

# TRAINING AND DEVELOPMENT POLICY

Draft 16/04/12 Version 10

## 1. Purpose of the Policy

Peterborough City Council recognises that effective training and development offers benefits to the individual, the organisation and the community as a whole.

Training and development within the council will make an impact by:

- Improving performance by developing knowledge, skills, behaviours and capability amongst employees so that they are motivated, can respond positively to change, perform effectively and efficiently to deliver current services and meet future demands.
- Enabling the deployment, development, progression and retention of talented employees with the potential to contribute to the achievement of the council's strategic priorities, business objectives and values.

This policy together with Learning Contract and its guidelines [X:\Corporate Training\Shared\Learner Contracts\Learner Contract Docs](#) allows for decisions to be made on the development of individuals and groups of employees and provides continuing support

## 2. Scope

- 2.1 This policy will be applied consistently across the council to all its employees.
- 2.2 Any external consultants or third party suppliers providing training and development services, must act in accordance with this policy. The appropriate training or workforce development team is responsible for providing such parties with this policy prior to their engagement.
- 2.3 Consultants, interims, agency, relief/casual and fixed term workers on contracts that are three months or less should be provided with training to ensure mandatory requirements are met (e.g. health and safety, data protection etc.). Induction training (local, departmental or corporate) will also be provided only to enable them to perform their role effectively.

### 3. Key Principles

**All training and development will be aligned to and primarily focused on supporting the achievement of the council's strategic priorities.**

- All training and development will be based on identified development needs and how these should be met. Development needs will be discussed as part of the annual performance development review (PDR) and thereafter within 1:1s/supervision meetings.
- Where possible, reasonable time and financial support will be agreed by line managers for employees to study for relevant professional qualifications that are appropriate to their role, that will support their future employability and meet the needs and priorities of the council. Where such support is provided all employees will be required to sign a learning contract which will set out the details of the support provided and the circumstances where the employee will be required to repay the costs involved.
- The council is committed to achieving and maintaining the standards of Investors in People (IiP), and the Peterborough Skills Vision – <http://www.opportunitypeterborough.co.uk/work/skills-vision/> demonstrating that it recognises the importance of training, learning and development so that everyone is able to contribute their best in delivering quality services to the community and enable the council to achieve its priorities and objectives.
- The council is committed, through its PDR process, to the creation of training and development opportunities for all staff and will work to ensure equality of opportunity/open accessibility for all employees.
- All employees are entitled to receive an induction into their job, their team and the organisation [X:\Corporate Training\Shared\Local Induction\Local Induction Checklist.doc](#). Managers are expected to ensure this occurs.
- The council will work in partnership with its trade unions consulting on how training needs are identified and provided for.
- All employees have a right to request training in accordance with employment legislation.
- The value, benefits and impact of all training provision and activities will be evaluated; these will be assessed from an individual level, team/directorate level and an organisational level and the results reported. Comparisons will also be made with external standards of best practice and performance with compatible organisations.

## **Responsibilities**

### **3.1 Employees:**

**Training and development is most effective when individuals take responsibility for their own learning. Employees are expected to take ownership and responsibility for their personal development in relation to their work. This includes analysing their skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to development.**

The council believes that training and development is a continuous process. There is an expectation that staff will practise continuous professional development within their area of expertise and be open to opportunities for self development. The PDR system allows for individuals to make suggestions for development at least annually. Employees also have the legal right to request training and development.

Employees are expected to:-

- take an active role in planning and achieving their own personal development, including undertaking self development and any agreed development activities;
- identify their needs and carefully assess a range of training, learning and development options before those choices are discussed and agreed with their managers;
- attend, contribute to and agree timely PDRs
- share knowledge and skills acquired with their colleagues;
- apply the learning and assess its impact on their skills & performance; evaluate with their manager all training and development activities they have undertaken;
- source and book training courses once approved, using the Learning Site and Core Programme
- attend booked training courses; failure to give adequate notice if they cannot attend or a cancellation within 10 days of the course will result in a charge being applied.

