



NOTTINGHAMSHIRE COUNTY COUNCIL

EMPLOYEE DEVELOPMENT STATEMENT OF INTENT

Title: Employee Development Statement			
Aim/Summary: To identify the principles and a framework of guidance to support the continuous learning and development of all of the Council's employees			
Document type (please choose one)			
Procedure		Guidance	*
Strategy		Statement	*
Approved by: Marjorie Toward, Service Director Customers and HR		Version number: Final	
Date approved:		Proposed review date:	
Subject Areas (choose all relevant)			
About the Council		Older people	
Births, Deaths, Marriages		Parking	
Business		Recycling and Waste	
Children and Families		Roads	
Countryside & Environment		Schools	
History and Heritage		Social Care	
Jobs		Employees	*
Leisure		Travel and Transport	
libraries			

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Please include any supporting documents	
Review date – 12 months from implementation then annually thereafter	Amendments

1. Aim:

1.1 This Statement of Intent draws together information and guidance which supports managers to enable all employees to continuously learn and to maximise their potential at work, improving both individual and organisational performance.

2. Purpose

2.1 The purpose of the Statement is to provide a consistent set of principles and guidance to ensure that learning and development opportunities are accessible on a fair and equitable basis to all employees in a way which meets individual and organisational need

3. Scope

3.1 This Statement is applicable to all centrally employed County Council employees.

3.2 Volunteers and agency workers are required to complete such training activities as required by their role, health, safety or wellbeing as required.

3.3 The length of contract of fixed-term employees will be taken into account as appropriate.

3.4 The Council's learning and development offer will be made available to our partner and other external organisations as appropriate.

4. Introduction

4.1 Nottinghamshire County Council is committed to investing for the future by being a "Learning Organisation" with a learning culture which supports the delivery of transformational change by maximising the skills and talent available.

4.2 This approach will focus on enabling individual employees, including our leadership cohort, to develop by continuously updating and improving their skills and competencies and to share their learning to improve individual and organisational performance.

4.3 This Statement should be read alongside the appended Guidance and the various published information, guidance and Procedure relating to:

- [Competency Framework \(insert link\)](#) and guidance for each tier, including any relevant Professional and Technical Competencies
- [Employee Performance and Development Review \(insert link\)](#) (EPDR) Process
- [Performance Management Procedure and Guidance \(insert link\)](#)
- [Coaching \(insert link\)](#)
- [Leadership and Management development \(insert link\)](#)
- [Apprenticeships \(insert link\)](#)

5. Principles

5.1 The Council is committed to fairness and equality of opportunity, this includes ensuring that the development needs of all its employees are considered and, wherever possible, met in the most appropriate way.

5.2 The Council will provide, or commission, learning opportunities through a blend of virtual and direct provision. A range of learning media will be offered which maximise the use of modern, digital, technologies to achieve the best value for money learning outcomes for the organisation and for individuals.

5.3 Continuous learning and personal development is a shared responsibility between employees and their managers:

- Building a Learning Organisation which has the future skills base to support transformation and future business needs is an organisational responsibility
- Departmental Leadership Teams are responsible for the overall development of their workforce, through their individual managers, to meet specific service need.
- Continuous learning is an individual as well as an organisational responsibility.

5.4 The Council will provide the Employee Performance and Development Review (EPDR) and Competency Framework and the learning and development systems, programmes and resources to support employee development. In practice this is a shared responsibility for:

- Managers to fairly and consistently manage their employees' performance and support and encourage their development.
- Employees to actively engage with the Council's approach to learning and the development opportunities provided, complete all mandatory learning activity and take ownership of their personal and career development.

5.5 All managers and employees must fully engage and comply with the Council's Employee Performance and Development Review (EPDR) process, identify learning and development solutions and access the Council's internal learning provision to meet identified skill gap needs accordingly.

5.6 All employees are required to complete any learning and development activity identified by the organisation as mandatory or core for their role, including where there is a statutory requirement to enable them to practice professionally.

5.7 Managers and employees should also consider the training and development options available through an in-job Apprenticeship as a resource to develop employee skills, knowledge and qualifications.

