
Learning & Development Policy

SHARED SERVICES



Council of the
ISLES OF SCILLY

September 2015

CONTENTS

Contents.....	1
Revisions to Source Document	2
Introduction	3
Training and development initiatives	3
Programmes relating to the enhancement of skills for an employee's current position	4
Programmes leading to a professional or academic qualification	4
Programmes that have a specific management or supervisory focus	4
Health and safety training.....	4
Roles and responsibilities for implementation.....	4
Planning and implementing new initiatives	5
Individual requests for training and development	5
Refusal of Training Requests.....	5
Appeals.....	6
Time off for Study	6
Monitoring and evaluating investment in training and development	6
Coaching and mentoring.....	7
Recording of training and development activities.....	7
Equal opportunities.....	7
Induction training.....	7
Mandatory Training	7
Performance Development.....	8
Timetable for Review Cycle	8
The Performance Development Meeting	8
Annex 1. Employee Learning and Development Agreement.....	10
Annex 2. Employee Learning and Development Request Form	12

If you require this document in an alternative language, in larger text, Braille, easy read or in an audio format, please contact the Council at humanresources@scilly.gov.uk or telephone 01720 424000¹

¹ This document has been Equality Impact Assessed

REVISIONS TO SOURCE DOCUMENT

Version	0.6	Approving Committee	Full Council
Date	September 2015	Ratified by Council	
Responsible Officer	Officer: Learning and Development	Review Date	September 2016

Version History			
Date	Version	Author/Editor	Comments
02/01/2015	0.1	SO:SS	New draft policy
12/01/15	0.2	LWJ	Standardisation of wording
22/01/15	0.3	HP	Inclusion of L&D Request Form and standardisation of wording
13/04/15	0.4	HP	Updates as requested by the SCG
21/05/15	0.5	HP	Updates as requested by the SCG and Inclusion of Performance Development policy and forms
03/09/15	0.6	HP	Updates as requested by the SCG
10/02/16	0.7	AP	Addition of reasons for refusal, appeals and time off for study. Addition of refusal reasons on request form.
14/06/16	0.8	AP	Inclusion of mandatory training section.
25/08/17	0.9	HP	Amendments to course booking procedure. Inclusion of Fire Safety in mandatory courses section

Equalities Impact Assessment Record					
Date	Type of Assessment Conducted	Stage/Level completed (where applicable)	Summary of Actions Taken Decisions Made	Completed by.	Impact Assessment Review date

Document retention	
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INTRODUCTION

This policy applies to all employees employed by the Council of the Isles of Scilly. This policy has been developed in line with the Council's overall vision and strategy and reflects a belief in the need to develop all permanent and temporary employees, whether employed on a full-time or part-time basis. It is based on the principles that the Council:

- thinks of its workforce as an asset as well as a cost, and believes that it should invest in that asset;
- believes that all its employees have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth;
- considers it appropriate to base such training and development opportunities on the requirements of the business, and decisions about investment in staff training and development will be made accordingly;
- believes that responsibility for training and development should be shared between the Council and its workforce;
- will ensure that appropriate procedures are in place to plan, deliver and evaluate training and development activity;
- wants to empower its employees to take ownership of their own development, with support from their managers and the Council as a whole;
- believes that its line managers have a key role to play in people development;
- works within recognised good practice guidelines, such as the national standard of Investors in People, to ensure that both the quality and quantity of training and development is relevant and "fit for purpose";
- regularly reviews its overall level of investment in employee training and development to ensure that adequate and appropriate resources are provided; and
- plans its training and development activities in line with industry standards, and therefore maintains relationships with relevant bodies, such as Sector Skills Councils.

TRAINING AND DEVELOPMENT INITIATIVES

The Council provides a range of training and development opportunities to employees. Decisions on the suitability and applicability of programmes will be determined through the performance review process, during which individual training and development needs are identified within a personal development plan. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

Learning and development opportunities fall into four broad categories:

PROGRAMMES RELATING TO THE ENHANCEMENT OF SKILLS FOR AN EMPLOYEE'S CURRENT POSITION

These include internal and external courses providing technical training, for example on the use of software packages, and specialist training relating to the skills that employees require for their job.

