

Learning and Development Policy

Policy reference – HR023

SUMMARY	This policy provides a process and framework for support to managers and individuals to access induction, learning and development and performance development reviews (appraisal).
AUTHOR	Human Resources
VERSION	1.0 FINAL
EFFECTIVE DATE	November 2018
APPLIES TO	Applies to all individuals who are employed and engage with the CCG
APPROVAL COMMITTEE	CCG Remuneration Committee
REVIEW DATE	November 2021

This policy has been aligned to Greater Huddersfield and North Kirklees CCGs in light of shared staff working across the CCGs.

THIS POLICY HAS BEEN SUBJECT TO AN EQUALITY IMPACT ASSESSMENT

VERSION CONTROL SHEET

Version	Date	Author	Status/Approval Body	Circulation
0.1	July 2015	Angela Rust	Draft	Draft copy circulated
0.2	03.09.2018	Tazeem Hanif	Draft	New policy aligned to GH/NK CCGs and submitted to SMT for comment – policy agreed.
0.3	11.09.2018	Tazeem Hanif	Draft	Policy agreed by Trade Unions at the Social Partnership Forum.
1.0	27.09.2018	Tazeem Hanif	Final	Policy approved by the Remuneration Committee.

Table of Contents

1. Purpose	4
2. Scope	4
3. Responsibility.....	5
3.2. Employees and other staff	5
3.3. Line Managers.....	6
3.4. Human Resources	6
3.5. Learning and Development Service	7
4. Equality Statement.....	7
5. Accountability.....	7
6. Implementation and Monitoring	7
7. Principles	7
8. Induction	8
9. Statutory and Mandatory Training	8
10. Appraisal Process.....	9
11. Resource Allocation and Study Time.....	10
12. Where repayment does not apply	12
13. Other Learning Activities and Study Time.....	12
14. Dealing with a Dispute.....	13
Appendix 1 - Short and Long Term Funding Flowchart Process.....	14
Appendix 2 - Long Term Development Activity Criteria	15
Appendix 3 - Application form for funded training	18
Appendix 4 - Course Funding Agreement Letter	22
Appendix 5 - Equality Impact Assessment	24

1. Purpose

- 1.1. This policy sets out the Clinical Commissioning Group (CCG's) approach to learning and development for its workforce. Learning and development can take a number of forms, and a significant element of learning and development happens within the workplace.
- 1.2. The policy aims to:
 - Provide all individuals with clear guidance on the principles and processes with regard to learning and development.
 - Provide line managers with a clear framework by which they can manage and support the development of individuals, including making consistent and equitable decisions regarding funding and time off.
 - Provide individuals with clear guidance on the parameters and criteria that will apply to learning and development activities, including the 'time off' and funding that they may be offered.
 - Outline the organisation's commitment to supporting individuals to develop the necessary skills to undertake their roles competently and confidently. This is key to delivering CCG priorities, and decisions relating to the investment of resources will be made in line with the CCG's strategic direction and priorities.
 - There will be occasions where it will be necessary to limit the number of individuals attending external training or events, due to service needs or funding. Individuals attending such training or events will be responsible for disseminating the learning to colleagues where this is appropriate. The line manager is responsible for discussing with the individual whether and how to implement the learning in the workplace agreed in line with their personal development plan

2. Scope

- 2.1. This policy has been developed in line with the organisations overall vision, values and priorities and reflects a belief in the need to develop its workforce to support the needs of the organisation.
- 2.2. This policy covers the broad categories within learning and development and will apply to various activities that individuals undertake in relation to their role, such as induction, statutory and mandatory training, protected learning time and the appraisal process.
- 2.3. This policy applies to all employees of the CCG, and those engaged under a Contract for Services. The level of support will depend upon the nature and duration of the contract and the requirements of the post.
- 2.4. Confidentiality will be maintained in all aspects of this policy and records will be stored and processed in line with Data Protection legislation and the Common Law Duty of Confidence.

3. Responsibility

3.1. Good working relations are vital for the CCG to operate successfully and provide services. There is a joint responsibility for management, Trade Unions and employees to accept the responsibility of working together on issues in good faith and with the shared intention of facilitating good working relations.

3.2. Employees and other staff

In line with the CCG Framework for Positive Behaviours, all staff are expected to take responsibility for their development. Staff members are expected to work with their line manager to identify personal development needs and performance objectives, making full use of regular one to one meetings and appraisals. It is the responsibility of the employee and other staff to ensure that they:

- Consider the most appropriate method of meeting development needs. In many cases, this will be “on the job” learning rather than formal training courses;
- Regard compliance with statutory and mandatory training as a priority;
- Report non-attendance or non-compliance of training activity and state the reason to their line manager;
- Record development activity undertaken and the resources/time invested. This will include reflecting it through the organisation’s appraisal documentation;
- Comply with the requirements of the induction process and appraisal process which includes completion of the relevant documentation and providing any supporting evidence as required;
- Once study leave has been agreed, they are responsible for attending and completing the learning activity to the best of their ability;
- Implementing learning into their everyday practice;
- Feedback and share relevant learning points or present work and learning undertaken within the limits of any confidentiality provisions;
- When making requests for development activities, giving due regard to the the most cost effective method of development, bearing in mind good use of public funds;
- Making requests for development in line with the CCG’s strategic direction and priorities.

