



Training and Development Policy

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1. Policy statement

- 1.1 The City and County of Swansea is committed to the training and development of all its employees in order to ensure the consistent delivery of quality services to its customers and clients. The aim of the Council is to embrace best practice and is demonstrating this commitment by striving to develop its Investors in People status.



1.2 As a guiding principle, all staff must be offered appropriate and relevant development opportunities in order to:

- Create a flexible workforce
- Utilise existing staff more effectively
- Increase their skills and improve their performance
- Ensure retention of employees
- Offer enhanced career opportunities and increased job satisfaction

However, certain “business considerations” should be applied, namely that:

- The development intervention must be affordable **and** cost effective
- The training/development must be directly relevant to the employees role
- The training/development must be based on the needs of the department identified, in part, through workforce and succession planning activities

1.3 Individuals must take responsibility for their own self development by identifying their own training requirements in line with their performance in their current role and their future career aspirations. They must also take the Council’s Skills Pathway framework into consideration. This must be discussed with line management as part of the employee’s routine performance and development review processes.

1.4 Line Managers are responsible for ensuring that all employee training needs are identified in line with current post requirements and any potential future succession planning requirements, ensuring the sustainability of the service. Managers will ensure that personal development plans are developed; work standards are set and work performance evaluated. This is to be done through the Business planning and Performance Appraisal processes (in that order).

1.5 It is also recognised that colleagues of similar grade and status need to meet to share and exchange experiences and knowledge etc. it is also important that development opportunities involve employees of different grades, disciplines, departments and take account of regional/national benchmarking and improvement initiatives.

1.6 The mixing of employees from different grades and departments and organisations during workforce development activities (both formal and informal) is to be encouraged, when appropriate, in order to build experience and knowledge, help team building across the Authority and beyond, reduce the risk of silo working and develop a greater understanding of roles and problems encountered.

1.7 There are several key areas and types of development opportunity that exist for all employees of the City & County of Swansea.

- Induction Training (Mandatory)
- Corporate Training and Departmental Training (Either Mandatory or Optional)
- E-Learning – both formal (via Learning Pool) and informal
- Management Development (both for existing/established managers as well as employees newly appointed to a management role)

- Short Term Externally Provided Training (e.g. one or two day external courses)
- Longer Term Further Education/Study (e.g. NVQs, MAs etc)
- Professional/Vocational Training
- Informal Development Opportunities (e.g. Coaching, Shadowing, Action Learning Sets etc)

1.8 Managers must be aware of and comply with the Public Sector Equality Duty (Welsh Regulations) and the requirement to record information in relation to training requests submitted by employees. Guidance on the recording and reporting process is available from Human Resources. Managers should also be aware of the training provisions contained in the Redeployment Policy.

2. Scope

2.1. This policy applies to all employees other than those in educational establishments with delegated powers

3. Induction Training

- 3.1. Line managers should assess the training needs of all new staff to their department in order to help them perform to a satisfactory standard from the outset.
- 3.2. They should design a departmental induction programme to meet the specific needs of individual starters, together with the Corporate Induction programme which must be attended by all new employees to the City & County of Swansea.
- 3.3. Newly promoted staff should also have an individual training plan in order to prepare them for their new roles and responsibilities; this should also include colleagues appointed to a supervisory/management role.

4. Corporate Training/Departmental Training

- 4.1. Developing employee skills in order to enable an individual to do their job both effectively and efficiently is a priority for the council.
- 4.2. These skills requirements (training needs) must be:
 - Directly relevant to the job currently being done
 - Based on the needs of the department as specified in its business plan with consideration being given to issues relating to workforce and succession planning activities
- 4.3. The Corporate Training & Development Team (CT&D) is available to provide support and guidance to all Line Managers and should be consulted on such training issues. CT&D will provide a detailed [Training Brochure](#) outlining regular training courses that are available to all council staff (most of which

are at no cost) together with periodic training bulletins informing employees of impending courses, workshops etc.