5.8 In addition to training interventions, managers should identify with the employee how their individual development needs might may be met through a range of responses including secondments (**Appendix 3**), within and external to the Council, job swaps, job rotation and **coaching (insert link)**.

Appendix 1

Framework of Guidance for Managers on the Council's Learning Offer:

1. Pre-Induction and Induction

Learning and development begins at the point of recruitment, the Council's Employee pre-induction information is sent electronically to all new joins prior to their first day and offers general information about services provided by the County Council, the Council Pan, departmental functions, key procedures, learning and development opportunities, and much more.

On joining, all new employees should complete the Corporate on-line induction programme alongside any departmental and job specific induction activities. The [Induction Checklist \(insert link\)](#) helps individuals and managers monitor progress through the induction period.

Note: if the HR Recruitment Team at the BSC have not been involved in the recruitment process, managers will need to send the link to [NCC employee pre-induction guide](#) new staff directly.

2. Accessing Learning Opportunities

Learning and development takes place throughout all stages of an employee's career with the Council and needs should be identified and mutually agreed between the manager and employee through one to one supervision and the annual [EPDR process \(insert link\)](#).

The Council offers a comprehensive and blended package of learning provision which is regularly updated and reviewed. Some elements of this are Mandatory for all staff some are Core, some are for aspiring, new and established managers and others are optional.

The appropriateness of the activity to the individual will depend on identified learning need, job role and/or the employee's stage in the employment "lifecycle". Other activities support employees to respond positively and with resilience to change at work including exiting the Council's employment.

Further details of the range and type of corporate learning activity available can be accessed through the [Learning portal \(insert link\)](#) on the NCC Business Management System (BMS) and a range of other systems according to type and the following activity:

- [NCC ELearning Programmes: Learning Pool \(insert link\)](#)
- [NCC events for external partners: Eventbrite \(insert link\)](#)
- NCC External Learning and Development events: Application via the Workforce Planning and Organisational Development (WPOD) team
- Departmental learning and development activity
- Departmental External Activity: Application via nominated Departmental Workforce Lead
- Secondments (see **Appendix 3**)
- Job related qualification training through Apprenticeships

- External Qualification Courses (see **Appendix 2**)

Partner and external organisations can access NCC learning activity via the NCC Internet or by contacting the responsible person within WPOD.

Other learning and development opportunities should also be considered by and provided through managers via one or more of the internal channels as required:

- On-the-job training
- Shadowing
- Supervision and coaching by the line manager
- **Coaching (insert link)**
- Guided reading and research
- Internal and external secondment
- Other temporary deployment e.g. Acting Up, sideways moves
- Other online learning activities – internet, video, webinar etc.
- External provider if and when appropriate (see **Appendix 2**).

3. Roles:

The Council has an integrated model for the development and delivery of learning and development activity, within this there are specific roles and responsibilities:

Departments:

Departmental Leadership teams and Workforce Development leads will:

- Identify through their Workforce Development Plan and any associated action plans, the specific development needs of their employees in order to deliver service transformation and objectives, with particular reference to any professional, statutory and, technical standards.
- Ensure that these are aligned to corporate workforce development objectives
- Identify through EPDR and supervision process employees who would benefit from additional training and development to progress along their career pathway
- Ensure that identified training needs are met in the most cost effective way within budget and to the required standard by either:
 - Using expert staff within their own, or another, NCC department
 - Identifying suitable apprenticeship standards and frameworks for employees, with support from the corporate Workforce Planning and Organisational Development Team
 - Commissioning activity through the corporate Workforce Planning and Organisational Development Team
 - Procuring an agreed external provider.
- Ensure that their managers provide adequate and appropriate on-the-job training and adopt a coaching style of management to encourage potential
- Consider, and wherever possible support, secondment opportunities either within or external to the organisation where these are relevant to an employee's identified development needs (see **Appendix 3**)
- Ensure that their managers regularly evaluate the effectiveness of learning and development activity through EPDR and supervision processes and monitor subsequent performance

- Monitor, evaluate and report on the uptake and outcomes of departmental learning interventions and use this information to review and improve the Learning Offer.

