

Wiltshire Council Human Resources

Learning and development policy and procedure

This policy can be made available in other languages and formats such as large print and audio on [request](#).

What is it?

The council is committed to developing and supporting staff to achieve the organisation's goals and to create a culture of continuous development to meet the changing needs of the organisation.

This policy sets out the key elements which make up the council's learning and development strategy and provides a framework for managers and employees to follow when they are involved in identifying and meeting learning and development needs.

Go straight to the section:

- [Who does it apply to?](#)
- [When does it apply/when does it not apply?](#)
- [What are the main points?](#)
- [What does it cover?](#)
- [Learning and development opportunities](#)
- [How are learning and development opportunities communicated?](#)
- [How will my learning and development needs be identified?](#)
- [How can I make a request for learning and development?](#)
- [Making the most of learning and development opportunities](#)
- [Preparing for learning and development](#)
- [Applying learning and development back into the workplace](#)
- [Criteria for considering all learning and development needs and requests](#)
- [Time to train policy and procedure](#)
- [How do I book/arrange my approved learning and development?](#)
- [How is learning and development paid for?](#)
- [Time off and allowances payable](#)
 - [External courses leading to a nationally recognised qualification](#)
 - [Agreement to repay training expenses leading to a nationally recognised qualification](#)
 - [Professional fees](#)
 - [Internal courses leading to a nationally recognised qualification](#)
 - [Learning and development which does not lead to a nationally recognised qualification](#)

- [Recording paid time off for training](#)
- [Learning and development records](#)
- [Evaluation of learning and development](#)
- [Equality and diversity](#)
- [Roles and responsibilities](#)
- [Frequently asked questions](#)
- [Legislation](#)
- [Further advice and information](#)

Who does it apply to?

This policy applies to all Wiltshire Council employees (with the exception of teaching and non-teaching staff employed in locally managed schools).

The principles set out in this policy relating to equality and diversity and the role of trainers will equally apply to external trainers and organisations where they are involved in providing learning and development on behalf or in partnership with the council. All other sections relating to employee entitlements will only apply to Wiltshire employees as referred above.

When does it apply?

This policy applies to all employees undertaking learning and development activities throughout their employment.

When does it not apply?

This policy does not apply to volunteers.

The section in the policy relating to time off and allowances may not apply to casual workers who work on a purely ad hoc basis or to some service specific training where separate arrangements may exist.

Please refer to your line manager for further service specific information.

What are the main points?

1. The council is committed to providing opportunities for all employees to engage in learning and development which will support the goals of the organisation as set out in the council's business plans and the people strategy.
2. The council recognises that ensuring that employees are skilled, knowledgeable and motivated is key to achieving the organisation's goals and vision and to providing excellent services to our communities and responding to their changing needs.

3. The main objective of learning and development is the achievement of better support and services for the people of Wiltshire.
4. This objective is supported corporately by the learning and development team who support all service areas and the [adult social care](#) and [children's workforce](#) learning and development services who work to promote high quality, cost effective support in the context of the council's and its partners' objectives, statutory responsibilities and central government priorities. These objectives, responsibilities and priorities are reflected in national service frameworks, service plans and the national workforce development strategy. The learning and development team also work to support effective workforce planning to ensure that the council has the right people in the right place with the right skills.
5. This policy is also linked to the objectives set out in the:
 - [behaviours framework](#)
 - [equality and diversity policy and procedure](#)
6. Senior managers in partnership with the organisation and development section are required to play a key role and commitment in identifying, maintaining and reviewing the skills, knowledge and the learning and development needs of service areas and ensuring that the organisation is equipped to offer and deliver high quality services in line with organisational goals now and in the future.
7. Managers and employees are responsible for identifying individual learning and development needs. Meeting these needs must be prioritised in relation to service delivery requirements. It is essential that successful learning and development is shared, supported and maintained to ensure that it is transferred back into the workplace as effectively as possible.
8. This policy sets out details of the learning and development framework and details of how you can access the opportunities and support which is available. This policy will be updated following the learning and development project implementation in April 2013.

What does it cover?

