

TRAINING AND DEVELOPMENT POLICY

Presented by the Head of Human Resources

EXECUTIVE SUMMARY

The purpose of this report is to seek Members approval for the revised Training and Development Policy which has been updated as part of the ongoing review of all the Authority's existing policies. The policy has been updated to take account of legislative changes, best practice and the Authority's business objectives.

RECOMMENDATION

Members Recommend to (1) the Training and Development Policy attached at Authority: Appendix A to this report.

BACKGROUND

- 1 The Authority has a register of policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. These policies are reviewed to ensure they are relevant and up to date with legislation and best practice.
- 2 There are a number of Human Resources policies and these are currently being updated and will be presented to Members for consideration and approval as and when they are reviewed. The next set of Human Resources policies to be reviewed are Maternity, Paternity and Adoption.
- 3 It should be noted that the Authority implements legislative changes from the date they are introduced; and there may be a time lag between this and the relevant policies being updated.

TRAINING AND DEVELOPMENT POLICY

- 4 A draft of the revised Training and Development Policy is attached as Appendix A of this report for Members' consideration and approval. All changes are highlighted in yellow in the document.
- 5 The Authority recognises that its employees are central to its success and is therefore committed to effectively training and developing staff in ways which enable them as individuals and the organisation as a whole to continue to be

successful.

- 6 The Authority is committed to ensuring equal access to appropriate training and development for all employees in the Authority whatever their role or designation.
- 7 This policy aims to ensure that the Authority's high standards are met and maintained and to create an environment, which also encourages all staff to take responsibility for their training and development.

ENVIRONMENTAL IMPLICATIONS

- 8 There are no environmental implications arising directly from the recommendations in this report.

FINANCIAL IMPLICATIONS

- 9 There are no financial implications arising directly from the recommendations in this report.

HUMAN RESOURCE IMPLICATIONS

- 10 The new policy will be communicated to all staff and the Authority will ensure that managers are adequately trained to implement the procedures in accordance with this policy.

LEGAL IMPLICATIONS

- 11 The legal implications are set out in the body of this report.

RISK MANAGEMENT IMPLICATIONS

- 12 In line with the Authority's Corporate Risk Register, there is always a potential risk that the Authority fails to recruit/retain staff at all levels of the appropriate calibre.

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APPENDIX ATTACHED

Appendix A Training and Development Policy

Training and Development Policy

March 2023

Reference: [Version 2.0]



This document is controlled by Lee Valley Regional Park Authority.

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i Document Information

Title: Template Policy**Status:** Draft**Current Version:** v2.0

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Consultation:	Policy and procedure review group, Senior Management Team (SMT)
Approved	Approved by: Authority Approval Date: April 2023 Review Frequency: Every 5 years or earlier if there is a change in Government legislation Next Review: April 2028

Version History		
Version	Date	Description
1.0	16 February 2006	Agreed at HR Panel Paper HR49
1.0	23 February 2006	Signed off at Finance & Audit Committee paper FA82
2.0	Feb 2023	Put into new policy template
2.0	Feb 2023	Updated job titles and names
2.0	Feb 2023	Updated background
2.0	Feb 2023	Updated policy aims
2.0	Feb 2023	Added section on appraisals
2.0	March 2023	Added section on non-attendance
2.0	March 2023	Added relevant legislation
2.0	March 2023	Updated relevant policies and procedures section
2.0	March 2023	Updated identifying training needs
2.0	March 2023	Added responsibilities section
2.0	March 2023	Updated records section
2.0	March 2023	Updated budget section
2.0	March 2023	Added section on training matrices
2.0	March 2023	Added section on annual training schedule

II Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
i	Document Information	3
II	Contents	4

Main Body		
Section	Title	Page
1	Background	5
2	Policy Aims	5
3	The Training System	5
4	Identifying Training and Development Needs	5
5	Training Matrices	6
6	Annual Training Schedule	6
7	Budget	6
8	Further Education	6
9	Professional Membership	7
10	Appraisals	7
11	Records	7
12	Responsibilities	7
13	Non-attendance	8
14	Legal Considerations	8
15	Relevant Policy & Procedures	9
16	Monitoring & Evaluation	9

1. Background

- 1.1 The Authority recognises that its employees are fundamental to its success and is committed to effectively managing and developing people in ways which enable them as individuals and the organisation as a whole to be successful.
- 1.2 The Authority is committed to ensuring that we have employees with the right skills and knowledge to fulfil its strategic aims.
- 1.3 The Authority is committed to ensuring equal access to appropriate training and development for all employees in the Authority whatever their role or designation.
- 1.4 Professional advice and support is available at all stages of the training process from the HR Team.

2. Policy Aims

- 2.1 The Authority has high standards and will provide training and development to ensure those standards are met and maintained. This will be addressed through identifying training and development needs.
- 2.2 To ensure the Authority's Equality, Diversity and Inclusion Policy is adhered to
- 2.3 To create an environment which encourages all staff to take responsibility for their training and development.
- 2.4 To comply with all relevant legislation and reduce any risk to the Authority.

3. The Training System

- 3.1 When training needs have been identified, the needs will be prioritised based on importance, impact, urgency and cost.
- 3.2 Wherever possible, training is delivered on the job.
- 3.3 All training should be discussed and approved by the Head of Human Resources.
- 3.4 Training is to be delivered only where training needs exist, or succession planning or career development identifies relevant training for future roles or development or to build capacity for the Authority.
- 3.5 Training is to be delivered only where it is job related and/or of benefit to the Authority.