- 4.4. Employees should only book/be booked onto these courses after gaining consent from their line manager.
- 4.5. It is expected that, once booked onto the course, employees should make every effort to attend the training. Failure to attend the course (without prior notice of cancellation) will result in a charge being incurred by the respective service area (£50 for a full day and £30 for a part day's training course – exceptional circumstances not withstanding).
- 4.6. The Corporate Training & Development Team also provides a bespoke service, tailoring interventions to specific needs on a one to one or whole team basis; including issues dealing with Team Effectiveness, Team Building etc.
- 4.7. Departmental training functions e.g. H&S, Housing and Social Services also offer a range of technical specialist training interventions which can also be accessed by the relevant service areas. Any departmental training should be conducted inline with the principles outlined in this policy.

5. Mandatory Corporate Training & Development Courses

- 5.1. There are a suite of Corporate Training Courses that are mandatory for all staff to attend. A list of these courses can be found on the [intranet pages](#) of the Corporate Training & Development Department.
- 5.2. Managers are responsible for ensuring that their team members have attended these mandatory training courses.

6. E-Learning

- 6.1. The Council has developed a Corporate wide [E-Learning portal](#), using Learning Pool software. E-Learning is an electronic, interactive and online tool that enables employees to learn new information and skills in an accessible and cost effective way at a time and place that is convenient.
- 6.2. This provision is intended to support a blended learning approach to staff and management training; it is not intended as a replacement for face to face training provision.
- 6.3. There are a number of 'stand alone' courses on the Council's E-learning portal for completion and review by staff and management. Additionally, a number of E-Learning courses have been developed to compliment face to face courses. Many of these courses require the successful completion of the E-Learning module prior to attendance on the face to face course. Where this requirement exists it is stipulated at the enrolment stage of the face to face course.

- 6.4. Where employees are required to complete E-Learning courses, they may do so in one of the following ways **by prior agreement with their line manager**:
- At their desk/hot desk/workstation
 - By booking into the Corporate Training & Development's IT suite
- 6.5. Time, as well as a conducive learning environment, must be provided by line management to ensure uninterrupted time in order to complete the designated E-Learning course.

7. Management Development

- 7.1. Management Development is essential to the success of the Council in increasing the effectiveness of first level, middle and senior management staff.
- 7.2. The council must prepare its managers for the growth and changes that regularly occur in the working environment especially given the current financial climate and the push towards collaborative management.
- 7.3. Management Development must focus on developing the key skills required to be successful in the organisation and this will correlate with the Council's competency framework and role profiles.
- 7.4. There are a suite of Corporate Training Courses that are mandatory for all managers to attend. Attendance on these will be recorded and regularly monitored. This list of mandatory courses, along with further detail regarding the City & County of Swansea's Management Development Policy, can be found on the [intranet pages](#) of the Corporate Training & Development Department.

8. Short Term, Externally Provided Training

- 8.1. **N.B.** There is an expectation that training and development interventions must **only** be sourced externally if internal solutions are impossible.
- 8.2. Managers that require staff to attend short term, specific training and development interventions must confirm, with both the Corporate Training & Development Dept. and their own departmental training functions (if applicable), that the training can not be sourced internally before seeking approval to source training from external providers.
- 8.3. Where neither the Corporate Training Team nor the relevant departmental training function can provide the required training/development it may be necessary to source training from an external provider.
- 8.4. Where this is the case:
- a. For training costing under £1,000 permission must be granted by the relevant first line manager and HOS. For training costing in excess of £1,000 permission must also be sought from the relevant Director.
 - b. Relevant and applicable procurement regulations must be complied with

- c. The development costs, and associated on costs, will be met by the employee's own section/department
- d. The training/development must be directly relevant to the job currently being done
- e. Based on the needs of the department as specified in its business plan.

