



# **BRAUNSTONE TOWN COUNCIL**

## **Staff, Councillors and Volunteers**

### **TRAINING AND DEVELOPMENT POLICY & PROCEDURE**

#### **Purpose and Scope**

1. The purpose of this policy and procedure is to set out the Council's position on the provision of training and development opportunities for its staff, councillors and volunteers.
2. The Policy and procedure applies to all staff whether full or part time, temporary or fixed term.
3. The Policy applies to all Town Councillors, whether elected or co-opted, and irrespective of role and length of service. The Policy also applies to any non-councillor member of a Committee whether co-opted or ex-officio.
4. The Policy applies to all volunteers recruited and appointed under the Council's Volunteer Management Policy.
5. This Policy and procedure does not cover representation and attendance on behalf of the Council at conferences, talks, consultations, networking events and liaison events; unless there are identified individual training needs which will be met.

#### **Principles**

6. Braunstone Town Council is committed to developing its staff, councillors and volunteers in order to:
  - a) assist the Council in achieving its aims and priorities in accordance with the Mission Statement and Business Plan; and
  - b) to assist the individual to effectively undertake their role and duties.
7. Development and training is a joint commitment between the Council and its councillors, staff and volunteers and by working in partnership, appropriate investment in relevant training and development will be identified and resourced.
8. Braunstone Town Council:-
  - a) recognises the need to provide relevant development and learning opportunities for all councillors, staff and volunteers, that is relevant to the identified needs of the Council, is non-discriminatory and accessible to those for whom it is relevant;

- b) will identify resources to provide training and development to maximise the potential of its councillors, staff and volunteers to undertake their role;
- c) recognises that continued investment and commitment to training and development are essential to Braunstone Town Council, if quality services are to be provided, maintained and continually improved;
- d) requires all councillors, staff and volunteers to actively participate and ensure that training and development needs are identified and appropriate resources identified for investment in training and development; and
- e) recognises its responsibility to provide equal access to training and development in accordance with equal opportunities' legislation and existing policies.

### Induction Training

- 9. New staff and volunteers will be properly inducted into the role, the service and the organisation. This includes being properly briefed about the activities to be undertaken and given all the necessary information to enable them to perform with confidence. Individuals will also be introduced to all key contacts.
- 10. All new councillors, staff and volunteers will be made aware of and have access to all the Town Council's relevant policies, including those relating to health and safety, safeguarding and equality and diversity.
- 11. All new employees are initially employed for a Probationary period of six months, which is subject to extension. To ensure that new members of staff have the skills and knowledge to undertake their role, an induction training programme is provided at the start of the Probation Period as set out in the Terms & Conditions of Employment.
- 12. The training programme will be set out in an individual's Induction Training Plan, which will include a record of the dates training events have been conducted and the signatures of the Trainee and Trainer to confirm their attendance and completion of the learning event.
- 13. Probationary training for new staff will be reviewed with the Line Manager during informal catch-up meetings and formally as part of the Probationary reviews (usually at one month; three months and five months).
- 14. All new councillors, staff and volunteers will be provided with an induction folder providing information about the Council, its services and its policies, along with information about the individual's role and duties.
- 15. New councillors and staff will be offered the opportunity to attend a general induction session on the Council, its services and policies.
- 16. Volunteers will be inducted and their training needs reviewed in accordance with the Volunteer Management Policy.

### Corporate Training

- 17. Corporate Training is necessary to ensure that staff, councillors and volunteers are aware of their legal responsibilities or corporate standards e.g. Health & Safety, Equality and Diversity, Code of Conduct.

18. The Council's Management Team will determine a programme of Corporate Training for staff and volunteers.
19. The Policy & Resources Committee will identify up to three Corporate Training sessions per annum for Councillors.

#### Identifying and Reviewing Training and Development Needs

20. Staff and their Line Managers should identify training and development needs through:
  - a) Probationary review meetings;
  - b) the annual Personal Performance and Development appraisal;
  - c) regular catch-up meetings;
  - d) team meetings, where training is relevant to the team as a whole.
  - e) introduction of new equipment, technology, and working procedures; and
  - f) a review of any accidents, challenges or other difficulties experienced by an employee to ensure that lessons are learned to avoid a repetition of the problem.
21. Councillors, including non-Councillor members of Committees, can identify their training and development needs by contacting the Chief Executive & Town Clerk.
22. Volunteers and their Support Officers should identify training and development needs through the regular Contact meetings, as detailed in the Volunteer Management Policy.
23. Individual requests to attend training courses should be directed to the relevant person as follows:
  - a) Staff: to the Line Manager (in the case of the Chief Executive & Town Clerk to the Chair of the Employing Committee);
  - b) Councillors (including non-Councillor Committee members): to the Chief Executive & Town Clerk; and
  - c) Volunteers: to the named Support Officer.
24. Training plans and requests to attend particular training courses will be assessed using the following criteria:
  - a) how the training and development contributes to the achievements of the Council's goals, in particular those set out in the Business Plan and Annual Report;
  - b) whether the training and development is relevant to the individual's role and duties;
  - c) how the training and development will meet the needs of the individual and improve performance;
  - d) how undertaking the training and development will impact positively on the provision of services;
  - e) the degree of learning that can be achieved by the individual, along with outcomes for the Council; compared to the training commitment and cost; and
  - f) the availability of the relevant training budget, whether that is specific to an individual's training, or set by the Council in response to a specific need.

