGENCY/OOH SERVICE	Admin&Clerical	3.55%	0.39%	3.94%	0.00%	100.00%	0.00%	0.00%	
		GP Out of Hours	0.00%	0.00%	0.00%					
		Medical & Dental	1.44%	0.53%	1.97%	16.67%	50.00%	0.00%	33.33%	
		Nursing & Midwifery	5.35%	2.26%	7.60%	10.13%	77.22%	2.53%	10.13%	
		Professional & Tech.	0.00%	0.00%	0.00%					
		Support Serv/User Exp.	0.00%	0.62%	0.62%	0.00%	100.00%	0.00%	0.00%	
		<b>EMERGENCY/OOH SERVICE Total</b>		<b>4.79%</b>	<b>1.99%</b>	<b>6.78%</b>	<b>10.23%</b>	<b>76.14%</b>	<b>2.27%</b>	<b>11.36%</b>
	MEDICAL SERVICES	Admin&Clerical	10.54%	1.73%	12.27%	4.76%	33.33%	28.57%	33.33%	
		Medical & Dental	3.08%	0.58%	3.66%	0.00%	100.00%	0.00%	0.00%	
		Nursing & Midwifery	6.58%	2.56%	9.14%	16.67%	69.79%	2.08%	11.46%	
		Professional & Tech.	4.42%	0.99%	5.40%	8.33%	66.67%	0.00%	25.00%	
		Social Services	0.00%	0.88%	0.88%	0.00%	0.00%	0.00%	100.00%	
		Support Serv/User Exp.	5.71%	0.00%	5.71%					
		<b>MEDICAL SERVICES Total</b>		<b>6.72%</b>	<b>2.02%</b>	<b>8.75%</b>	<b>13.43%</b>	<b>64.18%</b>	<b>5.97%</b>	<b>16.42%</b>
UNSCHEDULED CARE NURSING	Admin&Clerical	12.12%	6.82%	18.94%	0.00%	0.00%	0.00%	100.00%		
	Nursing & Midwifery	4.95%	2.18%	7.13%	0.00%	0.00%	0.00%	100.00%		
	<b>UNSCHEDULED CARE NURSING Total</b>		<b>6.10%</b>	<b>2.93%</b>	<b>9.03%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>100.00%</b>	
<b>UNSCHEDULED CARE DIRECTORATE Total</b>			<b>6.04%</b>	<b>2.03%</b>	<b>8.06%</b>	<b>11.89%</b>	<b>67.40%</b>	<b>4.41%</b>	<b>16.30%</b>	