

# Learning and Development Policy

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<b>Approving Committee</b>	Remuneration & Nominations Committee
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## Version History

<b>V.</b>	<b>Date</b>	<b>Status and/ or amendments</b>
V1.0	20/11/15	First draft

## SUMMARY

Surrey Downs Clinical Commissioning Group (CCG) place great importance on maintaining high standards of performance. This policy provides a fair and objective process to enable all employees to ensure that those standards are met in every aspect of the CCG's operations.

## EQUALITY STATEMENT

Surrey Downs Clinical Commissioning Group (Surrey Downs CCG) aims to design and implement services, policies and measures that meet the diverse needs of our service, population and workforce, ensuring that none are placed at a disadvantage over others. It takes into account the Human Rights Act 1998 and promotes equal opportunities for all. This document has been assessed to ensure that no-one receives less favourable treatment on grounds of their gender, sexual orientation, marital status, race, religion, age, ethnic origin, nationality, or disability. Members of staff, volunteers or members of the public may request assistance with this policy if they have particular needs. If the person requesting has language difficulties and difficulty in understanding this policy, the use of an interpreter will be considered.

Surrey Downs CCG embraces the six staff pledges in the NHS Constitution. This policy is consistent with these. The pledges can be found at:

<https://www.gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england#staff-your-rights-and-nhs-pledges-to-you>

## EQUALITY ANALYSIS

This policy has been subject to an Equality Analysis, the outcome of which is recorded below.

		Yes, No or N/A	Comments
1.	Does the document/guidance affect one group less or more favourably than another on the basis of:		
	<b>Gender</b> (Men and Women)		
	<b>Race</b> (All Racial Groups)		

	<b>Disability</b> (Mental, Physical and Carers of Disabled people)		
	<b>Religion or Belief</b>		
	<b>Sexual Orientation</b> (Heterosexual, Homosexual and Bisexual)		
	<b>Pregnancy and Maternity</b>		
	<b>Marital Status (Married and Civil Partnerships)</b>		
	<b>Transgender</b>		
2.	Is there any evidence that some groups are affected differently?		
3.	If you have identified potential discrimination, are there any exceptions valid, legal and/or justifiable?		
4.	Is the impact of the document/guidance likely to be negative?		
5.	If so, can the impact be avoided?		
6.	What alternative is there to achieving the document/guidance without the impact?		
7.	Can we reduce the impact by taking different action?		

For advice in respect of answering the above questions, please contact the Corporate Office, Surrey Downs CCG. If you have identified a potential discriminatory impact of this procedural document, please contact as above.

Names and Organisation of Individuals who carried out the Assessment	Date of the Assessment

## **1. Introduction**

The learning and development policy reflects Surrey Downs Clinical Commissioning Group's (CCG) belief in the need to develop all employees, whether employed on a full-time or part-time basis to enable them to do their job effectively and to develop to their highest potential.

The purpose of the learning and development policy is to ensure that the CCG is resourced at all times with people who have the appropriate competence and experience to achieve its purpose and meet future needs.

This policy describes the responsibilities of individual staff and their line managers in implementing key aspects of the training cycle, and is intended to guide all staff in meeting their learning and development requirements and responsibilities.

## **2. Scope**

This policy applies to all employees of the CCG, interims and temporary staff (where applicable).

## **3. Policy Statement**

- The CCG encourages the training and development of all employees in the knowledge and skills required to competently perform their role, particularly when they take up a new post
- Training and development may encompass a wide range of activities including classroom training, e-learning, coaching, mentoring, shadowing, secondments, workbooks and workshops, webinars, self-study and further education where applicable. In some cases staff may be seconded to other organisations where this offers a clear learning and development opportunity
- Training and development activities may be evaluated as appropriate for efficiency
- Evaluation will also be used to ensure staff are benefiting from these activities and to improve their overall effectiveness at work. This will also ensure that

the financial commitment made by the CCG to develop its staff is well invested

## **4. Duties and Responsibilities**

### **4.1 Staff**

- Discussing learning and development needs at the annual and mid-year performance appraisals and one to one meetings throughout the year with their line manager
- Being proactive in identifying and assessing potential learning opportunities available to them
- In the event that non-completion of training results in a cost to the CCG, the employee will normally be required to pay the amount in full.

