NHS
Islington
Clinical Commissioning Group

Training & Development Policy

1	POLICY DRAFTED BY:	HR, NEL CSU
2	ACCOUNTABLE DIRECTOR:	Martin Machray, Director of Quality & Integrated Governance
3	APPLIES TO:	All Employees
4	COMMITTEE & DATE APPROVED:	NCL Joint Partnership Group, July 2015
5	VERSION:	1
6	RELATED DOCUMENTS:	N/A
7	DATE OF IMPLEMENTATION:	TBC
8	DATE OF NEXT REVIEW:	August 2018 or earlier should there be national NHS terms & condition/ legislative changes

DOCUMENT CONTROL

Date	Version	Action	Amendments

Training & Development Policy

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1   Introduction

1.1   Islington Clinical Commissioning Group aspires to be a learning organisation and is committed to developing a learning culture where work based learning is considered equal to formal learning and hence is valued and recognised as an essential part of the individuals Continuing Professional Development.

1.2   Education and training are essential to ensure all staff are fully equipped to undertake their role. The CCG aims to ensure that learning opportunities are provided on an equitable and cost effective basis to those who need them.

2   Policies Statement

Islington CCG's policies set out the organisation's standards and intentions, and are written with the aim of being as clear and comprehensive as possible. However, we operate in a dynamic and evolving work environment and attention should be paid to the spirit of the policy as well as the letter. Policies by themselves cannot guarantee effective behaviour or the delivery of key objectives. While they are designed to support the CCG, and the people working within it, our success depends on continuous, high quality effort by everyone the policy covers. Therefore thought must be given to good practice when applying or interpreting any of the CCG's policies, and you should read any guidance or supporting documentation that relates to this policy to help you do this. In addition, this policy should work in accordance with national and local guidance on child and adult safeguarding as applicable.

3   **Purpose and scope of the policy**

3.1   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 experience to enable the organisation to achieve its purpose and meet future needs.

3.2   The CCG encourages the training and development of all employees in the knowledge and skills required to competently perform in their role, particularly when they take up a new post.

4   Principles

4.1   The policy should be read in conjunction with the CCG's Induction & Essential Skills Policy and Procedure.

4.2   The CCG will ensure that a training needs analysis is undertaken to identify topics defined as risk management training, mandatory training and the frequency required by all staff groups. This will be monitored and updated regularly. An annual training report will be produced of all the topics identified.

4.3   The CCG will advertise all learning, training and development programmes opportunities.

4.4   Training and development needs may be identified and addressed at individual, team and organisational level.

4.5   Training activities may be used to facilitate change by broadening the outlook of individuals or by providing what is necessary to enable them to manage change.

4.6   Development may also be used to help individuals develop skills and gain qualifications

which will contribute to the development of their work and equip them for their future career.

4.7   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.

4.8   Training and development provision may encompass a wide range of activities including classroom training, coaching, mentoring, shadowing, secondments, workbooks and workshops, self-study and further education.

4.9   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.

4.10   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 organisation to develop its staff is well invested.

5.   Equality

5.1   In applying this policy, the Organisation will have due regard for the need to eliminate unlawful discrimination**,** promote equality of opportunity**,** and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, and sexual orientation, in addition to offending background, trade union membership, or any other personal characteristic.

6   **Staff Appraisal**

6.1   It is expected that all staff will have an annual appraisal. The completion of the appraisal process enables individual learning and development needs to be prioritised and resources identified. Where development needs are identified, a personal development plan should be agreed between the member of staff and their manager.

6.2   Appraisal discussions and objectives should be placed on ACTUS, the performance management software used by the CCG.

6.3   The Nursing & Organisational Development Manager will undertake a training needs analysis based on the outcome of the performance development plans.

7   **Mandatory Training**

7.1   Mandatory training is defined as training that is either required by legislation or deemed mandatory for the safe and efficient functioning of the organisation and/or the safety and wellbeing of individual members of staff. In order to comply with legislation, the CCG has statutory obligations in respect of training provision. It is essential that all staff complete and
participate in this training to ensure their safety and well-being at work and also to ensure the safety and well-being of patients (where applicable), visitors and other staff is maintained.

7.2   The current list of mandatory training can be found in appendix 2.

7.3   It should be recognised that the profile of mandatory training will vary to some extent between individuals according to their role. Each individual's line manager or the CCG Nursing & Organisational Development Manager will advise on specific requirements.

8   Undertaking Mandatory Training

8.1   The principal method for delivering mandatory training will be through the Oracle Learning Management [OLM] system. The OLM package meets a nationally determined specification and is regularly updated to reflect changes in legislation, national policy and best practice.

8.2   Face-to-face training will be arranged on occasions as an alternative to the e-learning packages or to meet the specific training needs of individuals.