3.3. Line Managers

In line with the CCG Framework for Positive Behaviours, line managers are expected to support staff in their development. They should work with team members to identify personal development needs and performance objectives, enabling staff to participate in the appraisal process and regular one to one meetings.

The key responsibilities for line managers include:

- Identifying protected time within their diaries to provide a quality and informative induction for new staff which covers familiarisation with the working environment, policies, procedures and guidelines specific to their role. An induction checklist is provided for line managers to assist with this role;
- Identifying protected time within their diaries for and book appraisals with their team within the agreed CCG appraisal season (1st April to 31st July);
- Supporting individuals to have protected time to meet the requirements of the induction, appraisal process and statutory and mandatory training as a priority;
- Supporting individuals to transfer learning to the workplace appropriately;
- Clarify the skill set requirements for roles within their teams, to support the identification of development needs, succession planning and the allocation of resources to participate in learning and development activities. Required skills should be set out within the job description;
- Having an overview of development activity undertaken for their team and the resources/time invested in this;
- Following the process or criteria as set out in this policy before decisions are made about protected learning time or the investment of resources;
- Conduct an additional local induction for individuals returning to the organisation after an absence of 6 months or more. Line managers will be expected to exercise judgement in assessing whether an additional induction is needed for shorter periods of time;
- When considering requests for development activities, giving due regard to the most cost effective method of development, bearing in mind good use of public funds;
- Ensuring decisions relating to the investment of resources are made in line with the CCG's strategic direction and priorities.

3.4. Human Resources

The key responsibilities for Human Resources are to provide advice and guidance to all staff on the application of this policy.

3.5. Learning and Development Service

The key responsibilities for the Learning and Development team are to ensure:

- Advice and support is provided to staff on matters on statutory mandatory training and access requirements.

4. Equality Statement

- 4.1. In applying this policy, the CCG will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity, and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, carers and sexual orientation. A consistent Equality Impact Assessment is used for all policies and procedures.

5. Accountability

- 5.1. The Chief Officer is accountable for this policy.

6. Implementation and Monitoring

- 6.1. The Remuneration Committee is responsible for the formal approval of this policy. Following approval, the policy will be disseminated to staff via internal communication methods and available through the staff intranet.
- 6.2. The policy and procedure will be reviewed periodically by the HR Team in conjunction with Trade Union representatives. Where review is necessary due to legislative change, this will happen sooner.

7. Principles

- 7.1. The policy must be applied in the context of the individual job role and engagement arrangements to ensure that the learning and development activity requested is appropriate, justified and proportionate. The level of support will depend upon the nature and duration of the contract and the requirements of the post.
- 7.2. The organisation will apply criteria as set out in this policy in making decisions regarding any funding and / or time off to pursue development activities. The criteria provide a common framework that will apply to all individuals, ensuring consistency and equity, whilst also allowing flexibility to accommodate specific requirements, at the discretion of line managers.
- 7.3. All development activity must be based on the needs identified in organisational, workforce, and individual development plans, and endorsed by a line manager authorised to do so by the organisation.
- 7.4. Every effort should be made to ensure that the effects of development activity being undertaken do not unduly disadvantage individuals, their colleagues, groups of staff or the function. Line managers need to ensure there is clarity with regards to development activity which should be fair and proportionate to the role, role requirements and individual need.

8. Induction

- 8.1. An effective induction process is an invaluable way of ensuring that new starters understand the values of the organisation and the part they play in upholding these in the work they do. It is also an important way of helping new starters understand the organisation and their role.
- 8.2. Line managers are responsible for ensuring all staff members receive a local induction via completion of the induction checklist which must be commenced on the first day of employment or engagement. Induction activity as identified within the induction checklist should be fully completed and recorded as complete within two months of starting in the organisation. This includes submitting a copy of the completed induction checklist to the HR team for recording compliance and for a copy to be placed on the personnel file. The checklist is available on the CCG's intranet.
- 8.3. Line managers are also responsible for completing a temporary workers' induction checklist for all non-directly employed staff such as agency workers and contractors. Health and safety matters, fire training and information governance must be covered as an immediate priority and in addition to any role specific areas as identified by the line manager. The checklist should be sent to the HR team within 2 months of the assignment, or earlier in the case of assignments shorter than 2 months.

