

Personal and Professional Development Policy (Supersedes previous Personal Development Policy)	
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Executive summary

Leeds Community Healthcare NHS Trust (the Trust) is committed to lifelong learning and is constantly improving the opportunities available to enable staff to reach their full potential. The Workforce Strategy 2019-21 outlines the Trust's commitment to recruit the right people with the right skills while ensuring staff access to the right training and development regardless of where in the organisation they work. The Trust has pledged to do this through the mechanisms of Talent Management, and a focus on Resourcing and Apprenticeship training.

This policy provides all employees with a clear framework to support the development of staff, for managers making decisions regarding funding and time off and providing staff with clear guidance on the criteria that will apply to learning and development activities. This policy should be viewed in conjunction with the Workforce Strategy 2019-21 and the Education Learning and Development Strategy 2018-21.

It is written in accordance with the regulatory requirements for assessment and quality assurance for national vocational competency programmes and specific funding criteria set out by the Skills Funding Agency and Health Education England.

Arrangements for appraisal and statutory and mandatory training are contained in the Appraisal Policy and Procedure and Statutory and Mandatory Training Policy.

This policy will be reviewed in 12 months' time, June 2020, to ensure it aligns with the outcomes from the Learning and Development Review.

Equality Analysis

The Trust's vision is to provide the best possible care to every community. In support of the vision, with due regard to the Equality Act 2010 General Duty aims, Equality Analysis has been undertaken on this policy and any outcomes have been considered in the development of this policy. The Equality Analysis is attached as Appendix 7.

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1 Introduction

The Trust is committed to lifelong learning and is constantly improving the opportunities available to enable all staff to reach their full potential. The Workforce Strategy 2019-21 outlines the Trust's commitment to recruit the right people with the right skills while ensuring staff access to the right training and development regardless of where in the organisation they work. The Trust has pledged to enable staff to reach their potential by establishing a culture of development through the mechanisms of Talent Management with a focus on Resourcing which will enable the organisation to establish the skills needed to deliver the best possible care in every community now and in the future.

Further development of Apprenticeship training will support the workforce's education and development needs while maintaining service delivery. In addition to established Business Administration and Leadership and Management apprenticeships, there are now several approved clinical Apprenticeships - for example, Nursing Associate, Assistant Practitioner, Registered Nurse, Dental Nurse and Allied Health Professionals with more in development. These will be funded from the trust's Levy account which will support the shift in changes to the existing funding routes. Further details are available from Workforce.

This policy provides managers with a clear framework by which they can manage and support the development of staff, including making decisions regarding funding and time off, whilst providing staff with clear guidance on the criteria that will apply to learning and development activities. Arrangements for staff appraisal and statutory and mandatory training are contained in the Trust's Appraisal Policy and Procedure and the Statutory and Mandatory Training Policy.

This policy should be viewed in conjunction with the Workforce Strategy 2019-21 and the Education Learning and Development Strategy 2018-21. This policy will be reviewed in 12 months' time, June 2020, to ensure it aligns with the Learning and Development Review currently underway, which will shape the funding and processes of the full offer of education, training and development provided by the Trust.

2 Aims and Objectives

The aim of this policy is to confirm the Trust's commitment to supporting its employees in learning and developing. It will

- Provide managers with a clear framework by which they can manage and support the development of staff, including making decisions regarding funding and time off.
- Provide staff with clear guidance on how to apply for learning and development activities, and the level of `time off` and funding that they may be offered.

3 Definitions

Development Need is an identified opportunity to enhance performance through learning / training development or assessment activities.

Essential Development is that which is essential to meet the requirements of the current role or to maintain clinical professional registration i.e. for doctors, nurses and therapists.

The essential skills of the role are those identified within a job description / person specification or those cited in the relevant competency framework for the role.

Registered clinical staff are required to undertake a stipulated number of hours engaged in continuous professional development (CPD) annually. CPD hours include both formal and informal means of development.

Please note that the funding arrangements described in this policy relate to development costs only. Registration costs are professional fees met by employees themselves. Essential development is a must do determined by the Trust and / or the relevant professional body.

Desirable Development is that which relates to the current role but is not an essential requirement either for the role itself or for the purposes of maintaining professional registration, for clinical staff. This is likely to be cited as a desirable skill in the job description / person specification but may also be agreed with the line manager on the basis that it meets a skill gap within the service.

Career Development is that which does not relate, or only loosely relates to the current role and will enhance the future career prospects of the member of staff.

Long courses are those which cost over £500 and / or require over 7 days off work during any financial year. Examples include degree, diploma and masters courses, this may also apply to higher level vocational qualifications.

Short Courses are those which cost less than £500 and require less than 7 days off work during any financial year. Examples include both formal development such as short training courses and conferences and informal development such as coaching, mentoring, job-shadowing and attending relevant presentations.

Vocationally-Related Qualifications (VRQs) previously known as NVQ, (National Vocational Qualifications) are qualifications attained by assessment of work carried out in the current role against national role performance competencies.

Apprenticeships combine practical training in a job with study. The time spent on off-the-job training should be at least 20% and will be supported by the employer. They are offered to anyone over the age of 16 and there is no upper age limit. There are various levels ranging from level 2 which is equivalent to 5 GCSE's (grade A* to C or 4 - 9) up to level 7, which is a Masters degree. In addition to established Business Administration and Leadership and Management apprenticeships, there are now several approved clinical Apprenticeships for example, Nursing Associate, Assistant Practitioner, Registered Nurse, Dental Nurse and Allied Health Professionals with more in development. These will be funded from the trust's Levy account which will support the shift in changes to the existing funding routes. Further details are available from Workforce.