Corporate Workforce and Organisational Development

Through its Business Partners, the HR team will:

- Design and deliver learning intervention which support the Council's overall strategic organisational development and workforce planning priorities,
- Support the workforce planning activity and learning and development priorities identified and planned for by its departmental customer base
- Commission a range of learning and development solutions to support the application of the NCC Competency framework
- Liaise with, monitor and quality assure relevant external bodies, such as colleges, 3rd party training providers or consultants to provide appropriate learning to support corporate and service specific needs where relevant
- Assist, guide and advise departmental management with regard to analysing training needs and identifying learning and development solutions for employees including the commissioning of external training and apprenticeships.
- Continuously evaluate the effectiveness and value for money of all learning and development activities, identifying economies of scale wherever possible
- Encourage managers to monitor the impact of learning interventions on the subsequent performance of their employees linked to EPDR and supervision processes
- Monitor, evaluate and report on the uptake and outcomes of corporate learning interventions and use this information to review and improve the Council's Learning Offer.

4. Leadership and Management Development

The Council recognises that building effective leadership and management now and for the future makes the best use of both political and managerial roles and improves decision making which is key to organisational effectiveness.

The Council's Management Development Programme has been developed to support the ongoing development of employees aspiring to management, those recently appointed to management positions and longstanding managers wishing to continue to develop.

This dovetails into the Council's Leadership Development Programme which enables senior managers to create and sustain a climate that engages the entire workforce to align individual efforts with the Council's vision and strategic priorities.

This programme is underpinned by the Council's commitment to being a "Coaching Culture", supported by ongoing in-house coaching provision.

5. Externally provided training:

Under normal circumstances managers should not support employees to undertake any training activity organised by an external organisation if suitable internal provision is available.

The provision of any external training intervention is subject to application and approval according to type:

- **Professional/Technical Training** – Decision made by relevant Service Director/Department Management Team and their Workforce Planning and Organisational Development (WPOD) Business partner
- **Service specific management or leadership development** , – Decision by Service Director in consultation with the Senior Business Partner WPOD

Attendance at external conferences or meetings of professional bodies/institutes may be authorised by a Service Director or their delegated deputy where the employee is representing the County Council, otherwise attendance is in their own time and expense.

The procurement of external training requires appropriate Service Director approval and must be completed using correct procurement procedures. All procurement is subject to monitoring to ensure any/all training is sourced and provided correctly.

6. Lifelong Learning

Underpinning its commitment to being a Learning Organisation the Council has a [Lifelong Learning Agreement \(insert link\)](#) with the trade unions representing council employees to promote workplace learning. It recognises the role of Trade Union Learning Representatives, and the role they have in providing information and advice to their members about learning.

The Council has made a public commitment to being a Learning Organisation by signing the " Skills Pledge" to promote lifelong learning and ensure that all employees have access to learning activity which sets out that the Council will:

- Actively encourage and support employees to gain the skills and relevant qualifications that will deliver the priorities of the Council.
- Provide the tools to support employees' continuous development
- Raise employees' competence and skill levels to improve our organisational performance
- Support employees to acquire literacy, numeracy and digital skills
- Continue to support all employees to develop the capacity to respond positively to organisational change.

Trade Union Learning Representatives can provide information and advice about learning; arrange learning or training in partnership with the Council and consult with trade union members about learning activities.

7. Expenses

Allowable expenses with respect to attending an NCC training event are covered by the following provisions:

- [Travelling Allowances \(insert link\)](#) associated with training activity.
- [Subsistence Allowances \(insert link\)](#): associated with training activity.

Where attendance at an external training course or access to external on-line learning

programmes has been approved and incurs additional costs to the employee the following guide-notes apply:

- The cost of travel over and above what would normally be incurred by the employee travelling to work, and subsistence and tuition fees, but will exclude salary can be claimed.
- No payment will be made for any extra travelling time over and above normal time taken to travel between home and work-base.

Where an external course or on-line learning programme includes additional costs/fees for examination or assessment, the Council reserves the right to fund the course but require the individual to fund the assessment/certification where the course is not a legal requirement of the job. This should be agreed before the start of any course.