9. Statutory and Mandatory Training

- 9.1. Statutory and mandatory training is training recognised by the organisation, the NHS or in law, as essential for someone to safely undertake a task or role, or to comply with other organisational or national policies and strategies.
- 9.2. Training defined as statutory or mandatory is not an option and must be kept up to date as a priority. All staff should be supported to complete the statutory and mandatory training in working time. The statutory and mandatory training matrix can be found on the CCG's intranet and outlines the required topic, level, frequency, duration and delivery method of all required courses for:
 - All employed staff;
 - Governing Body;
 - Agency staff, contractors, apprentices, secondees and volunteers;
 - Employees and Governing Body with higher level requirements (for example Conflicts of Interest training, Information Governance, PREVENT or Safeguarding Children and Adults).
- 9.3. This statutory and mandatory training also covers specific "contractual" or similar mandatory requirements as required by the role, which require individuals to dedicate time for continuous professional development and evidence of keeping up to date with their professional practice.
- 9.4. Statutory and mandatory training requirements will be the first priority for personal development and are governed by this policy. Managers and staff have a responsibility to ensure:
 - Statutory and mandatory training requirements are identified at induction and reviewed during the appraisal process;
 - The opportunity to attend statutory & mandatory training is provided and taken;
 - Appropriate training records are maintained by both the manager and staff member.

- 9.5. Upon commencement of the role, all statutory and mandatory training should be completed at the earliest opportunity, and at the latest, within two months of the starting date. Unless there are role-specific statutory mandatory requirements that take precedence, priority should be given to completing Information Governance, Fire Safety and Health and Safety in the first instance as soon as reasonably practicable. For non-directly employed staff such as agency workers or contractors, the line manager should decide whether they are required to complete any modules depending on the nature and length of the role.
- 9.6. The Governing Body will be expected to transfer their statutory and mandatory training compliance from their employer, or access the organisation's learning packages where appropriate. A copy of the certificates should be provided to the recruiting manager for compliance to be recorded. National competencies for new starters from other NHS organisations can be transferred, however, there is an expectation that new starters complete mandatory local competencies specific to the CCG.

10. Appraisal Process

- 10.1. The organisation recognises appraisal as an important process for staff and line managers. Although the appraisal meeting is held annually, it should not be stand-alone. The appraisal meeting is an opportunity to bring together discussions that take place throughout the year about objectives, performance, behaviours and development. It enables an individual and their line manager to reflect on the previous year, and plan for the year ahead. It is a shared responsibility of the employee and the line manager, both to participate constructively in ongoing conversations, and in the annual appraisal process. Appraisal provides an opportunity to engage in a dialogue about performance and development to ensure:
- Staff are clear about what they have to achieve and objectives are agreed;
 - Achievements and strengths are recognised and contributions are valued;
 - Positive and constructive feedback is given;
 - Development needs and opportunities are identified and action plans created.
- 10.2. The appraisal documentation sets out the framework for assessment. The documentation should be used in conjunction with regular one to one meetings. Appraisal is a joint ongoing activity where both staff and line managers have responsibility for making it successful. Every staff member is entitled to and required to participate in the process. Line managers must ensure appraisals are booked with staff they manage, during the agreed appraisal period of 1st April to 31st July each year.

10.3. Personal Development Plan

- 10.3.1. The Personal Development Plan (PDP) forms part of the appraisal documentation. It is an agreed set of development activities designed to address specific identified needs for the staff member's professional or personal development. Consideration must be given to any development gaps and development should support the individual's need to achieve their objectives. These must form part of the PDP to ensure achievement of objectives is realistic. Priority should be given to development that is essential to achieving objectives and performance in the job.
- 10.3.2. In addition to the essential, job-specific, development needs, consideration should also be given to the employee's future career ambitions so appropriate support can be given around "stretch" opportunities to develop future potential. There may also be some development needs agreed which are desirable to the organisation or individuals but not essential to the job.
- 10.4. Line managers and individuals must sign and date the review and monitoring section on the front page of the documentation at the required intervals. This can be done using an electronic signature through email confirmation. The line manager is responsible for uploading the dates to the individual's record on the Electronic Staff Records System (ESR). The individual is responsible for keeping a copy in a secure location. Further information on the appraisal guidance and documentation can be found on the intranet pages.

11. Resource Allocation and Study Time

- 11.1. The Employee Study and Training (Procedural Requirements) Regulations 2010 gives individuals the right to request time off to train or study. Under the regulation there is no absolute right to take time off for training and no requirement for employers to pay individuals during the time off or pay for the training itself. However, the CCG does recognise the importance of investing in training and development. On that basis, the CCG will consider requests and may allocate support in terms of time and funding in line with procedures. Individuals may therefore apply for various training, learning and development activities in relation to their role.
- 11.2. Training may be delivered by internal provision or commissioned through external providers by the CCG. It is important to recognise that there are limited resources, and as such, it is important to prioritise the development opportunities that will bring the most benefit to the organisation and / or to the greatest number of individuals. In order to apply for organisational support for short or long term development activities and study leave, the following criteria must be used to assess the applications:
- The individual must ensure their statutory and mandatory training is up to date;
 - The development need must be identified as part of the PDP and be of benefit to the individual, team and CCG;
 - The cost of the learning activity and resources should be provided to support the application;
 - The individual has the capacity to benefit from the learning activity;
 - Due regard should be given to the amount of study leave previously granted to the individual concerned;
 - There are no other relevant alternatives to support the learning activity;
 - The impact of the individual participating in the development activity does not have a significant adverse effect on the ability of the team or organisation to deliver its service.

