

Learning & Development Policy

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1. Purpose

The purpose of this policy is to define 100Fold's approach to learning and development of our workforce. It will outline the duties of people involved in partaking in learning and development as well as those who have responsibility.

2. Roles and responsibilities

Line Managers are responsible for undertaking appraisal as well as identifying, and where appropriate supporting training and development opportunities for the employees they manage. Line managers must ensure all new employees have appropriate local induction, orientation and completion of the induction checklist. To be responsible for the identification of learning and development needs of their employee on an on-going basis, formulating and agreeing PDP (Personal Development Plans) at least annually. Line Managers to ensure that if job descriptions or roles change that employee will receive appropriate training and any competencies are signed off. To only approve additional courses/training once their employee members are in date for essential training and to ensure adequate cover to enable the employee to be released for relevant courses.

Employees is responsible for raising with their Line Manager if they feel that they need additional training, or if there is a course that they think would be both good for themselves and 100Fold to complete. Employees are responsible for attending and completing all required elements of development, study days and courses providing feedback on the quality and effectiveness of learning activities. Employees must make sure that they are compliant and up to date with 100Fold's statutory and mandatory (essential) training. Essential training must be completed before other training and before any courses can be applied for and approved by line managers.

It is joint responsibility of the employee, Line Manager and 100Fold to ensure that the employee's statutory qualification and requirements are kept up to date.

3. Definitions

- Continuous Professional Development (CPD) – The systematic maintenance, improvement and broadening of knowledge, skills and the personal qualities necessary for the execution of professional and technical duties throughout the individual's working life.
- Core Skills Training Framework (CSTF) – The framework that governs the 11 Statutory areas of training within healthcare.
- CPD – Stands for Continuing Professional Development. It refers to the process of tracking and documenting the skills, knowledge and experience that you gain both formally and informally as you work, beyond any initial training.
- Development – Growth and the realisation of potential. Development is a longer-term investment, providing people with a framework that enables them to benefit from learning opportunities in a way that helps the employee personally in their current role and future career.
- Essential Training – Training required in order to maintain the delivery of services across the organisation or improve quality or productivity. This includes any training required by the employee to comply with their professional bodies in order to maintain registration, or training to deliver current or emerging service requirements. It may also include training that is required by legislation and policy.
- GP CPD – GP's are entitled to 1 week CPD (pro-rata for part time employees) which will be used for things indicated on their appraisal or PDP.
- HEE – Health Education England
- Learning – An end result or outcome, defined as a change in perspective or capability, (behaviour, knowledge or attitude), whether of individuals, teams, or the organisation as a whole.
- L&D – Stands for Learning & Development.
- Knowledge and Skills Framework (KSF) – The Knowledge and Skills Framework provides an NHS-wide

framework which supports personal, service and career development. The KSF framework is entirely generic and covers all employee groups, roles and levels. The EEAST Appraisal (incorporating the NHS Knowledge and Skills Framework) is linked to learning and development activities and personal development plans, portfolios and evidence of learning.

- **Mandatory Training** – Training that is deemed mandated by EEAST, usually in response to a health & safety or learning from incidents outcome.
- **Professional and Core Competencies** – These are the skills and knowledge which support personal, service and career development.
- **Statutory & Mandatory Training** – Training that is required by legislation, policy, protocol and by external regulating bodies such as the National Health Service Litigation Authority. Training required in order to ensure compliance with relevant statutory provision or mandated by the organisation, e.g. fire safety training, moving and handling. Statutory training that 100Fold is legally required to provide as defined by legislation.
- **TNA** – Training Needs Analysis. An annual analysis of the education and learning requirements of 100Fold employees to manage risks and meet business objectives.
- **Training** – The acquisition of skills to a set standard, through instruction and practice, and takes a short-term approach. It is usually concerned with improving capability of how something is done and covers business, technical and professional knowledge and skills.
- **Trainer Provider** – Individual, group or body providing a learning or educational experience or programme.

4. Process

Authorisation of Learning and Development Activity

Learning and development activity will not be authorised without the line manager's approval and may be subject to specific criteria if funding has also been requested. If criteria are applied this will be clearly stated and the process for approval and outcomes will be clearly communicated. The following should be considered when requests for study leave, and/or funding are made:

- It meets essential training and 100Fold's strategic aims and objectives. All employees should be given sufficient study leave to meet essential training.
- There is no minimum or maximum study leave allowance identified in this policy. It is at the discretion of the Line Manager and Operations Director and relates to the availability of study time and employee budget, and the needs of the individual.
- Other study leave, and/or funding is granted at the discretion of the Line Manager and Director of Operations.
- Individuals seeking reimbursement or expenses should refer to the Expenses Policy. All claims for travel and subsistence must comply with the appropriate terms and conditions of the policy. Funding cannot be guaranteed if approval is sought retrospectively.
- Any employee member who feels they have been treated unfairly by refusal of study leave or funding should refer to the Grievance Policy.

Funding

Courses, conferences and education programmes can be funded from different funding streams.

Funding may be from:

- **The individual** - if individuals are self-funding an education programme approval it does not need to go through the Line Manager and Director of Operations. Study leave would need to be negotiated at a local level. However, individuals who self-fund may be able to claim tax relief. Individuals wishing to request tax relief of the course fees should apply directly to HMRC.
- **100Fold** – Agrees to support the employee with the training or professional development day etc. This may be for just the funding or for the time away from work to also carry this out.
- **Partially Funded** – 100Fold may agree to partially fund the training and the employee needs to top up the missing amount.

