



Learning and Development Policy

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The provisions of this policy, which was developed by a partnership group on behalf of Grampian Area Partnership Forum, apply equally to all employees of NHS Grampian except where specific exclusions have been identified.

NHS Grampian Learning and Development Policy

This policy is also available in large print and other formats and languages. Please call NHS Grampian Corporate Communications on Aberdeen (01224) 51116 or (01224) 552245.

This Policy has undergone Equality and Diversity Impact Assessment.

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NHS Grampian
Learning and Development Policy

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NHS Grampian Learning and Development Policy

Introduction

Education, learning and development are essential components of all aspects of care and support services activity. They are central to ensuring the safe and effective delivery of person centred care and supporting services, health improvement, managing risk and planning for future service provision.

In line with the NHS Grampian Workforce Plan¹, NHS Grampian aspires to be the employer of choice by attracting, developing and engaging the best workforce in Scotland. NHS Grampian aims to get the right people in the right location with the right skills at the right time, motivating them to work with us whilst espousing the NHS Grampian values of caring, listening and improving.

NHS Grampian is committed to supporting the Staff Governance Standards² which require all staff to be appropriately trained and developed.

The Standard relating to training and development also requires all staff to:

- keep themselves up to date with development relevant to their job within the organisation;
- commit to continuous personal and professional development; and
- adhere to the standards set by their regulatory bodies.

The main vehicle for supporting learning and development is the participation in a meaningful appraisal process³, the first meeting of which is to take place on the new employee's first day at work.

The Terms and Conditions of Service, appropriate to staff appointment, conforms with the provision of the Contract of Employment Act 1972 as amended and the Employment Rights Act 1996.⁴

It is a mandatory requirement throughout NHS Grampian that all permanent and temporary members of staff take part in the performance appraisal process.⁵

¹ NHS Grampian Workforce Plan 2015

² Staff Governance Standards www.staffgovernance.scot.nhs.uk

³ <http://nhsgintranet.grampian.scot.nhs.uk/depts/Learning/Pages/Appraisal.aspx>

⁴ NHS Grampian Blank contract template

1 Policy Aims and Scope

Aims

a) All staff will be given equal opportunity to become equipped with the skills, behaviours, knowledge and attitudes to meet the needs of their role and contribute to the objectives of the organisation.

b) All staff will have the opportunity to participate in a relevant corporate and local induction. Staff learning opportunities will commence at corporate and local induction, and the formal corporate induction process will commence on their first day of work.

c) All staff will be supported, within the resources available, to promote learning and development needs and actively encouraged to develop their knowledge and skills. Learning resources are not restricted to financial support. Resources may be most obviously and effectively demonstrated in learning activities such as workplace based learning, shadowing and team development.

d) The learning, development and career aspirations of staff will be discussed and agreed through Development Review and Personal Development Planning processes. This process incorporates the Knowledge and Skills Framework⁶, and is mandatory for all staff within Agenda for Change. Doctors⁷, Dentists⁸ and Executive/Senior Managers⁹ have their own processes for Development Review.

e) Learning and development needs to be integral to the planning process at individual, team and organisational level, therefore all service areas are required to develop annual workforce plans¹⁰. These plans should acknowledge statutory and mandatory training requirements. In addition training and development required to support individuals to fulfil their role, support role/service redesign, and manage the inherent risk to the organisation should be included.

⁵ Scottish Executive 'The NHS Knowledge and Skills Framework (NHS KSF) and the Development Review Process' (Department of Health, 2004) 5

⁶ <http://www.ksf.scot.nhs.uk/>

⁷ http://www.gmc-uk.org/RT___Supporting_information_for_appraisal_and_revalidation___DC5485.pdf_55024594.pdf

⁸ https://www.bda.org/dentists/advice/working-in-the-salaried-services/spdcs/Documents/rep_13_appraisal.pdf#search=appraisal

⁹ <http://www.show.scot.nhs.uk/sehd/mels/HDL2006>

¹⁰ <http://nhsgintranet.grampian.scot.nhs.uk/depts/WorkforcePlanning/Pages/default.aspx>

f) In keeping with NHS Grampian's corporate objective of reducing inequalities and supporting fairer communities, staff from underprivileged backgrounds will be supported to take advantage of the provisions of this policy.

Scope

This policy applies to all staff employed, seconded or attached to NHS Grampian including senior managers¹¹, i.e. this includes staff employed on the bank and staff on temporary contracts.

