



TRAINING AND DEVELOPMENT POLICY

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Version:	Revised Policy
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Name of responsible committee	SLT
Responsible Executive Lead:	Liz Ball - Executive Nurse/ Director of Quality
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Purpose of Training & Development Policy

1. The purpose of the CCG Training and Development Policy is to ensure that the CCG is resourced, at all times, with people who have the appropriate competence and knowledge to enable the CCG to achieve its purpose by delivering against its agreed priorities and meeting its organisational objectives.
2. The CCGs encourage the training and development of all its employees to ensure they have the knowledge and skills required to perform their role competently, particularly when they take up a new post.

Principles

3. The CCG will ensure that training needs are identified as appropriate and will confirm all mandatory training that must be completed including the frequency of its completion. This will be monitored and updated. Other training will be identified in accordance with business requirements.
4. The CCG will advertise opportunities for training and development programmes as required.
5. Personal development may also be used to help individuals improve skills and gain qualifications which will contribute to the development of their work and equip them for their future career. However, this will not always be formalised learning and may include other developmental activity such as coaching, mentoring, and shadowing.
6. 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.
7. Training or development which is considered essential for the performance of a role will be provided by the CCG.
8. Training and development provision may encompass a wide range of activities including coaching, mentoring, shadowing, secondments, workshops, classroom training, e-learning, self-study and further education.
9. 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.
10. 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 has been used wisely.
11. It is the responsibility of managers and individual staff members that training and development activities are completed appropriately within agreed timescales and are evaluated and recorded.

Roles and Responsibilities

Responsibilities of Individual Staff Members

12. 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:
- actively taking part in 1:1s, appraisals and where necessary clinical supervision
 - 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
 - ensuring that they take responsibility for their professional registrations and associated Continuous Professional Development (CPD) requirements. In the case of clinical staff, ensure that their revalidation is completed in accordance with statutory guidance
 - Completing their own mandatory training.

Responsibilities of Line Managers

13. Line managers have a key role in the training and development of their staff. They should ensure that staff are trained to carry out their job effectively and receive training to develop them for future opportunities. This involves:
- Conducting appraisals in line with agreed Performance Review process to identify the training, development and support needs of their staff
 - Ensure that prior approval is obtained where the organisation will incur costs and that training costs have approved by the budget holder for training and development
 - Ensuring plans are in place for individual learning
 - Providing on the job training where appropriate
 - Providing opportunities for personal development, for example by exploring new areas of work
 - Reviewing, monitoring and evaluating development activities and their effectiveness
 - Identifying opportunities to practice new skills and demonstrate knowledge
 - Reporting training and development activity
 - Ensuring that staff who are required to have completed clinical or other training including revalidations have done so
 - Completing their own mandatory training.

Responsibilities of Senior Managers

14. Their role involves:
- Reviewing training requests, where necessary, and ensuring that these are agreed and in line with organisational objectives, resources and budgets..
 - Ensuring line managers fulfill their responsibilities for all staff. This includes that all staff have completed mandatory and other relevant training.
 - Ensuring that appraisals for their staff have been completed and that line managers have completed all their appraisals
 - Completing their own mandatory training.

Responsibilities of Human Resources & Organisational Development

15. The role of Human Resources and Organisational Development is:

- To 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
- To develop, deliver or facilitate bespoke training programmes for agreed organisational needs
- To source external providers to address identified needs where internal approaches are not appropriate
- To monitor, record and evaluate training and development activity across the CCG.
- To report on mandatory training compliance as agreed

Mandatory Training

16. All staff are required to complete mandatory training. New employees should complete their mandatory training as part of their induction process. If staff are transferring or moving from other NHS organisations then the CCG will accept evidence of mandatory training being completed providing that the employee can provide suitable documentary evidence.

17. Mandatory training should be reviewed in accordance with national and local requirements and reviewed by Senior Managers in accordance with advice from the Human Resources team and statutory guidance.

18. Attendance records of staff attending the mandatory training must be kept and monitored.

- No member of staff should be reasonably refused time off for mandatory training identified as a requirement for the role they undertake.
- Managers and staff should agree how mandatory training will be accessed whilst enabling safe service delivery to be maintained.
- Staff should not be asked to make up time for mandatory training.

Continuous Professional Development (CPD)

19. The CCG is keen to support all staff to meet personal development needs so that individuals can deliver in their current role, progress in their chosen career or to support career change. The level of support will be determined according to organisational needs and requirements. Appendix 1 provides details of how training costs will be re-imbursed and the proportion of costs that will be supported by the CCG. Funding and/or time off may be refused if the CCG does not consider this beneficial or relevant.

20. Staff who are allocated funding via the CCG and fail to attend the course/programme or leave before the end date, may be liable for the portion of the fee paid by the organisation.