25. All requests will be judged on their merits using the criteria in 24 above; approval will be given as follows:
- a) Chief Executive & Town Clerk: by the Employing Committee in the case of the annual Personal Performance and Development appraisal; by the Chair of the Employing Committee in the case of individual training requests;
  - b) All other Staff: by the Line Manager;
  - c) Councillors (including non-Councillor Committee members): by the Chief Executive & Town Clerk; and
  - d) Volunteers: by the Volunteer's named Support Officer.
26. Where the individual is unhappy with the decision in paragraph 25 above; the matter can be pursued as follows:
- a) Staff: through the Grievance Procedure;
  - b) Councillors (including non-Councillor Committee members): by notifying the Chief Executive & Town Clerk to refer to the next scheduled meeting of the Policy & Resources Committee for consideration (the person referring the matter should present their case and answer questions but should not take part in the debate nor vote); and
  - c) Volunteers: by contacting the Service Manager who will ensure the matter is considered under the processes set out in the Volunteer Management Policy.
- The individual or body reviewing the decision will do so with reference to the assessment criteria at paragraph 24.

#### Provision of Training and Development

27. The Council will ensure that training is provided as appropriate by:
- a) commissioning directly a professional training provider;
  - b) accessing training offered through the Leicestershire & Rutland Association of Local Councils;
  - c) accessing training offered through the National Association of Local Councils, Local Government Association and the Society of Local Council Clerks;
  - d) accessing training offered by the principal authorities or neighbouring Parish Council; and
  - e) a group procurement or group training course with other partners, community organisations or local businesses.
28. The Council will ensure that training is accessible to all and relevant to the diverse needs of the Council's councillors, staff and volunteers.

#### Training and Development undertaken elsewhere

29. An individual who has undertaken relevant training, which is identified in this policy or the individual's training assessment/plan, with another employer or organisation in which he/she is involved; can record the training as undertaken through Braunstone Town Council, provided that:
- a) the training is equally relevant to the role/duty at Braunstone Town Council; and
  - b) the training/certificate/qualification is applied and awarded to the individual (as opposed to the group of trainees as a whole).

30. Examples of such training could be (but not limited to):
  - a) first aid training undertaken with an alternative employer;
  - b) Member Planning training undertaken as a District Councillor;
  - c) Safeguarding training undertaken as a school governor.
31. Where relevant training has been undertaken by an individual in an outside capacity; the individual should notify the relevant person (as set out in paragraph 20), providing details of the training, including any certificates. If considered relevant (in accordance with paragraph 24), the individual's training record will be updated.

#### Attendance at Training and Courses

32. The Council will pay the course fee, examination fees (with one payment to re-take a failed examination), any award fees and associated membership fees.
33. All staff will be able to attend approved training and development courses and sessions during work time.
34. Where an employee's attendance is required out of normal working hours at a training session or course, he or she will record the hours against their contracted hours and where hours are accumulated will be given time off in lieu in accordance with the terms and conditions of employment.
35. Staff and volunteers may reclaim travelling expenses and subsistence costs, provided this has been agreed in advance with the relevant person (as set out at paragraph 20).
36. The Council reserves the right to reclaim the costs associated with training sessions and courses, including any associated examination, travel and subsistence costs, where the individual:
  - a) leaves the council either during the course, or up-to 1 year following completion of a course or training session where the total costs were over £250 (this does not include councillors who fail to be re-elected at ordinary elections);
  - b) fails to complete the training; and
  - c) fails to attend training without notification and good reason.

#### Staff Study Leave

37. Where an individual staff member requires study leave as part of undertaking mandatory training, they will be able to take all the leave within normal working hours, subject to paragraphs 36 and 37.
38. Where individuals require study leave to undertake courses directly related to the individual's role, which is not mandatory but part of the individual's agreed training and development plan, the Council will contribute up to a maximum of 3 days (pro-rata for part time staff) per annum, subject to paragraphs 36 and 37.
39. No study leave will be granted where an individual undertakes study which has not been approved in advance and is not required for the role or not directly related to the role. However, the Council will consider flexible working

requests, in accordance with the terms and conditions of employment, to allow the study to take place.

40. Requests for study leave should be submitted in advance to the Line Manager (or in the case of the Chief Executive & Town Clerk, to the Employing Committee) setting out the details of the course of study, how it relates to the individual's work, and the time being requested.
41. Time off for the individual study leave days must be approved in advance by the Line Manager (or in the case of the Chief Executive & Town Clerk the Chair of the Employing Committee), the request will be considered depending upon how many other employees have already requested leave during the same period and the request being made with at least as much notice as the amount of time requested.
42. Study Leave is a non-contractual procedure, which will be reviewed from time to time as part of the review of this policy.