9   Training & Development Needs

9.1   Training and development needs may be identified through structured discussion between individuals and their managers, taking into account the needs of specific roles, other identified competencies and personal goals.

9.2   Where development needs are identified, a personal development plan should be agreed between the member of staff and their manager as part of the appraisal process. The performance development plan should be forwarded to the Organisational Development Manager.

10   Learning & Development Activity Funding

10.1   Islington CCG is committed to providing funding and support for training that is needed to achieve and maintain individual, team and organisational priorities and objectives.

10.2   Mandatory training will be fully supported; work-related training may be partially or fully funded and supported; where training is not associated with the work of the CCG this will not be funded but the CCG will be flexible where possible as to working arrangements.

10.3   Where a course is supported, the principle will be that the course costs only are funded. Additional costs for books, subscriptions, travel, exams and registration will be reviewed on an individual basis and will be given in exceptional circumstances only.

10.4   If funding is agreed it will be for a maximum of one academic year. Applicants will need to submit an application for each year of study.

10.5   When study leave is required this needs to be discussed by individuals with their line manager and Director and will be dependent on other commitments of the team, the individual and the organisation.

10.6   On some occasions the CCG may contribute either time or funding for training but might not always support both.

10.7   It is expected that staff will have an up to date PDP before applying for funding.

11   Roles & Responsibilities

11.1   It is the responsibility of managers and individuals that training and development activities are completed appropriately within agreed timescales, are evaluated and recorded.

11.2   **Individual**

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:

•   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.

11.3   **Line Managers**

Line managers have a key role in the training and development of their staff. They should ensure that their staff are trained to carry out their present job effectively and receive training to develop them for future opportunities.
This involves:

•   conducting appraisals to identify the training, development and support needs of their staff
•   ensuring plans are developed to help meet these needs
•   providing on the job training where possible
•   providing opportunities for personal development, for example by exploring new areas of work when appropriate
•   reviewing, monitoring and evaluating development activities and their effectiveness
•   identifying opportunities to practise new skills and demonstrate knowledge
•   reporting training and development activity to the Nursing & Organisational Development Manager.

11.4   **The Nursing & Organisational Development Manager**

The Nursing & Organisational Development Manager is responsible for:

•   Undertaking the Training Needs Analysis on behalf of the organisation.
•   providing 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
•   arranging delivery of in-house development programmes as appropriate to meet identified needs
•   making arrangements for developing and delivering bespoke training programmes to meet group needs
•
•   monitoring, recording and evaluating training and development activity across the organisation.

11.5   **Director of Quality & Integrated Governance**

The Director of Quality & Integrated Governance has overall responsibility for the funding of courses.

7

12   Application Procedure for Training & Development Activity

12.1   Training requirements should be identified by staff and managers on an ongoing basis. This is an essential part of the Appraisal process.

12.2   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.

12.3   An annual Training Needs Analysis will be completed following receipt of completed development plans.

12.4   A database will be maintained to record training applications and decisions made.

12.5   Monitoring of attendance and DNAs will be an on-going process. Where there is a cause for concern this will be discussed with the line manager.

12.6   Application forms will be required for all training courses other than essential skills training and must identify how the training links to the individual's personal development plan and team and organisational objectives.

12.7   All applications require line manager and director level approval before being submitted.

12.8   All funding applications will be reviewed by the Nursing and Organisational Development Manager. On approval, the applicant will be sent a purchase order number and will need this prior to attending/booking any events/courses. Note that purchase orders can take up to 2 weeks so approval should be sought early for courses where possible.

12.9   Staff should not pay for courses directly. If a course provider asks for this then discuss with the Nursing and Organisational Development Manager.

13   Conditions

13.1   Repayment of a course may be required if:
  o   The employee withdraws from the course, fails to sit an examination or complete other requirements of the training within the timescales specified by the provider, unless there are extenuating circumstances.
  o   The employee fails to submit or participate in the required academic or practical assignments and therefore fails the module/course as a result.
  o   The employee leaves the CCG during the course. For courses lasting more than one year, the employee may be required to repay the funding for one academic year if they leave during that academic year of the course.

13.2   If repayment of any sum is required, this will be discussed with the member of staff after notice has been given. It may be possible to arrange payment of any sum by instalment. Any repayment may be deducted from the final salary, or recovered before the last day of service by another method agreed with the appropriate Manager.

13.3   The employee should provide their manager with regular updates on their progress, attendance and achievement during the course

13.4   The employee must inform their manager of the following in writing as soon as possible of the following:
- o   The employee withdraws from the course, fails to sit an examination or complete other requirements of the training within the timescales specified by the provider
- o   Any extenuating circumstances that impact the employee's ability to meet the requirements of the course.
- o   The employee fails to submit or participate in the required academic or practical assignments and therefore fails the module/course as a result.