Distance Learning is that which is not directly taught in a given place at a given time. It therefore includes e-learning and research / dissertations associated with long courses. The subject and time for such projects must be negotiated with line managers in order to ensure relevance and minimise disruption to the Trust. All such assignments must be work based. A copy of any assignments and dissertations must be made available for inclusion in the Trust's library.

Direct Costs are those which relate to the provision of the training itself e.g. tuition fees.

Indirect Costs are those which are associated with attending development opportunities e.g. travel and subsistence payments. Indirect costs also include replacement labour costs, e.g. costs of bank or agency staff where required.

Corporately Monitored Budgets are funds provided by either the Government or the Trust which are administered and / or monitored through Workforce; only direct costs will be funded through these budgets. Examples of these budgets are:

Health Education Yorkshire and the Humber (HEYH) Funding is available to all staff applying to study selected long courses. Confirmation of whether a long course is funded this way can be obtained from the course provider.

Support Staff Learning and Development Fund (SSLDF) is available for support staff, bands 1 – 4, applying for an apprenticeship, VRQ or job related short course. This is an annual budget provided by HEYH that is shared by three Trusts in Leeds. This type of funding is from a corporately monitored budget, and places need to be forecast at the beginning of a financial year.

Long Course Funding is available to all staff who applies for a course that is not eligible for funding from HEYH or SSLDF.

Service Funding is available to staff from their particular service. Each service holds its own budget, for short courses application to service delivery.

Protected Characteristics are characteristics that are protected against discrimination. They are; age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex and sexual orientation.

4 Responsibilities

4.1 Chairman and Chief Executive are responsible for;

- Ensuring the Trust has robust policies and procedures in place to support staff in continuing their personal and professional development. In practice this responsibility is delegated to General Managers, Heads of Service and Service Managers.

4.2 Director of Workforce is responsible for:

- Ensuring this policy is reviewed and updated in light of legislation and guidance.
- Promoting a working environment that encourages continuous personal and professional development.
- Ensuring that access to training and development opportunities is available to all, including those with characteristics that are protected under the Equality Act 2010.

4.3 Directors are responsible for:

- Determining and overseeing training budgets within their service, specifically:
- Ensuring appropriate funding provision is made for learning and development whilst taking into consideration current and future service needs. These responsibilities will be carried out in consultation with senior managers, workforce and professional development leads, and in line with business and workforce plans. A joint statement has been issued by the professional bodies responsible for the registration of staff in health and social care which advises an allocation of 6 days (45 hours) for CPD for all staff (registered and unregistered), excluding statutory and mandatory training but

including informal as well as formal development activity, including writing-up time. This guidance is available at <http://www.rcn.org.uk/data/assets/pdf/0003/78708/003064.pdf> and will be taken into consideration when determining overall training budgets.

- Ensuring adequate arrangements for the monitoring and allocation of training budgets within their service(s).

4.4 Workforce is responsible for:

- Commissioning and monitoring training provision, delivery and evaluation. Specifically this includes:
- Monitoring corporately administered training budgets.
- Monitoring access to development opportunities to ensure equality between individuals, teams and services.
- Administering the applications processes for long courses and VRQs.
- Liaising with regional preferred providers regarding application of vocational and apprenticeship opportunities
- Advising managers on all aspects of this policy, including funding arrangements and the process for making approval decisions relating to corporately funded or administered development opportunities.
- Providing information via ELSIE and Community Talk on availability and content of development opportunities.
- Providing or commissioning training as outlined on the corporate training pages on ELSIE.
- Evaluating corporately-provided or commissioned training in consultation with senior managers.
- Monitoring levels of non-completion of long courses.
- Discussing reasons for non-completion of long courses to advise on decisions relating to repayment of fees where appropriate.
- Monitoring access to development opportunities for staff with protected characteristics through ESR and inform relevant heads of service of potential imbalances.
- Publishing equality outcomes in the annual workforce report and Public Sector Equality Duty report.
- Producing and publishing reports on learning and development that has been undertaken, using information input by individuals via ESR self-service on ESR external learning.

4.5 Senior Managers are responsible for:

- Monitoring and allocating training budgets within their service. In practice, as determined by the relevant Director, this responsibility may be held by a single designated manager, all senior managers within a service, or by a training strategy group. This involves:
- Liaising with directors, workforce and professional development leads to ensure adequate annual training funding to meet current and future service needs.
- Informing line managers and staff of application decisions in a timely manner, and providing detailed reasons for non-agreement where applicable.
- Gaining feedback from line managers on the content and quality of training undertaken and passing relevant data to workforce to inform their future commissioning decisions.
- Acting on feedback from workforce in relation to equality of access to training opportunities.