### **3.2 Line managers**

**Line managers are responsible for implementing this policy and ensuring that the training and development needs of their employees both individually and as a group, are identified and that these are appropriately addressed.**

Line managers are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly identifying development needs and making sure that appropriate solutions are determined, implemented and evaluated.

Advice and information for managers is available on The Learning Site - <http://insite/Information%20Library2/InfoLibraryPages/AreaDetails.aspx?AreaID=6>

Line managers are expected to:

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- set objectives for both performance and for training, learning and development to meet business needs at individual, departmental and directorate levels
- conduct appropriate PDRs, 1:1s and supervision meetings to support achievement of these objectives, and to include proposed solutions in the departmental training plans
- encourage and support employees involvement in a range of learning and development activities; where possible create opportunities that are not training courses including self development, e learning, coaching, secondments, on the job learning
- provide guidance to employees on the skills and knowledge required for their current role; facilitate the induction of all new employees to the council by providing the training and development they need to do their job
- provide suitable opportunities for employees to apply newly acquired skills and knowledge; give individuals and teams regular feedback on their performance to actively identify future learning and development needs
- ensure that any training, learning and development being planned by a member of their team represents good value for money and fits with organisational priorities, procedures and policies
- evaluate and report the impact and benefits of all learning and development activities undertaken by members of their teams
- ensure they have the skills, capabilities and knowledge to undertake the above

### 3.3 Senior management

**Senior management is responsible for actively encouraging training, learning and development to enable the council to meet its business objectives and for ensuring that resources are made available for this purpose.**

Senior managers are expected to:

- demonstrate continued commitment to both the councils IIP accreditation and the Peterborough Skills Vision, showing that all learning is valued
- encourage line managers to effectively use a range of learning opportunities and methods including secondment and acting up opportunities where appropriate and to help employees to meet the constant changes facing the organisation
- determine and agree the key training priorities that will assist the organisation and their department meet its business objectives
- champion and ensure the use of the performance management processes to enable managers to discuss training, learning and development needs
- consult with trade unions on appropriate training and development issues
- identify and make resources/budget available
- review the impact, benefits and contribution of training and development in meeting business objectives, priorities and performance
- approve requests for support under the Learner contract

### 3.4 The role of HR Business Partners

**The HR Business Partners are responsible for offering information, advice and support to senior managers/HOS in their roles as described above.**

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HR Business Partners are expected to:

- ensure that all training and development activity taking place within their business areas is in line with and supports this policy and complies with corporate standards and processes for undertaking training and development
- provide advice to line managers and employees on how to implement training policies and processes; and information on training and learning options and methods
- oversee the Learner Contract guidelines covering funding and study leave etc and ensure they are implemented in a fair and equitable manner

### 3.5 The HR Training & Development team

**The Training and Development team will work with the leadership, management, trade union representatives and employees to ensure that the council has the skilled and competent workforce to deliver its strategic priorities and quality services.**

The team is expected to:

- review regularly the corporate Training and Development Strategy to reflect changing business, organisational or service requirements
- collate information on core generic training needs (e.g. leadership, management development, business admin skills, personal effectiveness/skills, communication skills, ICT); and to plan training provision, resource/budget accordingly
- design and deliver training and development activities that are agreed to be organised centrally
- source, commission and performance manage external suppliers
- develop and maintain training policies, standards, systems and processes and ensure these are applied consistently
- evaluate the overall effectiveness of training and development activities; report on their impact, value-for-money and benefits
- provide and maintain key tools to support development (e.g. the PDR process, ResourceLink, training materials, guides, e learning)
- provide advice, guidance and support on training and development matters
- lead the council's efforts to maintain its liP accreditation
- consult with trade unions on appropriate learning and development issues

### 3.6 The departmental training or workforce development teams

**The departmental training teams are responsible for identifying departmental related specific, functional or professional training solutions and managing the departmental training plan.**

These training/workforce development teams are expected to:

- gather information in a coordinated manner to identify departmental functional, technical or professional specific training needs, develop departmental training strategies aligned to corporate strategy, and plan training provision, resources and manage budget accordingly
- provide advice, guidance and support on training and development matters;
- support the council's efforts to maintain its liP accreditation