21. The decision to authorise training for CPD purposes is at the discretion of the CCG.

Special Educational Needs Support

22. Some staff within the CCG may require additional educational support to help them achieve the requirements of their role or educational goals. Individual discussions will take place to ensure that the most appropriate level of support is provided.
23. Some of these needs may require external assessment or support, which may incur cost.
24. In some circumstances, specialist IT software may be required to help individuals on their learning programmes. Advice on this should be sought through the CCG HR/OD Lead with support from the Human Resources and Organisational Development Team

Application to access formal training including re-imbusement of costs

25. Training requirements should be identified by staff and managers on an ongoing basis. This is an essential part of the appraisal process and is set out in the guidance document for conducting appraisals which is available in the staff intranet.
26. 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.
27. It may be appropriate to consult with training contacts to agree funding and resources which may be provided locally.
28. All training and development initiatives should be evaluated appropriately by the individual and manager as part of ongoing performance management and agreed appraisal processes.
29. All training activities that occur should be recorded in accordance with CCG procedures.
30. Where training is being undertaken that incurs a cost or requires time off, the pre-training authorisation form in Appendix 2 should be completed by the staff members and their line manager. The budget holder must ensure that any approval for training and development is in accordance with agreed budgets and organisational requirements. Any requests for payment through invoicing must then be sent to the finance team for processing. A learning contract will also need to be completed (point 33 refers).
31. All applicants who are non-compliant in mandatory training and appraisal will be redirected to complete that training before the application is approved.
32. The flow chart at Appendix 3 identifies how learning and development fits into the agreed appraisal process.
33. Where training costs are agreed the individual employees will be required to complete a Training Costs Learning Agreement which is attached at Appendix 4. This document is the learning contract between the employee and the CCG and provides guidance on the maximum amount of funding that the CCG is willing to support and the circumstances under which the employee is required to repay the CCG if they leave or fail to complete their training.

Monitoring & Review

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

Reimbursement of Training Costs

SCHEDULE OF RE-IMBURSEMENT OF COSTS

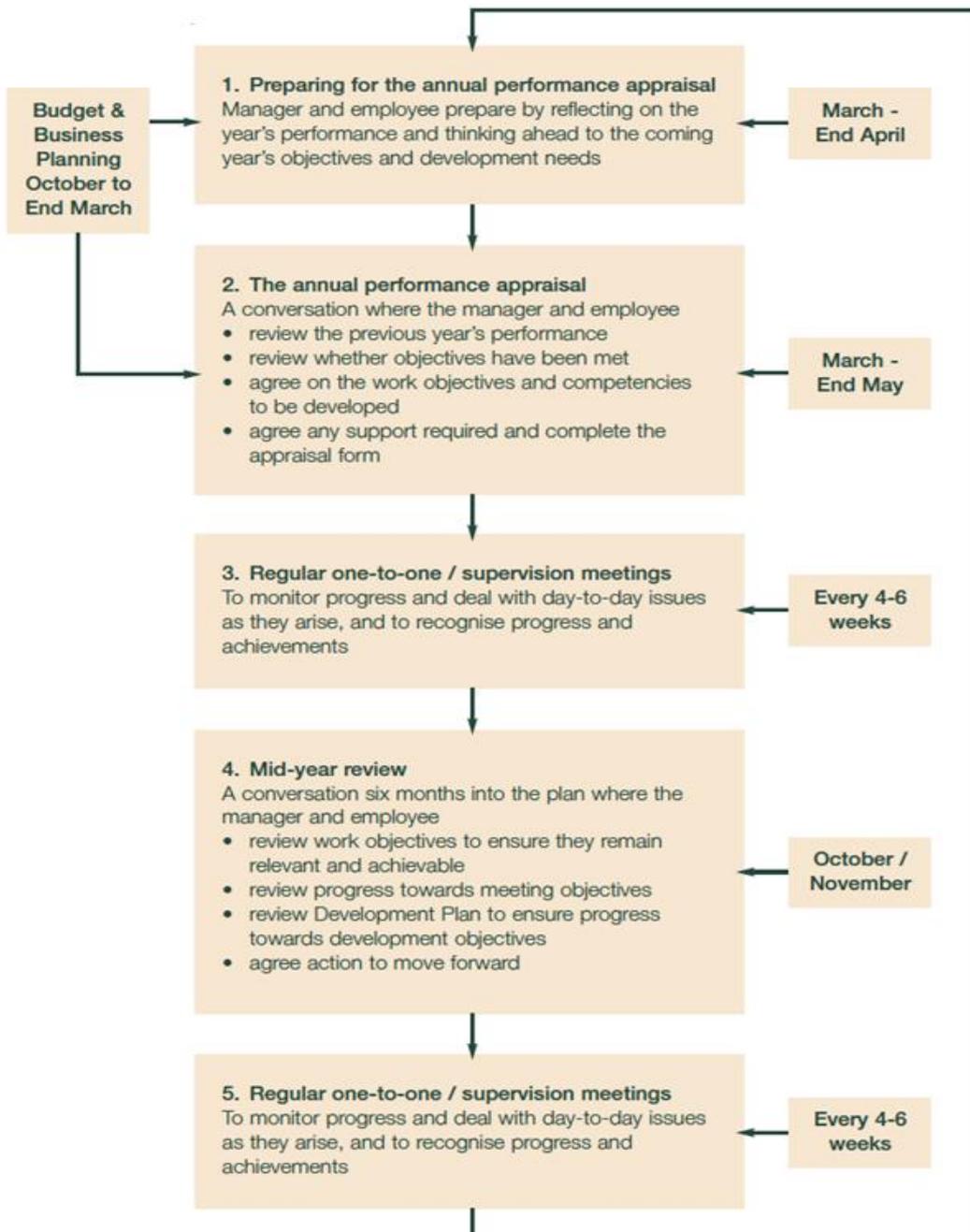
Where course fees are incurred South & South West CCGs agree to reimburse fees in accordance with the reimbursement schedule below.