For Apprenticeships, registration and examination (including certification) costs associated with mandatory qualifications are included in the apprenticeship training costs (excluding any license to practice).

8. Time off

Employees whose weekly contracted hours are:

- **Part-time, less than 37 hours per week** and are required to attend a learning event which involves their attendance beyond their normal contracted hours, shall normally use flexi time provisions or take time off in lieu. Where this is not feasible they will be paid plain time rate for any time spent on the course over and above their normal working week, up to a maximum of 37 hours.
- **Full Time, 37 hours per week:** every effort will be made to contain the total of course time and travel time within the normal contracted hours. However, should the duration of a course extend beyond the normal 37 hour week, the employee should normally use flexi time provision or be given time off in lieu. Where this is not possible they will be, where appropriate, be paid the usual overtime rates in accordance with the relevant conditions of service.
- The Council supports and encourages its employees to undertake recognised eLearning modules appropriate to their role during their working hours with due regard to service priorities.
- Apprentices will generally work at least 30 hours per week, with 20% of their time allocated to off the job training.

For further advice please contact – corporate.learning@nottsccl.gov.uk

February 2017 (Updated October 2017)

Appendix 2

Career Development Qualification Training and Qualification for Existing Employees – Guidance for Managers and Applicants:

1. Approach

Career development aspirations and needs can be met through a number of means: “on the job” experiential learning, through the corporate and/or departmental learning offer, through secondments, management and leadership development, in-house Coaching provision, etc.

There may however be instances where the Authority may seek to support individuals to progress through their career pathway through external qualification training where this is identified as part of the EPDR/supervision process.

In all cases where professional qualification training is identified as an appropriate response to a development need, the priority option to be considered must be a higher level Apprenticeship.

***Note:** Managers considering supporting a training qualification request should ensure that in the first instance, this is discussed with an Apprenticeship Business Partner in the corporate Workforce Planning and Organisational Development team in order to establish whether there is a suitable Apprentice Standard or Framework available to support the required learning need.*

Only in those circumstances where it is established that the core cost of professional or technical qualification training cannot currently be drawn down from the Apprenticeship Levy, as an applicable apprenticeship standard or framework is not yet available, should consideration be given to covering the cost to the individual employees at departmental level, this might include:

- Departmental sponsorship of the full cost of the course/qualification
- Departmental sponsorship for a percentage of the course / qualification
- Alternative sources of available funding e.g. Government grants
- Travelling expenses to complete the course.

2. Process

Individuals must have written line manager and Group Manager support BEFORE applying for financial support and managers must confirm that they have considered whether or not the learning need can be met by an apprenticeship and have taken the necessary advice from the corporate Workforce Planning and Organisational Development team to establish this.

A **Sponsorship and Support Application Form (insert link)** must be completed annually for all externally provided qualification training, and prior to the commencement of an apprenticeship.

Once approved, dependent on whether the activity is centrally funded or is a departmentally funded activity, the relevant service business administrator will raise the necessary purchase orders with the course provider/college/university where they are already an approved supplier or following the necessary procurement procedures to set them up as an approved supplier.

The corporate Workforce Planning and Organisational Development team will procure, and organise the payment of, apprenticeship training following receipt of an approved Sponsorship and Support Application Form.

On no occasion should employees pay their own fees/costs before applying for financial support as it will not be possible to consider such requests retrospectively.

For college/University based training (that is not an Apprenticeship) – any examination/registration and exemption fees can be reclaimed in full by the employee subject to satisfactory completion of the course of study.

3. Key Considerations

The following criteria are applied when making decisions on which employees should receive financial support and at what level:

- Eligible employees must be a permanent substantive employee of the County Council.
- The training requested must be relevant to and recognised by their current or substantive service area.