4.6 Line Managers are responsible for:

- Acting fairly and consistently, ensuring that the policies and procedures are disseminated effectively and are understood by all employees.
- Ensuring employees development needs are identified within the appraisal process, including whether the development is essential, desirable or linked to career development.
- Agreeing measurable benefits, with employee, of development in advance of start date to enable evaluation on completion.
- Discussing development options with employee to ensure best fit to development need and best value for money for the service.
- Ensuring costs are covered for non-completion of any funded development programme. Recovery of costs will be considered from the organisation, the service or the employee depending on the circumstances. The line manager will therefore carefully consider the learning preferences of the employee before agreeing particular development options.
- Evaluating service needs and making decisions relating to time away from normal duties for requested / required development.
- Making necessary cover arrangements to ensure that agreed development can be undertaken without affecting the quality of service provided in accordance with development provider and LCH service level agreement contracts.
- Encourage employee to undertake appropriate work based qualification related to job role (VRQs).
- Provide adequate time during work to allow employee to be observed and assessed undertaking work tasks / projects (min 2 hours per 2 – 3 weeks).
- Providing a senior employee to mentor / buddy apprentices up to 24 years
- Following local procedures with senior managers to ensure that service funding is available to support development requests. This includes indirect costs for all types of development plus direct costs for short courses.
- Following procedures with relevant workforce leads to ensure that corporate funding is available to support development requests (i.e. direct costs of long courses).
- Evaluating completed training with the relevant employee, to identify whether the development undertaken has led to the anticipated business benefits identified at the approval stage during appraisal.
- Monitoring completion of training records on ESR and ensuring that updates are made in a timely manner.
- Informing relevant workforce lead if an employee fails to complete a long course or other corporately funded courses.
- Providing support where necessary to staff who are experiencing difficulties in completing or meeting the required standards of a long course.
- Providing information to the relevant workforce lead on the reasons for non-completion of long courses to aid decision-making relating to the repayment of fees.
- Providing feedback to workforce in relation to the content and quality of training undertaken to inform future commissioning decisions.
- Approving each successfully completed development activity recorded on ESR by employees to ensure Trust records are up to date and accurate.

4.7 All Employees are responsible for:

- Complying with the Trust's policies and procedures and raising any questions or concerns, that may arise around these, with their line manager
- Identifying their own development needs through the appraisal process or with line manager as appropriate, including identifying whether the development is essential, desirable or linked to career development

- Discussing development options with the line manager to ensure best fit to development need and individual learning styles, whilst maintaining best value for money for the service
- Undertaking development activity to meet current and future service needs and the requirements of professional registering bodies where applicable.
- Applying for funding approval every year where development activity duration is longer than one year (not required for VRQs).
- Completing the development activity to the best of their ability and utilising those skills for the benefit of patients and staff at the Trust, including onward dissemination of the learning where possible, e.g. publication of dissertations.
- Agreeing measurable benefits, with line manager, of development in advance of start date to enable evaluation on completion.
- Keeping their manager informed of progress when undertaking a development activity during the appraisal process (mid-year or annual review or 1 – 1 meetings).
- Informing their manager immediately if they do not undertake planned development as agreed, if they are unable to meet satisfactory rates of progress, or if they fail to complete any funded development activity.
- Following normal absence management processes to inform managers and training providers of their absence when scheduled to attend development activities.
- Recording completion of development onto external learning via ESR self-service.

4.8 Staff side organisations are responsible for:

- Working together on issues in good faith with goodwill and having a shared intention of facilitating good working relations.
- Assisting employees to understand their rights and responsibilities under this policy.
- Supporting employees in discussions with management about development approvals where necessary.
- Acting on behalf of employees where difficulties arise for employees attending development activity within the job role.

5 Learning and Development Process

5.1 Identify development needs and solutions

Development needs will be agreed, between line manager and employee, as part of the wider appraisal process. This could be during the initial objective setting meeting, mid-year or annual review meetings or a 1-1 at any time during the appraisal year.

The development need must be discussed in sufficient detail to enable the line manager and employee to agree the measurable benefits. This stage is crucial as it forms the basis for forecasting workforce plans and training needs, as well as future evaluation of the benefit of the development activity.

5.1.1 Type of development need

Managers and employees need to be specific about whether the development is required to meet;

- The **essential** needs of the role or professional registration,
- The **desirable** elements of the current role or
- A personal development goal of the individual for **career development**.

This will inform later decisions regarding the level of funding offered.

5.1.2 Types of development activity

Development can take many forms;

- Attending specific meetings or conferences
- Engaging in new projects or activities
- Coaching or mentoring
- Observing or assessment of work
- Face-to-face training
- Distance learning

All types of development are to be considered and a decision made based on the closest match to the development outcomes and the learning style preferences of the employee.

Where more than one option meets the development needs of the employee, the choice is to be made on the basis of value for money.

Managers and staff will be clear at this stage of the process whether the agreed development solution falls into the category of a long course or a short course as defined in section 3. Advice can be sought from Workforce if required.

It is important to give appropriate time for new competences and knowledge to be embedded in to every day work based practice. Competencies and knowledge acquired through long courses (diplomas, degrees or masters level qualifications) may take considerably more time therefore it would be appropriate that 12 months is given for this implementation of skills learnt.

Another development activity, over £500 or requiring over 7 days of study leave, will not be funded within 12 months of a previous qualification being completed.

5.1.3 Forecasting development needs

In order to secure funds from corporately monitored budgets, managers are asked to submit forecasts to Workforce at the financial year end, regarding the numbers of staff potentially requiring VRQs, long courses based on Services workforce plans, training needs analysis or appraisal requests for the forthcoming year.

Although this activity largely follows an annual cycle, additional allocations and funding are sometimes available throughout the year. Further advice on availability of funding and the applications process can be sought from Workforce.

Additional opportunities are offered periodically from regional or national funding sources, as well as professional bodies and staff side organisations. The websites listed below are useful sources of information:

SSLDF plans for provision of VRQs are forecast at the end of each financial year, based on estimated numbers of annual requests. Long Course funds are monitored during April and Sept.

<http://yh.hee.nhs.uk/education-training/funding-guide/>

<http://www.leadershipacademy.nhs.uk/grow/professional-leadership-programmes/>

<http://www.cpd4yorksandhumber.nhs.uk>

All development options that are funded or administered by the Trust are communicated by Workforce via Elsie and Community Talk.

