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**LEARNING AND DEVELOPMENT POLICY**

**February 2019**

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| Date ratified: | February 2019 |
| Policy Number | HR013/11/2021 |
| Name of originator/author: | Deputy Director of HR and OD |
| Name of Sponsor: | Chief Nurse |
| Name of responsible committee | Governance Sub Committee |
| Date issued: | February 2019 |
| Review date: | November 2021 |
| Target audience: | All staff working within or on behalf of NHS Sheffield CCG |

**To ensure you have the most current version of this policy please access via the NHS Sheffield CCG Intranet Site by following the link below:**

[**http://www.intranet.sheffieldccg.nhs.uk/policies-procedure-forms-templates.htm**](http://www.intranet.sheffieldccg.nhs.uk/policies-procedure-forms-templates.htm)

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**POLICY AUDIT TOOL**

**Please give status of Policy: Revised**

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| **1.** | **Details of Policy** |  |
| 1.1 | Policy Number: | HR013/11/2021 |
| 1.2 | Title of Policy: | Learning and Development Policy |
| 1.3 | Sponsor | Chief Nurse |
| 1.4 | Author: | Learning & Development |
| 1.5 | Lead Committee | Governance Sub Committee |
| 1.5 | Reason for policy: | Legislative and best employment practice |
| 1.6 | Who does the policy affect? | All employees |
| 1.7 | Are the National Guidelines/Codes of Practices etc issued? | N/A |
| 1.8 | Has an Equality Impact Assessment been carried out? | Yes |
| **2.** | **Information Collation** |  |
| 2.1 | Where was Policy information obtained from? | See 1.6 |
| **3.** | **Policy Management** |  |
| 3.1 | Is there a requirement for a new or revised management structure for the implementation of the Policy? | No |
| 3.2 | If YES attach a copy to this form. | n/a |
| 3.3 | If NO explain why. | Current management structure satisfactory |
| **4.** | **Consultation Process** |  |
| 4.1 | Was there external/internal consultation? | Yes |
| 4.2 | List groups/persons involved | Joint Staff Consultative Forum |
| 4.3 | Have external/internal comments been included? | Yes |
| 4.4 | If external/internal comments have not been included, state why. | n/a |
| **5.** | **Implementation** |  |
| 5.1 | How and to whom will the policy be distributed? | All employees via the intranet |
| 5.2 | If there are implementation requirements such as training please detail. | Ongoing |
| 5.3 | What is the cost of implementation and how will this be funded | No funding required |
| **6.** | **Monitoring** |  |
| 6.2 | How will this be monitored | Workforce Reports |
| 6.3 | Frequency of Monitoring | Quarterly |

