

# Training and Development Policy

## 1. Introduction

The purpose of this policy is to set out the Council's position on the provision of training and development opportunities for members, staff (whether full or part time, temporary or fixed term) and volunteers.

Wickhambrook Parish Council is committed to provide a level of training for both its members, staff and volunteers to enable them to undertake their respective roles for the betterment of not only the Council and the Community it serves, but also their personal development.

## 2. Training

Training is defined as "a planned process to develop the abilities of the individual and to satisfy the current and future needs of the Organisations".

Learning can be categorised into the following:

- Intuitive – learning which happens by chance and we may not be conscious of it.
- Incidental – learning by reflection on particular events or activities.
- Retrospective – a system approach to reflecting on activities and identifying what we learned from them.
- Proactive – planning to learn from an activity, reflecting on it and planning to use what we learned.

It is anticipated that member, staff and volunteer learning will reflect many of the above.

## 3. Training Aims

The Council's training aims are the following:

- To improve the understanding of its members, of their role as a local Councillor, the powers available to the Council and how best to utilise the resource available to the Council for the betterment of the residents it serves.
- To improve the understanding of its lay members and other volunteers, of:
  - their role on committees;
  - the powers available to the Council and how it can best to utilise its resources for the betterment of the residents it serves;
  - Any role specific knowledge necessary in their roles as volunteers
- To provide the necessary training to its staff to ensure that they are able to undertake their respective roles.
- To ensure an acceptable level of succession planning in order to:
  - a) Ensure the Council can operate effectively following local elections and other potential changes to the Council membership.
  - b) Ensure the Council can continue to operate during times where staff may be unavailable (e.g. holidays, sickness staff turnover etc.)
  - c) Ensure the Council is meets the standards to obtain Quality Parish Status

### **Identifying, Meeting and Evaluating Training and Development Needs**

Training and development needs will be identified from a variety of sources:

- Induction (and probationary periods for staff)
- One-to-ones (and appraisals for staff)

- Skills audits
- Workforce planning
- Team meetings
- Annual plan
- Change processes

In addition, the council will encourage members and staff to identify their own learning styles and will seek to provide a wide variety of learning and training methods, including:

- Attendance at conferences, seminars and short courses
- Online training
- Internal coaching
- Shared in-house learning resources (books, journals, DVDs etc.)
- In house training
- Work shadowing
- Time for self-directed research and learning

#### 4. Consideration

A number of factors will be taken into account when assessing a request from an individual. This policy provides one element of the decision-making process. Other factors include availability of finance, the role of the individual and, in the case of staff, individual's employment record.

#### 5. Categorising training and personal development

In order to ensure that the council is able to consistently evaluate requests, training and development opportunities have been organised into three categories according to the degree of importance each intervention has for different roles.

The three categories are as follows:

##### 5.1 Mandatory [M]

Mandatory training is legally required for the post-holder, member, or volunteer, or training or a qualification deemed to be so fundamental to the role, that the council makes it a mandatory requirement.

Some mandatory training may be specific to a particular role whilst other training may be a generic requirement. Examples of mandatory training include:

Member	Staff	Volunteer
Code of Conduct Roles & Responsibilities of Councillors	Any mandatory training or qualifications are to be stated on the job description. For mandatory qualifications, it is unlikely that an applicant would be recruited without having previously attained the qualification. Where a qualification becomes mandatory for the role, the council will provide reasonable assistance for the employee to attain the qualification (see the section on Guidance for Support below).	Manual handling
	<ul style="list-style-type: none"> <li>• ILCA</li> <li>• Health and Safety (Personal Safety, Display Screen equipment)</li> <li>• GDPR</li> </ul>	

## 5.2 Strongly Recommended [S]

Strongly Recommended training is not legally required, but it is directly relevant to the individual's role. In the case of councillors, an individual may be elected, or co-opted without having previously undergone the training but may reasonably be expected to complete the training within a defined period of time. The need for training may also be identified through one-to-one meetings. Examples include:

Member	Staff	Volunteer
Code of Conduct Roles & Responsibilities of Councillors Powers, duties & precept Effective meetings (Chair & Vice Chair)	Budget Preparation Year End VAT Safeguarding Cemetery Legal Compliance Microsoft Excel	

## 5.3 Desirable [D]

Desirable training is not legally required, but it is directly relevant to the individual's role. In the case of staff, any desirable training or qualifications are to be stated on the job description.

For desirable qualifications or training, an individual may be elected, co-opted or recruited without having previously attained the qualification or undergone the training but may be expected to attain the qualification within a defined period of time. The need for training may also be identified through one-to-one meetings (or annual appraisals for staff). A desirable qualification is likely to enhance the skills and reputation of the council. Examples may include:

Member	Staff	Volunteer
SALC Training <ul style="list-style-type: none"> <li>Development Control &amp; Planning; and</li> <li>Working with your community</li> </ul>	<ul style="list-style-type: none"> <li>Certificate in Local Council Administration (CILCA)</li> </ul>	<ul style="list-style-type: none"> <li>ROSPA Inspections for play equipment</li> <li>Using power machinery (e.g. cutting footpaths)</li> </ul>

## 5.4 Optional [O]

An optional qualification or optional training may not be directly linked to the individual's current job. Optional training or development is generally more beneficial to the individual's career than it is for the council.