5.1.4 Recording development activities for discussion at appraisal

Development needs and solutions are to be recorded on the development activity log sheet, attached as appendix 1, and / or the appraisal preparation form (found on Elsie within the appraisal toolkit).

5.2 Identifying costs and funding

Once a suitable development solution has been identified and discussed with the manager the employee must research its availability and timing and then complete a learning and development application form, attached as appendix 2. Guidance for completing the application form is attached as appendix 3.

Where applicable the line manager will be able to confirm whether indirect costs of the development activity can be funded. These must be calculated, including travel, subsistence, and replacement labour costs, prior to application. The service contribution will be calculated utilising the table attached as appendix 4. Indirect costs cannot be applied for from corporately administered funding.

Direct costs of the development activity must be identified and any organisational contribution must then be calculated utilising the table attached as appendix 4.

5.2.1 Payback of costs should the employee resign during development for which the organisation is paying or within 6 months of the date of completion of the development, the employee will normally be required to repay the full cost of the development which will be from the employee's final salary.

Following this period, the organisation operates a sliding repayment scale, so the amount that the employee is normally required to repay is reduced by one quarter at six monthly intervals leading to a maximum of 2 years.

The Learning and Development Trust agreement letter (appendix 5) and the Learning and Development application learning acceptance letter (appendix 6) outlines the process, percentage and timescales.

5.3 Seek approvals

Overall approval to undertake development to meet agreed development needs must have the following levels of approval;

- Agreement by Line Manager (all applications)
- Agreement by General Manager (all applications)
- Agreement by Workforce (applications for funding from a corporately held budget or HEYH funded courses)

5.3.1 Agreement by line manager to release the employee from normal duties; make any necessary cover arrangements to allow the staff member to undertake development activity and meet service funded direct and indirect costs. This stage is required for all types of development and funding.

Where managers receive conflicting requests for development, priority will be given to requests in the following order:

- A – Statutory / Mandatory Training
- B – Essential Training
- C – Desirable Training
- D – Career Development

Please note that development activity categorised as A and B is counted as working time. Therefore, if the development activity is scheduled for a time that would not normally fall within the staff member's working hours, they will be provided with compensatory time off or additional payment for the additional hours worked. This applies for all staff, irrespective of working pattern / worked hours.

If the development activity is categorised as C or D and the employee is full or part time, compensatory time off is to be negotiated with the line manager.

If the application cannot be approved at that time, the manager will inform the employee without delay and explain the reasons. Arrangements will be made, where possible, to agree alternative timings so that the request can be approved.

If the application is approved, the manager will inform the employee. If there are no costs associated with the development activity, e.g. job-shadowing, mentoring or attending meetings / presentations, the employee can make arrangements to undertake the development activity in consultation with their line manager.

If there is a cost implication all necessary funding approvals must be gained before the employee confirms attendance.

5.3.2 Agreement by general manager that the application meets the business objectives and will benefit the service and individual. This stage is required for all types of development and funding.

If the general manager is unable to agree the application meets any of these requirements then they will inform the line manager. Reasons for refusing the application will be clearly expressed so that the line manager can explain the situation to the employee without delay.

If the request is granted the line manager will inform the employee. If the development is to be funded by the service the employee can make the necessary arrangements to undertake the development activity. If corporately monitored funding is required (including HEYH funded), the manager must seek final approval from workforce (although if HEYH funded this is for monitoring purposes only and not allocation of funds).

5.3.3 Agreement by Workforce to the percentage of direct costs that will be met by corporate funding. This will be based on the category identified for the development activity (essential, desired or career development). This stage is required for all types of development that are funded through corporately monitored budgets including HEYH, SSLDF and LCH. This stage of approval is NOT required where the development has been agreed to be funded by the service.

In the event of limited funding / limited places, it may be necessary for further selection processes to take place, e.g. interviews. In such cases, Workforce will communicate the arrangements and selection criteria to appropriate employees and their line managers.

Information on invoicing for LCH funded development can be found in the learning and development application form guidance (appendix 3). For programmes funded by HEYH, employees are to follow the invoicing guidance provided directly from the university providers.

5.4 Development Request Declined

If approval is not given at any stage in the process, the reasons for this decision will be given, by the manager rejecting the request, making reference to specific criterion / criteria applicable.

If an employee believes that the approval process is inequitable or has not been properly followed, they are to raise this with their line manager. If their concerns are not satisfactorily addressed, employees are to refer to the formal Grievance Procedure.

All employees have the legal right to request time off (unpaid) for the purposes of training. Organisations have a duty to consider such applications following a statutory procedure. Whilst the organisation retains the legal right to refuse a request, there are limited lawful reasons for declining such a request. The right to request time off for training falls outside of this policy and if a staff member wished to invoke it, managers are to seek guidance from HR.

6 Undertaking Development

Once approved, it is the responsibility of the employee to book themselves onto the agreed development activity. This may involve completion of specific application forms requested by internal or external providers, or booking internal development opportunities through ESR self-service.

For some development activities it may be necessary to submit an application to the course provider before completing the internal learning and development application. This may be where the course provider has strict deadlines for applications. It is advised that this is only done in instances where there will be no cost implications to withdrawing an application or place, if funding is not available.

Employees are required to fulfil the obligations associated with any development opportunity to the best of their ability. This may include pre-reading or other preparation, attendance at the specified time, achieving the required attainment level to pass any summative or formative assessments, completion of the course and shared learning with colleagues.

