Training and Development Policy

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Version 1.0	Aug 2022	First implementation into the ICB.

The formally approved version of this document is that held on the NHS Shropshire, Telford and Wrekin ICB website: https://www.shropshiretelfordandwrekin.nhs.uk/

Printed copies or those saved electronically must be checked to ensure they match the current online version.

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1. INTRODUCTION

NHS Shropshire, Telford and Wrekin Integrated Care Board (ICB) is committed to equipping staff with all the necessary skills and knowledge they require in order to competently and confidently deliver the organisation's strategic objectives to consistently ensure the highest possible quality patient care.

The ICB recognises and values lifelong learning as an essential element of individual, team and organisational performance. Responsibility for identifying training and development needs lies jointly with individuals and their managers. Objective setting and appraisal review will be the main systems within the ICB to identify training and development needs and the priorities for the organisation, departments, teams and individuals. For most members of staff, the annual appraisal process will provide the main mechanism for identifying and evaluating training and development needs. However, should a member of staff or their manager identify opportunities in the intervening period between annual appraisals, then this will be considered in the context of meeting individual or organisational objectives.

2. PURPOSE

The policy aims to ensure that all employees and ICB board members are able to undertake their work competently and effectively in line with the organisational objectives, by defining an equitable and consistent decision-making process for accessing personal development and training opportunities.

3. SCOPE

This policy applies to all staff employed by NHS Shropshire, Telford and Wrekin ICB and ICB Board members and members of the ICB Board committees and sub-committees.

Whilst the policy applies to Board and committee members who are not direct employees of the ICB, its scope only extends to meeting their training and development needs as Board or committee members, rather than for other aspects of their professional/personal life.

4. RESPONSBILITIES

4.1. Executive Team

The Executive Team are responsible for identifying organisational priorities for Training and Development for each of the services they are responsible for and for ensuring that Heads of Service disseminate this information to line managers and reviewers. The Executive Team will also need to monitor the uptake of training within their directorate. The Executive Team consists of the following:

- Chief Executive Officer
- Chief Finance Officer
- Chief Nursing Officer
- Chief Medical Officer
- Executive Director of Strategy & Integration
- Executive Director of Delivery & Transformation

4.2. Director of Corporate Affairs

The Director of Corporate Affairs has responsibility for this policy and Human Resources and Organisational Development within the ICB, and therefore responsibility for ensuring that all necessary training is undertaken by staff within the ICB.

4.3. Topic Specialists

Topic specialists are responsible for:

- Identifying and recommending mandatory training requirements
- Recommending refresher periods
- Agreeing content with their respective Executive Lead

4.4. Line Managers

Line managers are responsible for:

- Ensuring staff who report to them have a job description and person specification, and that they conduct an annual appraisal for each member of staff. During the appraisal, managers are jointly responsible with staff for identifying training needs and ensuring that all staff access mandatory training as a priority and other training according to the category, including following up on any 'Did Not Attend' (DNA) amongst their staff.

- Line managers are responsible to contributing to the organisational training needs analysis so that the ICB can prioritise all required training according to available resources.

- Line managers are responsible for ensuring that all necessary training for new starters is booked and/or carried out.

- Line managers are responsible for ensuring that staff have sufficient time to attend training in categories 1 and 2.

- Ensure that staff attending any learning interventions understand what they need to get from the event and what they will be expected to do differently as a result of attending.

- Ensure that staff share what they have learnt with their colleagues.

- Following staff attendance at a training or development event, that impacts are assessed for the individual and the team.

- Monitor staff attendance at training and development activities.

4.5. All Staff

All staff are required to:

- Engage with the appraisal process, and in partnership with their manager, identify their specific individual training needs.

- Be responsible for booking onto their own training and ensuring they attend.

- Be responsible for keeping their own personal records of their training and development.

- Be clear about what they expect to get out of the training and development activity and what they will be expected to do differently as a result of attending.

- Ensure that all records of training they have done, particularly mandatory elements are kept up to date and used as evidence for the appraisal process.

- To share the impact of training and development with colleagues and their manager.