In giving consideration to all applications for support to undertake qualification training in any one year the priority should be determined taking into fair and consistent account the following considerations:

- Is there an identified workforce planning, succession planning and talent management need?
- Is there an applicable Apprenticeship Standard or Framework which can be utilised to draw down funding from the Apprenticeship Levy?
- Could the identified development need be addressed differently through internal provision? For example moving into management
- What is the likelihood of the individual being moved to another role as part of restructuring or leaving the Authority during the duration of the qualification training?
- Is there an identified skills gaps: are the skills/qualifications essential, important or useful to the Service and/or are not present in enough other colleagues?
Does the course identified offer an approved qualification, and is it from a legitimate institution?
- Is the course identified the best value for money available and are there any procurement processes that need to be undertaken?
- What is the available service budget?
- Is there a statutory requirement to update professional qualification (s) to enable individuals to continue to practice professionally in the specialist area concerned?
- The impact on service delivery and the employee's colleagues of supporting the minimum 20% off the job training requirement for apprentices.

For longer academic programmes:

- Will the position need to be back-filled while attending the course? (If yes, any such costs would need to be paid for from within service budgets)
- Is the course a continuation of a previous commitment? (e.g. year 2 of a 2/3 year course)
- Did the individual successfully complete the previous year with the required levels of **attendance** and **attainment**? (if applicable)
- Are both the qualification applied for and the mode of study and the most cost effective method of training.

4. Conditions:

Funding and/or support provided is intended to cover either:

- Short Course fees
- College/University tuition fees, examination fees and institution fees (where applicable)
- Apprenticeship training costs
- Time off work will be granted for time to attend the course or equivalent distance learning time, and to prepare for and sit examinations where applicable. For apprenticeships a minimum of 20% off the job training time will be granted.
- Any additional time off required will need to be regained through flextime provisions
- Providing supervised or assessed work experience required as part of the course
- All other costs relating to training e.g. books, sundries etc. will be borne by the employee.

Normally, lower priority will be given to applicants who have previously received financial support from NCC to undertake any professional qualification.

Support will not be given to requests from any employee currently subject to disciplinary, performance or absence procedures at the point of application.

Where, exceptionally, the demands of the service dictate, Chief Officers shall have, or shall delegate, the discretion to require an employee to attend at the normal place of work.

Funding for a second or succeeding stage of study, or for a second attempt at an examination, will be granted only if either the employee has passed the appropriate examination, maintained course attendance and work submission as required and has made satisfactory progress in the studies or merits further assistance to enable them to sit the examination again.

The cost of apprenticeship training includes the costs of re-takes of mandatory qualifications or the end-point assessment providing additional learning takes place.

Employees who are absent from the course on any day must notify their immediate supervisor. All absences must be accounted for, and where no valid or satisfactory reasons are given, daytime study leave may be withdrawn.

5. Repayment of Fees

Where the individual does not satisfactorily complete their qualification training, or leaves the Council's employment within the specified time period, either on a voluntary basis or as the result of dismissal on any grounds, they will be liable to repay some or all of the associated fees and expenses as set out in the Sponsorship and Support Application Form.

The repayment of fees does not apply for Apprenticeship training costs, but does apply to any other costs related to the Apprenticeship.

February 2017 (updated October 2017)

Appendix 3:

SECONDMENT PRINCIPLES AND GOOD PRACTICE GUIDELINES:

1. Principles:

Nottinghamshire County Council is committed to having a Learning Culture, a key part of this is developing career pathways to provide both horizontal and vertical opportunities for the growth and development of all staff. This will necessitate effective cross skills training and greater use of appropriate development tools, including secondments.

Along with same grade job exchange and job rotation, secondments are one way of enabling the County Council to build a suitably skilled and well-motivated workforce by equipping its employees to be more flexible and to work both across the organisation and with partners.

A secondment is an opportunity for individual NCC employees to gain new experience, knowledge and skills to progress their career through being temporally deployed into an alternative role or post for a defined period.

Secondment will be appropriate where an individual is identified as having an existing skill set which matches the requirements of the role or have an identified development need which could be met through learning and applying new skills during the course of their secondment .

Secondments can be:

- Internal – within the authority, used to cover a temporary vacancy, for example. maternity or other long term leave
- Project based - a temporary project role
- External - to work with a partner organisation or other public sector/ voluntary body.

2. Good Practice:

Other than in exceptional circumstances the period of secondment should not exceed 2 continuous years.