6.1 Change of circumstance

It is recognised that some unforeseen changes in personal circumstances, e.g. illness, pregnancy, caring responsibilities, may have a detrimental impact on the ability of staff to meet the obligations associated with funded development. The line manager is to be notified of such changes in circumstances in a timely manner. Similarly, if the employee requires additional support to meet the requirements of the development activity e.g.

reasonable adjustments in respect of disability, including learning difficulties such as dyslexia, they are to discuss these needs with the development provider and their line manager as soon as possible.

Throughout the duration of an ongoing development activity, employees and line managers will regularly discuss the value of the course and the employee's progress. Employees will highlight any additional support needs to the provider and to the line manager. Employees must not discontinue funded development activities without first discussing the reasons for this decision with their line manager, development provider and workforce before a final decision is reached.

6.1.1 If the employee is unable to attend due to change of circumstances they are to contact the line manager immediately, in line with standard Absence Management procedures. Failure to report non-attendance will be deemed to be unauthorised absence and may therefore be subject to disciplinary proceedings.

If the development activity is part of an ongoing programme the employee must also inform the provider. The employee must then ensure that they make alternative arrangements to catch up on the course material delivered in their absence.

The line manager will send a replacement on the development activity where possible i.e. a conference. In instances where a replacement has been sent or non-attendance of a corporately funded development activity, the line manager must inform workforce to this change in attendance.

Where costs have not been incurred for non-attendance the development can be immediately rebooked, if available. However, if costs have already been made the application process must be restarted and may not be approved if budgetary circumstances have changed.

6.1.2 If the employee wishes to defer the development activity due to change of circumstances they are to discuss this with their line manager and specify reasons as appropriate to workforce and the provider to discuss an alternative arrangement.

6.1.3 If the employee cannot complete the development activity due to change of circumstances and it is not possible to send a replacement then the Trust reserves the right to recover a reasonable proportion of its costs from the employee.

7 Completion of development

It is the responsibility of the employee to inform the manager of completion / non-completion of any planned development activity.

7.1 Complete ESR Learning Record

Employees must also take personal responsibility to update their external learning record via ESR self-service to reflect any type of development undertaken and any new qualifications attained. Line managers are responsible for confirming this development has taken place by approving the email sent to them after the employee has completed ESR self-service. Where Corporate Funding has been used employees should notify Workforce to assist with finalising yearly budget allocations.

7.2 Non completion due to failure to meet the expected standard could result in the Trust recovering its funding contribution from the employee. As academic capability is already assessed by external providers at the application stage, only personal circumstances previously highlighted to the manager during the course will be taken into account when making the decision on whether or not to recover costs.

Staff undertaking VRQs have the right to appeal against the assessor's decisions through the relevant appeals process provided by the college. As these decisions are outside the control of the Trust, there is no right of appeal through the Trust's Grievance Procedure, unless the assessor is also an LCH employee.

7.3 If the employee leaves the employment of the Trust within 18 months of completing a long course, the Trust reserves the right to recover a reasonable proportion of its costs from the employee.

8 Evaluation of development

The manager and employee will regularly review the benefits of the development activity using the measurable outcomes agreed when the development need and solution was identified. This will inform decisions about future development needs for the employee.

If the development activity does not meet expectations the employee, line manager and workforce will provide feedback to the provider. They will liaise together to compile feedback data, so that a single Trust-wide evaluation can be provided where appropriate. Workforce will also take this feedback into account when making commissioning decisions.

9 Equality Analysis (EA)

The Trust expects the same standards of conduct of all employees. Managers will bear in mind the possibility that some employees may need assistance to follow or understand rules or procedures because of language or disability factors. If such assistance is needed or requested, consideration will be given to providing it.

LCH aims to design and implement services, policies and measures that meet the diverse needs of its population and workforce, ensuring none are placed at a disadvantage over others.

LCH is subject to the equality duty as set out in the Equality Act 2010 and must pay "due regard" for the need to:

- Eliminate unlawful discrimination, harassment and victimisation.
- Advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

Due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.

See appendix 7 for the completed EA screening relevance form.

10 Monitoring Compliance and Effectiveness

It is the responsibility of the Director of Workforce to ensure that this policy is monitored effectively. This will be achieved through:

- Active monitoring and annual reporting (Annual Workforce Report) of grievances relating to decisions regarding training approvals for all staff
- Active monitoring and annual reporting (Public Sector Equality Duty Report) of outcomes for staff with protected characteristics in relation to:
 - Training completions
 - Grievances relating to access to training

11 Approval and ratification process

The policy has been approved by the Joint Negotiating Consultation Forum and Local Negotiating Committee, and has been ratified by the Remuneration Committee on behalf of the Board.

12 Dissemination and Implementation

Dissemination of this policy to services will be via HR and Equality and Diversity Manager and made available to staff via Elsie.

Operational Directors / General Managers / Heads of Service must ensure staff have access to this policy and understand their responsibilities for implementing it into practice.

HR Equality and Diversity Manager will provide appropriate support and advice to staff on the implementation of this policy and ensure that the changes made in this version of the policy are communicated appropriately across the Trust. Specifically they will:

- Email business units and departments requesting dissemination of document to applicable services
- Upload this document on to Elsie
- Remove superseded documents from Elsie
- Submit article for the next Community talk
- Ensure that any internal training delivery containing information relating to appraisal and development is updated to reflect this policy.
- Ensure that adequate training / guidance is available to support the additional ESR reporting and recording requirements included in this policy.

13 Review arrangements

This policy will be reviewed in one year following ratification or sooner if there is a local or national requirement.

14 Associated documents

Statutory and Mandatory Training Policy
Appraisal Policy and Procedure
Service Level Agreement with Vocational Qualification Provider

15 References

NHS Employers Learning for Life Campaign:

<http://www.nhsemployers.org/EmploymentPolicyAndPractice/Pages/LearningforLife.aspx>.