4.6. ICB Board

Hold overall responsibility for the monitoring the impact of training and development interventions and ensuring that these contribute to the objectives of the Organisational Development Plan.

4.7. Committees

The ICB Audit Committee has responsibility for assurance around governance and will review training in order to provide the Board with assurance that the training provided is meeting the needs of the staff and organisation.

5. PROCESSES

5.1. Identifying Training and Development Needs

There are two ways of identifying training and development needs. The first is through the appraisal process for individual members of staff with their line managers.

The second is through an annual mapping exercise and review linked to the Organisational Development (OD) Plan for teams and the organisation as a whole, by consulting with The Executive Team, Chair, Chief Executive Officer, HR Business Partners and Heads of Service, a revised Training and Development Matrix is created, which is then ratified by the Executive Team and distributed to all staff and managers via e-mail and also made available on the ICBs website.

The training matrix will outline recommendations for mandatory and other training based on tasks rather than roles (since roles may vary considerably depending on the context within which an individual staff member works). It is the responsibility of managers to use the training

matrix during appraisals with staff to determine the individual training needs of each member of staff.

The Training Matrix is attached as Appendix 1.

5.2. Prioritisation of Training and Development Needs

It is possible that in any given year, more training and development needs may be identified than can be fulfilled immediately for budgetary and resource reasons. To ensure that all staff members, Board and Committee members are treated equitably and consistently, both individual and organisational training and development needs will be prioritised according to the following categories:

- Priority 1 – Statutory and Mandatory Training
- Priority 2 – Essential professional capacity/capability to undertake role
- Priority 3 – Professional and Career Development
- Priority 4 – Personal Development

Details of the criteria for each of these categories are available in Appendix 2.

5.3. Range of Training and Development Needs

Training and development needs of the individual or organisation can go beyond just attending a course, study day or conference, academic programme or training event. Using the appraisal system and Organisational Development review process an employee/Board and Committee member and the line manager or Head of Service can maximise their effectiveness by looking at the variety of ways valuable and cost-effective learning can take place. For example:

- Learning on-the-job, assisted by an experienced employee
- In-house training programmes
- Visits to other areas/ICBs
- Discussion and networking groups
- Mentoring or providing mentoring for others
- Coaching
- Secondments
- Action learning sets
- Open learning packages
- E-learning
- Shadowing
- Job rotation
- Experiential Learning
- Project Work
- Research and/or reading

5.4. Cascading Knowledge Acquired Through Training and Development

Staff, board and committee members who have attended a training event that is relevant to other members or their team/department should be encouraged to share that knowledge. This may take the form of a written paper, presentation, briefing workshop and will assist in maximising training resources. This should be discussed and agreed as part of the appraisal process and recorded as an outcome of the training or development need.

5.5. Cancellations and Non-Attendance

Resources within the ICB are, as for most organisations, very limited. It is therefore, of paramount importance that the use of the resources is maximised effectively. Vacant places at training events/courses are a waste of this resource.

Where staff, Board or Committee members are not able to attend organised training they must inform their ICB line manager, prior to the start of the course as soon as the individual is aware they cannot attend, to avoid cancellation charges being levied by the training provider. If the individual has not attended and have not reported their absence to their line manager, they will be considered on unauthorised leave and may be subject to further action as appropriate.

If at any point during the training year an individual's mandatory training is not in date and they have not booked themselves on the relevant courses to rectify this, then any application to attend any other training courses will not be approved by their line manager.

Line managers are responsible for discussing reasons for non-attendance/ cancellation with their member of staff and ensuring that provision is made to rebook and attend.

5.6. Funding for Training

The funding arrangements for training and development are set out in the training matrix in Appendix 2 and are dependent on the category of training involved.

For new starters the ICB will endeavour to honour agreements that have been reached with previous employers, but this cannot be guaranteed. This will be discussed at the time the offer of employment is made.

Expenses include travel, subsistence and accommodation incurred whilst attending ICB supported training and development. These expenses should be claimed through the monthly EASY claims system.