PROGRAMMES LEADING TO A PROFESSIONAL OR ACADEMIC QUALIFICATION

The Council encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications.

- The Council will pay for Course fees in line with the Training Agreement, ie 100% of the Course Fees will be undertaken by the Council but conditions are applicable and reimbursement may be required (see training agreement for full details). The Council approves courses of study such as the National Vocational Qualifications and the City and Guilds qualifications. A full list is obtainable from the Learning and Development section.
- Where an employee without good reason fails to sit for an examination within a reasonable period of no more than a year or fails to show satisfactory progress in their studies or discontinues the course, the Council may forthwith withdraw the facilities granted under this Scheme and may require the refunding of such proportion of the financial assistance granted as the Council may determine in the particular case.

PROGRAMMES THAT HAVE A SPECIFIC MANAGEMENT OR SUPERVISORY FOCUS

These include internal and external courses on manager development, supervisory skills for line managers, and leadership development programmes.

HEALTH AND SAFETY TRAINING

This includes courses in manual handling, risk assessment, fire safety, first aid, and food and hygiene regulations.

ROLES AND RESPONSIBILITIES FOR IMPLEMENTATION

Both line managers and employees have a responsibility to implement training and development initiatives. There will be an opportunity to discuss development needs through the performance review process and agree appropriate courses of training or study. Line managers should encourage their staff to undertake relevant programmes. Employees are expected to take up the opportunities provided and report back to their line manager on their applicability once completed.

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development. Line managers can contact the Officer: Learning & Development to give feedback on internal and external training programmes, including their quality and cost effectiveness. Line managers should ensure that employees implement the skills that they have gained through training.

The Council of the Isles of Scilly is committed to investing in their employee's future. In return it is the employee's responsibility to make the appropriate arrangements to attend the training provided, e.g. arrange cover if necessary and manage their time effectively.

Your department may be charged up to £150 if an employee:

- cancels less than 48 hours before the start of the course and this results in a charge being incurred
- fails to attend a booked course (unless due to sickness or adverse weather)

PLANNING AND IMPLEMENTING NEW INITIATIVES

Any new training initiatives will be planned as a result of training needs analysis activities, which in turn are part of the Council's performance review process. In addition, the Council is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed, or where new standards are introduced. Any new training and development programmes offered to staff will be publicised through the Council's normal communication channels, including the intranet, employee notices and departmental meetings. The Council will make use, where appropriate, of e-learning, and training will be provided to staff in how to access materials while at work and from home.

INDIVIDUAL REQUESTS FOR TRAINING AND DEVELOPMENT

- Employees can request training and development at any time, but this will usually be done within the performance review process, as outlined above in the Roles and Responsibilities for Implementation. Employees should channel requests through their line manager.
- The Learning and Development Course Booking Procedure and Request form (Annex 2) should be completed and sent to development@scilly.gov.uk.
- Any requests for course costs over £1000 per person will be presented to the Corporate Leadership Team for review prior to being approved.
- The Council's Employee Learning and Development Agreement (Annex 1) should be completed and signed for all training over £500 or which leads to a level 3 qualification and above.

REFUSAL OF TRAINING REQUESTS

Although the Council encourages employees to undertake courses of study or training that are relevant to their employment, it will not always be possible to grant requests in relation to study or training. The circumstances in which the Council may have to refuse a request include where:

- the proposed study or training would not improve the employee's effectiveness at work, or the performance of the Council itself;

- the cost to the Council of granting time off for training would be too great;
- granting the employee's request would have a detrimental effect on the Council's service provision;
- the employer would be unable to satisfactorily cover the employee's absences on training;
- the burden of costs on the Council's budgets;
- there are planned structural changes in the organisation.

APPEALS

If an employee's request in relation to study or training is refused by the line manager, the employee will have the right to appeal against this decision to a more senior manager who was not involved in the decision to refuse the request. Any appeal should be submitted within 14 days of the decision to refuse the request. The appeal notice must be in writing and must include the grounds on which the employee wishes to base the appeal.