Personal development aimed at developing the skills or knowledge of an individual in order to provide a successor for an existing job is deemed to be optional. However, depending on the circumstances, training for succession may be 'desirable'.

## 6. Training Budget

The Council shall allocate a training budget to cover provision of training activities, attendance at conferences and training publications for members, staff and volunteers.

The budget will take into consideration any mandatory, desirable and optional training opportunities identified for Members, Staff and Volunteers.

### 6.1 Councillors' Training

Activity		Frequency
All Councillors are provided with New Members Induction Pack following Election or Co-option and receive a short training session as soon as practicable after their acceptance of office.	<b>M</b>	On first election/co-option and then every 4 years
All Councillors are encouraged to complete a skills audit to identify training needs	<b>D</b>	Yearly in March
All Councillors shall complete LGA Model Councillor Code of Conduct and Roles and Responsibilities training modules within 6 months of the delivery of their declaration of acceptance of office.	<b>S</b>	On Election or Co-option to Office
All Councillors should complete SALC training on: <ul style="list-style-type: none"> <li>• Powers, duties &amp; precept</li> <li>• Effective meetings</li> <li>• Development Control &amp; Planning; and</li> <li>• Working with your community</li> </ul>	<b>S</b>	Within one year of their election or co-option
Councillors elected as chair or vice-chair should complete <ul style="list-style-type: none"> <li>• Chairperson and leadership training</li> <li>• Budgeting for Councillors</li> </ul>	<b>S</b>	Within six months of election as chair or vice-chair
All Councillors are encouraged to attend networking and training events as appropriate to their portfolios and/or the Council's needs and responsibilities	<b>D</b>	Annually
Councillors elected to the Staffing Committee available shall attend relevant training before determining any performance management matters.	<b>D</b>	On election to the Committee and as and when required.
All Councillors are provided with and encouraged to read the following publications: <ul style="list-style-type: none"> <li>• The Parish Councillors Guide;</li> <li>• Local Council Finance; and</li> <li>• Governance &amp; Accountability</li> </ul>	<b>D</b>	On Election to Office

## 6.2 Appointed Staff

All new Staff to take Induction Training	<b>M</b>	Within six months of commencement
All staff to undertake staff appraisals to develop training needs	<b>M</b>	Annually
All office based staff encouraged to undertake the following, for which the Council will provide financial support: 1. Working with your Council 2. Certificate in Local Council Administration] 3. Certificate in Local Policy Studies	<b>M</b> <b>D</b> <b>O</b>	On going
All staff encouraged to read regular publications and update from internet Websites: • SALC • SLCC • The Clerk • NALC • Local Council Review	<b>D</b>	Monthly
All staff encouraged to attend training relevant to their position	<b>D</b>	on-going

## 6.3 Lay Members and Volunteers

Activity		Frequency
All new Lay Members and Volunteers are provided with New Volunteers Induction Pack following and receive a short training session as soon as practicable.	<b>M</b>	On first application as a lay member/volunteer
All Lay Members and Volunteers are encouraged to complete a skills audit to identify training needs	<b>D</b>	On first application and biannually in June.
All Lay Members shall complete SALC Code of Conduct training module within 6 months of the delivery of their declaration of acceptance of office.	<b>M</b>	On first appointment to committee
All Lay Members should complete SALC training on: • Effective meetings • Working with your community	<b>D</b>	Within one year of their appointment to committee
All Lay Members and Volunteers are encouraged to attend networking and training events as appropriate to their portfolios and/or the Council's needs and responsibilities	<b>D</b>	Annually
All Lay Members and Volunteers are provided with and encouraged to read any relevant articles relating to their responsibilities.	<b>O</b>	On going

## **7. Guidance for support**

Support for qualifications, training and personal development can include [financial assistance towards the cost of tuition, examinations and resource materials in addition to half/day release and time off for study leave and taking any examination]. Any financial and non-financial support to training and development is entirely at the discretion of the council.

For staff members, any financial support in excess of [£1000], including the offer of a loan, will always be conditional upon the employee's agreement to either a full or partial repayment of the financial support provided. The council reserves the right to reclaim financial support where the employee;

- Leaves the council during the duration of the course, or up-to 1 year following completion of the course.
- Fails to complete the training
- Fails to attend training without good reason]

## **8. Study leave**

Where individual requires study leave to undertake mandatory training, they will be able to take all the leave within normal working hours.

[Where individuals require study leave to undertake study which is not mandatory but part of the individual's formal continuous professional development, the council will contribute up to 50% of study leave time, to a maximum of 3 days per annum].

Where individuals require study leave to undertake training which is not mandatory but part of the individual's desire for career development, the council will contribute up to 3 days study leave per annum for courses which are directly related to the individual's role.

Time off for study leave must be approved in advance. To make a request the individual is asked to write to the Clerk (or Chairman of the Council), setting out the details of the course of study, how it relates to their work, and the time being requested.

No study leave will be granted where individuals undertake study which is not required for their role, or not directly related to their role. However, the Clerk (or Chairman of the Council) will consider requests for flexible working to allow the study to take place, as long as the needs of the council can be met.

This is a non-contractual procedure which will be reviewed from time to time.