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- source, commission and performance manage external suppliers to develop and/or deliver learning solutions
- coordinate and manage the design and delivery of training, learning and development activities that are agreed to be organised by directorates
- evaluate the overall effectiveness learning and development activities; report on impact and benefits of training and development; as well as efficiency of their training function

### **3.7 Learning and development budget and procurement of suppliers**

- Each directorate will have its own training budget. It is the responsibility of each budget holder to ensure that the budget is managed with a consequent prioritisation (what does this mean?) of the training and development needs identified.
- Procurement of any externally provided activity must follow council procurement rules and where applicable use only agreed suppliers. Advice on suppliers can be sought from the HR Training and Development team.

## **4. References for further information**

To carry out the intent of this policy you will need to refer to:

### **Internal policies and procedures**

- PDR Process and Guidelines
- Induction Policy and Procedure
- Capability Policy
- Learner Contract and Guidelines
- Secondment Procedure
- Acting up Procedure

### **Training**

- Managing your Teams Development – e learning and workshop
- The Learning Site

## **5. Further Advice**

Advice and support is available from your HR Business Partner or HR Training and Development.

## **6. Authorisation and review**

This policy has been authorised by:

Head of Human Resources

Next review date: xxxx

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**THIS AGREEMENT** is made on the            day of            20

**BETWEEN:**

- (1) Peterborough City Council, [*address*] (the “**Council**”); and
- (2) [*Employee Name*], [*Employee Number*] (the “**Employee**”).

The Council has agreed to provide the financial support set out in Schedule 1 (the “**Support**”) to the Employee for the training, development and education described in Schedule 2 (the “**Training**”) on the terms of this Agreement.

**1. Employee’s Obligations:**

1.1 The Employee hereby undertakes to:

- 1.1.1 work hard to achieve an acceptable standard in the Training whilst not allowing job performance to suffer;
- 1.1.2 provide copies of and review with the Council any assignment assessments, progress reports and examination results at each stage of the Training;
- 1.1.3 authorise disclosure of the information referred to in clause 1.1.2 if such authorisation is required by the Training provider;
- 1.1.4 not reveal any information which may damage the Council’s reputation or which may breach any duties of confidentiality which the Council may have;
- 1.1.5 not refer to cases or inquiries under investigation by the Council or not yet published by the Council.

**2. Employee’s Understanding**

2.1 The Employee hereby acknowledges and confirms his/her understanding that:

- 2.1.1 the award of the Support to the Employee does not mean that the Council can or will guarantee that a particular position or title at the Council will be available to the Employee on completion of the Training;
- 2.1.2 the Council has agreed to provide the Support because it wishes to improve the skills and knowledge of the Employee and to secure the benefit of this improvement for the Council through the employment of the Employee following completion of the Training; and
- 2.1.3 the Employee will be required to repay the Support in the circumstances set out in clause 3.1.

- 2.2 The Employee further confirms that he/she:
  - 2.2.1 has read and understood the Council's guidelines on learning and training which are attached at Schedule 3; and
  - 2.2.2 has been given at least 5 days to read and understand the terms of this Agreement.

### **3 Repayment**

**This is a very important part of the Agreement and the Employee should read the following clauses carefully.**

- 3.1 **The Employee will be required to repay the Support in full if the Employee:**
  - 3.1.1 **does not complete the Training to the satisfaction of the Council;**
  - 3.1.2 **damages the reputation of the Council by his/her behaviour while attending Training;**
  - 3.1.3 **leaves the employment of the Council voluntarily or for misconduct reasons before completing the Training;**
  - 3.1.4 **leaves the employment of the Council for misconduct reasons within two years of completing the Training; or**
  - 3.1.5 **leaves the employment of the Council voluntarily to take up a position outside local government within two years of completing the Training.**
- 3.2 If the Employee is required to repay any or all of the Support to the Council the Council shall be entitled to:
  - 3.2.1 deduct such repayment from the Employee's salary in one instalment;
  - 3.2.2 agree a repayment schedule with the Employee whereby the repayment shall be made by a series of deductions from the Employee's salary payments; or
  - 3.2.3 agree a repayment schedule with the Employee whereby the repayment shall be repaid by direct debit or standing order from the Employee's bank or building society account;
- 3.3 The Council will endeavour to agree a repayment method and schedule with the Employee but the Council has complete discretion as to the choice of repayment method and the timing of any repayment.
- 3.4 The Council may take whatever legal action it deems necessary to recover the Support.