9. This policy covers learning and development needs which are identified through:
 - [recruitment](#)
 - [induction](#)
 - [supervision](#)
 - [appraisal](#)

- management through another HR procedure
 - [time to train request](#)
 - changes in the law, national or regional imperatives which changes service delivery.
 - commissioning of services which introduce new service delivery.
10. A wide range of learning and development activities are available for Wiltshire Council employees and these can also be offered to partners, other local authorities and charitable organisations

Learning and development opportunities

11. This section sets out details and links to some of the main general learning and development activities which are accessible to managers and employees, many of which are provided internally through the learning and development team. Where applicable your manager will also be able to inform you of specific learning and development requirements and opportunities organised within your service area.
12. [Leadership and Management Matters Development Programme](#)
These workshops are designed for all line managers and include modules which change over time to stay up to date and relevant.
13. [Leadership and Management Accreditation](#)
This is an accredited programme for those who have completed the Leadership and Management Matters development programme. It enables managers to gain a nationally recognised qualification by completing relevant workshops and assignments as evidence of their learning.
14. [Staff Matters Development Programme](#)
This covers a wide range of workshops covering personal and business effectiveness.
15. [Wiltshire Accredited Learning Centre](#)
Wiltshire Council has its own in house accredited learning centre which is recognised by a wide range of awarding bodies. The centre provides QCF qualifications (from within the new Qualifications and Credit framework) for example in social care, schools, business administration and management. There are also opportunities to improve maths and english skills and gain a nationally recognised qualification at the same level as GCSE.
16. [Apprenticeships](#)
An apprenticeship is a comprehensive work based development programme for individuals in employment. The council offers a number of apprenticeships with a structured development programme of

support to help individuals achieve a competence based qualification or technical certificate in their occupational area - in conjunction with Wiltshire Accredited Learning Centre. Please follow the link for further information about [apprenticeships](#).

17. [IT learning and development](#)
The IT learning and development team offer a variety of workshops to suit the abilities of all IT users and can also offer bespoke training to support particular areas of need. Workshops offer personal development, nationally recognised qualifications and work based application training.
18. [National graduate development programme](#)
This is for graduates on the national graduate development programme. The programme offers work placements and a combination of structured internal and external learning and development opportunities which can lead to a national qualification.
19. [Health and Safety Training](#)
A range of health and safety workshops are available including manual handling awareness, first aid, risk assessment certificates.
20. **Safeguarding training**
Safeguarding is everybody's business and impacts on a wider range of employees than just those working directly with children and vulnerable adults. Your role will have been defined in terms of the level of training required and your manager will inform you of this requirement. For further information follow the links relating to [adult social care](#) and children workforce via the [wiltshire pathways](#) website.
21. [Adult social care learning and development](#)
A range of opportunities are available please follow the link to the pages on the wire for further details.
22. **Children workforce learning and development**
For details of opportunities available please follow the link to the [wiltshire pathways](#) website.
23. **External Courses leading to nationally recognised qualifications**
If your role requires you to have a nationally recognised qualification you may be required or selected by your line manager to attend this type of course with an external provider. This may involve attending college or distance learning.
24. **Conferences and Seminars**
This includes a huge variety of conferences and seminars held by different external organisations covering a range of issues specific to different service areas. Attendance should always be agreed with your

line manager in advance and will usually only be approved for specialist roles where learning and development needs cannot be met in house. There is an intention to co-ordinate non-service specific opportunities corporately, to achieve economies in the future.

25. Briefings and workshops are arranged internally by various service areas on a range of issues. These could include regular planned training in your service area e.g. lifeguard training or more demand lead learning and development e.g. HR manager briefings, equality and diversity events, SAP and Lync and other system training.
26. Learning and development can also include:
 - On the job training
 - Buddying
 - Job swaps
 - Coaching
 - Mentoring
 - Shadowing
 - Secondments
 - E-learning

These opportunities can be arranged by you manager or the learning and development team and may be organised internally or externally.

27. Training for safety representatives - please see [time off for safety representatives policy](#) on HR direct.
28. Further details of internal learning and development opportunities including costs can be found on HR direct or from the learning and development team.

