

Training and Development Policy

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REVIEW AND AMENDMENT LOG

Version Number	Date	Author	Description of Change or reason for update
V5	Oct 18	MLCSU People Services Team	Review in two years or sooner in line with legislation Key changes: Grammar and formatting
V6	Sept 19	Demi Shaw	Policy reviewed and Review date updated

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Part 1

HR POLICIES TRAINING AND DEVELOPMENT

1. PURPOSE OF TRAINING

- 1.1 The purpose of the organisation Training and Development Policy is to ensure that the CCG is resourced, at all times, with people who have the appropriate competence and experience to enable the CCG to achieve its purpose and meet future needs.
- 1.2 The CCG encourages the training and development of all employees in the knowledge and skills required to competently perform in their role, particularly when they take up a new post.

2. PRINCIPLES

- 2.1 The organisation will ensure that a training needs analysis is undertaken in line with NHSLA Risk Management Standards to identify topics defined as risk management training, mandatory training and the frequency required by all staff groups. This will be monitored, updated and communicated regularly. An annual training report will be produced of all the topics identified.
- 2.2 Training and development needs may be identified and addressed at individual, group and organisational level.
- 2.3 Training activities may be used to facilitate change by broadening the outlook of individuals or by providing what is necessary to enable them to manage change.
- 2.4 Development may also be used to help individuals develop skills and gain qualifications which will contribute to the development of their work and equip them for their future career.
- 2.5 Training and development needs may be identified through structured discussion between individuals and groups and their managers, taking into account the needs of specific roles, other identified competencies and personal goals.
- 2.6 Training or development which is considered essential for the performance of a role, will be provided by the CCG.
- 2.7 Training and development provision may encompass a wide range of activities including classroom training, coaching, mentoring, shadowing, secondments, workbooks and workshops, self-study and Further Education.
- 2.8 All training and development activity will be 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.
- 2.9 Evaluation will also be used to ensure staff are benefiting from these activities to improve their overall effectiveness at work, and to ensure that the financial commitment made by the CCG to develop its staff is well invested.

3. EVALUATION

- 3.1 Evaluation of the effectiveness of the training intervention will be undertaken by Line Managers.

4. RESPONSIBILITIES

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

4.2 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:

- looking for and identifying their own training needs and discussing the development and implementation of an agreed development plan
- participating in development activities
- monitoring and evaluation of the plan and development activities
- spending time on their own self development.

4.3 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 to identify the training, development and support needs of their staff
- ensuring plans are developed to help meet these needs
- providing on the job training where possible
- providing opportunities for personal development, for example by 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
- reporting training and development activity to the Training Team.

5. STUDY LEAVE

5.1 The aim of this section is to give guidance to all managers and staff applying for study support to attend internal and external courses. All staff may apply for study support whether they are full-time, part-time, permanent or fixed term.

5.2 Mandatory skills training is essential in order to ensure that staff develop and maintain the necessary skills to meet both national requirements and organisational objectives, thus ensuring the safety and well-being of patients, clients, visitors and staff.

5.3 The CCG requires that mandatory training take precedence over any other training requirements and that additional study support will only be granted if the individual's mandatory training record is up to date.

5.4 Employees

It is the responsibility of all employees to:

5.5 Participate in the Personal Development Review Process (PDR).

5.6 Ensure they are up-to-date with all Statutory and Mandatory training as appropriate to their

job role, before applying for other learning, education and training activities.

- 5.7 Take responsibility for their own learning and development and ensure their continual professional development is up to date.

5.8 **Individual line managers**

It is the responsibility of line managers to:

- 5.9 Support and facilitate staff to identify their learning and development needs required for their post.
- 5.10 Ensure that staff complete and are up-to-date with statutory and mandatory training before approving any other learning activities and take appropriate action if this is not the case.
- 5.11 Agree and support the individual to undertake any learning and development needs that is identified with their Personal Development Plan (PDP).

5.12 **Application Process**

- 5.13 Staff wishing to apply for study leave should complete the Application Form (**Appendix 1**)

NB: Staff do **not** need to complete an application form for Mandatory Training.

- 5.14 However they should liaise with their line manager and ensure their individual mandatory training record is updated.
- 5.15 For details of funding and Study Leave Support please refer to **Appendix 2**.

5.16 **Verification of Attendance**

- 5.17 The organisation reserves the right to contact external providers of courses/conferences in order to confirm the employees' attendance. Where suspicion arises that an employee has not attended a course and he/she has claimed, or attempted to claim, absence from work to attend and/or any related expenses, without a genuine reason for non-attendance. Such instances will be investigated via the Disciplinary procedure.