Health Education England (Yorkshire and Humber) Education and Training Guide:

<http://yh.hee.nhs.uk/files/2013/06/Multi-Professional-Education-and-Training-Guide-2013-14.pdf>

Health Education Yorkshire Support Staff Learning and Development Strategy

<http://yh.hee.nhs.uk/wp-content/uploads/sites/488/2013/05/HEYH-5-Year-Skills-and-Development-Strategy.pdf>

Development Activity Log Sheet

Appendix 1

Name: _____

Date Development Need Identified	Development Need Identified	Measuring Progress	Evaluation Process	Development Category	Type of course	Course Title	Time away from duties required?	Cost
	<i>Specific competence or skill in need of development</i>	<i>Specific measures of how the efficacy of proposed development will be measured and monitored</i>	<i>How will I know I have been successful</i>	<i>Essential / Desirable / Career Development*</i>	<i>Long / Short</i>	<i>Title of course identified as solution to development need</i>	<i>Yes / No If yes, how many days</i>	<i>£</i>

Learning and Development Funding Application Form

This form should be completed by anyone who wants to undertake learning or development provided by any organisation outside the Trust where a cost is attached (regardless of duration). This includes any courses funded through the learning provider by Health Education England (HEE), Health Education Yorkshire & Humber (HEYH) or Local Education and Training Boards (LETB).

Your Details:	
Name:	Email Address:
D.O.B:	Telephone Number:
Job Title:	Base:
Band:	Date of Application:
Contracted Hours:	

Development Activity:	
Course Title:	Cost of the Course:
Learning Provider:	Start Date:
Contact Name:	End Date:
Contact Number:	Amount of study leave agreed with Line manager:
Contact Email:	<i>(Please note that if the course is for longer than 12 months you must reapply for funding each year)</i>
Is this course for more than 1 year? Y/N	If yes please complete: Year __ of __

What type of funding are you applying for?

(Please consider these option in order and circle or highlight one of the below)

<p>1. HEE Funding</p>	<p>Each learning provider will be able to confirm if there is funding available from Health Education England for NHS Staff studying health and social care related learning. If this applies to you please check this first before applying for any other funding.</p>	<p>Have you contacted the Learning Provider about HEE Funding?</p> <p style="text-align: center;">Y/N</p> <p>Have you secured HEE Funding through the Learning Provider?</p> <p style="text-align: center;">Y/N/Awaiting Decision</p>
<p>2. SSLDF</p>	<p>(If your service cannot fund your learning you may be able to access the Support Staff Learning Development Fund if you are a Band 1 to 4 or an unregistered Band 5 - please check with OD whether this budget is available)</p>	
<p>3. Service Budget</p>	<p>(Please speak to your line manager about accessing funding through your service if there is no HEE funding for your chosen course)</p>	
<p>4. LCH Funding</p>	<p>(Where the cost of your course cannot be met by the previous 3 you can apply for LCH funding and your application will be considered by the panel)</p>	

Your Line manager must complete this section if you are applying for SSLDF/Service Budget or LCH Funding:

Please outline how this learning will help the service work towards its objectives:

How does this learning contribute towards the LCH Plan (You can find this on Elsie [here](#)):

What will the benefits be to the team if this individual undertakes this learning?

--

What will the implications be to the team and the organisation if this individual does not undertake this learning?

--

With the above in mind, please tick one of the following:		
This training is ESSENTIAL and I support the learner to apply for 100% funding	This training is DESIRABLE and I support the learner to apply for 50% funding	This training is for CAREER DEVELOPMENT and I support the learner to apply for 25% funding

Manager's Name:	Date:
Manager's Signature:	Date:
Clinical Lead (Adults, Children's or Specialist BU) or Head of Department Signature (Corporate Services):	

- All applications must be signed by your line manager.
- All applications for funding and study leave within the Adult Business Unit must first be sent to Caroline McNamara (caroline.mcnamara2@nhs.net), with Julie Mountain (julie.mountain@nhs.net) and Senior Ops admin (senioropsteam@nhs.net) copied in
- Please return your completed application form to Maria Ashraf at maria.ashraf@nhs.net

Learning and Development Funding Application Form Guidance

This form should be completed by anyone who wants to undertake learning or development provided by any organisation outside the Trust where a cost is attached (regardless of duration). This includes any courses funded through the learning provider by Health Education England (HEE), Health Education Yorkshire & Humber (HEYH) or Local Education and Training Boards (LETB).

Course Details:

It is important that you provide us with full details of the course.

If you do not know the end date please make an estimation.

If the course is for longer than 12 months you must reapply for funding each year.

Any study leave must be agreed with your manager, inclusion on this form is for record keeping purposes only. Managers must give reasonable consideration to absence from work requested to undertake learning activities and ensure equity in decision making.

Funding:

For all clinical courses we ask that you contact the learning provider and ask if any HEE funding support is available for NHS staff. Please do this before applying for any other funding streams. Often an application process is involved in obtaining this type of funding, please note it is your responsibility to work through this application process and ensure funding is secured if possible.

If you are awaiting a decision regarding this funding you can circle 'awaiting decision' on the form and continue to send the form to us. Please keep us updated during this process.

If you are a Band 1- 4 or unregistered Band 5 member of staff then you may be able to access the Support Staff Learning and Development (SSLDF) budget which is managed by the OD team. Please contact them on lch.od@nhs.net to discuss if this budget is available.

If no HEE or SSLDF funding is available you will need to speak to your manager who will need to look at their service training budget to assess whether there is sufficient funding to support you with your development.

