



Learning and Development Policy DRAFT

(April 2019)

We speak your language

Polish

Mówimy Twoim językiem

French

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Spanish

Hablamos su idioma

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CONTROL SHEET FOR [Learning and Development Policy]

Policy Details	Comments / Confirmation (To be updated as the document progresses)
Policy title	Learning and Development Policy
Current status – i.e. first draft, version 2 or final version	First Draft
Policy author (post title only)	HR Link Officer (OD)
Location of policy (whilst in development) – i.e. L-drive, shared drive	S drive
Relevant Cabinet Member (if applicable)	
Equality Impact Assessment approval date	
Partnership involvement (if applicable)	
Final policy approval route i.e. Joint Strategic Alliance Committee, Cabinet/Executive/Council	
Date policy approved	
Date policy due for review (maximum three years)	
Date policy forwarded to Improvement (to include on Intranet and Internet if applicable to the public)	

LEARNING AND DEVELOPMENT POLICY

1. Introduction

Learning and development at all levels is crucial to achieving the Council's corporate objectives. The Council is committed to developing and managing its workforce to ensure the organisation is able to sustain high performance and transform service delivery, and to assist employees to reach their full potential.

2. Scope

This policy applies to all employees of the Council regardless of whether they are full time, part time, fixed term or casual employees. It also pays due regard to the principles of the Equality Act 2010 covering age, disability, gender, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

It excludes agency workers, volunteers and Elected Members who are covered under separate policies.

3. Principles

The Council recognises that by investing in and engaging people through learning and development, the organisation is able to harness employees' full potential to improve and transform service delivery, while fulfilling their need for personal development and job satisfaction.

The Learning and Development Policy will support delivery of the Council's Corporate Aims.

In particular this policy supports the Transforming our Organisation priority of:

- Supporting and engaging with our employees
- Making the best use of our assets.

This policy is supported by the Appraisal Scheme.

4. Statement

The Council is committed to making resources available to provide learning and development opportunities to maximise the potential of its employees.

5. Learning and Development

Employees will have different learning and development needs at different stages of their career. The Council has identified that there will be some mandatory learning and development required for employees as follows:

Essential

- Corporate induction
- Service induction

- Corporate learning:
 - Customer Service
 - Data Protection
 - Equality and Diversity
 - Health and Safety
 - Freedom of Information and Records Management
 - Safeguarding Children and Vulnerable Adults
- Where appropriate, policy knowledge which is essential for Managers
- Continuing Professional Development (CPD) which is essential for the post.
- In exceptional circumstances some qualifications listed as desirable on the person specification may be considered as essential post employment where the qualification is essential to succession planning.

Desirable

- Learning that is not mandatory but would be useful for the post holder to carry out their duties.
- Skills and knowledge that will help improve an individual's job performance.

5.1 Learning and Development Opportunities

The following learning and development opportunities are available within the Council:

Additional duties opportunities	Leadership Development
Apprenticeships – supported by the Apprenticeship Scheme	Management Development
Coaching	Mentoring
Conferences	Partnership Working
Development Opportunities eg career graded posts	Post Entry Training leading to a recognised qualification
Health and Safety	Professional Updates
Higher Education Courses	Project Work
ICT	Short Courses
In house training/briefings	Work Experience
Joint Working	Work Shadowing

5.2 Learning and Development Responsibilities

5.2.1 Corporate

SAMT are responsible for ensuring that this Policy is implemented across the Council and supports the Council's Corporate Aims.

SAMT should be aware of the Council's overall investment in learning and development and the quantification of how this investment has improved the performance of the Council.

5.2.2 Managers

Managers are responsible for ensuring that this Policy is implemented across the Council, and supports the Council's Corporate Aims.

Managers are responsible for ensuring consistency in the application of learning and development requests.

Learning and development needs should be discussed with individual employees and an individual development plan agreed. Managers should encourage and support employees to be proactive about self-development at work and facilitate reinforcement and application of learning in the workplace.

The opportunity to utilise Apprenticeship Levy funding should always be explored prior to any other learning and development expenditure commitments.

Reviewing and evaluating the effectiveness of learning and development on individuals and teams is essential to demonstrate a clear benefit to the Council.

