

Training and Development Policy

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CONSULTATION SCHEDULE

Name and Title of Individual	Groups consulted	Date Consulted
	Staff Engagement Group	August & Nov 2019
	Regional Staff Side	February 2020

APPROVAL & RATIFICATION SCHEDULE

Name of Committee approving Policy	Date
Communications, Engagement, Equality & Employment Committee	29 th October 2019
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VERSION CONTROL

Version	Version/Description of amendments	Date	Author/amended by
1	New Policy	April 2013	CSU HR
2	Aligned Policy across sis CCGs in Staffordshire & Stoke on Trent Included Director of Communications, Corporate Services & Governance in sign off for external policies Strengthen statement of payback of funds for people leaving the organisation within agreed time period Updated Equality statement	August 2019	Jane Chapman/Caroline Lawrence

Impact Assessments – available on request

	Stage	Complete	Comments
Equality Impact Assessment	I	February 2020	No amendments
Quality Impact Assessment			
Privacy Impact Assessment			

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1. **Policy Statement**

Staffordshire and Stoke-on-Trent CCGs (the CCGs) place great importance on maintaining high standards of performance. This policy provides a fair and objective process to enable all employees to ensure that those standards are met in every aspect of the CCGs' operations.

2. **Equality Statement**

This policy has been assessed in relation to having due regard to the (1) the Public Sector Equality Duty three aims dropping down from the Equality Act 2010 to eliminate discrimination, harassment victimisation,; advance equality of opportunity; and foster good relations, (2) the Health and Social Care Act 2012 re evidencing showing due regard to reducing health inequalities between the people of England.

3. **Introduction**

The Training and Development Policy reflects the CCGs' belief in the need to develop all employees, to enable them to do their job effectively and to develop to their highest potential. The policy links intrinsically to the OD Strategy and Plan to ensure all staff have the same access to all training and development opportunities.

The purpose of the policy is to ensure that the CCGs are resourced at all times, with people who have the appropriate competence and experience to achieve its purpose and meet the CCGs future needs. This policy describes the responsibilities of individual staff and their line managers in implementing key aspects of the training cycle and is intended to guide all staff in meeting their learning and development requirements and responsibilities.

4. **Scope**

This policy applies to all employees of the CCGs and temporary staff (where applicable). The policy should be read in conjunction with the CCGs Organisational Development Plan; Appraisal Policy and the NHS Leadership Academy Maximising Potential Conversation Tool

5. **Policy Statement**

The CCGs encourage the training and development of all employees in the knowledge and skills required to competently perform their role, particularly when they take up a new post. Training and development may encompass a wide range of activities including classroom training, e-learning, coaching, mentoring, shadowing, secondments, workbooks and workshops, webinars, self-study and further education where applicable. In some cases staff may be seconded to other organisations where this offers a clear learning and development opportunity. Training and development activities may be evaluated as appropriate for efficiency and evaluation will also be used to ensure staff are benefiting from these activities and to improve their overall effectiveness at work. This will also ensure that the financial commitment made by the CCGs to develop its staff is well invested.

6. **Duties and Responsibilities**

Staff

- Discussing learning and development needs at appraisals and one to one meetings throughout the year with their line manager.
- Ensuring that any development needs are identified through a talent management conversation at an Annual Appraisal or regular monthly one to one
- Being proactive in identifying and assessing potential learning opportunities available to them.

- In the event that non-completion of training results in a cost to the CCGs, the employee will be required to pay the amount in full.

Line managers

- Line managers are responsible for ensuring that the development needs of all staff are given fair consideration.
- Ensuring all new staff complete the CCGs' corporate induction on, or as near to the first day of their employment as is possible.
- Holding regular discussions and reviews with staff on their learning and development progress within the context of the annual CCGs' performance appraisal.
- Ensuring that staff are aware of opportunities including coaching and mentoring support through internal and external support
- Ensuring all staff complete any booked training or cancel these in a timely manner if no longer required.
- Ensure the completion of statutory and mandatory training (normally within the first four weeks of employment).
- Ensuring staff are aware of the changed requirements in their role as a result of learning undertaken.
- All Managers will undertake training on conducting performance appraisals to ensure they have the skills and knowledge to undertake this process effectively.