- 11.3. A “short term” development activity is identified as being 7 working days or less and/or less than £600. Short term development activities may include e-learning packages above statutory and mandatory training, continued professional development (CPD), coaching, action learning sets or any other training package or course. Line managers have responsibility for approving any time or funding for short term development activities, considering the above criteria.
- 11.4. A “long term” development activity is identified as being 8 working days or more and/or £601 or more. This includes time requested for dissertations, which must be work based. Long term development applications can be submitted at any time in the year). The application process requires completion of the Funded Learning Application Form (appendix 3), which must be signed by the line manager and Head of Service before submission to the Senior Management Team (SMT) who will consider the level of investment in accordance with criteria in appendix 2, prioritising and making decisions as appropriate in a fair and consistent manner. In addition to the criteria in appendix 2, SMT will also consider local service delivery demands and individual circumstances including performance and conduct. SMT have the discretion to apply flexibility within the criteria where justified.
- 11.5. The long term development funding does not automatically cover subsidiary expenses such as travel, accommodation or course materials associated with a course of study. Individuals may request support with these costs via their line manager and team budget. Individuals should also be aware that they are responsible for any costs not agreed by the organisation or associated partners. Individuals must arrange separate invoices where the cost is split between themselves and the organisation which should be paid upfront before the course commences. The organisation will not pay the full cost and will recover the balance from individual salaries.
- 11.6. In the interest of the best use of public money, it is important that significant investment made in an individual’s development is retained in the NHS or partner organisations for a period of time which enables the benefits to be realised. Where an employee voluntarily resigns from the organisation part way through or within 18 months of completing a long term development activity and does not undertake alternative NHS employment, or employment with another partner in the health and care system, support for funding under this category will be subject to repayment on a sliding scale basis (see below). This is only applicable to funding given for non-essential job requirements. Employment with another NHS or relevant health and care employer will only be accepted where documentary evidence of the employment is provided by the individual. Individuals may also be required to repay any financial support where they remain in employment but do not complete the development activity, unless there are exceptional circumstances.

Period in which employment ends	Proportion of course fees to be repaid
During the course or within 11 months of its completion	100%
Between 12 and 18 months after completion	33%
After 18 months	Nil amount

- 11.7. These deductions will not apply to cases where the individual is being made redundant or retiring on grounds of ill health.

11.8. Individuals will be informed of the outcome in writing either approving support and setting out the specific conditions or declining support with an explanation. Where support is given in work time to undertake part of a dissertation/assignment, the final document must be made available to the organisation. Reasons for not approving requests may include the following:

- Training not expected to improve the individual's effectiveness;
- Time off likely to have a detrimental impact on the organisation or team;
- There is insufficient budget to meet the costs or the costs are too high;
- Unable to reassign work for the period of time out of the organisation or if there is not enough work to undertake when the individual proposes to work to cover the missed time;
- The request does not meet the criteria specified in this policy.

11.9. Where approval has been given for a course, the individual should be aware that the support with learning will be binding by way of a written agreement (see appendix 4). The individual is responsible for retaining a copy for their own information and that a copy is sent to the line manager and to the HR team for retention on their personnel file.

12. Where repayment does not apply

12.1. The individual will not be required to repay any of the course fees if:

- a) The reason for leaving employment with the CCG is to take up an alternative substantive post in the CCG or within the wider NHS or public sector health and care system (subject to evidence given), provided that, within the new post the individual will continue to use the skills and knowledge gained; or
- b) The CCG terminates the employment, except where the employment was terminated as a result of misconduct, poor performance, or dismissal under the sickness absence policy (with the exception of ill health capability of ill health retirement);
- c) The individual terminates employment in response to a fundamental breach by the CCG;
- d) The CCG waives the repayment of course fees subject to SMT agreement and where a clear rationale is provided by the line manager in doing so.