Agency staff will be required to make arrangements with their organisation and NHS Grampian where required.

Medical and Dental staff have nationally agreed conditions relating to study leave, development and appraisal, i.e.

- Consultant participation in appraisal to satisfy General Medical Council (GMC) requirements¹²;
- Doctors in training Posts via their progression through Foundation Achievement of Competence Document¹³ and Annual Review of Competence progression (ARCP)¹⁴ processes;
- General Practitioners (GPs) via GP Appraisal Scheme¹⁵; and
- Dentists via the requirements of the General Dental Council¹⁶.

2 Responsibilities

Learning and development is the responsibility of the individual, line manager and the organisation.

The learning, development and career aspirations of staff will be discussed and agreed through Development Review and Personal Development Planning processes.

¹¹ http://www.sehd.scot.nhs.uk/mels/CEL2009_12.pdf 22

¹² <http://www.gmc-uk.org/doctors/revalidation.asp>

¹³ http://www.gmc-uk.org/Foundation_Programme_Reference_Guide.pdf_53356587.pdf

¹⁴ <http://www.gmc-uk.org/education/28189.asp>

¹⁵ <http://www.nes.scot.nhs.uk/education-and-training/by-discipline/medicine/general-practice/gp-appraisal.aspx>

¹⁶ <https://www.bda.org/dentists/representation/academics/working-in-the-salaried-services/spdcs/appraisals>

Please note that Personal Development requiring financial support must have been pre-recorded in the member of staff's Personal Development Plan and discussed at their Annual Development Review. Levels of funding for any type of learning and development will be made in discussion with, and agreed by, the line manager.

3 Definitions of Learning

(a) Statutory Learning

This is development that must be completed for a member of staff to be legally able to undertake the duties of their post. This training may also be a requirement of a professional body membership/professional registration required by NHS Grampian.

(b) Mandatory Learning

This is development that must be completed at the insistence of the employer prior to the employee undertaking a specific duty required of them, e.g. induction or violence and aggression training.

(c) Service Development

This development leads to the acquisition of skills and knowledge for new aspects of an individual's role. The need for this type of development often arises as services change and may also be as a result of the introduction of new equipment, systems, procedures, or a need to make roles more attractive for new staff or to retain existing staff.

(d) Personal Development

This development leads to enhanced performance in the employee's current role and focuses on the unique needs of the individual to perform their current role.

(e) Career/Professional Development

This is development relating to career progression or continuous professional development.

Note:

Training Budgets are devolved to Sectors/Directorates.

Learning and Development funding is subject to overall prioritisation and budgeting as part of NHS Grampian's annual budget setting process.

4 Modes of Delivery and Funding Options

(a) Internal Learning and Development

Individuals will attend/undertake internal training (including corporate induction) and development where this meets the agreed need. There is no personal financial contribution to training and associated tasks.

(b) Conferences/Seminars

Attendance at relevant conferences and seminars needs to be prioritised and linked to service plans and the individual's Personal Development Plan. Alternative solutions to the development needs should also be considered. Negotiation should also take place around numbers that attend and how feedback and learning will be given to others. Funding will be at the manager's discretion dependent on the above factors.

(c) External Short Training Courses

If the training is deemed to meet statutory and/or mandatory needs as detailed in the Personal Development Plan then this will be fully funded, otherwise the application will be considered as a career/professional/role development need and funded accordingly.

Medical Consultants can personally pay for e.g. Supporting Clinicians on Training in Scotland (SCOTS) course if they have already spent/prioritised their study leave budget on other things or are seeking budget from their study leave budget.

Managers are encouraged to consider alternative methods of providing the development required, e.g. through regional events or bringing the course or the trainer to Grampian, etc.

(d) Degrees/Diplomas/Day release

Only in exceptional circumstances will the organisation consider granting 100% financial support for courses of higher/further education pursued for career or professional development. The guidance is:

- 100% if linked to service development or a national or NHS Grampian priority and/or is absolutely integral to the job.
- 75% if linked to a service or department development/objective and considered desirable both in terms of the individuals development and professional values to NHS Grampian.
- 50% if deemed to be career development where only part of the syllabus is relevant to the job.

(e) Learning Contracts

Learning contracts will be agreed, and signed off by the manager and individual for:

- conferences/seminars
- external short courses development
- Degrees/Diplomas/Day release

All training requests should be recorded in Personal Development Plans in eKSF. An example learning contract is attached – Appendix 1.