**Employee Signature:**

.....

Name

.....

Date

.....

Signature

**Signed on behalf of Peterborough City Council:**

.....

Name

.....

Position

.....

Date

.....

Signature

**ONCE SIGNED BY EMPLOYEE AND MANAGER, SEND ORIGINAL COMPLETE FORM TO TRAINING AND DEVELOPMENT TEAM, HUMAN RESOURCES, MIDGATE HOUSE, PE1 1TN.**

**COPY TO BE RETAINED BY EMPLOYEE AND MANAGER**

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## SCHEDULE 1

### FINANCIAL SUPPORT

The Employee will receive the following financial support:

<b>Element</b>	<b>Total value of support</b>
Fees	
Travel expenses	
Examination/membership/ registration fees	
Books/study materials	
Study leave	
Examination leave	
Other expenses	

## **SCHEDULE 2**

### **TRAINING, DEVELOPMENT AND EDUCATION**

**Please enter details of the course of study, learning or development, provider, institution, location, duration, expected qualification etc.**

**In addition provide details of the support, encouragement and assistance to be provided by the employee's manager**

### **SCHEDULE 3**

#### **LEARNING CONTRACT GUIDELINES**

## LEARNING CONTRACT GUIDELINES

### 1. Statement

1.1 The Council is committed to actively encouraging and supporting its employees to gain the development, skills and qualifications that will support their future employability and meet the needs and priorities of the Council.

1.2 The Council requires all employees to formally request support for learning and to enter into a learning contract for any agreed course of study or learning.

1.3 For any agreed course of study activity that lasts more than 12 months and where there is a financial implication across more than one financial year, the decision to continue to support the course / learning activity will be made on an annual basis. The Council will try to support employees throughout the course of study but this cannot be guaranteed.

### 2. Equal opportunities

2.1 The Council is an equal opportunity employer. It aims to implement and monitor employee development practices to ensure that no employee is treated less favourably on the grounds of sex, race, disability, ethnic origin, marital status, age, religion, sexual orientation or hours worked and that access to learning is for all employees according to need and priorities.

### 3. Criteria for Approval.

3.1 Approval of support for learning will be based therefore on the following criteria:

- The learning need is identified in departmental business or service plans as a requirement to achieve the Council's priorities or business objectives.
- The learning need is identified in the employee's performance and development review to improve performance.
- There is budget provision available and no detrimental impact upon service delivery.
- The learning need meets the requirements of the employee's role and/or the relevant professional body and its standards.

3.2 If any one of these criteria is not met the line manager must be able to justify the requirement to reallocate budget resources on the basis of:

- New legislation affecting the service that had not been foreseen.
- Improving service performance as a matter of urgency.
- Reallocation of work to accommodate maternity or other long-term sickness absence.

### 4. Study Leave

4.1 Once support for learning has been agreed, the Council will allow the employee to attend the course on a day release / half day release / block release basis as specified in the course programme. This decision must be agreed between the employee's manager and the employee and must balance the course requirements and the agreed level of service delivery.

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4.2 The employee must attend work as normal on days when he/she is not required to attend the course.

4.3 If the course is by distance learning the employee will be entitled to study leave on a basis equivalent to half a day per week i.e. 3½ hours leave. This study leave should be used to accommodate tutorials if applicable as well as personal study.

4.4 These arrangements include additionally time off to sit examinations.

## **5. Examination revision leave**

5.1 Leave to allow revision for examinations will be granted on the basis of half a day's leave i.e. 3½ hours per examination.

5.2 The scheduling of this leave must be agreed in advance with the employee's manager.

5.3 Employees who do not work 37 hours per week or who are required to work flexibly within an annualised hours agreement will be given the same level of support as someone working 37 hours per week, tailored to their normal work patterns.