9. Longer Term/Further Education Study

- 9.1. All employees of the Council may be eligible for assistance subject to the following criteria:
- The qualification to be studied must be directly relevant to both the needs of the department as specified in its business plan, the employee's post and to the employee's future development within the Authority.
 - The relevant Director will authorise the course in consultation with the Head of Service and/or the direct line manager.
- 9.2. Support is subject to the availability of resources within the department and each application will be dealt with on its own merits.
- 9.3. Support is not normally available for employees with less than one year's service. However, there may be occasions when the Director feels that an employee should begin studying sooner, and ultimately it will be left to his/her discretion.
- 9.4. Where alternative arrangements are available for gaining the appropriate skills, the option most cost effective to the Authority will be taken. In all cases the Council will be mindful of its [Equality Policy Statement](#).
- 9.5. Where an employee fails to sit an examination, submit coursework, fails to show satisfactory progress in his/her studies, or discontinues his/her course for no good reason (from the employer's viewpoint) the Authority will withdraw the support facilities under this scheme and require the refunding of the current year's study costs (in exceptional circumstances repayment of previous years costs may also be required).
- 9.6. Where an employee (who has been granted support for a qualification specific to a department) is promoted to another job outside of their current department, any issues surrounding the employee's study commitment should be discussed in advance of their appointment and acceptance of the new terms and conditions attached to that job. If the department agrees to accept the new employee they must honour the employee's study commitments for that academic year. A decision on whether or not to continue the support in future years should also be made before the appointment is confirmed. **N.B.** It should be noted that decisions of this nature should be reached, taking the council's Principles of Training & Development (as outlined above) into account.
- 9.7. Where the council has paid for the costs of a qualification for an employee, and the employee leaves the Council of their own volition before completing

the qualification (or at any time up to two years after qualifying) the current year's, or last year's, costs must be repaid to the council by the employee.

- 9.8. If an employee is unable to attend the course/college for whatsoever reason the employee must, as soon as is reasonably practicable, inform both their line manager and the college/course provider. Failure to do so will be viewed very seriously and may be treated as a potential Gross Misconduct.

10. Procedure to be followed when applying for Longer Term/Further Education Study

- 10.1. An employee wishing to complete Longer Term/Further Education Study must complete the '[Training Application Form](#)', and an '[Agreement for the Repayment of Education and Training Fees](#)' form. Copies will be retained by the employee, the employee's manager and the originals sent to Corporate Training & Development.
- 10.2. Any application must:
- a. Include the subject matter of the proposed training or study
 - b. State where and when the proposed training or study would take place
 - c. State who would provide or supervise it
 - d. Detail what qualification it would lead to (if any)
 - e. Detail how the employee thinks the proposed training or study would improve their effectiveness in their job role
 - f. Detail how the training/development will benefit the Council
 - g. State the date of the employee's last application (if any)
 - h. Be signed and dated
- 10.3. This form should be sent to the line manager and a copy forwarded to the Corporate Training and Development Manager.
- 10.4. Once the employee's line manager is in receipt of the request form, they must meet with the employee to discuss their request within 28 days of receiving a valid request
- 10.5. If it is unable to arrange a meeting within 28 days after the application has been received, the manager should seek the employee's agreement to extend the period by a further 14 days.

11. Consideration and Decision

- 11.1. In order to determine the decision as to whether a request should be accepted consideration will need to be given to how the costs of the training will be met and that budget provision exists.
- 11.2. The relevant Director will authorise the course in consultation with the Head of Service and/or the direct line manager.
- 11.3. The manager must inform the employee and the Corporate Training & Development Manager of their decision, in writing, within 14 days after the day of the meeting. If more time is needed to make a decision then the

manager must obtain the agreement of the employee for an extension to the 14 days.

- 11.4. There may be cases where the manager is content to accept in full the employee's proposals for training as set out in their request. There may also be cases where the manager is content to accept the request, but thinks the training need can be met in a different way to the request proposal. For example, they may prefer to deliver training in-house rather than using an external training provider, or they may be aware of different courses or qualifications that they believe would better meet the training need the employee has highlighted. In such cases, they will need to discuss the employee's request with them before reaching a final decision and confirming it in writing to the employee.
- 11.5. The Council may refuse an employee's request for time to train for one of the following business reasons:
 - a. If the course is not deemed to be directly relevant to the business needs of the organisation, or the individual's development within the organisation as set out in the relevant Business Plan and employee appraisal.
 - b. Burden of additional cost to the section
 - c. Detrimental effect on ability to meet service demands
 - d. Inability to reorganise work among existing staff
 - e. Inability to recruit additional staff
 - f. Detrimental impact on quality
 - g. Detrimental impact on performance
 - h. Insufficiency of work during the periods the employee proposes to work
 - i. Planned structural changes
 - j. Imminent risk of redundancy/redeployment of the applicant
- 11.6. It will not always be possible to agree a request. In such circumstances the manager must, in writing:
 - a. State one or more of the business grounds (see list above) why the request cannot be accepted
 - b. Provide an explanation of why the business reasons apply in the circumstances