14   Evaluation

14.1   All training and development will be monitored, recorded and 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, to ensure that the financial commitment made by the CCG to develop its staff is well invested.

15   Application of Policy

15.1   Staff, who consider that the Policy is not being applied correctly should discuss this in the first instance with their line manager and/or senior manager. However if they are still unhappy they can raise the matter in accordance with the CCG's Grievance Procedure.

16   Monitoring & Review

16.1   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.

16.2   The implementation of this policy will be audited on an annual basis by CSU Leadership Team and reported to the CSU Transition Team on a six monthly basis.

17   Breach of Policy

Unauthorised absence and/or the misuse of this policy & procedure will be managed under the Disciplinary Policy.

Appendix 1: Application Form for funding for Training

Section A: to be completed by the Applicant	
Name:	**Phone number:**
Job title:	**Email:**
Job grade:	**Work Base:**
Line Manager:	**Director:**
Contract type: PERMANENT ☐ FIXED TERM ☐ If fixed term state when contract ends:	
Contracted hours: FULL TIME ☐ PART TIME ☐ If part time number of hours per week:	
Full course title:	
Name and address of course provider:	
Course website:	
Duration of course:	
Course date(s):	
Course cost:	
Any other costs requested:	
Course qualification (if any):	

Is this course part of a further education pathway?   Yes ☐   No ☐
 	
If Yes:
 	
    a) **What is the name of the final proposed qualification?**
 	
    b) **Where are you on this pathway (e.g. 1ˢᵗ, 2ⁿᵈ year)?**
 	
    c) **What is the estimated time of completion of the full pathway?**
 	
    d) **Have you been funded for previous parts of the pathway – please give details:**	

If this course is longer than 5 days, describe the proposed arrangements to enable you to attend the course:	

Has this training be identified as part of your PDP? YES ☐ NO ☐	
Please give your reasons why you feel that this course should be supported by Islington CCG: *This should link to personal, team and organisational objectives*	
Applicant signature:	**Date:**

Section B: to be completed by Line Manager	
Please outline your support for the applicant to attend this training: *Include relevance to current role, objectives and potential career development*	
Are you in support of the proposed attendance requirements? Yes ☐ No ☐ **If No, what do you suggest as alternative arrangements:**	
Line Manager signature:	**Date:**

Section C: to be completed by Director	
Any further comments in support of this application::	
Director signature:	**Date:**

Please return this completed form to jenny.finch@nhs.net

Appendix 2: Essential Training Template

Name ……………………

Job title ……………………

Training required for ALL staff

Essential Skill	Frequency required	Method	Date completed
Equality and Diversity	Every 3 years	e-learning	
Infection Prevention and Control	Once only	e-learning	
Safeguarding Children and Young People Level 1	Every 3 years	e-learning	
Introduction to Safeguarding Adults Level 1	Every 3 years	e-learning	
Health and Safety	Every 3 years	e-learning	
Information Governance	Once only	e-learning	
Information Governance: the refresher module	Annually	e-learning	
Fire Safety Awareness	Every 2 years	Face-to-face	
Fire evacuation	Annually	Fire drill	

Additional training for staff in specific roles

Essential skill	Who needs to do it	Frequency	Method	Date completed /non-applicable
First Aid	First Aiders	Every 3 years	Face to face	

Fire Marshal Training	Fire Marshals	Annually	Face to face	
Moving and Handling Level 1	Staff who manually handle inanimate loads	Every 3 years	Face to face	
Safeguarding Adults level 5	Designated Safeguarding Adult Lead			
Safeguarding Children and Young People level 4	Named health professionals	Every 3 years	Face to face (LSCB)	
Safeguarding Children and Young People level 5	Designated health professionals	Every 3 years	Face to face (LSCB)	

Equality Analysis Initial Assessment

Title of the change proposal or policy:

Training and Development Policy

Brief description of the proposal:

To ensure that the policy amends are fit for purpose, that the policy is legally compliant, complies with NHSLA standards and takes account of best practice.

Name(s) and role(s) of staff completing this assessment:

Darshna Pankhania, HR Business Partner

Date of assessment: July 2015

Please answer the following questions in relation to the proposed change:

Will it affect employees, customers, and/or the public? Please state which.

Yes, it will affect all employees

Is it a major change affecting how a service or policy is delivered or accessed?

No

Will it have an effect on how other organisations operate in terms of equality?

No

If you conclude that there will not be a detrimental impact on any equality group, caused by the proposed change, please state how you have reached that conclusion:

No anticipated detrimental impact on any equality group. The policy adheres to the NHS LA Standards and best practice. Makes all reasonable provision to ensure equity of access to all staff. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic.

Please return a copy of the completed form to the Equality & Diversity Manager.