How are learning and development opportunities communicated?

29. You will find details of learning and development opportunities which are available internally on [HR direct](#). These are also regularly advertised internally on the electric wire, flyers or hub notice boards or information and advice can be sought directly from the learning and development team.
30. Details of learning and development opportunities related to equality issues can be found on the [equality and inclusion team](#) pages on the wire.
31. Details of external workshops, seminars and conferences related to specific service areas may need to be acquired from specific external providers.

32. You will find further details of learning and development opportunities connected with Adult Social Care on the [wire](#) or alternatively <mailto:DCStraining@wiltshire.gov.uk>.
33. Further details of learning and development for Children and Young People can be found on the [pathways website](#).

How will my learning and development needs be identified?

34. Your manager will work with you individually or within teams to discuss and assess your learning and development needs regularly throughout your employment as appropriate to the service area you work in.
35. This process will begin during recruitment and induction and should take place at regular periods thereafter, through supervision or as the need arises. Learning and development will be more formally reviewed during your annual [appraisal](#).
36. Assessing learning and development needs involves exploring and identifying any potential gaps in the knowledge and skills you require to do your job and any gaps which relate to other expectations connected with working with the council which also form part of your role (e.g. behaviours framework).
37. Your manager will also need to make sure that the assessment includes any knowledge and skills gaps related to known changes to service delivery requirements in line with the learning and development plan and business plan for the service area.
38. Once a learning and development need has been identified your manager will need to assess whether it can be met using the criteria set out in the section below.

How can I make a request for learning and development?

39. Identifying your learning and development needs is a two way process between you and you manager. You are therefore able to approach your manager with ideas and requests for learning and development which is relevant to your job role and the service needs of the organisation for your manager to consider for approval. This might be through supervision, appraisal or outside of this or using the [time to train policy](#).

Making the most of learning and development opportunities

Preparing for learning and development

40. To ensure that you get the most out of learning and development opportunities which are offered to you it is important that you make sure that you prepare beforehand.
41. Key to this is having a discussion with your manager to identify what you can get out of the opportunity and how you will use the learning afterwards in your job. Having a focus for what you would like to achieve from the opportunity will increase the likelihood of achieving it.
42. Preparation for learning and development might also include tasks such as :
 - ensuring that you undertake any pre-reading/or other preparation that has been requested
 - ensuring that you take the right equipment with you e.g. pens, paper etc
 - identifying any support needs you may have to access and to get the most out of the opportunity and ensuring that this is in place prior to the event e.g. booking communication support and ensuring funding is available for this.

Applying learning and development back in the workplace

43. Once you have completed a learning and development activity it is important to apply your learning and development back to the workplace in the most effective way.
44. Key to this is having the opportunity to evaluate and discuss the learning and development which has taken place with your manager and to put together a plan of how it can practically be applied to your work. This may form part of supervision, appraisal or other discussion and should be reviewed at regular intervals.
45. You should also share your learning with other colleagues whenever possible.

Criteria for considering all learning and development needs and requests

46. Your manager will assess all learning and development needs and requests using the following criteria related to whether the learning and development is:
 - a mandatory or compulsory requirement for your job or whether the council deems it necessary for you to attend.
 - A programme which would lead to a nationally recognised or professional qualification such as a degree, QCF award, certificate or diploma.

- not a requirement of your job but is relevant and directly related to your job effectiveness, work performance and/or further development of the service e.g. updating skills, personal development etc
- relevant and compatible to the learning and development plan or commissioning strategy and priorities of the service area you work in.

47. The following criteria will also be taken into account:

- The extent to which the learning development is of benefit to your job role in terms of the expected learning outcomes and the contribution to achieving service objectives.
- Budget priorities and availability.
- Whether the cost of the learning and development is reasonable in comparison with the benefits to be derived from it.
- Whether attendance is compatible with service delivery needs including the impact on customers and other employees. Your manager may need to balance any potential negative impact against the longer term benefits and consider options around achieving this e.g. delay learning and development during busy periods, stagger attendance if whole team involved.
- Whether there are national or regional imperatives which the service needs to give priority to.
- Whether the learning and development meets your specific learning and development needs and learning style and whether other options are more appropriate e.g. workshop attendance, distance learning, on the job training.
- The amount of study time and expenses previously granted to you.
- Equality of opportunity and fairness to other employees who might also benefit in accordance with the equality and diversity policy and procedure. Please see details of selection criteria below under the equality and diversity section.