12. Professional/Vocational Development

- 12.1. Where an employee has to conduct a programme of Continuing Professional Development (CPD) in order to maintain a professional or vocational status, so that they can carry out their employment duties (e.g. a practising lawyer or electrician), the relevant council department/section will support (both financially and time) the formal development activities, up to the level required by the employee's relevant professional body.
- 12.2. Staff are expected to carry out "informal" development activities, such as reading journals etc, in their own time.
- 12.3. The cost of all professional body fees must be borne by the employee in line with the Authority's Terms & Conditions. The Council will pay any fees where

registration or membership to a professional body where it is an essential requirement for an employee to carry out their duties.

13. Informal Development Opportunities

- 13.1. In addition to the types of training referred to above, less formal types of learning & development can be considered by managers, these include:
- a. Coaching and Mentoring
 - b. Increased Responsibility
 - c. Job Rotation
 - d. Secondments and Projects
 - e. Problem Solving Groups
 - f. Action Learning Sets
 - g. Any other opportunity where learning can be achieved and development enhanced
- 13.2. Managers, or individual employees, can consult with the Corporate Training & Development Team to consider these types of development interventions and the Corporate Training & Development Team can support managers in building a development programme for individuals or whole teams/sections, including the facilitation of Action Learning Sets.

14. Claiming Time/Expenses for Training Undertaken

- 14.1. Generic Issues
- 14.2. Where an employee has completed formal taught sessions with the University/F.E. establishment and is then required to complete an extended written study/dissertation, contact time with tutors/support staff will be allowed, up to and including the previously allocated time commitment for taught sessions.
- 14.3. Paid time off to sit a scheduled examination will be granted for the duration of the examination. However, this must be clearly communicated with line managers well in advance of the examination date. Travel time can be claimed if the examination is sat outside of the boundaries of Swansea.
- 14.4. Support will be available for one examination re-sit/course work re-submission only as outlined above.
- 14.5. Where employees are required to take block release, for a number of month's duration, for whatever reason e.g. preparation of portfolios, then the relevant Director, in conjunction with the Head of Service and Head of Human Resources, must give prior authorisation. This leave will be unpaid and the replacement of these employees will be dealt with under the Authority's normal recruitment procedures.
- 14.6. Text books paid for by the Council will remain the property of the Council and must be returned after the course of study. Receipts for books should be given to the line manager who will authorise payment.

- 14.7. Any subsistence fees incurred for overnight stays, travel costs etc will be borne by the employees team/service area and will only be paid in line with the Authority's policy on [Car, Travel & Subsistence](#). Employees must complete the Travelling Expenses, Subsistence Allowance and Motor Car/Cycle Allowance (All Types) Claim Form when claiming these expenses.

Please see below for specific provisions

Corporate/Internal Departmental Training

- 14.8. Employees attending Corporate or other internal departmental training programmes will only be able to claim for the actual time spent attending the training course up to a maximum of 3hours 42 minutes per half day or 7 hours 24 minutes daily
- 14.9. Subsistence claims (e.g. lunch expenses) will not be accepted for any Corporate/Internal Departmentally run training courses; predominantly these courses are run locally.
- 14.10. Travel expenses can only be claimed in line with the Authority's policy on Car, Travel & Subsistence. Employees must complete the [Travelling Expenses, Subsistence Allowance and Motor Car/Cycle Allowance \(All Types\) Claim Form](#) when claiming these expenses. These fees will be borne by the employee's team/service area.