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|  | **SECTION A – POLICY** |
| **1.** | **Policy Statement, Aims and Objectives** |
| **1.1** | NHS Sheffield Clinical Commissioning Group (CCG) strives to be a high performing organisation which seeks continuous improvement to quality, safety and the patient experience through excellence in commissioning. In order to achieve this, it is essential to maximise the contribution and potential of each employee by developing its workforce and enabling personal and organisational objectives. |
| **1.2** | The development of this policy:   * Provides a fair and consistent approach to access to learning and development opportunities. * Establishes the purpose of learning and development * Describes the criteria for study leave/ funding for learning and development. * Provides guidance on the procedures with regard to learning and development activity. |
| **2.** | **Legislation and Guidance** |
| **2.1** | The following legislation and guidance has been taken into consideration in the development of this procedural document   * Equality Act 2010 * NHS Agenda for Change Terms and Conditions of Service Handbook * The Apprenticeship Levy 2017 |
| **3.** | **Scope** |
| **3.1** | This policy applies to those members of staff that are directly employed by NHS Sheffield CCG and for whom NHS Sheffield CCG has legal responsibility. Seconded staff are covered by the policy of their employing organisation.  For those staff covered by a letter of authority / honorary contract or work experience, this policy is also applicable whilst undertaking duties on behalf of NHS Sheffield CCG or working on NHS Sheffield CCG premises and forms part of their arrangements with NHS Sheffield CCG.  As part of good employment practice, agency workers are also required to abide by NHS Sheffield CCG policies and procedures, as appropriate, to ensure their health, safety and welfare whilst undertaking work for NHS Sheffield CCG. |
| **4.** | **Accountabilities and Responsibilities** |
| **4.1** | Overall accountability for ensuring that there are systems and processes to effectively manage learning and development lies with the Accountable Officer. Responsibility is delegated to the following:   |  |  | | --- | --- | | ***Chief Nurse*** | * Maintaining an overview of the corporate ratification and governance process associated with the policy. * Ensuring that the policy is applied fairly, consistently and in a non-discriminatory manner. | | ***Human Resources*** | * Leading the development, implementation and review of the policy. * Advising managers and employees on the application of this policy. * Ensuring relevant training and development in relation to pay progression is provided. | | ***Appointing Officers/ Line Managers*** | * Ensuring they understand and adhere to their obligations in relation to this policy. * Ensuring the policy is applied fairly and consistently to all employees. * Ensuring employees are aware of this policy including referring new employees to the policy as part of their induction process. * Providing employees with protected time to meet the requirements of the PDR/ PDP process and complete statutory and mandatory training as a priority. | | ***All Employees*** | * Ensuring they understand their responsibilities in relation to this policy. * Requesting training and development opportunities appropriately under the guidance of this policy. * Regarding statutory and mandatory training as a priority. * Reporting non-attendance/non-completion of training activity and reason. * Complying with the requirements of the induction, statutory/mandatory training, appraisal/ PDR and protected learning time processes, which includes completion of the relevant application forms and providing any supporting evidence. * Feedback and sharing relevant learning within the limits of any confidentiality provisions to contribute to organisational effectiveness. * Demonstrating a commitment towards learning and development opportunities. | | ***Staff Side*** | * Offering support and advice to members as required. | |
| **5** | **Dissemination, Training and Review** |
| **5.1** | **Dissemination** |
|  | The effective implementation of this policy will support openness and transparency. NHS Sheffield CCG will:   * Ensure all employees and stakeholders have access to a copy of this policy via the organisation’s website. * Ensure employees are notified by email of new or updated policies. |
| **5.2** | **Training** |
|  | All employees will be offered relevant training commensurate with their duties and responsibilities. Employees requiring support should speak to their line manager in the first instance. Support may also be obtained through Human Resources. The policy should be read in conjunction with:   * Management of Performance Policy * Induction, Mandatory and Statutory Training Policy * Hours of Work Policy * Performance Development Review process |
| **5.3** | **Review** |
| **5.3.1** | As part of its development, this policy and its impact on staff, patients and the public has been reviewed in line with NHS Sheffield CCG’s Equality Duties. The purpose of the assessment is to identify and if possible remove any disproportionate adverse impact on employees, patients and the public on the grounds of the protected characteristics under the Equality Act. |
| **5.3.2** | The policy will be reviewed every three years, and in accordance with the following on an as and when required basis:   * Legislatives changes * Good practice guidelines * Case Law * Significant incidents reported * New vulnerabilities identified * Changes to organisational infrastructure * Changes in practice |
| **5.3.3** | Policy will be performance monitored to ensure that policies are in-date and relevant to the core business of the organisation. The results will be published in the regular Governance Sub Committee Reports. |