13. Other Learning Activities and Study Time

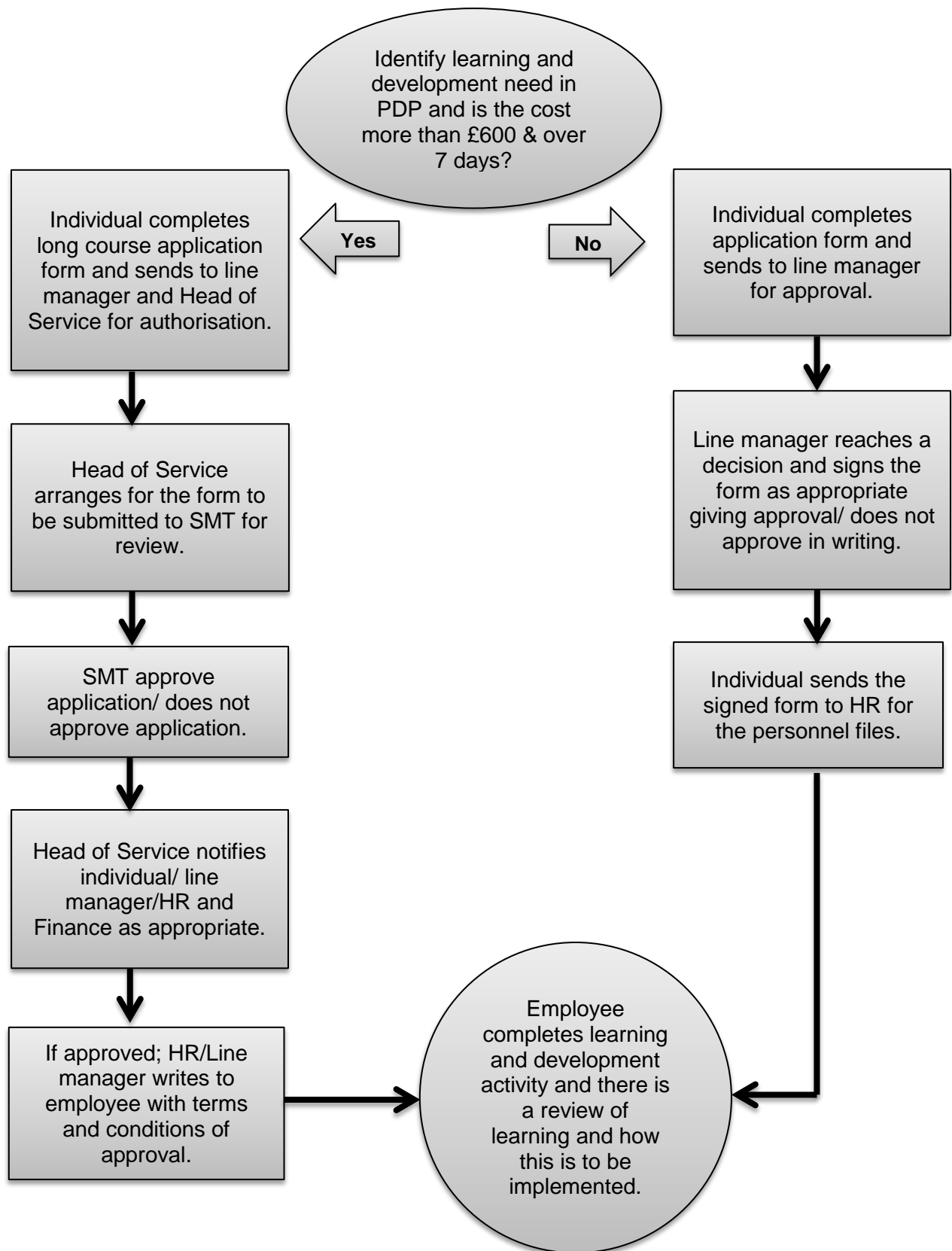
13.1. who wish to engage in learning activities during working time that are outside the remit of the above may be able to do so in agreement with their line manager, for example, informal work shadowing. Line managers are expected to consider requests within the spirit of this policy including those that have relevance to the individual's role but are primarily for their own personal advancement. In this case, the CCG may allow a proportion of the time as study leave and the remainder or all, taken as annual or unpaid leave. Any decision will take into consideration the ability to continue normal service, fair practice and budget implications.

13.2. Where an area of development is not related to the individual's current role within the CCG, then there is no obligation for the CCG to provide study leave. However, the line manager is encouraged to consider whether the proposal offers any wider benefit to the CCG, and whether the individual can suggest any alternative methods to gain the development.

14. Dealing with a Dispute

- 14.1. If an individual feels they have been treated unfairly due to refusal of study leave, funding or participation in development activities they should initially raise their concern with their line manager. Where resolution cannot be achieved through informal discussion, the individual may put forward a grievance in line with the CCG's Grievance Policy.

Appendix 1 – Short and Long Term Funding Flowchart Process



Appendix 2 - Long Term Development Activity Criteria

Class A			
Description and criteria	Examples	Support provided	Commitment expected from the individual
<p>Job requirement deemed by the CCG / line manager to be required of the individual to fulfil their role or the requirements of their professional registration. This is with reference to the employee's job description/person specification and competency expectation. The first priority for use of organisational resources</p>	<p>Programmes explicitly provided, commissioned, or approved by the CCG to comply with the NHS plan, legal / statutory / mandatory requirements, national or organisational policies, employment or performance requirements.</p> <p>Examples of support include areas of training required to fulfil the essential criteria of job descriptions and or where there is an organisational change and roles have been identified where skill enhancements are required to meet the requirements of the changes, and there will be a requirement for the individual to meet this criteria.</p>	<p><u>Direct costs</u> - the CCG funds 100% of course, exam, and other materials required by the programme, to enable the individual to fulfil the requirements of the development programme / activity</p> <p><u>Indirect costs</u> – the CCG funds 100% of travel, accommodation, and similar reasonable costs required to enable the individual to attend the programme.</p> <p>The line manager will determine what are reasonable costs in line with the Expenses Policy, and arrange funding via their own budget. The most cost effective travel arrangements will be expected.</p> <p>Time off – the CCG provides the individual all time off, which includes time off in lieu, or in exceptional circumstances, pays them such time to enable them to attend events, exams or other essential requirements necessary to complete the study.</p>	<p>To attend all training in a timely manner to meet statutory / mandatory and competency requirements.</p> <p>To agree with their line manager, a plan for embedding and using learning in their role.</p>