Relevance of training	Detail of reimbursement	Category code	Allowance
Essential	Courses totally relevant to the organisation, including mandatory courses and contractual training. May also be personally advantageous to the individual.	A	100%
Desirable	Largely relevant and appropriate to the organisation and personally advantageous to the individual	B	75%
	Some relevance to the organisation, mostly for the personal advancement of the individual	C	25%
	No relevance to the organisation, but for the personal advancement of the individual.	D	0% (time off may be granted as time off in lieu or unpaid leave)

The CCGs reserves the right to review these levels of re-imbursement at any time. The rate of re-imbursement is not guaranteed and these are maximum amounts.

A Training Costs Learning Agreement and repayment schedule will need to be agreed and signed off before reimbursement or payment of course fees is made.

THE APPRAISAL CYCLE



TRAINING COSTS LEARNING AGREEMENT

THIS AGREEMENT is dated

AND IS MADE BETWEEN:-

("the Employee")

and

("the Employer").....

WHEREAS:-

- A. The Employee is employed by the Employer as a
- B. The Employer has re-imbursed the employee in relation to training and development in.....
Levels
- C. with

IT IS HEREBY AGREED AND DECLARED THAT

1. In consideration of the Employer re-imbursing the costs of the Course which are set out in the Schedule to this Agreement ("the Schedule of Costs"), the Employee undertakes to reimburse to the Employer the Costs if:
 - (i) he/she voluntarily withdraws from or terminates the Course early without the Employer's prior written consent;
 - (ii) he/she is dismissed or otherwise compulsorily discharged from the Course, unless the dismissal or discharge arises out of the discontinuance generally of the Course;
 - (iii) he/she resigns from the employment of the NHS either prior to completion of the Course or within twenty four months after the end of the course. If the employee resigns from the NHS within twenty four months of the completion of the course, the amount which would the employee would be required to be repaid shall be reduced by 1/24th part for each complete calendar month after the end of the Course during which the Employee remains employed by the Employer. If the Employee resigns from the Employer but remains an NHS employee no repayment will be required.
2. To the extent permitted by law, the Employee agrees that the Employer may deduct a sum equal to the whole or part of the Costs due in accordance with Clause 1 (iii) under the terms of this Agreement from his/her wages (as defined in sections 13 to 27 of the Employment Rights Act 1996) or from any other allowances, expenses or other payments due to the Employee.
3. The amount due to the Employer under the terms of this Agreement is a genuine attempt by the Employer to assess its loss as a result of the termination of the Employee's employment and takes into account the derived benefit to the Employer. This Agreement is not intended to act as a penalty on the Employee upon termination of his/her agreement.

SIGNED:

I agree to the terms of this agreement and the amount of re-imbursement detailed in the schedule of costs.

.....(name of employee)

.....(signature)

..... (name of manager)

..... (signature)

For and on behalf of South & South West Lincolnshire CCG

SCHEDULE OF RE-IMBURSEMENT OF COSTS

South & South West Lincolnshire agrees to reimburse the following employee the following fees in accordance with the reimbursement schedule below.

Employee name:

Course Fees: £

Level of reimbursement:

Training expenses level of re-imbursement*

Relevance of training	Detail of reimbursement	Category code	Allowance
Essential	Courses totally relevant to the organisation, including mandatory courses and contractual training.	A	100%
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	Some relevance to the organisation, mostly for the personal advancement of the individual	C	25%
	No relevance to the organisation, but for the personal advancement of the individual.	D	0% (time off may be granted as time off in lieu or unpaid leave)

*The CCGs reserves the right to review these levels of re-imbursement at any time. The rate of re-imbursement is not guaranteed and these are maximum amounts.