Secondments of 12 months or more where qualification training might be incorporated may be eligible for an Apprenticeship, please check in advance with the corporate Workforce Planning and Organisational Development team:

nottinghamshireapprenticeships@nottsc.gov.uk .

It may be possible to facilitate an employee exchange across service areas , otherwise when considering how a fixed term post should be filled once it has been agreed through the [Council's Vacancy Control \(insert link\)](#) process, Managers should consider whether it would be a suitable opportunity/ for secondment.

Access to secondment opportunities should be considered on a fair, equitable and inclusive basis with due regard to the flexibility required to ensure that the wider skills need to the whole organisation are being met to support effective transformation.

For secondments into service specific/professional roles managers should use the [Employee Performance and Development Review \(EPDR\) \(insert link\)](#), process to identify from individual's learning competency assessment and learning plans existing skills and / or development needs across the target group which fit with the secondment requirements:

Where more than one employee is identified through this process, or in circumstances where the evaluated grade for the secondment role would represent a promotion for the identified candidate(s), the opportunity should be advertised across the Council and any appropriate external partner organisations. Selection processes should take place in line with the Council's [Recruitment procedures \(insert link\)](#).

For more generic roles the secondment opportunity should be advertised internally.

For external secondment it may be possible to facilitate an employee exchange with Nottinghamshire County Council or some other form of reciprocal arrangement. External secondments to another employer should be on the basis of unpaid leave and will be regarded as continuous service with the County Council.

Due managerial consideration should be given where secondments might mitigate or reduce the effects of proposed redundancies and priority of opportunity given to any employees formally identified as being at risk of redundancy.

The individual's Line Manager will need to confirm their support of the applicant with due regard to:

- Existing competency and/or development needs as identified through EPDR
- The skill need and /or overall interest of the whole Council or service area.

In exceptional circumstances where it can be demonstrated that the exigencies of the employee's substantive service do not enable departmental management to support their secondment this must be confirmed by the relevant Group Manager to the employee in writing prior to the closing date for expression of interest.

It is good practice for the substantive and host managers to meet in advance to agree criteria for monitoring and evaluating the secondment throughout its duration. The substantive manager should ensure that seconded employees are kept informed of service and team developments during their secondment and included in any consultation about service restructuring and potential redundancies on the same basis as other affected employees.

Probationary periods will not normally apply dependent on the existing contractual status of the seconded employee.

Where the secondees salary is paid or funded by an organisation other than NCC during the duration of their secondment, membership of the Local Government Pension Scheme will be retained but there will be a period of "non-pensionable" service for

which the individual employee may choose to “buy in” contribution. Further advice is available through the Pensions team at the BSC.

Where ever possible the employee’s substantive role, or an alternative post on an equivalent grade, will be held open for them without detriment to their substantive pay (including incremental progression), or terms and conditions. The vacated post can be filled on a temporary basis as necessary, subject to the [Council’s Vacancy Control process \(insert link\)](#).

The contractual arrangement can be terminated early by the employee, substantive employer or host employer should circumstances change. This might relate to a fall out of funding or issues relating to conduct or performance. Normal contractual notice periods will usually apply. There may be circumstances in which the secondment is terminated early due to a fall out of external grant or funding.

Should the host manager wish to terminate the secondment arrangement early due to performance or conduct issues they should take the decision only after all reasonable opportunities for support and improvement have been offered and, where appropriate, clearly measurable targets have been put in place and monitored in line with the Council’s [Performance Management Procedure \(insert link\)](#).

A direct benefit for the employee’s substantive service area is that the new skills acquired during a secondment should lead to an improvement in the service provided in the employee’s substantive role on their return. The secondee should be made aware in advance of the expectations and scope for using their extended skills and experience on their return to the substantive post.

To ensure legal compliance and fairness, in the event of restructuring or reduction of staffing establishments, the transmitting department should seek an appropriate equivalent alternative substantive post and seconded employees will be given the same consideration for re-deployment as other affected employees.

Managers should seek advice from their HR Business Partner as necessary.

February 2017 (Updated October 2017)