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|  | **SECTION B – PROCEDURE** |
| **1.0** | **Mandatory and Statutory Training** |
|  | Mandatory and statutory training is essential to ensure that employees are able to function safely and efficiently in their role. This includes core training applicable to each job role and role specific training. |
| **2.0** | **Personal Development Review** |
| **2.1** | All employees are required to undertake an annual Personal Development Review (PDR) which includes the identification of any learning and development needs in agreement with their line manager. All identified learning needs are recorded in the Personal Development Plan (PDP) which is used to inform the organisational training needs analysis. |
| **2.2** | A personal development plan should include the learning and development needs of the individual in relation to:   * Ensuring mandatory and statutory training including core organisational and role specific training are up to date. * Any new skills and knowledge to reflect changes in the current role requirements. * The delivery of performance objectives specific to the individual and/or organisation * Knowledge and skills required to deliver the organisational objectives * Knowledge and skills required to support career development |
| **3.0** | **Learning and Development Activity** |
|  | Learning and development activity may include the following (this list is not exhaustive):   * Mandatory and Statutory Training – core and role specific * Formal educational qualification via a University/ College * Vocational Training * Conferences, seminars and workshops * Work Shadowing/ Work Experience opportunities * Coaching * Mentoring * Use of library/ research facilities * Apprenticeships |
| **3.1**  **4.0** | **Apprenticeship Levy**  From April 2017 all employees are eligible to apply for apprenticeship programmes under the Levy scheme. Employees are invited to apply for courses each year and all applications go to a panel for assessment. There is no upper age limit to the apprenticeship programmes. Apprenticeship training lasts a minimum of 12 months with the apprentice spending at least 20% of their time on off-the-job training. The apprenticeship programme must be relevant to the employee’s role and is the most appropriate way of developing their skills. To apply for an apprenticeship employees should complete the Apprenticeship Application Form available on the intranet. The funding for apprenticeships, if agreed, is considered on an individual basis.  **Requesting Study Leave/ Funding** |
| **4.1** | Employees should complete a Learning and Development Request Form prior to attending/ participating in any learning and development activity. This will ensure that the organisation is able to record learning and development activity at both an individual and organisational level. |
| **4.2**  **4.3** | It is recognised that learning and development activities undertaken should benefit the individual and organisation with consideration to both financial and time resources.  When signing off the Learning and Development Request Form, the Line Manager is also responsible for agreeing to the request for study leave, if appropriate. |
| **5.0** | **Levels of Financial Support**  In order to support an equitable approach to training budget resources, the following criteria has been set: |
| **5.1** | **Fully Funded (100%)** |
|  | * + Courses recorded as a condition of employment, required by law or declared as mandatory to service delivery.   + Learning and development activities that are central to the objectives of the organisation.   + Learning and development that will enable the individual to meet the requirements for their post as agreed in their Personal Development Review.   + Conferences will be fully funded if the knowledge gained from these can be disseminated to other staff and is thought to be essential to inform the development of a particular work area. |
| **5.2** | **Career Development – up to 75% funded** |
|  | The learning and development activity will enhance performance in an individual’s current job beyond what is necessary and it will have a positive impact on the organisations’ key aims and a demonstrable positive impact within the individual’s area of work. There may also be an indirect benefit to the individual’s team and the activity will support professional and career development which will have been agreed and recorded on their Personal Development Plan. |
| **5.3** | **Non-Financial Support** |
|  | Where funding is not required for a course, time for study leave may be negotiated. If an employee attends a course outside of working hours i.e. in the evenings, time back / study leave is to be discussed with their line manager. This will be assessed and agreed on an individual basis. |
| **6.0** | **Support for Resources** |
|  | Some programmes of study will provide a recommended reading list to support the course content. Where possible these texts should be sourced from libraries but if required to be purchased, the application for funding should be included on the Learning and Development Request Form, under ‘Special Requirements’, available on the intranet. |
| **7.0** | **Student Union Registration/ Professional Body Membership** |
|  | The cost of student union registration and professional body membership should in all circumstances be met by the individual employee. |
| **8.0** | **Evaluation of Learning and Development** |
| **8.1** | Prior to undertaking any learning and development activity, employees should be clear of what will be gained from undertaking the activity in order to effectively evaluate the investment made. |
| **8.2** | Learning evaluation should be undertaken as part of the 1:1 and PDR process and where appropriate, shared with colleagues and the organisation. |
| **9.0** | **Refund of Course Fees** |
|  | If approval is given for career development courses and the employee fails to complete/ pass the course, fees and expenses incurred by the organisation will be sought unless exceptional circumstances apply which are approved by the Chief Nurse. This should be confirmed to the employee prior to commencing such a programme of study.  If an employee leaves the organisation’s employment part way through a programme of study, the organisation will not be liable for any outstanding costs. The individual will be liable for the payment of these costs.    If an individual leaves the organisation’s employment but continues to work for an organisation that will benefit the work of the CCG or NHS, a refund of course fees will not be sought. The organisation recognises that opportunities should be available to employees without fear of financial penalty.  If the employee leaves the organisation to work for an organisation that will not benefit the work of the CCG or NHS, repayment of any financial assistance for career development activities will be required as follows:   |  |  | | --- | --- | | **Timescale after course completion** | **Amount to be Refunded** | | 2 years or more | 0% | | 1-2 years | 25% | | 9 months-1 year | 50% | | 6-9 months | 75% | | Less than 6 months | 100% |   Any exceptions to the above are to be agreed by the Chief Nurse.  If the employee leaves the organisation due to compulsory redundancy or as a result of ill-health termination, monies will not be reclaimed from the employee.  If the employee continues to work for the CCG or NHS, but does not complete the programme of study, an appropriate payment schedule may be arranged in conjunction with HR, the Line Manager and Finance. |
| **10.0** | **Travel Expenses** |
|  | Travel costs will be met in full by the organisation if the employee is undertaking training that is either mandatory to the role or required by the organisation. For learning and development that is career developmental, travel requirements and costs are to be identified clearly, discussed with the line manager and payment is at their discretion. If agreed, travel expenses will be paid from the team/department budget. Any expenses paid will be based on the most cost efficient method of transport and in accordance with the Expenses Policy and the NHS Agenda for Change Terms and Conditions Handbook. |
| **11.0** | **Accommodation/ Subsistence Expenses** |
| 11.1 | All accommodation and subsistence expense claims should be in accordance with the Staff Expenses Policy and the NHS Agenda for Change Terms and Conditions Handbook.  **Exam fees**  If a programme of study involves sitting exams, the following funding applies:   |  |  |  | | --- | --- | --- | | **First attempt of the exam** | **Second attempt of the exam** | **Third (or more) attempt at the exam** | | 100% of the exam fee funded by the CCG | 50% of the exam fee funded by the CCG.  50% funded by the employee. | Exam fees fully funded by the employee. | |