Class B			
Description and criteria	Examples	Support provided	Commitment expected from the individual
<p>Mutually beneficial - deemed by the line manager or CCG to be desirable or offer substantial benefits to the organisation, but also offer specific personal / professional / career benefits to the individual, such that warrant some financial contribution from them. These requests may be supportable assuming corporate priorities have been fulfilled.</p>	<p>Programmes which are approved by the organisation or the relevant Head of Service as not an essential requirement for the individual's role or but which offer them and / or the organisation recognisable benefit. Such as a qualification, or other definable competence, which may be transferable, or which may facilitate the advancement of their career within the CCG or the health and care system.</p> <p>Examples of such support would be "desirable" features within the person specification or those which enhance skills over and above those required for their employed role. This may include increasing similar skills which already exist and are held by other members of the team and are not essential for the continuance of service but could enhance the individual's ability to contribute to the CCG or the health and care system.</p>	<p>Direct and indirect costs – An apportionment of the responsibility for costs is agreed, such that the individual contributes an amount equal to at least 25% of the total costs, in recognition of the benefits that accrue to them. Such an arrangement would be agreed by SMT, to ensure consistency of approach.</p> <p>Time off – The individual and their line manager agree an allowance for time off such that the individual contributes their own time equivalent to at least 25% of that required to fulfil the programme, in recognition of the benefits that accrue to them. This will be pro rata for part time staff. Such an arrangement would be agreed by SMT, to ensure consistency of approach.</p>	<p>Individuals will be asked to commit themselves to remaining employed by the CCG or other NHS or health and care organisation for a 24 month period, or otherwise repaying, pro rata, costs directly incurred by the organisation.</p> <p>Should the individual only part complete a programme, without exceptional circumstances, they will also be required to repay the costs directly incurred by the CCG.</p>

Class C			
Description and criteria	Examples	Support provided	Commitment expected from the individual
<p>Individual interest - deemed by the line manager to be of more benefit to the individual than the organisation, for which some time off and some financial support may be appropriate in recognition of the individual's desire to learn and develop, but which can only be supported assuming corporate priorities have been fulfilled, and may be a low priority in light of the limited budgets and capacity available</p>	<p>Programmes specific to the individual's role or profession which offer them a qualification, CPD recognition, other externally recognised accreditation beyond role expectation or equivalent level of competence.</p> <p>Conferences and other development programmes which cannot be justified as a role requirement (category A) or of substantial benefit to the organisation (category B)</p> <p>An example of such support is where an employee wishes to develop skills towards a future career opportunity which does not relate to their current role.</p>	<p>Where the organisational budget allows:</p> <p>Direct and indirect costs – The individual and their line manager agree an apportionment of the responsibility for costs such that the individual contributes an amount equal to at least two-thirds (66%) of the total costs, in recognition of the benefits that accrue to them. Such an arrangement would be agreed by SMT, to ensure consistency of approach.</p> <p>Time off – The individual and their line manager agree an allowance for time off such that the greater commitment is from the individual (at least 66%) in recognition of the benefits that accrue to them. This will be pro rata for part time staff. Such an arrangement would be agreed by SMT, to ensure consistency of approach.</p>	<p>This development is anticipated to be undertaken largely in the individual's own time. Individuals will be asked to commit themselves to remaining employed by the CCG or other NHS or health and care organisation, or otherwise repaying, pro rata, costs directly incurred by the organisation.</p> <p>Should an individual only part complete a programme, without exceptional circumstances, they will be required to repay the costs directly incurred by the CCG.</p>

Appendix 3 - Application form for funded training

Section one: information about the course (to be completed by the applicant)

Does the course fall under category A, B or C?			
Title of the course/training*			
Qualification working towards			
Name of Provider (e.g. Leeds University)			
Full address of Provider			
Length of course	(e.g. 1 year/3 months)		
Programme/course commencement date (month and year)		Anticipated completion date (month and year)	

*Please attach a copy of the course details

Total "taught" study time requested	
Description of pattern or time off requested (e.g. one day per week, term time only)	

Section two: supporting information (to be completed by the applicant)

1. Was the need for this training/study identified and supported by your line manager during appraisal and PDP discussions?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	Date of appraisal/PDP:
2. Reason for the application (please complete the most appropriate boxes)			
To achieve skills/expertise to respond to new developments in current role. <i>(briefly describe how the training will support this)</i>			
To meet essential job requirements			
To develop wider skills/expertise/knowledge to support the team or service developments. <i>(briefly describe how the training will support this)</i>			
To develop specialist expertise to meet new service requirements <i>(briefly describe how the training will support this)</i>			

