



## **PENRYN TOWN COUNCIL**

# **Training and Development Policy**

### **Introduction**

1. Penryn Town Council is committed to the ongoing training and development of all Councillors and employees to enable them to make the most effective contribution to the Council's aims and objectives in providing the highest quality representation and services for the people of the town.
2. According to the Chartered Institute of Personnel and Development (2007), training can be defined as:  
  
'A planned process to develop the abilities of the individual and to satisfy current and future needs of the organisation.'
3. Penryn Town Council recognises that its most important resource is its Councillors and officers and is committed to encouraging both Councillors and officers to enhance their knowledge and qualifications through further training. Some training is necessary to ensure compliance with all legal and statutory requirements.
4. Providing training yields a number of benefits including:
  - improving the quality of the services and facilities that Penryn Town Council provides;
  - enabling the organisation to achieve its corporate aims and objectives;
  - improving the skill base of the employees, producing confident, highly qualified staff working as part of an effective and efficient team; and
  - demonstrating that the employees are valued.
5. Training and development will be achieved by including a realistic financial allocation for training and development in the annual budget, as well as taking

advantage of any relevant partnership or inhouse provision available.

6. The process of development is as follows:
  1. Training needs should be identified by considering the overall objectives of the organisation, as well as individual requirements.
  2. Planning and organising training to meet those specific needs.
  3. Designing and delivering the training.
  4. Evaluating the effectiveness of training.

### **Identification of Training Needs**

7. Employees will be asked to identify their development needs with advice from their line manager during their annual appraisal (see Appendix 1) or regular meetings with their line manager.
8. There are number of additional ways that the training needs of both Councillors and staff may be recognised:
  - Questionnaires
  - During interview
  - Following confirmation of appointment
  - Formal and informal discussion
9. Other circumstances may present the need for training:
  - Legislative requirements i.e. first aid, fire safety, manual handling
  - Changes in legislation
  - Changes in systems
  - New or revised qualifications become available
  - Accidents
  - Professional error
  - Introduction of new equipment
  - New working methods and practices
  - Complaints to the Council
  - A request from a member of staff
  - Devolved services/delivery of new services
10. Employees who wish to be nominated for a training course should discuss this in the first instance during their appraisal; where it will be determined whether the training is relevant to the authority's needs and/or service delivery.

## **Corporate Training**

11. Corporate training is necessary to ensure that employees are aware of their legal responsibilities or corporate standards e.g. health and safety, risk management and equal opportunities. Employees will be required to attend training courses, workshops or seminars where suitable training is identified.

## **Financial Assistance**

12. It is important to note that all sponsored training must be appropriate to the needs of the Council, be relevant to the individual's role and is subject to the availability of financial resources.
13. Each request will be considered on an individual basis and the benefits to the individual and the Council will be identified.
14. In order to best ensure cost effectiveness, Councillors and employees will be required to attend the nearest college/venue offering the required course, unless an alternative is authorised by the Council in the interest of operational effectiveness or best value.
15. Other considerations include the following:
  - Implication of employee release for training course(s) on the operational capability of the Council
  - The most economic and effective means of training
  - Provision and availability of training budget
16. For approved courses Councillors and employees can expect the following to be sponsored:
  - The course fee
  - Examination fees
  - Associated membership fees
  - One payment to retake a failed examination
17. Councillors and officers attending assisted courses are required to inform the Town Clerk immediately of any absences, giving reasons.

18. Failure to sit an examination may result in the Council withdrawing future course funding and/or requesting the refunding of financial assistance. Each case will be considered on an individual basis.

### **Study Leave**

19. Employees who are given approval to undertake external qualifications are granted the following:
  - Study time to attend day-release courses
  - Time to sit examinations
  - Study time of one day per examination (to be discussed and agreed by line manager in advance)
  - Provision of study time which must be agreed with the line manager prior to the course being undertaken.