48. Where learning and development can be provided internally this will be the preferred option. Where learning and development is to be provided externally this will usually be with the closest provider although managers will need to ensure that the quality of the provision will meet the identified learning and development needs.

49. Having considered your learning and development assessed needs or requests against the criteria, your manager should ensure that the correct authorisation is obtained through the budget holder.

50. If your learning and development request cannot be met your manager should let you know the reasons why it has been turned down or postponed.

Time to train policy and procedure

51. You can make a formal request for time off to attend training through the [time to train policy](#) which sets out the details of this legal entitlement. It is envisaged that the majority of requests should continue to be made directly to your line manager through supervision, appraisal or informally particularly if the training requested is internal, without the need to use this policy.

How do I book/arrange my approved learning and development?

52. Once approval from your manager has been given for your learning and development you will need to agree with your manager who will be responsible for making the arrangements. Please note that as part of the learning and development review a new approvals process is due to be put in place from April 2013 until this time your manager will continue to be responsible for approving learning and development requests.
53. If it has been agreed that you should attend an internal workshop you will need to send a request to attend to your manager via SAP/ESS. Your manager will need to approve your request via SAP as there could be a charge for attending the workshop and this will ensure that there are places on the workshop and that you are allocated one. Your manager will need to provide or obtain a cost centre code to ensure that any internal payment transfers are made where this is relevant.
54. Additionally it is possible to pre-book onto a workshop using SAP ESS by registering your interest in attending a workshop which does not currently have any planned dates. Once the workshop date is offered you will be notified by the learning and development team and you will need to book on the workshop via SAP as outlined above.
55. Detailed instructions on booking and pre-booking workshops can be found in the SAP user guides published on the wire.
56. If the learning and development opportunity you wish to attend relates to Adult care you will need to follow the instructions set out on the wire under [DCS training](#). Similarly if you wish to attend a workshop related to working with children and young people you will need to follow the instructions set out on the [wiltshire pathways](#) website.
57. If you do not have access to a PC and SAP you or your manager (as agreed above) can contact the [learning and development team](#) directly to book a place on a workshop. If there is a charge to attend the workshop you or your line manager will need to provide the cost centre code when contacting the team to book onto the workshop.

58. If you are interested in gaining a qualification offered by the [Wiltshire Accredited Learning Centre](#) you should contact the [Centre](#) to discuss your requirements and for further information and advice.
59. If it has been approved that you can attend an external learning and development opportunity e.g. a course/seminar/workshop you or your manager will need to follow the booking instructions relevant to this.

How is learning and development paid for?

60. Corporate funding has been retained for some learning and development activities and where an activity is corporately funded costs will not fall directly to service areas. The scope of learning and development activities that this applies to is currently subject to review for 2013. For the most up to date information on costs and funding please see internal workshop details on HR direct or contact the learning and development team.
61. Where the cost associated with your learning and development does not fall under the criteria for corporate funding arrangements the cost will fall to the service area. Your manager is responsible for ensuring that the correct approval for training is obtained through the budget holder in the relevant service area before a place is applied for or booked. Your manager will be required to provide a cost centre code where appropriate for internally provided workshops.
62. Some full or co-funding may be available under the skills funding agency contract for some learners undertaking courses with the [Wiltshire Accredited Learning Centre](#). This is only available in limited cases and you will be advised by the Centre if this available to you for the qualification you are undertaking. Where funding is not available costs will fall to the service area.
63. Where reasonable adjustments are required to facilitate access to learning and development you or your manager (as agreed) should discuss these with the learning and development team. Where there are costs over and above adjustments which can be made by the learning and development team to enable access to the opportunity, funding may be available through the reasonable adjustment budget which is held by the Head of Occupational Health and Safety.
64. Your manager is responsible for ensuring that any other expenses and invoices connected with your learning and development including external courses are processed through finance and coded against the correct service area budget. Managers are likely to need to raise a purchase order number for suppliers to use on invoices or check the arrangements which apply in their service area.