(f) Distance Learning

This may be fully funded if the learning is deemed to be a statutory/mandatory requirement, otherwise it will be considered as a career development or professional development issue.

(g) eLearning

Reasonable time off should be granted during working hours to allow completion of eLearning, subject to the exigencies of the service. Ideally this should be planned throughout the year.

(h) Overseas Study Leave

Applications for learning and development overseas should be identified through the appraisal and personal development planning process. Where supported by the line manager, will be considered and approved/rejected according to the appropriate financial Scheme of Delegation.

(i) Coaching, Mentoring, Shadowing etc.

This type of development can be beneficial to the individual, team and organisation. When identified through the Development Review and Personal Development Planning process, managers should support this development by giving the required time off normal work.

(j) Health Care Support Worker ¹⁷(HCSW) pathways

The Government direction requires that from 31 December 2010 Boards only directly recruit as HCSWs staff who commit to achieving the induction standards and to complying with the Code of Conduct.

Induction Standards for Healthcare Support Workers

All new staff whose indicative job descriptions are evaluated by their employer as being within the definition of a Healthcare Support Worker must achieve, normally within three months of full-time employment (or the part-time equivalent) after starting work, and maintain the Induction Standards for Healthcare Support Workers

Information on Clinical HCSW pathways can be found on the following link <http://nhsgintranet.grampian.scot.nhs.uk/depts/PPDU/Pages/HealthcareSupportWorkers.aspx>

(k) Professional Learning Pathways

(1) Scottish Vocational Qualifications (SVQs)

NHS Grampian is reviewing SVQ provision for the future and the support of assessment and verification provision will be included in this review.

The Scottish Vocational Qualifications Scheme is a fully flexible source of learning. It allows both consistency of quality and standards and provides the individual with a nationally recognised qualification. The scheme assesses knowledge, skills and competency in the work area and has a direct link to the Agenda for Change - Knowledge and Skills Framework.

If an individual is accessing an SVQ as part of their development, time out of the workplace will be required for induction training and receiving feedback from the assessor.

This will vary and the learner and the Manager should agree on an appropriate amount of study time which can be taken flexibly depending on the needs of the service, e.g. weekly, monthly or cumulatively.

For more information

¹⁷

<http://nhsgintranet.grampian.scot.nhs.uk/depts/Learning/NHSGDocuments/HCSW/cel%2023%202010%20HCSW%20standards%20and%20codes.pdf>

<http://nhsgintranet.grampian.scot.nhs.uk/depts/PPDU/Pages/SVQAssessors.aspx>

(2) Professional Development Awards (PDA)

PDA's are principally designed for those already in a career or vocation who wish to extend or broaden their skills base. They may also be embedded within another qualification such as HNC/HND.

Information on PDA's can be found on the following link
<http://www.sqa.org.uk/sqa/16759.html>

5 Financial Support – Key Points

(a) All development needs require to be evidenced in a Learning Plan for service areas and in a Personal Development Plan in eKSF for each individual.

(b) All statutory and mandatory training and development will be funded 100%.

(c) All service and personal development needs will be funded with the agreement on the percentage to be reached with the relevant line manager/budget holder.

(d) Career/professional development will be funded dependant on the availability of budget and the perceived benefit to the individual and organisation. This will be agreed with the relevant line manager/budget holder.

(e) In normal circumstances, individuals will not be granted study leave or expenses for failed courses or exam resits.

6 Procedure for Applications

NHS Grampian aims is working towards having all internally run training, learning and development advertised in the NHS Grampian Learning Management system and the intranet. Details of who to contact for further information/support is accessible on the Intranet on the Learning Zone.

<http://nhsgintranet.grampian.scot.nhs.uk/portal/LZ/Pages/default.aspx>

Applications for Professional/post registration studies (Nursing and Midwives) study leave should be made using the following form:

ASL1 Application for Professional studies form – for use when applying for degrees, diplomas, when more than one year's expenses is required.

Applications for other Professional/post registration studies study leave should be made using the following form.

Learning Contract – Appendix1

All learning and development leave must be agreed with the Line Manager before an application is made.

7 Study Leave

(a) Degrees/Diplomas

Where individuals are completing a longer-term course, study leave can be granted at the discretion of the manager and learner to agree depending on the type and level of course being undertaken.

(b) Day Release

If this option is approved, staff will be allowed leave in normal working hours to attend classes that are part of the authorised course.

(c) Evening Class/Distance and Open Learning/eLearning

Paid leave will be granted to enable meeting the course requirements – this should be agreed by the manager and learner depending on the type and level of course being undertaken.