### **4.2 Line managers**

- Line managers are responsible for ensuring that the development needs of all staff are given fair consideration
- Ensuring all new staff complete the CCG corporate induction on, or as near to the first day of their employment as is possible
- Holding regular discussions and reviews with staff on their learning and development progress within the context of the annual CCG performance appraisal
- Ensuring all staff complete any booked training or cancel these in a timely manner if no longer required
- Ensure the completion of mandatory training normally within the first 4 weeks of employment
- Ensuring staff are aware of the changed requirements in role as a result of learning undertaken.
- All Managers will undertake training on conducting performance appraisals to ensure they have the skills and knowledge to undertake this process effectively.

### **4.3 Human Resources Department**

- Identify and facilitate access to a wide range of learning opportunities to meet all staff learning needs, service delivery and overall CCG objectives
- Maintaining central electronic records concerning CCG training activities and attendance for training delivered
- Providing programme administration (like course booking, evaluation forms etc.)

### **5. Identifying learning and development needs**

- Development needs may be identified at several levels: those that apply to the CCG as a whole, those at a group level and those which apply to individual employees. Mechanisms are in place to identify training and development needs at each of these levels.
- The CCG wide training and development objectives are aligned to strategic priorities following consultation with senior management (mandatory trainings etc.).
- Group training needs will be identified following HR planning and budgetary constraints.
- At an employee level, the annual performance appraisal process is the main vehicle for recognising and planning training and development. A six monthly review of progress will also be undertaken.
- The employee and their line manager are responsible for ensuring that the training needs are followed through.
- Following the submission of the appraisal form to HR, learning and development needs will be identified by HR.
- CCG training requirements are then produced by the HR department that address mandatory training, minimum essential professional requirements and training from personal development plans.

## **1. Eligibility**

Training relating to personal development plans are available to all CCG employees, including employees working part-time hours, or undertaking flexible working. In order to be eligible, employees must have:

- Completed all mandatory training;
- Completed an up to date performance appraisal and training and development plan, or six month performance review, if they are in their first year of employment with the CCG
- Submitted a completed training form with approval from their line manager to HR. The training form can be found in Appendix 1 of this policy.

## **2. Equality and Diversity**

- Equality and diversity principles are incorporated into all aspects of the CCGs approach to people management, such as workforce planning, recruitment and selection, performance management, learning and development, leadership development, workplace health and safety and workplace relations
- The CCG will ensure that training materials and facilities are tailored to individual needs wherever possible, including access for people with disabilities and visual and hearing impairment. This will include ensuring that on line training websites meet the required access standards and that training venues are compliant with the Equality Act

## **3. Process**

- Once the employee has submitted the form, the HR team will liaise with the training providers and notify the employee of the available date(s) for the training.
- Following this the employee and line manager will agree on the most suitable date and confirm to HR in writing.
- Staff should make every effort to attend training that they have committed to attend. If staff must withdraw from training, they will first seek their line manager's permission to do so, before confirming this to HR, along with an explanation for the non-attendance.

- Employees must provide a minimum of 10 working days' notice if they are unable to attend training/workshop that they have been booked onto.
- Non-attendance as a result of sickness will be treated as acceptable only upon receipt of evidence, such as self-certification.
- In terms of non-attendance at information talks, which are by their nature more informal, staff are still expected to make every effort to attend talks and briefings unless they have relevant business reason for it. If they are unable to attend, they should ensure that they inform the organiser of the event at the earliest possible instance.

### **Time allocation for training and development**

- Training and development activities required by the CCG will usually take place during work time.
- Training and development activities that are encouraged by the CCG but not essential may take place during work time, or may involve study in the employee's own time, during evenings and weekends.
- Where training takes place in normal work hours, the employee and their line manager will work together to arrange cover where necessary.
- Part time staff who work additional hours to participate in training and development activities required by the CCG outside of their usual pattern of work (but within normal work hours) will usually be able to agree time off in lieu. This should be done following approval from their line manager.