Time off and allowances payable

External courses leading to a nationally recognised qualification (e.g. planning degree, MBA)

65. If you are selected to attend this type of course you will be entitled to some fees and allowances:
- Course fees - registrations and examination fees paid in full
 - Paid time off for training – where course attendance has been approved, or
 - Paid time off for study - where distance learning has been approved. The appropriate amount of paid time off for study should be agreed with your manager and should be based on the recommended requirements specified by distance learning provider. Further advice and guidance can be obtained from the learning and development team. *please see note below
 - Paid time off to sit examinations
 - Time off to a maximum of half a day per subject up to a maximum of 5 days per academic year to cover **one** of the following reasons only as agreed with your manager:
 - Revision leave/revision course for those on distance learning
 - Research assignment which counts towards continuous assessment
 - Preparation of a final project*please see note below relating to input of own time
 - Travel – business mileage rate - paid in line with HRMC guidelines as outlined in the [travel expenses policy](#). Green car salary sacrifice scheme user mileage rates are also covered under the travel expenses policy.
 - Subsistence - please refer to the subsistence, [accommodation and meal allowances policy](#).
 - Residential courses – out of pocket expenses to a maximum limit per night and travelling allowances plus one journey home per month.
 - Books and equipment - the first £15 of the full amount spent and then 50% of the next £90 spent (maximum refund = £60). Receipts must be attached.
66. *Learning and development which leads to a nationally recognised qualification benefits both the organisation and individual members of staff personally. Although the organisation will grant time off and allowances as outlined above for approved courses, you are also expected to contribute some of your own time in order to successfully complete your course and achieve your nationally recognised qualification.

67. All arrangements for time off as listed above must be approved by your manager before it is taken.
68. Expenses relating to exam re-sits will only be paid once and only where there has been satisfactory progress in your studies in the view of the council.
69. Please note that any hotel bookings need to be booked through [Howard travel](#) as the council's preferred supplier. Please follow the link provided for details of the procedure to follow.
70. Claims for travel and allowances should be made via SAP ESS. Alternatively you should complete the [training travel expense form](#) following the [claiming training travel expenses procedure](#) on HR direct.
71. Other expenses you personally incur for exams, books and equipment relating to your training can be claimed on the [general expenses form](#).

Agreement to repay training expenses – courses leading to a nationally recognised qualification

72. As part of the agreement for you to attend a course leading to a nationally recognised qualification your manager may arrange for you to sign an agreement to repay some or all of your learning and development expenses connected with attending this course if you leave the council within 2 years of completing your course. Please see the [learning and development agreement to repay training expenses form](#) for further details about the conditions related to this.
73. The council can also require a full 100% repayment from you if you:
 - fail to sit an exam without good reason
 - fail to show satisfactory progress in your studies in the view of the council (including not attending classes regularly and poor assessments for assignments, tests and examinations)
 - Withdraw from the course – this may include personal reasons etc (please see below)

(NB. Repayments do not include salary in respect of time off for training)

74. You are encouraged to speak to with your manager as soon as possible (and prior to taking any final action to withdraw) if you are experiencing any personal difficulties with or affecting your course. Your manager will assess whether any additional support can be put in place for you.

75. Where progress and attendance have been satisfactory, it may be possible to explore whether postponement is an alternative option to withdrawal from the course. In these circumstances a clear undertaking to rearrange attendance and completion of the course would need to be in place with an agreed timescale.
76. Your manager may waive repayment for withdrawals from your course where postponement is not appropriate for reasons connected with maternity, adoption or paternity leave, certain types of dismissal following an HR policy and procedure e.g. redundancy and dismissals relating to ill-health. Withdraws related to a protected characteristic should also be explored further and where appropriate advice should be sought. Further advice is available from an HR case adviser or the learning and development team.
77. In circumstances where a course is discontinued an alternative provider will be sought.