Human Resources

- Identify and facilitate access to a wide range of learning opportunities to meet all staff learning needs, service delivery and overall CCGs' objectives.
- Maintaining central electronic records concerning CCGs' training activities and attendance for training delivered.
- Providing programme administration (i.e. course booking, evaluation forms etc.).
- Identify suitable support through the CCGs Apprenticeship Levy funding

7. Identifying learning and development needs

Development needs may be identified at several levels: those that apply to the CCGs as a whole, those at a group level and those which apply to individual employees. Mechanisms are in place to identify training and development needs at each of these levels.

The CCGs' wide training and development objectives are aligned to our common purpose.

Group training needs will be identified following HR planning and budgetary constraints.

At an employee level, the annual performance appraisal process is the main vehicle for recognising and planning training and development. A six-monthly review of progress will also be undertaken.

The employee and their line manager are responsible for ensuring that the training needs are followed through.

8. Eligibility

Training relating to personal development plans are available to all the CCGs' employees, including employees working part-time hours, or undertaking flexible working. In order to be eligible, employees must have:

- Completed all statutory and mandatory training.
- Completed an up to date performance appraisal, if they are in their first year of

employment with the CCGs.

- Submitted a completed training form with approval from their line manager to HR. The training forms can be found in Appendix 1 and Appendix 2 of this policy.

9. Equality and Diversity

- Equality and diversity principles are incorporated into all aspects of the CCGs' approach to people management, such as workforce planning, recruitment and selection, performance management, learning and development, leadership development, workplace health and safety and workplace relations.
- The CCGs will ensure that training materials and facilities are tailored to individual needs wherever possible, including access for people with disabilities and visual and hearing impairment. This will include ensuring that on-line training websites meet the required access standards and that training venues are compliant with the Equality Act.

10. Process

- The employee should submit their form, (see Appendix 1 & 2) to their line manager who will discuss the application with the Head of HR and OD in line with the OD Plan and budget commitments.
- Staff should make every effort to attend training that they have committed to attend. If staff must withdraw from training, they will first seek their line manager's permission to do so, before confirming this to HR, along with an explanation for the non-attendance.
- Employees must provide a minimum of ten working days' notice if they are unable to attend a training/workshop that they have been booked onto.
- Non-attendance as a result of sickness will be treated as acceptable upon receipt of evidence, such as a self-certification certificate.

11. Time allocation for training and development

- Training and development activities required by the CCGs will usually take place during working hours time.
- Training and development activities that are encouraged by the CCGs but not essential and may take place during working hours, or may involve study in the employee's own time, during evenings and weekends.
- Where training takes place in normal working hours, the employee and their line manager will work together to arrange cover where necessary.
- Part time staff which are required to work additional hours to participate in training and development activities required by the CCGs outside of their usual pattern of work (but within normal work hours) will usually be able to agree time off in lieu. This should be done following approval from their line manager.

12. Qualifications

Funding of training/further qualifications

- The CCGs' first priority will always be the delivery of statutory and mandatory training to staff followed by the delivery of training required to meet immediate business needs. When, in discussion with their line manager, the benefit of undertaking professional training or further qualification is identified the line manager should seek advice from HR at the earliest opportunity.

- The line manager will be asked by HR to elaborate on the necessity of the qualification, taking into account the following criteria:
 - a) the qualification is necessary for the employee to do their job; or,
 - b) the qualification will develop the employees portfolio skills in a manner which will have a direct benefit to the CCG.
- The application will be considered by the Director of Corporate Services, Governance and Communications in the first instance, and referred to the Executive Team.
- Where there are multiple applications for support.
- Staff should be aware of this process and recognise that any personal investment or registration on courses without prior approval is undertaken at their own risk and does not obligate the CCG to subsequently reimburse costs, support the costs in future years or agree to study leave.
- Where the funding for the qualification is agreed, the CCGs will then be prepared to consider funding and study leave (refer to section 13). The funding will only include the cost of the course fee for the qualification. This will usually be for completion of a first degree, where the individual does not have one.
- Subsequent to the funding approval, the CCGs will require the employee to commit to continuing in employment with the CCGs for a minimum period of 24 months, post the date of the course completion. In the event that the employee leaves the CCGs during their period of study or within the 24 months post completion, the employee will be required to re-pay the full cost of the course. Costs of any course will reduce on a sliding scale outlined in Appendix 4.
- Exceptional circumstances where the cost commitment would not be pursued would be for the following:
 - The employee transfers to a new employer under TUPE arrangements.
 - The employee is made redundant by the CCGs.

