



LISKEARD COUNCIL
WORKING FOR YOU

LISKEARD TOWN COUNCIL

TRAINING AND DEVELOPMENT POLICY

INTENTION

- 1.1 The Council's policy is to provide appropriate training and development opportunities for all staff, Councillors and volunteers in order that they can perform their individual roles effectively and efficiently and, in doing so, ensures that the Council achieves its corporate objectives. It applies to all staff whether full or part-time, temporary, or fixed term.
- 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 their staff and for assessing their training and development needs. This involves:
 - Coaching in immediate work processes and tasks;
 - Inducting new staff into the Council;
 - 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 ownership of career and personal development. The Council will play its part by providing support, guidance and facilities.
- 1.7 Councillors will be encouraged to undertake Code of Conduct training within the first six months of becoming a Councillor, and to review this every two years thereafter. Finance and other specialist training, such as planning related courses for members of the Planning Committee, will also be promoted. In addition, members will be offered training as available from organisations such as CALC and the SLCC. Councillors identifying a skills gap or training need can raise this with the Town Clerk or appropriate officer.

PLANS & PROGRAMMES

- 1.8 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.
- 1.9 Training and development needs will be identified from a variety of sources including:
- Induction processes and probationary reviews
 - One-to-ones
 - Appraisals
 - Workforce planning
 - Team and committee meetings
 - Regulatory requirements
 - Changing processes
 - Devolving services or delivering new services

RESOURCES

- 1.10 Overall control of the Development and Training budget is the responsibility of the 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

- 1.11 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. The Council will seek to provide a wide variety of learning and training methods, encouraging staff to identify their own learning styles, including:
- Attendance at conferences, seminars and short courses, such those provided by CALC and the SLCC
 - Online training, including webinars and recordings
 - Internal coaching
 - Shared in-house learning resources (books, journals, DVDs etc.)
 - In house training
 - Work shadowing
 - Time for self-directed research and learning
- 1.12 No individual will be excluded from receiving training on the grounds of race, sex, and age or grade or any other criteria or protected characteristic, which could be deemed as discriminatory or derisive.
- 1.13 Each member of staff has access to the Council's training provision by direct communication with their Service Head.

TRAINING AND DEVELOPMENT PRIORITIES

- 1.14 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 their ability and potential.
- 1.15 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.

1.16 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 Council's objectives. To ensure the Council can consistently evaluate requests, training and development opportunities have been organised into three categories according to the degree of importance each intervention has for different roles. The three categories are as follows:

1. Mandatory training is legally required for the post-holder, or a qualification deemed to be so fundamental to the role, that the council makes it a mandatory requirement. Any mandatory training or qualifications are to be stated on the job description. For mandatory qualifications, it is unlikely that an applicant would be recruited without having previously attained the qualification. Where a qualification becomes mandatory for the role, the council will provide reasonable assistance for the employee to attain the qualification (see the section on Guidance for Support below). Some mandatory training may be specific to a particular job role whilst other training may be a generic requirement (e.g. Health and Safety)
2. Desirable training is not legally required for the post, but it is directly relevant to the individual's role. Any desirable training or qualifications are to be stated on the job description. For desirable qualifications or training, an individual may be recruited without having previously attained the qualification or undergone the training but may be expected to attain the qualification within a defined period of time. A desirable qualification is likely to enhance the skills and reputation of the council. Examples may include: Certificate in Local Council Administration (CiLCA)
3. Optional qualifications or training may not be directly linked to the individual's current job. Optional training or development is generally more beneficial to the individual's career than it is for the council.

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.

GUIDANCE FOR SUPPORT

1.17 Support for qualifications, training and personal development can include financial assistance towards the cost of tuition, examinations and resource materials in addition to time off for study leave and taking the examination. Any financial and non-financial support to training and development is entirely at the discretion of the Council. The council reserves the right to reclaim financial support where the employee;

- Leaves the council during the duration of the course, or up-to 1 year following completion of the course.
- Fails to attend or complete the training without good reason

STUDY LEAVE

- 1.18 Employees who are given approval to undertake external qualifications will be granted the following:
- Study time to attend day release courses
 - Time to sit examinations
 - Study time of one day per examination (to be discussed and agreed by their line manager in advance)
 - Provision of study time must be agreed with the line manager prior to the course being undertaken.
- 1.19 No study leave will be granted where individuals undertake study which is not required for their role, or not directly related to their role. However, the Council will consider requests for flexible working to allow the study to take place, as long as the needs of the Council can be met.

EVALUATION OF TRAINING & DEVELOPMENT

- 1.20 All training and development activities will be evaluated and amendments made on the basis of an evaluative return.
- 1.21 Evaluation is the responsibility of the individual member of staff in conjunction with their Service Head and the Town Clerk.
- 1.22 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.

This is a non-contractual procedure which will be reviewed from time to time.

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