Short Term, Externally Provided Training

- 14.11. Where employee attendance on a short term external training programme necessitates the commencement and termination of work at times outside the flexi bandwidth, i.e. 07.30 to 18.30, due to extended travel times, time can only be claimed up to a maximum of 10 hours 30 minutes (deduct half hour for lunch) per day. Any amount of time more than 10hours 30 minutes is considered as the employee's contribution to the development opportunity.
- 14.12. Any subsistence fees incurred for overnight stays, travel costs etc will be borne by the employees team/service area and will only be paid in line with the Authority's policy on [Car, Travel & Subsistence](#). Employees must complete the [Travelling Expenses, Subsistence Allowance and Motor Car/Cycle Allowance \(All Types\) Claim Form](#) when claiming these expenses.

Longer Term/Further Education Study

- 14.13. By its very nature longer term study requires a more lengthy time commitment and managers must consider the effect of this on their service. Account must be taken of the impact on service needs and other staff when making a decision as to whether to approve time off for training.

- 14.14. Employees will have the right to request that the Council allows them time to undertake training. However, they do not have the automatic right to be paid for the time spent training if a request is agreed.
- 14.15. It may be that a manager agrees to a request for time off to train, and reaches agreement with the employee that they will work flexibly to make up the time spent training, or that they will take unpaid time off to train.
- 14.16. The decision will be dependent on the type and length of study and the benefits to the Council.
- 14.17. If paid time off is agreed for longer term external training programmes the employee will only be allowed to claim the actual time spent training up to a maximum of 3hours 42 minutes per half day's training and 7 hours 24 minutes for a full days' training. Any time above would be considered the employees contribution to the course.

15. Optional and supplementary course arrangements

- 15.1. Optional and supplementary course arrangements (e.g. visits, etc.) which are not essential in order for the attendee to qualify, will not be supported.

16. Compulsory course arrangements

- 16.1. Where supplementary course arrangements are compulsory (e.g. visits / trips etc), time off would be by agreement and time will be taken out of the employees leave entitlement. The employee must meet the costs of the trip including travel and accommodation.

17. Study Leave

- 17.1. No paid study leave will be allowed for preparation for any examinations being sat or coursework/assignments being completed in relation to any courses/qualifications completed by employees; regardless of the duration or level of the course/qualification.
- 17.2. Employees are expected to commit their own leave time (Flexi/Annual or TOIL) in order to adequately prepare for any/all relevant assessments. This should be considered to be part of their contribution to the course.

18. Evaluation of Training

Corporate/Departmental Training

- 18.1. All employees who attend Corporate Training & Development courses **must** complete a full and meaningful evaluation of the course. This evaluation will be led by Corporate Training & Development team. However, a responsibility lies with relevant employee line managers to ensure that course attendees comply with and complete the requirements of the evaluation process.

Short Term, Externally Provided Training and Longer Term/Further Education Study

- 18.2. A full and meaningful evaluation of the learning achieved, as a result of the development opportunity, **must** be carried out by the course attendee supported by their line manager. This evaluation must cover all elements as laid out below; in order to determine any value added by course attendance.
- a. The reaction of the attendee to the training (what they thought and felt about the training)
 - b. An evaluation of the increase in knowledge and or capability of the attendee
 - c. An evaluation of the extent and scale of the improvement in the attendee's performance/capability after the training.
 - d. An evaluation of the effects on service provision or environment resulting from the attendees enhanced performance.
- 18.3. The Corporate Training & Development Department are available to support managers when evaluating an employee's attendance on any training course; evaluation data should be fed back to the Corporate Training & Development Department and need to comply with departmental training procedures and requirements of IIP.
- 18.4. Elements of the evaluation process can be incorporated into an employee's yearly [appraisal](#) interview.

19. Policy Monitoring

- 19.1. The Council will monitor the application of this policy and has discretion to review it at any time through the appropriate consultation mechanisms.
- 19.2. Responsibility for the implementation, monitoring and development of this policy lies with the Head of Human Resources. Day to day operation of the policy is the responsibility of nominated officers who will ensure that this policy is adhered to.

Version Number	Details of Change	Date
1.0	Introduction of Single Status	1 st April 2014