## **4. Qualifications**

### **Funding of training/further qualifications**

- Where a member of staff wishes to undertake a qualification ie: HR or Finance, they should inform their line manager, who should then seek advice from HR at the earliest opportunity.
- The qualification should be agreed as part of the performance appraisal process and documented on the appraisal form.
- The line manager will be asked by HR to elaborate on the necessity of the qualification taking into account the following criteria:



- 1) If the qualification is necessary for the employee to do their job; or where there is a high level of demonstrated benefit to the CCG; Or
  - 2) If the CCG are being requested to support staff qualification that is principally about personal development, where there is limited or no direct benefit to the CCG.
- Following the process above, if the need for the qualification is agreed, the CCG will then be prepared to consider funding and study leave (refer to section 9). The funding will only include the cost of the course fee and books necessary for the qualification. This will usually be for completion of a first degree, where the individual does not have one. Preference will be given to subject areas most relevant to their work.
  - Subsequent to the funding approval, the CCG will require the employee to commit to continuing in employment with the CCG for a minimum period of 24 months post the date of the course completion.
  - In the event that the employee moves on from the CCG during the 24 months post completion, the employee will be expected to re-pay the full cost of the course. Costs of any course will reduce on a sliding scale outlined in Appendix 3.
  - Exceptional circumstances where the cost commitment would not be pursued would be for the following
    - The employee transfers to a new employer under TUPE arrangements
    - The employee is made redundant by the CCG
    - Demise of the employee

## **6. Corporate Statutory and Mandatory Training Programme**

6.1 All staff regardless of their role and responsibilities upon appointment to the CCG to complete a comprehensive induction programme that will welcome them into the organisation and introduce them to the mission and values.

6.2 Non Mandatory training programmes will only be granted once all statutory and mandatory training is completed.

6.3 The following comprises the corporate programme, which includes the subjects for statutory and mandatory training which must be completed within 12 weeks from employees' start date in employment, the majority of which are available as online e-learning packages.

## Appendix 1:

### Your Statutory & Mandatory Training Compliance

<b>Course Name</b>	<b>Frequency</b>
<u>Equality &amp; Diversity In The Workplace</u>	Every 3 years
<u>Fire Safety Training (Online)</u>	Every 1 year
<u>Health And Safety</u>	Every 3 years
<u>Information Governance</u>	Every 1 year
<u>Safeguarding Adults - Level 1</u>	Every 3 years
<u>Safeguarding Children - Level 1</u>	Every 3 years
<u>SDCCG - Fire Safety + Health and Safety Training (Face to Face)</u>	Every 3 years

#### **Conflicts of Interest Training**

NHS England has rolled out online training to support CCGs to manage conflicts of interest. The training has been developed in collaboration with CCGs and is intended to raise awareness of the risks of conflicts of interest and provide advice on how to manage them.

#### **Overview of the training**

The training programme has three modules:

- Module 1 covers what conflicts of interest are; how to declare and manage conflicts of interest including individuals' responsibilities; and how to report any concerns.
- Module 2 provides further information on managing conflicts of interest throughout the whole commissioning cycle and in recruitment processes.
- Module 3 provides advice on how chairs should manage conflicts of interest; an overview of the safeguards that should be applied in Primary Care Commissioning Committees; and how to identify and manage breaches of conflicts of interest rules, through a series of practical scenarios.

Each training module ends with a short assessment – individuals will need to achieve 80% in the assessment to pass the module.

Module 1 of the training is mandatory for:

- CCG Governing Body Members
  - Executive members of formal CCG committees and sub-committees
  - Primary Care Commissioning Committee members
  - Clinicians involved in commissioning or procurement decision(s)
  - CCG governance leads
  - Anyone involved or likely to be involved in taking a procurement decision(s)
- CCGs may wish to invite other individuals to undertake the training if they are involved in CCG business.

Modules 2 and 3 are optional but may be of interest to the following:

Module 2: individuals in decision-making, including contract and performance managers, commissioning leads, primary care teams, strategy and planning teams, locality managers etc.

Module 3: senior CCG staff with high exposure to conflicts of interest, such as governing body members, senior management team, GP clinical leads, governance leads, Conflicts of Interest Guardian and procurement leads.

### **Study leave and training expenses**

- It is expected that individuals will agree the arrangements for study leave with their manager, prior to signing up for a course. Individuals are expected to undertake normal course work within their own time. Where possible the CCG will act reasonably to support an individual while ensuring work priorities are not compromised.
- Individuals may be entitled to maximum of 5 days paid study leave per year. Study leave is dependent on the qualification and leave would need to be taken at a time convenient to the needs of the service and to the individual.
- The CCG will fund the cost of the course and may contribute to text books (which can be retained by the CCG for other employees) that are required to complete the qualification. Text books will remain the property of the CCG.
- For all other indirect expenses relating to training costs please refer to the reimbursement of expenses policy.