3. How will the learning be directly applied (please complete the most appropriate boxes)
<i>(Briefly describe how the learning will benefit the team and/or the organisation and support the achievement of the CCG's strategic priorities)</i>
<i>(Briefly describe how the learning will support the individual)</i>
<i>(Briefly describe how the learning will be shared with colleagues or across the system)</i>
4. How will any impact on the team or organisation be managed? (Can the applicant be released/covered without the requirement for additional resources)
<i>(please describe the arrangements that will be put in place)</i>

Section three: Financial information. *To be completed by the originating Manager/Budget Holder*

Amount of funding requested	£
Full cost of course	
Part of course (please describe)	
% of cost requested - for full or part of the course	

Please note: Applicants should be aware that they are responsible for any costs not agreed by their employing organisation or associated partners. Where the CCG agreed contribution is less than 100%, please note that the applicant is responsible for ensuring that invoices will be split. The CCG does not pay for the whole of the course and then recover the balance from the applicant.

Is external funding available?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If yes then specify details:	If limited period date funding will cease: From: To:
Will existing department budget cover all costs?	Yes <input type="checkbox"/> No <input type="checkbox"/>	If no, how will this post be funded? Give details below?	
Cost Code:		Subjective Code:	
Cost Code description:		Subjective Code description:	

Section four: Declarations of the applicant, supporting manager and budget holder

I confirm and verify that the information above is correct and that this application is supported by my line manager.

Signature of applicant		Date:
Name of applicant		
Signature of line manager supporting the application		Date:
Name of line manager		
Signature of Budget Holder (if different from above)		Contact number:
Name of Budget Holder:		Date:

Section five – Authorisation to be completed by Chief Officer or nominated deputy

Name of Chief Officer or nominated deputy:		Date:	
Signature of Chief Officer or nominated deputy:		Contact number:	

Section 6 – Authorisation to be completed by Chief Finance Officer

There is a budget for this training		Yes <input type="checkbox"/> No <input type="checkbox"/>	
Comments			
Name of Chief Finance Officer:		Date:	
Signature of Chief Finance Officer:		Contact number:	

Equal Opportunities Monitoring

These details will remain anonymous and will be used only in strictest confidence for equality monitoring purposes.

Name	
Function	
Gender	<input type="checkbox"/> Male <input type="checkbox"/> Female <input type="checkbox"/> I do not wish to disclose this
Year of Birth	
Full/Part time	
Ethnic Origin	<input type="checkbox"/> A White - British <input type="checkbox"/> B White - Irish <input type="checkbox"/> C White - Any other White background <input type="checkbox"/> D Mixed - White & Black Caribbean <input type="checkbox"/> E Mixed - White & Black African <input type="checkbox"/> F Mixed - White & Asian <input type="checkbox"/> G Mixed - Any other mixed background <input type="checkbox"/> H Asian or Asian British - Indian <input type="checkbox"/> J Asian or Asian British - Pakistani <input type="checkbox"/> K Asian or Asian British - Bangladeshi <input type="checkbox"/> L Asian or Asian British - Any other Asian background <input type="checkbox"/> M Black or Black British - Caribbean <input type="checkbox"/> N Black or Black British - African <input type="checkbox"/> P Black or Black British - Any other Black background <input type="checkbox"/> R Chinese <input type="checkbox"/> Z Not Stated

Next Steps

In order to ensure that a copy of your approved application together with the training/study outline is kept on your file, please send through to the Learning and Development Team and HR.

Appendix 4 - Course Funding Agreement Letter

[Insert name and address]

[Insert date]

Dear [insert name]

This letter sets out the course funding agreement between you and the CCG [insert CCG name or if in a shared CCG role].

1. You have been offered a place on the [insert title of training/programme/academic qualification]. The CCG has agreed to sponsor you by paying the course fees which are incurred on a [single payment, quarterly or annual – delete as appropriate] basis. The total course fees will be £[insert].
2. In consideration of the CCG's sponsorship, you agree that after the CCG has incurred liability for the cost, you will be liable to repay some or all of the course fees (see table below).
3. You shall repay the CCG as follows: The date for completion of the course shall be the last day of the final term or end date of the course (including any extension to the course that may be agreed in writing between you, the CCG and the course Provider).

Period in which employment ends	Proportion of course fees to be repaid
During the course or within 11 months of its completion	100%
Between 12 and 18 months after completion	33%
After 18 months	Nil amount

4. You shall not be required to repay any of the course fees if:
 - a) The reason for leaving employment with the CCG is to take up an alternative substantive post in the CCG or within the wider NHS or public sector health and care system (subject to evidence given), provided that, within the new post you will continue to use the skills and knowledge gained; or
 - b) The CCG terminates the employment, except where your employment was terminated as a result of misconduct, poor performance, or dismissal under the sickness absence policy (with the exception of ill health capability of ill health retirement);
 - c) You terminate employment in response to a fundamental breach by the CCG;
 - d) The CCG waives the repayment of course fees subject to SMT agreement and where a clear rationale is provided by the line manager in doing so.
5. You agree to the CCG deducting the sums under this agreement from your salary/final salary or any outstanding payment that may be due to you.
6. You agree that the CCG waives your obligation to repay any of the course fees under this agreement, you will be solely responsible for any income or other tax payable as a result of the waiver and you shall indemnify the CCG on a continuing basis in relation to any such tax.

