

LEARNING AND DEVELOPMENT POLICY

**Developing a learning culture to support the delivery of
the Council's Vision, Purpose and Values**

This document applies to all Council employees

Notes:

- This policy is advisory only for all school based employees

This document may not be applicable to employees who transferred into LCC under TUPE legislation and remain on the terms and conditions of their previous organisation.

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POLICY

This Policy has been developed in line with the Council's overall Vision, Purpose, Values and Culture and reflects a belief in the need to develop all permanent and temporary employees, whether employed on a full-time or part-time basis to enable them to do their job effectively; develop their potential and their performance; and provide quality, value for money, services to the people of Lincolnshire. The Policy reflects the Council's Workforce Plan framework, to ensure we maximise the organisational capacity, performance and resilience to deliver the Council's objectives through people, which means:

- Having the right skills, in the right place, at the right time, to the required capacity to deliver the Council's priorities at the agreed standards
- Developing and supporting all of our employees to do their job well to deliver the Council's priorities for the benefit of our customers and communities
- Working as one Council and, through our partners, to deliver effective and efficient services

The policy sets out the minimum standards which managers and employees are expected to implement, and clarifies the Council-wide learning and development initiatives managers and employees have access to, such as the [Council's Employee Induction Programme](#) and the [Core Values and Behaviours](#)

The Council's values will be integrated into all performance and development appraisal procedures and will be linked to learning and development requirements. Some areas may also wish to use professional competencies or standards that are set by relevant professional bodies. See [Performance and Development Appraisal Policy](#).

There is an expectation that as well as quality, the cost of any learning and development opportunity is carefully considered. The Council will use the opportunity to access apprenticeship training to develop the current skills base of our employees to ensure we have the right skills in the future. To support managers in achieving this, the Apprenticeship Levy funding must always be explored prior to any other expenditure commitments. [Apprenticeship Policy](#).

Line Managers must ensure that learning and development opportunities are fair and equitable for all staff and that it is applied in line with the Council's [Equality and Diversity Policy](#).

MINIMUM STANDARDS

- All new employees and those new to a role, team or service across the Council will have access to a Council Employee Induction as well as a local Induction process that will allow them to settle into their appointment.
- All employees will be encouraged to take accountability for their learning and as a minimum will achieve the outcomes as set out in the [Core Values and Behaviours](#)
- All learning and development contributes to the Council's Vision, Purpose, Values and Culture, and any Director Area/Service-specific and partnership working objectives.
- Learning & development opportunities will be accessible to all.

- All employees will have a development plan in place for both must do training and personal development.
- All employees have equal opportunities to develop their career within the Council.
- Employees are well supported after accessing learning and development opportunities, and have clear objectives for putting the new skills and knowledge into practice.

RESPONSIBILITIES

Corporate Management Board

- Responsible for ensuring this policy is implemented across the Council
- Responsible for evaluating the impact of the policy through performance management of Assistant Directors (equivalent roles) and Heads of Service
- Responsible for agreeing the overall funding for learning and development for the council as a whole including championing the use of the Apprenticeship Levy.
- Setting the strategic objectives for learning and development.
- To be aware of the Council's overall investment in learning and development and the quantification of how this investment has improved the performance of the Council.

People Management

- Develop and maintain the Core Values and Behaviours in line with the Council's Vision, Purpose, Values and Culture.
- Commission the design and delivery of appropriate programmes of learning to meet the needs of the Council and employees.
- To share information about development activity and identified need within Director Area and corporately
- To identify areas of shared need across Director Areas and agree provider solutions based on analysis of best practice
- To identify opportunities for cross-director area delivery and access to funding
- To identify need related to corporately led initiatives
- Endorsement and monitoring of use of apprenticeships
- Regular review of investment across the Council

Managers

- Apprenticeship Levy funding
- The opportunity to utilise Apprenticeship Levy funding must always be explored prior to any other expenditure commitments;
- When an Apprenticeship is in place support must be given to the 20% off the job requirement;
- Complete an exception form to request alternative leadership management development qualification when an Apprenticeship can't be used;
- Where an equivalent qualification can be obtained through an apprenticeship 20% off the job will need to be applied to that employee
- To ensure consistency in the application of the Work related qualification agreement Form for when the council pays if applicable.
- Discussing learning and development needs with individual employees and agreeing an individual development plan on a regular basis

- Reviewing and evaluating the effectiveness of learning and development on individuals and teams to demonstrate a clear benefit to the overall requirement to improve services to the people of Lincolnshire
- Encouraging and supporting staff to be proactive about self-development at work and facilitating reinforcement and application of learning in the workplace
- Be aware of employee development opportunities and the impact of discrimination issues and equal opportunity.