Funding is not available for fees and registration for student, union or professional bodies, and these should be met in all cases by the individual.

5.7. Study Leave

Short course study leave – this is study leave for short term external or internal training, other than mandatory, including conferences and other development opportunities.

Extended study leave – this is study leave for a longer duration of professional development, i.e. college or university courses and open and distance learning.

Study leave will apply to actual attendance at courses, conferences, training or any additional time to study for examinations or prepare, complete course work and could also include preparation for examinations (up to 2 days per examination) and a dissertation (10,000 words plus) in the case of a degree or masters (up to 3 days study leave).

Agreement of the manager to study leave must be based upon the needs of the service and the ability of the team to cover the absence of the individual.

Employed doctors will be entitled to study leave as set out in their terms and conditions.

5.8. Evaluation of Training

Evaluation of training and development interventions should be undertaken informally between the individual and their line manager immediately on completion against the agreed outcomes set through the appraisal discussion, and then recorded formally as part of the next appraisal discussion.

5.9. Records of Attendance

It is the responsibility of the individuals to keep up to date their training and development records.

It is the responsibility of the line manager to record training and development needs in the individual's appraisal record and the action being taken to fulfil them.

5.10. Consolidation Periods

Other than in exceptional circumstances, the individual will normally be expected to have a consolidation period between courses of training and development. This will be agreed with their line manager.

Staff in new roles will be expected to consolidate their position, unless a training or development course is already underway and is relevant to their new position.

5.11. Refund of Training Costs

The ICB reserves the right to reclaim costs incurred for non-mandatory training, which would be dependent on factors such as length of the course

and cost incurred. Where an employee leaves their employment (i.e. voluntarily leaves) they will be required to refund a proportion of the financial assistance received. This will be deducted from their final salary payment. It is the responsibility of the individual's line manager to advise HR and payroll to ensure that costs are retrieved. Reimbursements will be paid into the central OD budget.

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%

Staff who do not complete the course will be expected to refund 100% of the course cost unless there are circumstances which the ICB accepts as extenuating and therefore agrees an alternative approach.

6. RELATED DOCUMENTS

The following ICB document contains information that relates to this framework:

- Appraisal Policy

7. DISSEMINATION

This document will be published alongside other organisational policies on ICB website. In addition to this, staff and Board/committee members will be notified of its creation and subsequent updates by cascade through the Executive Team and articles in the staff newsletter.

8. ADVICE

Advice and support for managers and staff on the implementation of this policy can be obtained by contacting the Director of Corporate Affairs.

9. REVIEW AND COMPLIANCE MONITORING

9.1. Review

This Policy will be reviewed every three years following the date it was approved but may require interim review if there are significant changes to processes.

9.2. Compliance Monitoring

Compliance with this policy will be monitored yearly via reports to Executive Team.

9.3. Approval

This policy will be approved by Audit Committee under delegated authority from the ICB Board.

Appendix 1

Training Matrix

LEARNING MODULE	Method	Classification	Who must complete?	Why?	Expected Duration	Renewal Frequency
Display Screen Equipment MLCSU	E-learning	Mandatory	All Display Screen Equipment users	To comply with Health and Safety legislation. (Please be aware that a new DSE assessment must be completed by any new starters, annually by all staff or if there is a change in the workstation or user, for example injury or pregnancy.)	30 Mins	Annually
Equality and Diversity	E-learning	Statutory	All staff	To comply with Equality legislation (e.g. Equality Act 2010, Race Relation Act etc) Note: role specific Equality & Diversity training at level 2 to include equality impact assessment training.	30 mins	3 yearly
Fire Safety Awareness	E-learning	Statutory	All staff	To comply with Health and Safety legislation.	30 mins	Annually
Fraud & Bribery Awareness	E-learning	Mandatory	All Staff	To ensure all staff are aware of the Fraud Act 2006 and other legislation and its application/ scope across the NHS.	30 mins	2 Years
Health and Safety Awareness	E-learning	Statutory	All staff	To comply with Health and Safety legislation.	60 mins	3 yearly
Infection Control	E-learning	Statutory	All staff	This course will help learners understand what a Healthcare Associated Infection (HCAI) is, the basic microbiology, types of micro-organism, how they live and grow, and how infection spreads.	40 Mins	3 yearly