6. **MANDATORY TRAINING**

- 6.1 Mandatory training is essential in order to ensure that staff develop and maintain the necessary skills to meet both national requirements and organisational objectives, thus ensuring the safety and well-being of patients, clients, visitors and staff.
- 6.2 It is a legal requirement that all employees, regardless of contractual status, undergo a minimum level of statutory and mandatory training.
- 6.3 It is the responsibility of all employees to ensure they are up-to-date with all Statutory and Mandatory training as appropriate to their job role, before applying for other learning, education and training activities.
- 6.4 It is the responsibility of line managers to monitor mandatory training uptake and ensure employees are aware of and have access to all relevant mandatory training.

- 6.5 The CCG requires that mandatory training take precedence over any other training requirements and that additional study support will only be granted if the individual's mandatory training record is up to date.

7. EQUALITY

- 7.1 In applying this policy, the CCG 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.

8. MONITORING & REVIEW

- 8.1 All training and development will be monitored, recorded and evaluated in accordance with local CCG and NHSLA requirements.
- 8.2 The policy will be reviewed periodically by the HR team in conjunction with operational managers at the CCG and Trade Union representatives. Where review is necessary due to legislative change, this will happen immediately.

PART 2

1. PROCEDURE

- 1.1 Training requirements should be identified by staff and managers on an ongoing basis. This is an essential part of the ongoing Review and Objectives process (see separate policy) and should be in line with the requirements of the job.
- 1.2 When training requirements are identified as a result of a group, directorate or organisational need, approval of development activity should be authorised by the appropriate management team, on an ongoing basis.
- 1.3 It may be appropriate to consult with training contacts to agree funding and resources which may be provided locally.
- 1.4 All training and development initiatives should be evaluated appropriately by the individual and manager as part of ongoing performance management and Appraisal processes.

LEARNING / DEVELOPMENT ACTIVITY APPLICATION FORM

To be completed **at least one month before** a learning/development activity.

Please ensure all sections of this form are complete.

Ensure Mandatory Training is up-to-date prior to completion.

PERSONAL DETAILS

Name:.....(Dr/Mr/Mrs/Miss/Ms)

Job Title and Band:

.....

Department:

Line Manager:.....

DETAILS OF LEARNING / DEVELOPMENT ACTIVITY

Title of Activity:

.....

Provider (if external): Venue:

.....

Awarding Body:..... Accredited level (e.g. Level 2).....

Dates of Activity:

Total Days (or hours) away from workplace (include breakdown of class time and exams if appropriate and attach schedule/programme dates):

.....

.....

How was this learning/development need identified? (eg via appraisal/development review)
Describe how you will use your new skills/knowledge and how will it benefit/improve the service? (to support your application continue on a separate sheet and list your objectives for the activity)
How are you intending to pass on the information gathered through this activity to other interested parties? (e.g. share learning with other members of staff, produce a report, presentation etc)
FINANCIAL INFORMATION
Cost of Activity: £.....
Other expenses (please state) £.....
Please Note: All Travel & Subsistence expenses to be funded from Departmental Budget.
Prior approval from budget holder must be sought.

HOW IS THE TRAINING ACTIVITY TO BE FUNDED? Please select from the budgets below

For guidance please refer to the Study Leave Policy before completing.

- 100% funding from Departmental Budget
- Part funded
 - a) Self funding £..... b) Departmental Budget £.....
 - c) Central Training Budget £..... d) Other £

MANAGER'S AUTHORISATION

Is the individuals Mandatory Training up-to-date? Yes No

If No please state

why.....

Please state why you feel that this is an appropriate activity for this individual to satisfy this development need and note any objectives you have for the activity not listed overleaf.

Signed (Individual)

Date

Signed (Line Manager).....

Date

Print Name.....

Signed (Budget Holder if different from above).....

Date

Print Name:.....

For office use only

Learning & Development Approval Panel decision

Accepted

Rejected

More Info required

On completion please keep one copy on the individual's personal file

Appendix 2 – Levels of Funding

	Definition	Funding support	Study leave support
A	<p>Statutory and mandatory training.</p> <p>In addition, this includes all training described as essential to meet organisational requirements.</p>	100%	100%
B	Development to support business need and enhance career development	Level to be agreed	Up to a maximum of 3 hrs per week (pro-rata)

Appendix 3

Equality Impact Assessment



Train & Dev EIA