Managers are responsible for inducting new employees and employees new to a post, and provide coaching on immediate work processes.

Managers must ensure that HR is informed of all learning and development activity undertaken by employees so that information can be recorded on the Council's HR and Payroll system.

5.2.3 Employees

Employees are expected to actively contribute to identifying and meeting their own job-related development needs and agree personal learning and development plans and implementation with their line manager.

Employees should recognise that learning and development is a two-way process and individual employees need to accept responsibility for their learning and development and its application in their work.

An evaluation form must be completed after any learning and development activity is undertaken, and discussed with the line manager and submitted to HR.

5.2.4 Human Resources

Human Resources are responsible for ensuring that this Policy is implemented across the Council, and supports the Council's Corporate Aims.

Human Resources are responsible for managing the learning and development budget and if required will provide specialist support to Managers in the development of their employees.

The opportunity to utilise Apprenticeship Levy funding will be explored prior to agreeing any other learning and development expenditure commitments.

Evaluation of learning and development activities will be recorded when submitted by managers and/or employees.

Human Resources will be responsible for developing and/or designing internal corporate learning and development programmes as required and will source suppliers for externally delivered corporate learning and development programmes such as Management and Leadership Development.

5.3 Identification

The identification of learning and development needs for all employees is essential to the success of a Learning and Development Policy. Managers and employees will ensure that needs are accurately identified, with a Plan being agreed with each employee as part of the Appraisal Scheme and as a result of day to day observations or interactions with employees.

The responsibility for analysis and identification of appropriate learning and development activities lies in the first instance with employees and Managers.

Appraisals are to be held with all employees in line with the Appraisal Scheme, with individual learning and development needs identified.

All learning and development activities provided for employees must be consistent with, and support the Council's Aims.

5.4 Short Courses

Requests for short course training should be made using the Learning and Development Request Form. (Attached at **Appendix A**). This form will be forwarded to the employee's line manager for approval. Once approved the line manager will complete a purchase order request using the Council's training cost code, which will then be forwarded to HR (OD) to enable details of the training to be recorded and details placed on the employee's personal file. The line manager or employee can then proceed to book the training course

5.5 Post Entry Training

Requests for post entry training leading to an accredited qualification should be made using the Learning and Development Request Form. This form will be forwarded to the employee's line manager for approval, before being sent to Human Resources (OD). HR (OD) will initially consider whether the training could be undertaken as part of an apprenticeship.

If a suitable apprenticeship can be identified, HR (OD) will make arrangements for the training through the apprenticeship levy.

If the post entry training is to be funded out of the corporate training budget, and there is sufficient funding available, HR (OD) will raise a Purchase Order for the training, and will inform the line manager that the course can be booked.

5.6 Learner Agreement and Repayment of Fees

Where the Council has provided financial sponsorship to undertake training leading to a recognised qualification, certificate, license etc, or training where the costs exceed £500, a learner agreement will be issued.

If an employee leaves the employment of the Council within two years of achieving their qualification, certificate, license etc, or receiving financial support to undertake training where the costs exceed £500, the employee will be required to repay the cost of the course on a sliding scale.

Information regarding the Post Entry Training scheme are attached at **Appendix B**.

For jointly funded appointments where the Council has paid a percentage of the training costs, repayment will be based on the actual costs incurred by the Council.

6 Evaluation

Following completion of either a short course or a course supported under the Post Entry Training Scheme, an Evaluation Form must be completed by the employee and sent to the line manager and to HR (OD) to include on the employee's personal file (**Appendix C**).

7 People Strategy Framework

Corporate Aim and Priority for People Strategy	People Strategy Action Plan Aims	Employee Life Cycle
<p>Transforming Our Organisation</p> <p>Provide our customers with excellent service</p>	1.Improve employee engagement	
	2.Provide a healthy and safe work environment	
	3.Build workforce capability	
	4.Promote a high performance culture	
	5.Support organisational transformation	
	6.Transform HR and Payroll Service delivery	

Learning and Development Action Plan Aims

1. Support the Council in achieving the Corporate Plan
2. Effectively manage the Council's learning and development budget
3. Respond to existing employee Learning and Development needs utilising the apprenticeship levy where appropriate
4. Support the development of employees to enable career progression both internally and externally
5. Procure Learning and Development as required for Management and Leadership development, and manage this ongoing relationship
6. Provide learning and development support and advice to employees and managers

8 Conclusion

The learning and development of employees is to be continually assessed and evaluated to ensure it meets the needs of the Council and individuals, and is delivered in the most effective way. Learning and development priorities are to be reviewed on an annual basis to ensure they meet the current and future needs of the Council and individuals.