Employees

- Are expected to actively contribute to identifying and meeting their own job-related development needs and agreeing personal development plans and implementation with the line manager
- Need to recognise that learning and development is a two-way process and individual employees need to accept responsibility for their learning and development and its application in their work
- Are expected to consider different types of learning activities, these may include: coaching, mentoring, e-learning and events, research and apprenticeships.
- To sign a Work related qualification agreement Form if in place, which includes requirements of training cost payments if applicable

Trade Union Learning

Trade Union Learning will support the learning of all employees by providing advice and guidance on any learning issue.

DEFINITIONS AND CATEGORISATIONS OF LEARNING AND DEVELOPMENT

Must Do (incorporating Statutory and Mandatory) – This is the learning and development that we all need to complete to ensure the safe and efficient running of our organisation and that we comply with our policies and government guidelines.

Must Do Training for All Employees	Renewal time Scales
An Introduction to Safeguarding Everyone	Must be completed every two years
Information Governance	Must be completed each financial year
General Fire Awareness/Safety	Must be completed each financial year
Display Screen Equipment (DSE) E-learning	Must be completed by employees who have been defined as “DSE Users”
Display Screen Equipment (DSE) assessment	Each time you move work space
Employee Induction Programme	Must be completed for all new employees within 2 months of joining (optional for movers)
Prevent	Must be completed every two years (Event for public facing staff only)
Basic Domestic Abuse Awareness	Must be completed every five years Must be completed by all employees (unless more in depth knowledge of domestic abuse is needed for their job).
Action Counters Terrorism (ACT) Awareness	Must be completed every two years

Must Do Training for All Senior Managers who have responsibility to lead emergency and business continuity activities.

Gold and Silver Command training

Best Practice – This is the learning and development available for particular employees to help them to improve their performance, upskill themselves and contribute to the efficient running of the organisation. It is recommended that the courses are completed initially by all those employees who need the information. Then again when any of the procedures detailed in the courses change.

Best Practice Training	Target Audience
Managers Essentials	Anyone with line manager/team leader/supervisory responsibility
Business Continuity Management	All Staff
Risk Management	All Staff
Performance & Development Appraisals For Appraisees and Appraisers	All Staff
Fraud Awareness	All Staff
Financial Awareness	For Budget Holders

Professional – This is the learning and development that is agreed as part of our appraisal process and it focusses on improving and increasing our professional competence to perform our jobs better in the short and long term. Each Service Area has their own provision of professional standards.

TRAINING ARRANGEMENTS

Training expenses and “time off”

As apprenticeships are the preferred training option for the Council in accordance with current policy 20% off the job training should be paid for undertaken during contracted working week.

Time off for training and study leave and reimbursement of appropriate fees and expenses will be given in approved cases in accordance with the [Local Scheme and Conditions of Service](#). Lincolnshire Fire & Rescue uniformed personnel should refer to relevant Service Orders.

Reimbursement of professional subscriptions

Where there is a requirement to join a professional association to undertake a qualification course, the Council will reimburse subscriptions in accordance with the criteria set out in the [Professional Subscriptions](#) policy.

Travel expenses

Necessary travel expenses will be paid in accordance with the [Business Travel Policy](#) and [Travel and Subsistence Rates](#).

Overnight stays

Reasonable costs will be paid for accommodation, an evening meal and a drink along with out of pocket expenses. Please refer to the [Local Scheme and Conditions of Service](#).

Books/study material

Assistance will be provided with provide books and study materials. Once the study is completed these resources are considered property of the Council and should be retained in the Service Area.

FURTHER INFORMATION

[Appraisal Policy and Procedure](#)

[Core Values and Behaviours](#)

[Council's Employee Induction Programme](#)

[Equality and Diversity Policy.](#)

[Trade Union Duties and Activities](#)

[Apprenticeship policy](#)

ADVICE AND SUPPORT

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