- Grant – There maybe some other funding that the employee can gain access to for a course, such as Grants. This happens a lot with level 2 & 3 courses.
- Apprenticeship Levy – Courses and programs that are classed as an apprenticeship are funded via the apprenticeship levy. All apprenticeship applications must go through 100Fold Management to see if we are able to apply for any funding support for our apprenticeship levy pot. If not, then if agreed 100Fold will need to find the course in line with the current guidance.

Prioritisation and Cost Effectiveness

Resources for CPD are limited, and service pressures often make it difficult for Line Managers to release an employee for training, and this is further constrained by finite budgets. It is therefore essential that maximum return on investment is achieved and that resources are not wasted. The following principles will therefore be followed:

- Priority will be given to mandatory training and essential clinical skills.
- All employees must attend mandatory training, as laid down in the induction & on the individuals Training lists on TeamNet.
- Prioritisation will be given to learning and development that is clearly linked to organisational objectives and the knowledge and skills framework. This does not mean that 100Fold does not support individuals' career ambitions, but the organisation must achieve its objectives and therefore learning will be prioritised accordingly.
- Line Managers must ensure that all agreed training is necessary and the most cost-effective way of meeting particular learning requirements.
- Where employees attend learning and development events, they must be prepared to share that learning with colleagues on their return as appropriate. This will reduce the need for employees to attend expensive external conferences and reduce costs.
- Managers and individuals should be creative with methods of learning and try to consider what "skills" the individual needs to develop and the learning style of the individual. Coaching, shadowing, e-learning, research, etc may be more appropriate ways of developing skills rather than attendance at classroom-based workshops or training events. L&D can support these events, but they must have clear objectives and outcomes.
- All-in house-training programmes will be evaluated to ensure quality and effectiveness of learning. This may be carried out on a post event questionnaire or several months following the event(s) as appropriate.
- All external training commissioned by 100Fold will also be evaluated to ensure effective return on investment; this evaluation will inform whether the activity is commissioned in the future.

Procedure for Non-attendance

Non-attendance - (notified 7 days or more prior to the event) – If this is an internal training session we will look to see if there is another date available; where there are no alternative dates available the delegate's details will be added to the waiting list for that event. The delegate will be contacted via email when dates become available. If this is not an internal training session the employee must look to rearrange the event with the provider.

Non-attendance (without prior notice to 100Fold Management) – Non-attendances will be picked up by Management when they receive the attendance list. The delegate and their Line Manager will be notified. What action may be taken will be looked at on a case-by-case basis, if it is deemed that there was non-attendance without good reason, this may lead to a disciplinary.

Bank, Annualised, Agency, Contractual Employee

It is vital that any person/s working within 100Fold are safe to carry out their roles and receive the appropriate training and induction to do so.

Bank or Annualised Employees

Employees are required to receive 100Fold and local induction. Any statutory and mandatory training required for the role should be evidenced and sent to the 100Fold Operations team. Employees who are not compliant with their statutory and mandatory training will not be approved to work within 100Fold. Statutory and mandatory training required for the role should be completed in the Employee's own time as unpaid training as it is a condition of employment.

It should also be noted that Employees should only attend non statutory and mandatory training when they are on an assignment, not in a period where they are not working.

Agency employee

All agency employees must be given a local induction. 100Fold endeavour to use agencies that are part of the framework agreement. Employment agencies are responsible for their employee statutory and mandatory training. Statutory and mandatory training will be part of the approved audit cycle within the framework contract.

Contractual employee

Employees working for PCNs, Practices or other customers should be given a local induction if appropriate. All other location specific training should be supplied by the PCN/Practice/Customer.

Students, Volunteers and Work Experience

For further information refer to the policy relating to volunteers, work experience and student placements:

- Pre-registration students should receive a local induction at the start of their placement. According to their programme they may also receive an organisational induction as led by the placement facilitators.
- Medical students will receive a corporate induction delivered by HR dependant on rotation; also they should receive a local induction on commencement of placement.
- Individuals on work experience should receive a local induction and to support their learning they should be given access to information about the wider organisation via the 100Fold website.

5. Data Protection

100Fold will treat personal data collected during this process in accordance with its data protection policy or policy on processing special categories of personal data. Information about how an employee's data is used and the basis for processing their data is provided in the 100Fold's employee privacy notice.

6. Review

This procedure will be reviewed to respond to any changes in the employment legislation, and at least every three years.

Appendix 1 – Learning & Development Application Form
Learning & Development Application

Employees Details			
First Name:		Surname:	
Address:			
Employee Number:		Line Manager:	
Contact Number:		Email Address:	
Job Title:		Location:	
Learning & Development Request			
Course Title:		Location:	
Level of Training:		Start of Training:	
Cost of Training:		End of Training	
Course Provider:		Providers Contact Details:	
How it is delivered: (i.e. on zoom for 2 hours for 3 Friday mornings)			
Are you requesting funding support?	Yes / No	Are you requesting time off to attend?	Yes / No
If yes please confirm how much:		If yes please confirm how much time:	
How will this help with your CPD?			
How will this training/learning benefit both you and 100Fold?			
Anything else that should take into consideration:			

I certify that the information given above is correct and that I understand that if this request is approved, I will be expended to attend and complete this CPD. I Understand that if I fail at any point that this could be investigated and lead to a disciplinary.

Signature:

Print:

Date:

Office Use:

Date Received:	
Agreed by Line Manager:	Yes / No
Sign:	
Agreed by Director of Operations:	Yes / No
Sign:	
Employee Notified:	
Invoice Received:	
Invoice Paid:	