There are two copies of this letter and you should sign both copies to indicate you understand and accept the terms of this letter, and return one copy to me by no later than [insert date].

Yours sincerely
[Insert name and job title]

cc. Human Resources

Declaration

I declare that if I do not commence the specified course or leave the course before its completion or leave the employment of [insert CCG] within [insert as applicable and in accordance with tables above] years of completion of the course, I agree to repay the amounts as laid out in the table above.

I authorise the CCG to deduct any monies owing from my salary or any other outstanding payments which may be due to me.

Signature of applicant	
Name of applicant	
Date	

Please forward the completed form once signed to Human Resources.

Appendix 5 - Equality Impact Assessment

Title of policy		Learning and Development Policy	
Names and roles of people completing the assessment		Tazeem Hanif (HR Business Partner) Kate Bell (Equality Lead)	
Date assessment started/completed		August 2018	10.09.2018
1. Outline			
Give a brief summary of the policy	<p>This policy provides a process and framework for support to managers and individuals to access induction, learning and development and performance development reviews (appraisal).</p> <p>It also provides a framework to line managers to be aware of their responsibility to ensuring consistency and equity when considering study leave requests on an individual basis.</p>		
What outcomes do you want to achieve	Equitable access to learning and development opportunities and support where there is a requirement for the role.		
2. Analysis of impact			
This is the core of the assessment, using the information above detail the actual or likely impact on protected groups, with consideration of the general duty to; eliminate unlawful discrimination; advance equality of opportunity; foster good relations			
	Are there any likely impacts? Are any groups going to be affected differently? Please describe.	Are these negative or positive?	What action will be taken to address any negative impacts or enhance positive ones?
Age	Yes – this may impact staff that are on lower bands and therefore may not have the same opportunities in accessing learning and developing courses.	Yes	This policy provides a framework to line managers on the responsibility of ensuring consistency and equity is applied for individual study leave requests irrespective of age.
Carers	Yes – Individuals with caring responsibilities may find it difficult to access learning and development opportunities due to the hours they work where there are limited spaces for training events or where they are longer than a day.	Yes	<p>Where there is a requirement to attend training for individuals with caring responsibilities that these are discussed with the individual and alternative arrangements considered.</p> <p>Learning and development opportunities will be monitored by protected characteristic to ensure that carers are not disadvantaged.</p>

Disability	Yes – it may be appropriate due to a disability that the CCG provides learning and development opportunities in alternative formats or other reasonable adjustments where there is a requirement to attend training events.	Yes	Alternative formats of learning and development opportunities and due consideration for individual reasonable adjustments. The CCG will ensure that training venues have induction loops and accessible to those with mobility impairments. Invites to development events will ask staff whether they have specific additional needs such as a requirement for large format materials or regular breaks because of conditions such as diabetes.
Sex	Yes – consideration should be given to start and finish time of events for those with parental responsibilities Part-time workers are predominantly women. It can be difficult for part-time workers to attend training courses where the timing of the course conflicts with an employee's usual working pattern.	Yes	Where possible, training courses will be arranged so that part-time workers can attend. Where there is a requirement to attend training for individuals with parental responsibilities that these are discussed with the individual and alternative arrangements considered. Learning and development opportunities will be monitored by protected characteristic to ensure that carers are not disadvantaged.
Race	Yes – BME staff are less likely to access non-mandatory external development or training (NHS WRES 2017 data analysis report).	Yes	Learning and development opportunities will be monitored by protected characteristic to ensure that carers are not disadvantaged.
Religion or belief	No		
Sexual orientation	No		
Gender reassignment	No		
Pregnancy and maternity	Yes – Individuals that are pregnant or on maternity leave may have limited access to learning and development opportunities.	Yes	Where individuals return to work following a period of maternity leave that managers review their personal development plans and ensure that they have the same learning and development opportunities as everyone else.
Marriage and civil partnership	No		

Other relevant group	No		
If any negative/positive impacts were identified are they valid, legal and/or justifiable? Please detail.			
Learning and development opportunities will be monitoring by protected characteristic to ensure that carers are not disadvantaged.		This policy makes all reasonable provision to ensure equity of access to all staff. There are no statements, conditions or requirements that disadvantage any particular group of people with a protected characteristic.	
4. Monitoring, Review and Publication			
How will you review/monitor the impact and effectiveness of your actions		This will be monitored as part of the annual Workplace Race Equality Standards and the Workplace Disability Equality Standard (when this is mandated).	
		The CCG to ensure that reasonable adjustments are put in place when providing training to staff and that any material used is accessible. That training programmes are evaluated and consider each protected characteristics individually to increase learning.	
Lead Officer	Tazeem Hanif	Review date:	November 2021
5. Sign off			
Lead Officer	Kate Bell (Equality Lead)		
	Date approved:	10.09.2018	