9. Responsibility for Implementation

Responsibility for implementation of this policy lies with Strategic Alliance Management Team, Line Managers and Human Resources.



10. Appendices (if applicable)

Appendix A – Learning and Development Request Form

Appendix B – Post Entry Training Scheme

Appendix C – Employee Learning, Development and Training Evaluation

Learning and Development Request Form

 		REQUEST FOR TRAINING	
		INSTRUCTIONS FOR USE <ul style="list-style-type: none"> • One form should be completed for each course. • If you are requesting qualification based training please read the Guidance Notes. • Training request must be signed by the employee's Line Manager/Service Manager 	
PART A			
Employee Surname:		Employee Forename(s):	
Job Title:		Service:	
PART B			
Course/Apprenticeship Title:		Certificating Body (if appropriate):	Level/Year (if appropriate):
Course Provider Details		Address:	
Name:			
Telephone number:			
Pattern of Attendance (details):		Date of Course:	
Short Course <input type="text"/>		Training Location:	
Qualification Based Training		Duration of Course/Apprenticeship:	
Day Release <input type="text"/>		Total Cost of Course/Apprenticeship Funding Band: £	
Block Release <input type="text"/>			
Full-Time <input type="text"/>		Could this training be delivered as part of the Apprenticeship Programme? YES/NO	
E Learning <input type="text"/>			
Other <input type="text"/>			
If Other, please specify:			
PART C			
1. Please state why you wish to undertake this training and its relevance to your work.			

2. Is this training a requirement from your last Appraisal/Review?	YES / NO
If no, why is the training necessary now? <i>(please tick)</i>	
Legislation requirement <input type="checkbox"/>	Corporate requirement <input type="checkbox"/>
Continuing professional development <input type="checkbox"/>	Other – Please explain <input type="checkbox"/>

PART D – to be completed if Qualification Based Training is requested	PART E - DECLARATION														
Please give details of support requested per item:	In submitting this application, I accept that should financial assistance be provided, I agree to comply with the conditions of approval as stated in my contract of employment, the Learning and Development Policy and other relevant Council Guidelines.														
<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><u>Item</u></th> <th style="text-align: right; border-bottom: 1px solid black;"><u>Amount (£)</u></th> </tr> </thead> <tbody> <tr> <td>Registration Fees</td> <td></td> </tr> <tr> <td>Course Fees</td> <td></td> </tr> <tr> <td>Exam Fees</td> <td></td> </tr> <tr> <td>Books</td> <td></td> </tr> <tr> <td>Other (please specify)</td> <td style="border-bottom: 1px solid black;"></td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">£ _____</td> </tr> </tbody> </table>	<u>Item</u>	<u>Amount (£)</u>	Registration Fees		Course Fees		Exam Fees		Books		Other (please specify)		TOTAL	£ _____	Signature of Applicant: Date:
<u>Item</u>	<u>Amount (£)</u>														
Registration Fees															
Course Fees															
Exam Fees															
Books															
Other (please specify)															
TOTAL	£ _____														

THIS SECTION IS TO BE COMPLETED BY YOUR LINE MANAGER/SERVICE MANAGER
I confirm that this training is necessary to meet the needs of the Service and is a *Priority 1/ 2 (*please select) learning and development need
Is this training fully funded through the apprenticeship levy? Yes / No
Which budget would fund these development costs? SERVICE / CORPORATE / APP LEVY
What is the main Corporate Aim that this training will contribute to? <i>(please tick)</i>
Unlocking Our Growth Potential <input type="checkbox"/>
Providing our Customers with Excellent Services <input type="checkbox"/>
Supporting our Communities to be Healthier, Safer, Cleaner and Greener <input type="checkbox"/>
Transforming our Organisation <input type="checkbox"/>