Professional fees

78. As part of your job role, or to support your professional development, you may be required to be a member of a professional body or association.
79. You are responsible for payment of your professional fees, memberships, registrations or subscriptions and no reimbursement or contribution towards these will be provided by the council. This is regardless of whether the professional membership is a requirement of your job role.
80. You may be able to claim tax relief through the HMRC on any professional fees and subscriptions you pay; further information is available on [HR Direct](#).

Internal courses leading to a nationally recognised qualification with the [Wiltshire Accredited Learning Centre](#).

81. These courses are based on practical assignments and a portfolio of evidence based around the workplace. You will be entitled to:
 - Course fees - paid in full
 - Paid time off - to meet with your course assessor and for personal study time some of which might need to be taken away from the workplace. The appropriate amount of paid time off for study should be agreed with your manager following discussion with the Wiltshire Accredited Learning Centre. All arrangements relating to taking time off for personal study should be agreed with your manager before it is taken.

- Other resources – the Wiltshire Accredited Learning Centre will provide you with essential resources relating to the qualification you are undertaking.
- Travel – business mileage rate - paid in line with HRMC guidelines as outlined in the [travel expenses policy](#). Green car salary sacrifice scheme user mileage rates are also covered under the travel expenses policy.
- Subsistence - please refer to the subsistence, [accommodation and meal allowances policy](#)

*please see note above in the section relating to external courses leading to a national qualification and the expectation for learners to make some input of their own time to the achievement of their qualifications.

Learning and development which does not lead to a nationally recognised qualification

82. If you are selected to attend learning and development that is not a requirement of your job but is relevant to your job e.g. updating skills, personal development (e.g. confidence and assertiveness skills, workload planning) you will be entitled to:
- Course/workshop fees paid
 - Paid time off to attend training and any approved preparation or follow up action connected to the training.
 - Travel – business mileage rate - paid in line with HRMC guidelines as outlined in the [travel expenses policy](#). Green car salary sacrifice scheme user mileage rates are also covered under the travel expenses policy.
 - Subsistence - please refer to the subsistence, [accommodation and meal allowances policy](#)
83. In exceptional circumstances your manager may agree that you can attend learning and development which is **not** directly relevant to your job but is relevant to the performance of the organisation. In these circumstances time off will be on an unpaid basis or alternatively you may reach an agreement with your manager to work flexibly to make up the time spent training. This type of learning and development will only be agreed where it does deliver a benefit to the performance of the organisation.

Recording paid time off for learning and development

84. Approved paid time off for learning and development will be based on a standard day of up to 7 hours 24 minutes. Where you have attended

an all day event and you work flexi time you should record a standard day on you flexi time sheet on this basis.

85. If you are a part-time employee you will be paid for your normal working hours on that day. If actual working time plus learning and development time, or learning and development time alone extends beyond your normal working day, the extra hours will be paid at plain time rate. Alternatively time off in lieu may be taken up to a maximum of 7 hours 24 minutes.
86. If you work part of a day before your attendance at a learning and development opportunity, the hours you can claim for that day including your attendance at the workshop/activity should add up to a maximum of 7 hours 24 minutes in total. Any additional hours beyond the standard working day of 7 hours 24 minutes will not be paid for.
87. Where your manager requests that you attend a training course as part of your role, which extends beyond your normal working hours, you should agree with your manager in advance of the workshop/activity how additional hours should be recorded (e.g. as flexitime, TOIL or overtime).

Learning and development records

88. A record of your training should be kept through the appraisal process. This is a shared document between yourself and your manager.

Evaluation of learning and development

89. All internal workshops will be evaluated and reviewed through your feedback as a participant. Evaluation and quality control will also be undertaken by the learning and development team in relation to the courses administered by the team or by the relevant service area where learning and development is provided through them.