It is a manager's responsibility to ensure that funding recommendations are equitable. The answers to the questions asked in the managers section on the form and their workforce plan should inform their decision.

If none of the above is a possible you can apply for LCH funding. Please note that any applications for funding from this pot of money will be assessed by panel and a decision will be made based up the information provided.

Please note that the corporate budgets do not cover conferences or subsidiary expenses such as travel, accommodation or course materials associated with a course of study.

Any decisions taken or offers made on the basis of incorrect information will be rescinded.

Line Manager's section:

Your manager must complete this section for all applications requesting SSLDF, Service Budget or LCH funding.

Decision:

You will receive a letter sent electronically from the OD team confirming the funding arrangements agreed upon shortly after submitting your funding application.

Invoicing for non HEE funded courses:

Where the contribution by LCH for course fees is less than 100%, applicants should be aware that they are responsible for paying the balance of the cost personally. Following confirmation of a place on the course and receiving the LCH offer letter (detailing the LCH contribution) the employee must arrange with the provider for separate invoices for the LCH element of the cost and for their own contribution.

Learners will need to inform the course provider that all invoices must be received for payment no more than 2 months after the start of the course. This is to enable settlement of your course fees within the financial year that the programme is approved and must be strictly followed as it is critical for budgeting purposes. They must also include the correct purchase order number on their invoice, this will be provided by the OD team shortly after responding to the funding application.

Invoices need to be sent to the address below:

LCH NHS Trust
RY6 Payables C635
Phoenix House
Topcliffe Lane
Tingley
Wakefield
WF3 1WE

Reimbursement (not applicable to courses funded by HEE):

LCH reserves the right to require employees to reimburse LCH for any course, registration or examination fees if they leave the course prior to completing, if they leave LCH Trust within two years of completing or are unable to provide evidence of achievement. (Please see the table below for more details regarding the sliding the scale of amount recovered over the 24 month period)

Employees must confirm in writing their agreement to reimburse LCH as described above. This will be outlined in the letter sent in response to the Learning and Development Funding Application Form; an email reply confirming that you accept the terms is sufficient.

Exceptions may apply in the case of redundancy, retirement or non-attendance due to long term sickness absence.

Percentage Recovered**Scenario**

100%

The employee leaves LCH during the course or within 6 months of completing the course/qualification

75%

The employee leaves LCH within 6-12 months of completing the course/qualification.

50%

The employee leaves LCH within 12-18 months of completing the course/qualification.

25%

The employee leaves LCH within 18-24 months of completing the course/qualification.

Support:

LCH library team are available to help you. For example, to carry out literature searches, provide training on the use of the internet, finding health care resources and advice on how to do your own literature searches. To find out more about this service please see the LCH Trust intranet or refer to www.leedslibraries.nhs.uk

CATEGORIES OF DEVELOPMENT FOR DECISION MAKING REGARDING FUNDING AND TIME OFF

Appendix 4

Class	Description and Criteria	Examples	Support Provided
A	<p>Essential</p>	<p>Programmes explicitly provided, commissioned, or approved by the Trust, to comply with legal / statutory / mandatory requirements, national or Trust policies, employment or performance requirements etc. (e.g. competences). It also includes CPD requirements of professional bodies.</p> <p>Examples of support would include those areas of training which are expected within the Essential criteria of the person specifications or where there is a new service development and roles have been identified to enhance their skill to meet the essential elements of the service and will be an expectation of the applicant to meet this criterion.</p>	<p>Direct Costs - Trust 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>Indirect Costs – Service funds 100% of travel, accommodation, and similar reasonable costs required to enable the individual to attend the programme. The Manager will determine reasonable costs, and arrange funding via their own budget. Standard Class travel will be expected.</p> <p>Time Off – Trust 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 required events, exams etc. This applies to part-time staff as well as full-time staff i.e. working time allowances should not be reduced pro-rata.</p> <p>* No personal contribution is levied for replacement labour costs or VRQ assessment costs</p>
B	<p>Desirable</p> <p><i>- deemed by the Trust / manager 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</i></p> <p><i>- supportable assuming corporate priorities have been fulfilled</i></p>	<p>Programmes which are approved by the Trust or the relevant Director as being desirable within the individual’s role or profession but which also offer them recognisable benefit e.g. a qualification, or other definable competence, which may be transferable, or which may facilitate the advancement of their career.</p> <p>Examples of such support would be Desirable features within the person specification or support to individuals post second gateway to enhance skills over and above those required for their employed role or additional service skills. This may include increasing similar skills which already exist and held by other members of the team and are not essential for the continuance of service but could enhance individual CV’s.</p>	<p>Direct Costs - Trust funds 50%, Employee funds 50% 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>Indirect Costs – Service funds 50% of travel, accommodation, and similar reasonable costs required to enable the individual to attend the programme. The Manager will determine reasonable costs, and arrange funding via their own budget. Standard Class travel will be expected.</p> <p>Time Off – Trust provides the individual with 50% paid time off, which includes time off in lieu, or in exceptional circumstances, pays them such time to enable them to attend required events, exams etc. This applies to part-time staff as well as full-time staff i.e. working time allowances should not be reduced pro-rata. The remaining time must be found within the individual’s own time i.e. within non-working time, paying back time, or using annual leave.</p> <p>* No personal contribution is levied for replacement labour costs or VRQ assessment costs</p>