APPROVAL
Approved by Line Manager/Service Manager Print Name: _____ Signature: _____ Date: _____
Approved by Human Resources (OD) Name: _____ Date: _____

Please return completed form to Human Resources for recording and/or approval

Input onto CHRIS 21
Signed: _____ Date: _____

Please note you will be required to complete a Post Learning and Development Evaluation Form following this training

For more information on how we use personal information please go to our privacy statement on the Council's website or contact a member of the HR & Payroll team

POST ENTRY TRAINING SCHEME (Including qualification training)

1 Responsibility of Employee

- 1.1 A Learning and Development Application form should be submitted with the cost of the course, registration and examination fees. Where you are unable to obtain an exact figure from the College etc, please give an approximate figure in every case. Do not forget to include estimates for travel and subsistence.
- 1.2 If your application for Post Entry Training is successful, a learner agreement will be issued.
- 1.3 Once approved, any changes to your Post Entry Training request must be reported to and agreed by Human Resources (Organisational Development).
- 1.4 In some cases a letter for the College/University you are due to attend will be issued which gives them authorisation to invoice the Council for your tuition fees.

2 Fees and Expenses

- 2.1 The Council will pay for the following:
 - All course fees
 - Registration fee if required to undertake the course, but only for the duration of the course
 - Examination entry fee and request for approval for one retake if required
- 2.2 The cost of approved additional expenditure:
 - The excess of the cost of travelling to and from the venue of the course or examination over the cost of travelling to and from the place of employment. The cost will be based on public transport fares **or**
 - The excess of mileage to and from the venue of the course or examination over the mileage usually incurred travelling to and from the place of employment.
 - Subsistence allowance – current rates are available from Payroll
 - No subsistence allowances are made in respect of attendance at evening classes only.
- 2.3 All claims for reimbursement of travel, expenses etc should be made on HR21. If you are not on HR21 an expenses claim form can be collected from Human Resources.

3 Repayment of Fees

Where the Council has provided financial sponsorship for you to undertake training leading to a recognised qualification, certificate or license etc., or training where the costs exceed £500, the following conditions apply:

- If you decide not to carry on with the course without good reason (to be determined by Joint Head of Service – Corporate Governance, and HR and OD Manager, you will be liable to 100% repayment of all the course fees and expenses.
- If you leave the Council within two years of obtaining your qualification or assistance, there is a requirement to repay the course, registration and examination fees on the following basis:
 - First six months after end of assistance - 100%
 - 7 – 12 months after end of assistance - 75%
 - 13 – 18 months after end of assistance - 50%
 - 19 – 24 months after end of assistance - 25%

Where repayment of financial assistance is required, this will not include salary paid in respect of time spent at approved courses of study.

For jointly funded appointments where the Council has paid a percentage of the training costs, repayment will be based on the actual costs incurred by the Council.

4 Study Leave

- 4.1** Whilst undertaking Post Entry Training, study leave is granted as ½ day's leave per examination.
- 4.2** If you fail to sit for an examination without good reason, or fail to show satisfactory progress or discontinue your course, the Council will withdraw the facilities granted under this scheme and will require repayment of the financial assistance.
- 4.3** If you fail your final exam, the Council will pay for the first resit where there has been satisfactory progress in your studies. However the continuance of facilities under the Post Entry Training scheme will be reviewed if further resits or a lack of satisfactory progress occurs.
- 4.4** **As soon as you receive notification of the outcome of your studies, you will be expected to forward a copy of the appropriate certificate/document to HR (OD).**

Please complete the form below using Adobe Acrobat reader.
Print off **two** copies and send one to your manager and one to Human Resources.

Section One: Record

Employee Name/s:

Job Title:

Name of Learning/
Development/Training Event
Undertaken:

Internally or Externally

Internal External

Date/s Undertaken:

Section Two: Evaluation

1. Were your learning objectives achieved?

Fully Partially Not at all

2. What did you feel was the best part of this learning/ training/ development and why?

3. How will you apply this learning/training/development back in the workplace?

4. Would you recommend this learning/training/development to your colleagues?

5. Is there anything that can be improved?

6. Any other comments?

Thank you for taking the time to complete this form

HR Use:	Input on CHRIS:	81	Date:
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