13. Study leave and training expenses

- It is expected that individuals will agree the arrangements for study leave with their manager, prior to signing up for a course. Individuals are expected to undertake normal course work within their own time. Where possible the CCGs will act reasonably to support an individual while ensuring work priorities are not compromised.
- Individuals may be entitled to up to 5 day's paid study leave per year. Study leave is dependent on the qualification and leave would need to be taken at a time convenient to the needs of the service and to the individual.
- The CCGs may fund the full cost of the course.

14. Learning Log

A learning log is a useful tool to track learning, professional development and training undertaken. The learning log can be used by the employee to help develop their skills, knowledge and experiences to embed learning. As part of their career development it may be a helpful way to reflect upon skills developed and knowledge acquired. These aspects can be

particularly useful information for the employee during performance appraisal meetings with their line manager and when considering further areas of development- either in terms of training, or in terms of areas of work.

The log is also helpful for applying for internal roles as it can show the employee their development and have a clear record of how they have developed their skills.

Please refer to Appendix 3 for a simple format of a learning log. This is a suggested format, staff could use whichever format that works best for them.

15. Associated Documentation

This documentation should be read in conjunction with the CCGs: -

- Expenses policy.
- Appraisal policy.
- NHS terms and conditions of work handbook.

16. Implementation and Monitoring

Training is monitored and reported to the Communications, Engagement, Equality and Employment Committee which has a role in overseeing the CCGs' talent management arrangements.

17. Statement of Compliance with the Equality Act 2010

All relevant persons are required to comply with this document and must demonstrate sensitivity and competence in relation to the nine protected characteristics as defined by the Equality Act 2010, as outlined in Appendix 5. The Act prohibits discrimination on the basis of age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion/belief, sex or sexual orientation. It also means that each manager or member of staff involved in implementing the policy must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation; advance equality of opportunity between those who share a protected characteristic and those who do not; and foster good relations between people who share a protected characteristic and those who do not.

If you, or any other groups, believe you are disadvantaged by anything contained in this document please contact the Document Lead (author) who will then actively respond to the enquiry.

18. Counter Fraud

The CCGs are committed to the NHS Protect Counter Fraud Policy – to reduce fraud in the NHS to a minimum, keep it at that level and put funds stolen by fraud back into patient care. Therefore, consideration has been given to the inclusion of guidance with regard to the potential for fraud and corruption to occur and what action should be taken in such circumstances during the development of this procedural document.

19. Review

This policy will be reviewed every three years but can be reviewed at any time if the CCGs deem it necessary to do so or a review is requested by staff side or management. The Staff Engagement Group will also form part of the review process.

External Training Course/Event

Name of employee:

Job title: Directorate:

Please provide details below of the external training course you would like to attend during normal working hours

Date(s) : Duration

Course Attending (title):

Provider

Location:

Costs (if any):

Statutory and Mandatory Training is up to date YES/NO

Or; the following modules are have not yet been completed

.....

Outline of why the course will be of benefit to your current role or personal development linked to a recent 1-1 or identified during your appraisal:

.....
.....
.....

Describe how you will share/cascade the training/learning/development to other colleagues?

.....
.....

Signature of employee: Date:

Line Manager

I can confirm I give my consent for the above employee to attend the training course outlined above during normal work time and have sought the appropriate approval from HR in relation to the cost of the course.

Managers approval:

Name:

Position: Date:

Director of Communications, Corporate Services & Governance

I can confirm that the budget is available and the course fee of £..... will be met

Director's approval:

Name:

Position: Date:

**Please note it is the responsibility of the employee to book the training event
This form should be sent to the Senior Corporate Services Manager once approval has been given for
recording on personal file**

Internal training course/event

Name of employee:

Job title: Directorate:

Please provide details below of the Internal training course you would like to attend during normal working hours

Date(s) : Duration

Course Attending (title):

Was this course identified in your appraisal? Yes No

If not, please describe how the course will be of benefit to you in your role

.....
.....
.....
.....
.....