Equality and diversity

The learning and development team aim to ensure:

- Employees wishing to undertake accredited programmes are selected on the basis of business need, merit and ability
- The marketing and booking process for development activities ensures fair access to all
- All learners have equal access to the development activities offered
- Learners are informed of the team's equal opportunities policy
- All employees are trained to understand and meet their responsibilities in law and within the policy

- All procedures reflect the team's equal opportunities policy, and
- Reasonable adjustments are made where appropriate to enable access to learning and development

Roles and responsibilities

Employee responsibilities

You will be expected to:

- Take responsibility for your own professional development and discuss your training and development needs with your manager and identify ways that these can be met through the appraisal process and ongoing supervision.
- Obtain your manager's approval for any learning and development leave before committing yourself to attend any activity such as a workshop/course and prior to it commencing
- Where agreed with your manager that you should make the booking arrangements, ensure that you make the appropriate booking/registration for the learning and development activity it has been agreed that you can attend
- Attend the learning and development activity or complete the programme, where a course of study is involved, unless there is a substantial reason for your non attendance
- If you are unable to attend the learning and development activity you should inform your manager and the activity organiser.
- Make every effort to maintain satisfactory progress and complete the course/programme
- Where you are on a course leading to a nationally recognised qualification ensure that you keep your manager up to date with your progress throughout the year, notify them of any problems that arise and sign the agreement to repay training expenses form as required.
- Ensure you are registered for the exams appropriate to the course you are attending and prepare for and sit all exams as appropriate
- Utilise your newly acquired knowledge or skills back in the workplace
- Share your learning with colleagues as requested. This may be a written paper, presentation, briefing or workshop to maximise the benefit of the learning and development.
- Feedback to your manager in supervision or appraisal the outcome(s) of the learning and development
- Ensure that all claims for course fees and expenses connected to your learning and development opportunity are approved by your manager in advance and claimed in a timely way.

Senior manager responsibilities:

- ensure that an appropriate learning and development plan is in place for your service area which meets the service delivery needs and priorities outlined in the business plan for your service and the organisation and the people strategy.
- ensure that there is a learning and development budget in place to support the plan with appropriate controls and monitoring
- consult with the learning and development team in this process where appropriate
- ensure that the learning and development plan is regularly reviewed and updated and is flexible enough to deal with changing national and local priorities and imperatives.
- ensure that the plan and changes to it are communicated to managers and employees within the relevant service areas.
- ensure that learning and development needs identified through appraisals are collated at team and /or service level and fed back to the learning and development team so that appropriate resources can be planned.
- actively demonstrate a commitment to learning and development and ensure that managers and employees in your service area have the skills to identify learning and development needs and take action to meet those needs.

Line manager responsibilities:

- contribute to the learning and development plan in your service area as appropriate
- use the overall learning and development plan for your service area to identify needs, priorities and budgets
- work with employees through supervision and appraisal to identify their learning and development needs and to consider these in the context of the learning and development plan, priorities and the budget
- provide additional support to employees who may need extra support taking responsibility for identifying their own learning and development needs or accessing learning and development opportunities as part of a reasonable adjustment.
- select appropriate learning and development activities with employees and ensure that they meet the learning needs and style of the individual they are selected for.
- Hold a pre-course briefing and discussion with each employee to ensure that the purpose, objectives and arrangements of the learning and development activity are clearly understood
- Agree with the employee who will make the booking what expenses and allowances can be claimed for.
- Ensure that an agreement to repay training expenses form is completed for courses leading to a nationally recognised qualification where appropriate and that a copy is sent to HR to be placed on the employee's personal record.

- Monitor attendance at learning and development opportunities and report absences using the normal absence management procedures via SAP.
- Hold a post course discussion to evaluate the learning and development against the objectives and identify how the learning can be implemented into the work place and maintained. Continue to monitor as appropriate.

Learning and development teams responsibilities:

- work with managers on learning and development plans for their team/service.
- provide a wide range of high quality internal workshops which support the organisations business plan, service area learning and development plans and the people strategy and are value for money and responsive to changing organisational needs.
- ensure that all courses offered are professionally run and that all trainers are suitably qualified and experienced.
- ensure that all trainers are made aware of the council's equality and diversity policy and procedure and that this is taken into account in terms of workshop bookings and arrangements and to ensure that individual needs are met as far as possible when attending workshops.
- Provide support and advice to managers and employees about learning and development.
- Arrange for evaluations to be carried out on a regular basis, involving all parties, so that processes can be monitored.