## **6. Authorisation process**

6.1 All employees who wish to undertake a course which requires financial support must submit a request in writing to their line manager, stating:

- how it will benefit them, their department and the Council; and
- demonstrating they have the capability to undertake the course and the commitment to complete it successfully.

6.2 Those employees who have already received financial support previously will have a lower priority.

6.3 If approved, managers will confirm this to the employee who will be asked to sign the learning contract that specifies the support made to the employee, the expectations the Council has of the employee and repayment arrangements.

## **7. Financial Support for budgeted activities**

7.1 Managers will determine the specific level of financial support that can be provided for each applicant, but overall the Council recommends the following:

- Tuition fees – 100%
- Registration & professional body membership fees 100%
- Examination fees (first attempt) 100%
- Travel expenses – see below
- Subsistence – refer to existing policy
- Books – discretionary
- Tools and equipment - discretionary

7.2 Public transport should be used where possible and reimbursement will be for second-class rail travel &/or bus fares.

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7.3 Prior approval must be obtained for alternative travel arrangements (for example own car or shared car), whether they are temporary or permanent arrangements. If an employee can attend the course by public transport but prefers to use their own car, they will only receive travel expenses up to the public transport equivalent.

7.4 There is no automatic right to use a pool car, even when an employee has the dedicated use of a pool car for work.

7.5 The Council expects employees to make full use of library services and the Internet.

7.6 Employees are expected to check whether requirements for tools or equipment can be met in house within existing equipment and resources. If this is not possible special approval for such expenditure (within budget) must be made to their manager. Any such tools / equipment will remain the property of the Council.

## **8. Financial Support for non-budgeted activities**

8.1 If the requested course has not been anticipated and there are no available funds the request for support may be turned down for the current financial year. However, the request may be carried forward and reconsidered in the next financial year.

8.2 If there are limited funds available in the budget the employee may receive only a proportion of the costs of the course and must therefore contribute the difference personally if they wish to proceed in the current year.

8.3 An agreement with each employee will be made according to their circumstances.

## **9. Calculation of Financial Assistance**

9.1 In the calculation of the financial support made to an employee, tuition fees, examination fees, membership fees, registration fees, exemption fees and public transport travel costs will be included. Salary and related employment costs will not be included.

## **10. Withdrawal of Financial support**

10.1 The decision to support learning will be reviewed each financial year.

## **11. Repayment**

11.1 The Council reserves the right to demand repayment of any financial support given to the employee in certain circumstances and subject to time limits which will be advised to the employee at the time, for example, if the employee leaves the employment of the Council within 2 years of completing the course or does not complete the course.

11.2 If the employee terminates his/her employment or fails to complete the course on the grounds of ill health, maternity or disability (within the meaning of the Disability Discrimination Act), the Council would not require repayment of the financial support but may require the employee to rearrange or defer completion of the course where possible.

11.3 Where an employee is made redundant ( Compulsory and Voluntarily) the Council would not require repayment of the financial support.

## **12. Knowledge sharing**

12.1 Sharing learning is a key part of the learning process. It is a requirement therefore that the employee considers how they can share learning with colleagues where relevant. This should include the sharing of course work and of dissertations.

## **13. Employee Obligations**

13.1 The employee is expected to make a reasonable effort to achieve the required standard on the course.

13.2 The employee must take care that in the course of his/her studies he/she does not reveal any information that could be damaging to the Council's reputation, or disclose any confidential information. Current cases under investigation or not yet published information should never be referred to in course work.

13.3 Information in the public domain can be used in course work

13.4 The employee must ensure that the Council is given information about his/her progress/ assessments/ learning performance and should authorise such disclosure from the learning provider if required.

13.5 The employee must complete any monitoring and evaluation activities throughout the duration of the course as required.

## **14. Managers Obligations**

14.1 Managers are expected to discuss with the employee, agree and provide the level and type of support, assistance, opportunities and advice they require to successfully complete the course of study and to apply that learning in the workplace.