<p>C</p>	<p>Career Development</p> <p><i>- deemed by the manager to be more 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.</i></p>	<p>Programmes specific to the individual's role or profession which offer them a qualification, CPD recognition, other externally recognised accreditation beyond that is required for the role.</p> <p>Also, conferences and other development programmes initiated and sourced by individuals which cannot be justified as a requirement or of substantial benefit to the Trust.</p> <p>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>Direct Costs - Trust funds 25% 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>Indirect Costs – Service funds 25% of travel, accommodation, and similar reasonable costs required to enable the individual to attend the programme. The Manager will determine reasonable costs, and arrange funding via their own budget. Standard Class travel will be expected.</p> <p>Time Off – Trust provides the individual with 25% paid time off, which includes time off in lieu, or in exceptional circumstances, pays them such time to enable them to attend required events, exams etc. This applies to part-time staff as well as full-time staff i.e. working time allowances should not be reduced pro-rata. The remaining time must be found within the individual's own time i.e. within non-working time, paying back time, or using annual leave.</p> <p>* No personal contribution is levied for replacement labour costs or VRQ assessment costs</p>
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Leeds Community Healthcare **NHS**
NHS Trust

Organisational Development & Improvement
Team

Leeds Community Healthcare
Headingley Office Park
Stockdale House
2nd Floor
Victoria Road
Leeds LS6 1PF

Direct Line: (0113) 84 33192

Private and Confidential

(Name)
(Address)

Dear (name)

Re: Learning and Development Application: (Year)

As requested in your application, it has been agreed for you to undertake the following course:-

Course: *****
Duration: *****
Provider: *****

The agreement includes £***** equating to ***% funding and ***** days study leave.

The agreement includes £2135 equating to 100% funding and any study leave agreed with your manager. The funding allocated will be from the LCH and Service fund.

LCH recognise this is a key qualification for your job role and / or personal development. It should be noted that as per the guidance, funding is for this academic year (2019/2020) only and any offers made by LCH are on a year by year basis. Therefore, it will be necessary to reapply for corporate funding if required for any future year(s) of study within each academic year.

Please note, where the LCH contribution is less than 100%, LCH **DOES NOT** pay for the whole of the course. You will be required to arrange separate invoices for the LCH element of the cost and for any costs you pay.

Should you leave the course prior to completion (depending on circumstance), or leave the employment of LCH within a 2 year period after completion of the programme, LCH reserves the right to request employees reimburse the LCH Trust for course fees (i.e. registration or examination fees).

Where LCH has paid part, or in certain cases, all of the fees for a professional qualification; these will be recovered (where appropriate) in accordance with the percentage recovery costs stated in the guidance.

In accepting this offer you are also granting permission for the course provider to supply LCH with any pertinent information about you and the course. You are also agreeing to LCH asking and receiving such information from the course provider and LCH sharing information about you required by the learning provider. If, for any reason, you are unable to take up this offer, will you please inform me immediately.

The learning provider will need to send LCH an invoice to the address below and include the PO number provided (this will be sent to you in an email over the next few weeks):

LCH NHS TRUST
RY6 Payables C635
Phoenix House
Topcliffe Lane
Wakefield
WF3 1WE

For your information, to support your work and study, the LCH library team are available to help you, this includes literature searches, providing training on the use of the internet, finding health care resources and advice on how to do your own literature searches. To find out more about this service please see Elsie or www.leedslibraries.nhs.uk

**** To confirm your acceptance of this offer and arrangement to the reimbursement of funds should you leave LCH, you must complete the section below and return a copy of this letter to me on lch.od@nhs.net**

LCH would like to thank you for your application and wish you good luck in your studies.

Yours sincerely

OD&I Support Lead

Reimbursement Arrangements

I confirm that I have understood that LCH reserves the right to require me to reimburse them for any course, registration or examination fees if I leave the course prior to completion and if I leave LCH within 2 years of completion. I agree to the reimbursement arrangements as per the framework outlined below:

<u>Percentage Recovered</u>	<u>Time Period</u>
100%	The employee leaves LCH during the course or within 6 months of completing the course/qualification.
75%	The employee leaves LCH within 6-12 months of completing the course/ qualification.
50%	The employee leaves LCH within 12-18 months of completing the course/ qualification.
25%	The employee leaves LCH within 18-24 months of completing the course/ qualification.

Exceptions may apply in the case of redundancy, retirement or non-attendance due to long term sickness absence.

I confirm acceptance of the terms outlined.

Name.....

Signature.....

Date.....

Equality Analysis (EA) – Relevance Screening Form

1. Name of the document	Personal Development Policy			
2. What are the main aims and objectives of the document	The specific aim of this policy is to assure Leeds Community Healthcare NHS Trust that staff are supported to undertake personal and professional development			
3. Is this a key strategic document?	Yes		No	
			No	
4. What impact will this document have on the public or staff?	High	Medium	Low	Don't know
		Medium		
Explain: All staff have fully funded access to all training required to meet the current needs of the role.				
5. Is there any evidence, or reasons that different groups have different needs, experiences, issues and priorities in respect of this particular document?	Yes		No	
			No	
Explain: Equality analysis of current training rates indicate that uptake for training is broadly equitable across protected groups.				

If you have answered **Yes** to question 3, you should move straight onto EA.

If, for question 4 you have answered **Low**, there is no need to continue to conduct an EA.

If for question 4 you have answered **Medium** and **No** for question 5, there is no need to conduct an EA.

If, for question 4 you have answered **Medium** or **Don't Know**, and have answered **Yes** or **Don't Know** for question 5 you should move on to a **Stage One** EA.

If, for question 4 you have answered **High**, you need to conduct an EA.

	Equality Analysis	None
6. Based on the result of the screening, is an EA required?	NO	

Maxine Morris, Maxine Morris Consulting, 2nd December 2013