### Budgets and Finance

43. The Council has provided a budget for staff and councillor training and development. An additional budget is provided for Conference Fees/Training Courses/Membership Fees of the National Association of Local Councils, Society of Local Council Clerks and the Leicestershire & Rutland Association of Local Councils.
44. When setting budgets annually, the Council will take into account the following factors:-
  - a) the identified training and development needs of councillors, staff and volunteers;
  - b) training and development needs that are essential to improve and progress the agreed policies and strategies of the Council; and
  - c) the costs of training, development and learning.
45. Spending against budgets will be monitored by the Policy & Resources Committee and the Management Team throughout the year.
46. Where identified training costs exceed the budget provision, the Council's Management Team will recommend to the Policy & Resources Committee training priorities which can be met within the budget and/or underspends on other budget headings that can be vired to the Training budgets to meet identified training needs.

### Individual Training Records and Evaluation

47. Individual Training Records will be maintained for each member of staff, councillor and volunteer.
48. When attendance at an individual training session is approved, the relevant person approving the training should notify the Personal Assistant & Administrative Officer of the details in order that the training record can be updated.

49. Following attendance at the training, the individual should confirm with the relevant person (as set out in paragraph 20) their attendance; the relevant person will notify the Personal Assistant & Administrative Officer to confirm on the training record and to send out any evaluation and feedback forms.
50. As part of the Town Council's continuing commitment to training and development, individuals are asked to provide feedback on the value and effectiveness of the training and development they undertake. This information will be used to assess and improve the training process.

Review of the Policy

51. This Policy will be reviewed by the Policy & Resources Committee every three years following consultation with councillors, staff and volunteers.

DATE ADOPTED	20th June 2022	REVIEW DATE	June 2025
REVISED DATE/S			

## **APPENDIX – BASIC TRAINING PROCEDURE FOR MANAGERS AND STAFF ASSESSING AND IMPLEMENTING TRAINING NEEDS**

### **1. Who does it?**

The line manager. For most staff this will be the manager they are *responsible to*, as identified in the Job Description. In the case of the Chief Executive & Town Clerk, the default line manager is the Full Council. However, the Council has formally delegated this activity to the Employing Committee.

### **2. What do they do?**

1. Training needs assessments.
2. Deliver learning that is focused on the Councils objectives and the learning needs of the Employee.

### **3. Focused Training Needs Assessment**

1. Line Manager conducts an informal meeting with the Employee to assess their Job Description.
2. Jobs that are no longer relevant to the post are identified. New activities that are not on the Job Description are identified. Once agreed by the manager and employee; a formal proposal to amend the Job Description will be considered by the Management Team in order for recommendations to be submitted to Policy & Resources Committee.
3. The Line Manager and Employee assess which activities on the Job Description they can do confidently and competently. Evidence is checked to prove competence such as chainsaw and spraying certificates for ground staff, AAT or similar for RFO's.
4. Activities on the Job Description which are a challenge for the Employee are also identified.
5. Opportunities are identified to overcome these challenges, such as formal training events, one to one coaching, distance learning.
6. Dates, locations and budgets for these opportunities are identified and detailed on the individuals training plan.
7. The resultant plan lists what learning activities will be conducted within a specified time scale, what dates they will occur and how much money they will cost.
8. This training plan is reviewed at each subsequent Appraisal and updated as part of the Action Plan, to make sure that training needs are regularly assessed and changed in response to changing circumstances and needs, such as promotion, new equipment and procedures, problems the Employee has experienced.



#### **4. Delivery**

The Council needs to identify as many varied learning opportunities as it is able to provide. This can include;

1. Formal training events such as delivered by the County Association.
2. Training courses such as CiLCA, AAT, abrasive wheels.
3. One to one coaching between colleagues during normal working hours.
4. Distance learning resources.

#### **5. Budget**

Line managers need to know how much they can spend when arranging training. Budgets are set by the Full Council and allocated by the Policy & Resources Committee and Management Team.

#### **6. Recording**

Each Employee should have an individual training record to itemize what learning they have received, what events they have participated in, when it occurred, when it might need to be reviewed, and confirmation by the line manager that the Employee has a level of competence to carry out the relevant activity.

#### **7. Evaluation**

Each learning event needs to be evaluated to check if the Employee understood what they have learned and its relevance to their work. A longer-term evaluation would be conducted as part of the Appraisal process.

The purpose of the Appraisal is to examine what the Employee does and do they have the skills to do it?

The Job Description would be reviewed as part of that Appraisal process to make sure it is relevant to the needs of the Council and what the Employee does. As detailed in Point 2 of section 3 the line manager once again evaluates whether the Employee has the skills, confidence and competence to do all of the activities listed on the Job Description, assess whether training they have received since the last Appraisal has achieved its objectives, and renew the training plan to address whatever challenges the Employee has.

#### **8. Summary**

The learning process is cyclical and ongoing. It is reviewed at each Appraisal and a new set of learning opportunities are identified to ensure that the Employee skills are current and relevant to the changing needs of the Council.