**NHS Sheffield CCG Equality Impact Assessment**

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| **Title of policy or service** | Learning & Development Policy | |
| **Name and role of officers completing the assessment** | HR Manager | |
| **Date assessment started/completed** | October 2018 |  |

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| **1. Outline** | |
| **Give a brief summary of your policy or service**   * Aims * Objectives * Links to other policies, including partners, national or regional | NHS Sheffield Clinical Commissioning Group (CCG) strives to be a high performing organisation which seeks continuous improvement to quality, safety and the patient experience through excellence in commissioning. In order to achieve this, it is essential to maximise the contribution of each employee by developing the workforce and enabling personal and organisational objectives. |

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| **2. Gathering of Information**  This is the core of the analysis; what information do you have that indicates the policy or service might *impact on protected groups, with consideration of the General Equality Duty*. | | | | | |
|  | **What key impact have you identified?** | | | **What action do you need to take to address these issues?** | **What difference will this make?** |
| **Positive**  **Impact** | **Neutral**  **impact** | **Negative**  **impact** |
| **Human rights** |  |  |  |  |  |
| **Age** |  |  |  |  |  |
| **Carers** |  |  |  |  |  |
| **Disability** |  |  |  |  |  |
| **Sex** |  |  |  |  |  |
| **Race** |  |  |  |  |  |
| **Religion or belief** |  |  |  |  |  |
| **Sexual orientation** |  |  |  |  |  |
| **Gender reassignment** |  |  |  |  |  |
| **Pregnancy and maternity** |  |  |  |  |  |
| **Marriage and civil partnership** (only eliminating discrimination) |  |  |  |  |  |
| **Other relevant group** |  |  |  |  |  |

Please provide details on the actions you need to take below.

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| **3. Action plan** | | | | |
| **Issues identified** | **Actions required** | **How will you measure impact/progress** | **Timescale** | **Officer responsible** |
| None |  |  |  |  |
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| **4. Monitoring, Review and Publication** | | | |
| **When will the proposal be reviewed and by whom?** | **Annually** | | |
| **Lead Officer** | **L&D and OD Manager** | **Review date:** | **October 2018** |

**NHS Sheffield CCG Data Protection Impact Assessment**

A Data Protection Impact Assessment is not required for this policy as there is no requirement for a new or amended process for the collection of personal data.