Signature of employee:

..... Date.....

Line Manager

I can confirm I give my approval for the above employee to attend the course/event

Managers signature:

Print Name:

Position:

Date:

**Please note it is the responsibility of the employee to book the training event
This form should be sent to HR once approval has been given for recording on personal file**

Learning Log

Date of Activity	Activity	What did I learn?	Comments/How can I share the learning?

Further Education Support Agreement

Name of employee:

Job title: Directorate:

Course Attending (title):

Provider

Location:

Date(s) : Duration

Costs:

Recovery Arrangements:

During the course of study: all cost incurred during that academic year, plus 50% of previous years costs, if any.

Following the completion date of the course:

0 – 12 months 50% of the total course fee to be repaid

13 – 18 months 25% of the total course fee to be repaid

19 - 24 months 10% of the total course fee to be repaid

Financial support or time off for exams are not available for re-sits

Employee

I am signing to confirm that I understand and agree to the above recovery arrangements. I understand that if I leave the CCG before the completion of the recovery period I agree to the balance being deducted from my final salary.

If this is insufficient to cover the balance, a repayment plan will be put in place.

Employee's Signature:

Print Name:

Date:

Equality monitoring form - Training and Development

Please indicate your answers below with an X:-

What is your ethnic group?

(This includes colour, nationality, including citizenship and ethnic or national origins)

White	English / Welsh / Scottish / Northern Irish / British		Mixed / Multiple ethnic groups	White & Black Caribbean	
	Irish			White & Black African	
	Polish			White & Asian	
	Other European, please state			Any other Mixed / Multiple ethnic background, please describe below	
	Any other White background, please state				
Asian or Asian British	Indian		Chinese or other Asian groups	Chinese	
	Pakistani			Any other Asian background, please describe below	
	Bangladeshi				
	Other, please describe				
Black / African / Caribbean / Black British	African		Gypsy & Traveller	Irish	
	Caribbean			Gypsy or Irish Traveller	
	Black British			Other, please describe	
	Any other Black / African / Caribbean background, (please describe)				
Other ethnic group	Arab				
	Any other ethnic group, please describe				

Prefer not to say

What is your age category?

16 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44
45 - 49	50 - 54	55 - 59	60 - 64	65 - 69	70 - 74
75 - 79	80 and over				
Prefer not to say					

What is your religion or belief?

Buddhism		Christianity		Hinduism		Islam	
Judaism		Sikhism		Other, please describe		Prefer not to say	

What is your sexual orientation?

Hetrosexual		Lesbian	
Gay		Bisexual	
Other		Prefer not to say	

Marriage & Civil Partnership: What is your relationship status?

Married		Single		Divorced		Lives with Partner	
Separated		Widowed		Civil Partnership		Other	
Prefer not to say							

Pregnancy and Maternity

(The Equality Act 2010 protects women who are pregnant or have given birth within a 26 week period). Please tick or circle as appropriate:

Are you pregnant at this time?	Yes / No	
Have you recently given birth? (within the last 26 week period)	Yes / No	
Prefer not to say		

Do you consider yourself to have a disability?

(The Equality Act 2010 states a person has a disability if they have a physical or mental impairment which has a long term (12 month period or longer) or substantial adverse effects on their ability to carry out day to day activities).

Physical disability (please describe)		Sensory disability eg Deaf, hard of hearing, Blind, visually impaired (please describe)	
Mental health need		Learning disability or difficulty	
Long term illness (please describe)		Other, please describe	
Prefer not to say			

Caring Responsibility Do you care for someone?

Definition of a carer:
 'A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support.'
 Source: Carers Trust <https://carers.org/what-carer>



(Tick as many boxes as appropriate)

Yes		No		Prefer not to say	
				Care for young person(s) aged younger than 24 years of age	
				Care for adult(s) aged 25 to 49 years of age	
				Care for older person(s) aged over 50 years of age	