### **Short Courses/Workshops/Residential Weekends**

20. Where attendance is required at a short course, a full day of paid leave will be granted.
21. Councillors and staff attending approved short courses/workshops/residential weekends can expect the following to be paid:
  - The course fee
  - Travelling expenses in accordance with the Council's current policy
  - Subsistence in accordance with the Council's current policy

### **Evaluation of Training**

22. Records of all training undertaken by employees will be kept in the personnel files of each member of staff.
23. As part of Penryn Town Council's continuing commitment to training and development, employees are asked to provide feedback on the value and effectiveness of the training they undertake highlighting in particular the key implications of new legislation, guidance and/or best practice for the ongoing efficiency and effectiveness of the authority.

## **Reporting on Progress**

24. The Town Clerk will report annually to the Staffing Committee, detailing attendance at training over the year, with the inclusion of the Councillor and staff evaluation of courses attended.

## Appraisal Procedure

1. Annual appraisals will normally be carried out in September with a review in the following March.
2. The first appraisal will be that of the Town Clerk which will be carried out by the Town Mayor and Chairman of the Staffing Committee.
3. Staff appraisals will be carried out by the Town Clerk and where appropriate, the Line Manager.
4. Employees will be issued with a copy of the appraisal form a minimum of five working days before the date of the appraisal and will be given guidance/briefing on how to prepare for and get the best out of these meetings.
5. Where an individual starts part way through an appraisal year, they should have an initial appraisal to set objectives shortly after commencing employment.
6. The appraisal will set objectives and/or targets drawn from, or contributing to the appropriate objectives set by the Council.
7. Objectives and action plans are determined as a result of a dialogue between employees and their appraiser.
8. One outcome of the appraisal process will be to generate a documented plan that captures the individual and team training and development requirements.
9. Formal disciplinary and grievance issues are not to be an objective of any performance appraisal procedure and will be dealt with separately.
10. Any issues concerning poor performance must be recorded on the appraisal form in order that any formal monitoring of performance is not undermined by contradictory messages being given to the employee.
11. Performance against objectives, targets and values should be assessed by objective evidence wherever possible. Where subjective judgement is involved it should be explained rationally, preferably with documented evidence.
12. Performance is assessed annually with a six month review and the results documented in an appraisal record. Employees have the right to add comments

to their appraisal form. This may be anything they wish to say about their appraisal, their line manager and any blocks to the achievement of the objectives and targets set.

13. Both appraiser and appraisee share the responsibility for monitoring progress on the agreed objectives. The objectives will be discussed regularly in update meetings (one to ones/supervision) throughout the year. Significant changes to objectives and action plans between formal annual appraisals should be discussed and confirmed as amendments between employees and their line manager. Appraisers need to ensure that consideration is given to the resources required for enhancing the appraisee's performance and capability to meet the agreed objectives.
14. Appraisers should be provided with appropriate training prior to carrying out appraisals.
15. Where it is known that an employee is due to commence a long period of absence, e.g. maternity leave, this will be factored into the objective timescales and where appropriate, an appraisal will be held before the absence starts.
16. The Town Clerk will complete an appraisal form for each member of staff and the Town Mayor will be given the opportunity to add their comments.
17. A copy of the completed form, together with the Town Mayor's comments, will be provided to the employee within ten working days of the appraisal for signing.
18. Employees may add their own comments to the signed form if they disagree with any of the content.
18. The signed form will be filed in the employee's personnel file and a copy will be provided to the employee.
19. Employees may invoke the Grievance and Disciplinary Procedure in the event of issues over the accuracy or the fairness of the appraisal record or meeting, in which case the individual(s) hearing any grievance will need to have sight of the appraisal.
20. Appraisal records are treated as confidential documents and will generally only be available to the employee concerned, the appraiser and the Staffing Committee.

21. The Town Clerk will produce a report to the Staffing Committee summarising the outcome of the appraisals and any recommendations arising.