### **5. Sponsorship**

The CCG has strict policies on hospitality, sponsorship and gifts. Where funding for training or associated costs (such as hotel expenses or training materials) is offered by a third party this must be agreed prior to acceptance

and any bookings in line with the policies listed below. All such sponsorship is a matter of public record and published on the CCG web site. This is a particularly important where the sponsorship is from the pharmaceutical industry which is a major funder nationally of training for NHS staff.

## **11. Learning Log**

A learning log is a useful tool to track learning, professional development and training undertaken. The learning log can be used by the employee to help develop their skills, knowledge and experiences to embed learning. As part of career development it may be a helpful way to reflect upon skills developed and knowledge acquired. These aspects can be particularly useful information for the employee during performance appraisal meetings with their line manager and when considering further areas of development- either in terms of training, or in terms of areas of work. The log is also helpful for applying for internal roles as it can show the employee their development and have a clear record of how they have developed their skills.

Please refer to Appendix 1 for a simple format of a learning log. This is a suggested format; staff could use whichever format that works best for them.

## **12 Associated Documentation**

This documentation should be read in conjunction with the CCG's:-

- Expenses policy
- Appraisal policy
- NHS terms and conditions of work handbook

## **13. Implementation and Monitoring**

Training is monitored and reported to the Executive Management Team and to the Remuneration and Nominations Committee which has a role in overseeing the CCG's talent management arrangements

## **14. Relevant Policies**

This Policy should be read in conjunction with the following: -

- FBC02 Gifts, hospitality and sponsorship
- FBC05 working with the pharmaceutical industry
- HR05 Leave and Flexible Working Policy

- HR34 Secondment Policy
- HR10 Appraisal Policy
- HR26 Expenses Policy



**NHS**  
**Surrey Downs**  
**Clinical Commissioning Group**

Cedar Court  
 Guildford Road  
 Leatherhead  
 Surrey  
 KT22 9AE

**Appendix 1**

Tel: 01372 201500

**External training Sessions**

[www.surreydownscca.nhs.uk](http://www.surreydownscca.nhs.uk)

Name of employee: .....

Please provide details below of the external training course you wish to attend during work hours.

Date: .....

Course Attending: .....

Course Duration: .....

Costs (if any): .....

Location of Course:  
.....  
.....

Why you feel the course will be of a benefit to you:  
.....  
.....  
.....  
.....  
.....

**Line Manager**

I can confirm I give my consent for the above employee to attend the course outline above during working hours.

Managers Signature: .....

Print Name: .....

Position: .....



Date: .....

**Internal training Sessions**

Cedar Court  
Guildford Road  
Leatherhead  
Surrey  
KT22 9AE

Tel: 01372 201500

[www.surreydownsccg.nhs.uk](http://www.surreydownsccg.nhs.uk)

Name of employee: .....

Please provide details below of the training course you wish to attend during work hours.

Date: .....

Course Attending: .....

Course Duration: .....

Was this course identified on your appraisal? Yes  No

If no, why you feel the course will be of a benefit to you:  
.....  
.....  
.....  
.....  
.....

**Line Manager**

I can confirm I give my consent for the above employee to attend the course

Managers Signature: .....

Print Name: .....

Position: .....

Date: .....

**Appendix 2  
Learning Log**

<b>Date of Activity</b>	<b>Activity</b>	<b>Lessons learnt</b>	<b>Conclusion</b>
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**Further Education Support Agreement**

Name of employee:

Date:



Course Attending:

Course Duration:

Course Cost:

Location of Course:

Claw back arrangements: From the completion date of the course the following claw back arrangements will apply.

0 – 12 months	50% of fee to be repaid
13 – 18 months	25% of the fee to be repaid
19 months +	0% of the fee to be repaid

**Employee**

I am signing to confirm that I understand and agree to the above claw back arrangements. I understand that if I leave Surrey Downs CCG before the completion of the claw back period I agree to the balance being deducted from my final salary. If this is insufficient to cover the balance, a repayment plan will be put in place.

Employee's Signature: .....

Print Name: .....

Date: .....