If CLT refuse the request, it should be re-submitted as above with the reasons for appeal.

TIME OFF FOR STUDY

The organisation is not obliged by law to pay an employee for any time off granted for study or training under the right to make a request in relation to study or training.

However, the Council may, at its discretion, agree to pay the employee their normal salary during some or all of any time off granted for study purposes. This could include revision time for examinations relevant/essential to their role.

Any paid study time outside of normal paid hours will be at the discretion of the employee's line manager.

Suggested learning hours in course material *could* be used as a guide to determine the amount of time off granted, this would be at the line manager's discretion.

MONITORING AND EVALUATING INVESTMENT IN TRAINING AND DEVELOPMENT

The Council firmly believes that it is critical to the success of both the planning and delivery of training and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated at an individual, departmental and corporate level. Senior managers have an important role to play in this process. The Council's intention is to use its evaluation findings for future business planning and the planning of continued investment in staff training and development. Accordingly the evaluation findings are intended to be shared with the Corporate leadership team.

COACHING AND MENTORING

The Council encourages line managers to provide coaching and mentoring support for employees who are undergoing training and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced employees are shared with more junior employees to ensure that learning occurs in a planned way.

RECORDING OF TRAINING AND DEVELOPMENT ACTIVITIES

Following a performance review discussion, a copy of the approved personal development plan is placed in the employee's personnel file. This information is collated to form the basis of the Council's forward training and development plan. All training attended will be recorded by learning and development section along with costs, including, for example, travel and subsistence expenses and the cost of textbooks. On completion of any internal or external course the employee will complete a course evaluation form, countersigned by the line manager, and return this to the learning and development section. Analysis of the evaluation forms gathered will be undertaken by the Learning & Development section and used within the overall evaluation of training and development.

EQUAL OPPORTUNITIES

Decisions relating to training and development should be made fairly and consistently, and equality of opportunity should be provided for all employees.

INDUCTION TRAINING

All new employees, and all those changing roles, will receive an induction on the commencement of their new post. The Council provides a programme of general induction training and health and safety induction training, which are set out in separate policies.

MANDATORY TRAINING

As part of the induction process, all new employees are required to undertake the following mandatory training on Moodle:

- Data Protection Awareness
- Equality In the Workplace
- Introduction to Health and Safety
- Safeguarding
- Fire Safety

Data Protection Awareness should be completed on an annual basis and this should be documented in the Performance Development Plan. Refreshers on the remaining mandatory courses will be every 3 years or following any updates or changes to legislation.

PERFORMANCE DEVELOPMENT

The Council of the Isles of Scilly is committed to developing and supporting a skilled, confident and flexible workforce, in which individuals are able to positively contribute to the delivery of high performing services for our community.

The Performance and Development Meeting enables managers and employees to jointly discuss and agree the employee's Performance and Development Plan which covers:

- the employee's achievements and learning from the previous Corporate/ Business Unit plans.
- personal objectives for the next 12 months aligned with the Corporate/ Business Unit plans.
- learning and development needs to meet the required levels of knowledge, skills and competence and ensure that the employee is able to meet and develop their agreed objectives.

TIMETABLE FOR REVIEW CYCLE

Each Performance Development Plan is a live document that must be continuously referred to and considered throughout the year to ensure that the Council's Corporate, Business Unit and personal plans are realised. Performance Development Meetings will take place after the Corporate/ Business Unit plans have been agreed (April/ May), to assess if objectives have been met, for final Performance Categories to be agreed, and to discuss and agree objectives and learning & development needs for the next year. Six months after the Performance and Development Review Meeting must take place to assess progress.

When an employee starts in a new position an initial Performance Development Meeting will be held to agree objectives and any learning & development needs for the period until April, at which time the Performance Development Meeting will then follow the Performance Development Meeting Cycle.

All Performance Development Plans must be developed and reviewed according to the same criteria and schedule. However, their content must be proportionate to the demands of the role undertaken by each individual staff member.