4. Identifying Training & Development Needs

- 4.1 Identifying training needs and assessing effectiveness is a continuous activity. They can be identified in a number of ways:
 - At interview stage
 - During the induction and probation process
 - Through annual performance appraisals
 - Changes to working practices/new systems
 - Changes to legislation

- Audits and reviews
- Ongoing dialogue between employees and managers through regular one to one meetings
- Succession planning

5. Training Matrices

- 5.1 Mandatory Training is designed to promote safe practice and/or reduce the risks to visitors and staff which may arise from unsafe and/or out of date practice or procedures.
- 5.2 The Corporate training matrix is managed by Human Resources and lists all the corporate and statutory training that employees require and how often that training needs to be undertaken.
- 5.3 Section/site training matrices are managed by section/site managers and should list all the training that employees require that is specific for their role and section/site.
- 5.4 Managers must ensure that their training matrix is kept up to date for all employees and that these records are accessible to Human Resources

6. Annual training schedule

- 6.1 Human Resources will develop and manage an annual training schedule covering the corporate training needs of each year.
- 6.2 The training schedule will be published on the Intranet in advance with the dates and times of each training course.
- 6.3 The annual training schedule will be discussed and agreed by the Senior Management Team.

7. Budget

- 7.1 Corporate training budget – funds all Authority-led corporate internal and external training and development initiatives and all qualification training and development agreed by the Training Panel.
- 7.2 Section/site training budgets – funds all section/site specific internal and external training and development.
- 7.3 The Head of Human Resources has discretion on where and if training budget is spent.

8. Further Education

- 8.1 Further education relates to academic or professional studies, normally leading to a qualification.

8.2 A Training Panel will be held each year to assess applications for further education and should be approved based on:

- Business priority
- Relevance of the activity for meeting the need identified
- Return on investment
- Equality of opportunity

9. Professional Membership

9.1 The Authority will reimburse annual practice certificates and professional institute membership subscriptions for employees if they are deemed to be an "essential" requirement for the post (as indicated on the person specification). Receipts must be submitted via the Expenses Claim Procedure.

9.2 Professional membership costs will be paid by the Authority if individuals are studying towards the professional qualification and their training has been sponsored via the Authority's Training Panel.

10. Appraisals

10.1 The Authority recognises appraisals as an important process for employees and managers. Appraisals gives employees the opportunity to engage in a dialogue about performance and development.

10.2 Human Resources will record details of completed appraisals and will supply regular reports to SMT to enable them to monitor compliance.

10.3 Managers are required to ensure that all employees have an annual appraisal by 31 March each year, with a six month review in October.

10.4 Managers should hold regular one to one meetings with their staff to discuss and monitor targets set in their appraisal.

11. Records

11.1 Human Resources maintain training records for each employee on the HR Information System.

11.2 Attendance details for all training organised by sections/sites must be sent to HR to be recorded on the HR Information System.

11.3 Any relevant training certificates should be sent to HR so they can be recorded on kept on file.

12. Responsibilities

12.1 Senior Management Team (SMT) has an important part to play in training and development by:

- Demonstrating a commitment to train and develop employees
- Ensuring that training and development plans are focused on the Authority's needs at corporate and service levels and provide adequate resources

12.2 Human Resources (HR) role is to:

- Provide professional guidance on training and development policy and processes
- Assist managers to identify training and development needs
- Develop and publicise an annual corporate training plan/schedule and assist with section/site training plans
- Design and organise specific training activities
- Evaluate training activity at individual, section/site and corporate levels

12.3 Managers main areas of responsibility are to:

- Induct new employees
- Identify training and development needs jointly with employees
- Carry out on the job training and coaching
- Make all employees aware of training and development opportunities available to them, select employees for training and brief them
- Conduct annual appraisals with all employees
- Make appropriate provision for the release of staff from their duties to attend training where appropriate
- Ensure learning is shared other wherever possible and appropriate

12.4 The Individual employees role is to:

- Identify personal training and development needs
- Be aware of training and development opportunities available and request training where appropriate to their training needs
- Evaluate the effectiveness of training with their manager
- Share learning with their colleagues wherever possible and appropriate

13. Non-Attendance

13.1 Employees must make every effort to attend training to which they have committed.

13.2 If an employee needs to withdraw from a training session, they must first seek permission from their line manager and give as much notice as possible to Human Resources.

13.3 Employees who consistently fail to undertake mandatory training, without sufficient reason, may be subject to disciplinary action.

14. Legal Considerations

This policy is written considering the following legislation and or guidance:

- Health and Safety at Work Etc Act 1974
- Part-time Workers (Prevention of Less Favorable Treatment) Regulations 2000
- Fixed-term Workers (Prevention of Less Favorable Treatment) Regulations 2002

- Equality Act 2010

15. Relevant Policy & Procedures

This policy operates in conjunction with the following policies procedures:

- Equality, Diversity & Inclusion Policy
- Recruitment Policy
- Recruitment Procedure
- Training & Development Procedure
- Induction Procedure
- Probation Procedure
- Performance & Conduct Policy
- Qualification Training Panel Terms of Reference
- Health and Safety Management System
- Business Continuity Plan
- Risk Management Strategy and Policy

16. Monitoring & Evaluation

- 16.1 The policy will be monitored and evaluated on effectiveness periodically.
- 16.2 Training and development initiatives will be monitored and evaluated and changes made where necessary.

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