Information Governance Face to Face / E Learning	E-learning/ Currently Face to Face	Statutory	All staff	To comply with 'NHS Operating Framework – Information Planning 2010/11' Annexe 1: National Expectations. To ensure the organisation complies with the law and central guidelines relating to Information Governance (IG) all staff must receive appropriate training.	90 mins	Annually, 1st April to 31st March
Moving and Handling	E-learning	Mandatory	All Staff	This course looks at employer and employee responsibilities, the impact of poor moving and handling practice in your working environment, the importance of risk assessment to reduce injury and how to take care of your back.	40 Mins	3 Years
Prevent For Healthcare	E-learning	Mandatory	All Staff	To help identify signs of radicalisation, and understand when and how to report concerns appropriately	30 mins	3 Years
Managing Conflicts of Interest - Module 1	E-learning	Mandatory	• ICB Board Members • Executive members of formal ICB committees and sub-committees • Primary Care Commissioning Committee members • Clinicians involved in commissioning or procurement decisions • ICB governance leads • Anyone involved or likely to be involved in taking a procurement decision(s)	To Ensure staff are in full adherence to 2017 ICB statutory guidance on managing conflicts of interest.	35 Mins	Annually
Safeguarding Children Level 1 Safeguarding Children Level 2	E-learning	Statutory	All staff (Level 1) Clinical staff (Level 2)	To help staff be able to: - Recognise a child/ young person in need - Be aware of child protection issues - Know how to raise concerns if need be,	60 mins	3 yearly

Safeguarding Children Level 3			Specialist Safeguarding roles (Level 3)	through, their line manager and a named nurse in child protection. (Ref: Working together to Safeguard Children – A guide to inter-agency working to safeguard & promote the welfare of children) Staff working directly with children/ young people require level 2 and, if specialist, level 3 training.		
Safeguarding Adults – Level 1 Safeguarding Adults – Level 2	E-learning	Statutory	All Staff Clinical staff Staff with professional or organisational responsibility for safeguarding adults (Level 2)	To comply with: Department for Health guidance: "No Secrets" requiring working together to develop and implement multi-agency policy & procedures to protect vulnerable adults from abuse (2000) To respond to expectation of the Care Quality Commission.	45 mins	3 yearly

Appendix 2

Training and Development Priorities

Priority	Description	Level of Support
Priority 1: Statutory and Mandatory Training	This is training where an employee is required to attend by law or in support or organisation policies which is usually related to health and safety or some other duty of care towards employees or service users.	100% course fees 100% study leave and examination time 100% mileage rates at Public Transport Rate (PTR) and agreed travel and subsistence 50% first examination re-sit 1 day leave for revision purposes immediately prior to examination
Priority 2: Essential Professional Capacity/Capability to undertake role	Identified through the appraisal or Board Development Programme in order to achieve the requirements of the role. Training and development related to objectives and core business requirements or training that supports organizational change including changes to methods, systems, working environment, policy or technology.	100% course fees (subject to funds being available) 100% mileage rates at PTR and agreed travel and subsistence Study leave negotiated between line manager and employee Examination re-sit at own expense
Priority 3: Professional and career development	Course and activities which offer professional knowledge, skills or professional qualifications which is beneficial (but not a requirement) of the employee's post. Career development agreed in the appraisal process, which will move forward a career aspiration, but is not a requirement in the current role. CPD activities including conferences, post graduate study and seminars.	0% course fees Study leave negotiated between line manager and employee and approved by Executive Lead Travel and subsistence negotiated between line manager and employee and approved by Executive Lead (it is not expected that these would be funded for long term study) Examination re-sit at own expense
Priority 4: Personal Development	Course and activities which are primarily in the interest of the individual rather than the organization. This could include studies outside the individual's professional field.	0% course fees Study leave negotiated between line manager and employee and approved by Executive Lead 0% travel and subsistence Examination re-sit at own expense