(d) Placements

If placement is part of the course, agreement around payment and cover needs to be finalised before the course begins.

8 Travel and Subsistence and Accommodation

Travel commitments should be agreed with the line manager at the time of authorisation of the course. In line with NHS Grampian Cost Efficiency protocols¹⁸, the most cost effective method of travel should be agreed.

Part-time workers should claim for the length of their course in relation to normal working hours or have time back as agreed with the line manager.

Claims for travel subsistence and incidental expenses should be made using eExpenses.¹⁹

Accommodation arrangements/costs should be discussed with Line Manager/Budget holder at the time of application. Staff should book all travel and accommodation through the appropriate route within their Sector. Staff should then endeavour to put all booking of travel and accommodation for external courses and conferences through NHS Grampian's General Office.

<http://nhsgintranet.grampian.scot.nhs.uk/depts/travel/Pages/StaffBusinessTravel.aspx>

Local procedures and protocols for recording training requests, e.g. the use of the ATDL form, may be used for operational reasons but are not required by Finance and General Office.

Incidental expenses will be paid when unavoidable expenditure has been incurred.

9 Evaluation and Monitoring

Individuals and managers are required to ensure full and proper evaluation of all learning activities. This should be through pre and post course/training intervention documents (paper or online on eKSF and NHS Grampian's Learning Management system) linked to the Development Review and Personal Development planning process.

In order for staff to keep a complete record of their training, staff should manually add training records and evaluations of any other external system/sourced learning and courses, to eKSF and other personal development planning systems.

NHS Grampian will monitor the distribution of funds allocated to different professions and staff grades to ensure there is equity of opportunity as an equal opportunity employer.

¹⁸ <http://nhsgintranet.grampian.scot.nhs.uk/depts/Finance/Pages/EfficiencyProtocols.aspx>

¹⁹ <https://workforce.mhs.scot.nhs.uk>

Annual equality and diversity reporting to the board takes place, regarding learning and development activities.

Additionally, NHS Grampian has a corporate objective of improving health and reducing inequalities by working to support healthier and fairer communities. Monitoring will assess whether development investment has contributed to these aims by supporting staff from the most deprived communities.

The eKSF system will allow the organisation to monitor the number of Agenda for Change staff with personal development plans, objectives and appraisals. This is reported quarterly to the Staff Governance Committee and subsequently to the Board.

NHS Grampian's Learning Management system allows individual staff to browse learning on the catalogue, use self-service booking and record learning attendance/non-attendance, completion and evaluations.

Managers can also use this system's booking access to support staff training and development, and provide departmental and organisational reporting on learning activities and compliance with statutory and mandatory training.

Training Providers can use the system to monitor learning activity uptake, compliance and provide agreed reporting for Freedom of Information requests, external visits, and other reporting agreed by NHS Grampian.

The Development Review process will be used to monitor progress with learning and development, learning plans and individual personal development plans.

Learning Contracts will be used in certain instances as a monitoring and evaluation tool (Appendix 1).

The Grampian Area Partnership Forum will have responsibilities for monitoring this policy.



NHS Grampian
Learning Contract

Student's Name:	
Grade/Job Title:	
Ward/Department/Team:	
Course of Study:	
Dates of Attendance:	
Level of Financial Support:	
Amount of paid Study leave:	
Student objectives for attending course:	
Link with Personal Development Plan & KSF and/or Local Learning Plan:	
Student Signature
Manager/Preceptor Signature
Academic Supporter Signature (if applicable)
Date

Review of progress with course/study and meeting objectives yearly or as appropriate:

Review date 1 (year 1) approx after 3 months:

Review date 2 (at end of year 1):

Review date 3 (year 2) approx after 3 months:

Review date 4 (at end of year 2):

Student Signature

Manager/Mentor Signature

Academic Supporter Signature
(if applicable)

Date.....

End of course review date:

Comment on whether all objectives have been met:

If not, detail what has not been achieved and why:

Was additional learning gained that was not identified in objectives: YES/NO
If yes, please describe:

Student Signature

Manager/Mentor Signature

Academic Supporter Signature
(if applicable)

Date.....

Detail plans made for feedback on learning and evidence of using the learning in practice following completion of the course:

Post course review date:

6 -12 months following completion of study/course:

Comments on review of impact of learning activity:

Student Signature

Manager/Mentor Signature

Academic Supporter Signature
(if applicable)

Date.....