Trainer's responsibilities:

- deliver the relevant workshop in a professional manner in line with the:
 - behaviours framework
 - this learning and development policy
 - the objectives and training plan agreed with the learning and development team.
- be responsible for checking whether delegates require any adjustments in terms of the delivery of the workshop including content of workshops, presentation/training methods, venue and facilities and support needs in advance of the event.
- ensure that appropriate breaks are built into workshops
- provide feedback and evaluation to the learning and development team.

90. Frequently asked questions

I work part-time in a busy office and find it hard to attend the learning and development opportunities which are on offer. What are my options?

There may be some learning and development opportunities that you are required to attend as part of your job and some which are optional. You should always discuss any concerns which you have with your manager in the first instance and they will explore with you what options are available in relation to the learning and development you have been selected to attend and your workload.

Learning and development can take many forms and new technology can make opportunities more accessible. Where appropriate it is important that you and your manager explore the options available. It may be possible to lync into some learning and development opportunities and meetings, many organisations also provide webinars and other remote learning opportunities. Employees who have attended learning and development should be encouraged to share their learning with colleagues who have not been able to attend. Further advice can also be obtained from the learning and development team.

I would like to continue to keep up to date with learning and development opportunities while I am on maternity leave, how can I do this?

You should have a discussion with your manager about how you would like to be contacted and kept up to date with developments in the workplace while you are on maternity leave, preferably before you go on maternity leave. Your manager will be responsible for keeping you up to date with key work place information including learning and development opportunities while you are on maternity leave. You may choose to use your keeping in touch days to attend learning and development opportunities and you should agree this with your manager in advance.

I have identified that I need a reasonable adjustment to allow me to attend a workshop that I would like to attend due to a condition related to my health what should I do?

All training provided takes care to be fully accessible. A delegate should also make the training organiser aware of any specific individual requirement and this will be catered for.

If the workshop is internally run through the learning and development team you or your manager should contact the team to let them know and discuss what adjustments you require. If the learning and development team are not able to simply make the adjustment themselves or via the workshop leader, you may be referred to the occupational health team who provide advice on adjustments. It is possible that funding may be available from the reasonable adjustment budget in agreed cases.

If the learning and development event you wish to attend is run externally you should discuss your concerns with your manager and with the event organisers. Depending on the nature of the reasonable adjustment the external organisers may be able to make the adjustment for you. If this is not possible you should seek further advice from occupational health as above and it is possible that funding from the reasonable adjustment budget may be available in agreed cases.

Definitions

QFC – Qualifications and credit framework – this is a new framework for recognising and accreditation qualifications in England and Wales and Northern Ireland. It replaces the national qualifications framework which supported the achievement of NVQ's (national vocational qualifications)

Equal Opportunities

This policy has been Equality Impact Assessed ([link to EIA for policy](#)) to identify opportunities to promote equality and mitigate any negative or adverse impacts on particular groups.

If appropriate:

Managers will make any necessary adjustments to ensure that all employees are treated fairly. For further information see the guidance on equal opportunities in ([link to equal opps guidance](#))

Legislation

Note any specific pieces of legislation relied on

This policy has been reviewed by an external legal organisation to ensure compliance with (the above legislation and) our statutory duties.

Advice and guidance

If you require help in accessing or understanding this policy [\[or completing any of the associated forms\]](#) you should contact your line manager or trade union representative if you are a member.

If, due to the nature of your query, it is not appropriate to contact your line manager you should contact your head of service who will nominate an appropriate manager or colleague to help you.

See [guidance for managers – giving advice on policies](#).

Further information

There are a number of related policies and procedures that you should be aware of including:

There is also a **toolkit** including manager guidance and supporting documents to use when following this policy and procedure.

For further information please speak to your supervisor, manager, service director or contact your HR case adviser.

Policy author	HR Policy and Reward Team – (CC)
Policy implemented	DD-MM-YYYY
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DRAFT