THE PERFORMANCE DEVELOPMENT MEETING

The Council is committed to working with employees to encourage involvement and engagement in the work of the Council. The Performance Development Meeting supports, but does not replace continual, open dialogue between managers and their employees, regular supervision or good day to day management practice. The Performance Development Meeting should not be used by managers to raise known issues that should have been properly dealt with at the time of occurrence, including personal issues. Managers must not 'store' up issues to be raised at Performance Development Meeting – such issues must be dealt with as they occur, or as part of regular one to ones. Any remedial action must be taken in line with appropriate Council policies and procedures.

Following the Performance Development Meeting, the line manager will forward the completed PDP to development@scilly.gov.uk. The Officer: Learning and Development will

collate the development needs identified in the PDP and coordinate appropriate development opportunities in liaison with managers and employees. PDP's that have not been completed or submitted will be identified and reported to the Corporate Leadership Team for follow up.

It is the employee's responsibility to ensure they meet the CPD requirements of any professional registration for their area of work.



COUNCIL OF THE ISLES OF SCILLY

EMPLOYEE LEARNING AND DEVELOPMENT AGREEMENT

The Council of the Isles of Scilly has agreed to consider supporting employees who wish to undertake recognised qualifications. The qualifications which will be supported are those courses appropriate to the needs of the Authority which are approved by the relevant Senior Manager in consultation with the Human Resources section. A decision as to whether to fund a course will be entirely at the discretion of your Senior Manager.

You should appreciate that the Council of the Isles of Scilly will be investing in your future by offering to support you in gaining a recognised qualification. If the Council agrees to support you it will be on the following basis:

Terms and Conditions:

- 1 Where facilities are granted under this Scheme to enable an employee to acquire a recognised qualification, the employee shall be required to undertake to remain in the service of the Council of the Isles of Scilly for a period of two years from the date on which the examination is passed. Failure to do so will result in proportional repayment of the financial assistance given. The amount of repayment required will be 1/24th for each calendar month calculated from the date you leave the employment of the Council to the end of the two year agreement. Any repayment will be deducted from your final salary. If the sum to be deducted is greater than your final salary you will be invoiced for the balance.
- 2 Where an employee without good reason fails to sit for an examination within a reasonable period of no more than a year or fails to show satisfactory progress in their studies or discontinues the course, the Council may forthwith withdraw the facilities granted under this Scheme and may require the refunding of such proportion of the financial assistance granted as the Council may determine in the particular case.
- 3 The continuance of facilities under this Scheme, whether for a second or succeeding stage of study or for a second attempt at an examination, shall be granted only if the Council is satisfied either that the employee has passed the appropriate examination, has otherwise made satisfactory progress in their studies, or merits assistance to enable them to sit the examination again.
- 4 Where repayment of financial assistance is required this shall not include salary paid in respect of time spent at approved courses of study.

- 5 All questions of funding must be approved by the Council before commitment is made to undertaking the approved qualification.
- 6 It is understood that achievement of a qualification is not linked to grading.

In return the Council will:

- 1 Pay the fees for the course on application, pay examination fees and student memberships of professional organisations if required. In addition a contribution towards books or course materials will be made up to £50.
- 2 The Council will reimburse reasonable costs of approved travelling and subsistence expenditure up to the travel and subsistence allowance limits set by the National Joint Council for Local Government Services (Green Book). These will be paid for trips to the mainland if necessary as part of the study for the approved qualification. The number, and length, of the trips to be agreed before commitment is made to undertake the approved qualification.

If you are in agreement with the conditions of the Training Scheme and the qualification is approved by the relevant Senior Manager and the Human Resources section it will be necessary for the Scheme to be signed by the employee undertaking the qualification, the appropriate Chief Officer and the Human Resources section as set out below:

Declaration

I,

agree to undertake thecourse/ qualification and to abide by the terms and conditions set out in the Training Scheme above. In addition I agree for any repayments of the fees to be deducted from my salary should I not fulfill the conditions of the Training Scheme.

