



## **LISKEARD TOWN COUNCIL**

### **TRAINING AND DEVELOPMENT POLICY**

#### **INTENTION**

- 1.1 The Council's policy is to provide appropriate training and development opportunities for all our staff in order that they can perform their individual jobs effectively and efficiently and, in doing so, ensures that the Council achieves its corporate objectives.
- 1.2 This intention reflects the Council's acceptance that effective utilisation of people and the maximisation of their skills and personal development should be awarded priority.
- 1.3 Competence Inventories - Standard knowledge/skill will be established for all jobs. These will provide the foundation against which training needs will be measured. Completion/ accreditation of the skills/knowledge will be a requirement upon employees and training programmes.

#### **RESPONSIBILITIES**

- 1.4 The Town Clerk is responsible to the Council for ensuring that training and development activity is directed towards achievement of the Council's corporate objectives. Day to day management of all training and development activities is the responsibility of the appropriate Service Heads. Each Service Head has the lead responsibility for the development of his or her staff and for assessing their training and development needs. This involves:
  - Coaching in immediate work processes and tasks;
  - Inducting new staff into the Council, assisted by professional colleagues where necessary;
  - Continuously monitoring the performance of staff and carrying out formal appraisals;
  - Supporting personal development plans.

- 1.5 Training will be provided where necessary to support Service Heads in completing these tasks. External appropriate assistance will be provided where necessary for Service Heads to enable them to fulfil their employee development responsibilities.
- 1.6 The Council encourages individual employee ownership of career and personal development. The Council will play its part by providing support, guidance and facilities.

### **PLANS & PROGRAMMES**

- 1.7 An annual training plan will be agreed ordinarily in October of each year. Responsibility for this rests with the Clerk in conjunction with Service Heads. The timetable will ensure that proper regard to training and development needs can be incorporated within the budget submission.

### **RESOURCES**

- 1.8 Overall control of the Development and Training budget is the responsibility of the Town Clerk in his capacity as Responsible Finance Officer. The total cost of training and development will be contained within the relevant budget as agreed on an annual basis.

### **ACCESS TO TRAINING AND DEVELOPMENT OPPORTUNITIES**

- 1.9 There are no exclusions to the types of training and development the Council is prepared to offer to assist in the achievement of corporate and operational plans.
- 1.10 No individual will be excluded from receiving training on the grounds of race, sex, and age or grade or any other criteria, which could be deemed as discriminatory or derisive.
- 1.11 Each member of staff has access to the Councils training provision by direct communication with their Service Head and through the formal training request system.

### **TRAINING AND DEVELOPMENT PRIORITIES**

- 1.12 Effective Management is clearly vital for the continuing success of the Council and the Council prides itself on its reputation locally and within the profession. It is therefore a Council priority to provide every Manager with the opportunity to develop his/her ability and potential.
- 1.13 The Council recognises the requirement to make continuous improvements in the way we work. This is a particular requirement of achieving Best Value. To this end, all members of staff must be enabled to maintain and develop the necessary expertise throughout their careers to successfully and effectively perform their duties. The Council recognises the importance of continuous professional development. Under this process the goal is to improve personal and organisational performance and to enhance career progression within the Council.

- 1.14 All training and development requests reflect needs and will be treated sympathetically. However, resources are dependent on several factors, for example budgetary constraints and training and development priorities necessary to fulfil the Councils objectives. Consequently, there may be occasions when a training request may be postponed or refused due to other priorities. Decisions on this will be made by the appropriate Service Head but in the event of an appeal the Town Clerk will be the final arbiter.

### **EVALUATION OF TRAINING & DEVELOPMENT**

- 1.15 All training and development activities will be evaluated and amendments made on the basis of an evaluative return.
- 1.16 Evaluation is the responsibility of the individual member of staff in conjunction with their Service Head and the Town Clerk.
- 1.17 The outcome of training and development will be evaluated at the following levels:
- Immediate reactions to the training provided will be recorded in the form of an evaluation questionnaire to be completed by the individual concerned.
  - the achievement of individual performance objectives is the responsibility of Service Heads both to support members of staff implementing new learning acquired through training and to monitor the effect of the training on staff performance; and
  - The achievement of team and organisational objectives will be measured by reference to indicators such as customer satisfaction targets, staff retention levels and the achievement of targets.

### **END OF YEAR REPORTING**

- 1.18 The Town Clerk will prepare an annual end-of-year report at the close of each financial year, summarising training undertaken during the year, expenditure incurred, and an initial evaluation of likely future training needs.

**Adopted by Finance & General Purposes Committee 15 Nov 2016**

**To be reviewed November 2017**