Signed:Date:

Signed Senior Manager:Date:.....

Signed Learning and Development:.....Date:.....



COUNCIL OF THE ISLES OF SCILLY

LEARNING AND DEVELOPMENT COURSE BOOKING PROCEDURE AND REQUEST FORM

If you have identified training needs with your line manager, below is the procedure to ensure your request is processed as quickly as possible. (Training needs include attendance at conferences, courses, workshops, seminars and work shadowing)

1. Complete a Learning and Development Request form, please ensure it has been signed by your line manager and email it to development@scilly.gov.uk along with details of the requested training and any funding available.
2. If the proposed training is over **£1000 per person**, your request will need to be reviewed by CLT during their full meeting once a fortnight. L&D will forward this to them on your behalf.
3. If your request has been approved you will be notified by Learning and Development and a PO number will be sent to you. Please note: Water, Sewerage, Airport, IFCA and Ex-HRA which are independently managed through their own reserves will continue to be coded to their particular departments however we still require all paperwork to be completed.
4. Once the invoice arrives it should be sent to L&D to complete the PLV.
5. If booking requires payment by Credit Card please contact us to arrange.
6. The CIOS Training agreement must be completed and signed for all courses leading to a level 3 qualification and above or for training over £500.
7. All accommodation and travel arrangements are to be organised by your own department administrators and coded to your department. For organised courses, lunch and refreshments will not be provided by the Council.
8. On completion of the course / training, please send a copy of your certificate to Learning and Development for your personnel file and our records (PDF via email preferable)
9. A meeting with the employee and line manager should be arranged on completion of the training for feedback and to agree any actions. PDP's should be updated where necessary.
10. Learning and Development will send out a course evaluation form for completion.



COUNCIL OF THE ISLES OF SCILLY

LEARNING AND DEVELOPMENT REQUEST FORM

Please complete this form and return it to: development@scilly.gov.uk

COURSE INFORMATION

Name			
Business Unit (select from drop down box)			
Section			
Line Manager			
Date			
Name of Course			
Training Provider			
Training Location			
Duration			
Start Date			
Costs involved			
Course Cost Per Person			
Travel costs		Accommodation costs	
Subsistence costs		Total costs (service area budget)	
Purchase Order no			
Is the course externally funded? (select from drop down box) If yes provide details			
In the event of non attendance at a course your department <i>may</i> be charged up to £150 as a "no show" fee. Please provide your cost centre code			
Frequency of training (select from drop down box)		Reason for annual course:	
Additional Information			

TRAINING AND DEVELOPMENT INFORMATION

1. What is the training / development need?

2. How does this link with the objectives of the Council of the Isles of Scilly and the responsibilities of your business unit?

3. How does it link with your own objectives as agreed in your objective setting / appraisal?

4. Explain how the proposed training / development activity relates to your own job. How will it support your ability to do the role and service delivery for the council?

5. What do you hope to learn or be able to do as a result of this training?

Try to express this in terms of three key learning objectives, using the bullet points below:

-
-
-

If you have already identified an appropriate activity (e.g. a course or conference), please attach details.

FOR COMPLETION AFTER DISCUSSION WITH LINE MANAGER:

The above training has been discussed and the objectives agreed by the line manager. A meeting with the employee should be arranged on completion of the training for feedback and to agree any actions. PDP should be updated where necessary.

Approved (*Signature of line manager*)

Date

Date of review meeting (following completion of training)

If the training costs are over £1000, the request needs to be reviewed by the Corporate Leadership Team and the following completed:

Learning and Development Approval	
Signed	Date
Training agreement received	YES/NO
Corporate Leadership Team decision	
Approved / Not Approved (Delete as necessary)	Date
Signed	

Reason for refusal (please tick)

- The proposed study or training would not improve the employee's effectiveness at work, or the performance of the Council itself
- The cost to the Council of granting time off for training would be too great
- Granting the request would have a detrimental effect on the Council's service provision
- Unable to satisfactorily to cover the employee's absences on training
- The burden of costs on the Council's budgets
- There are planned structural changes in the organisation