



**CHIPPENHAM
TOWN COUNCIL**
Improving the quality of town life

Training, Development and Appraisal Policy

Author: Chief Executive
Responsibility: Human Resources committee
Date Adopted: 8th November 2018
Review Date: 8th November 2021
Amendments:

Policy Statement

Chippenham Town Council recognises that its employees are its most valuable asset, and as such supports and encourages learning to enable the realisation of individual's professional and personal potential and to fulfil the objectives of their work.

This means the Council is committed to ensuring that its staff receive appropriate and timely training, learning and development to ensure they are:

- Confident and competent in their job role
- Able to provide customer centred, high quality and evidenced informed service
- Provided with the opportunity to develop and progress in their field of expertise

Opportunities for personal and professional development also play an essential role in the retention and recruitment of staff. Consequently, the Council encourages all line managers to fulfil their responsibilities to staff by enabling them to receive adequate appraisal, supervision and training and to support their personal development.

Introduction

This policy may want to be read in conjunction with other Council policies and procedures such as the Capability and Performance Improvement Policy.

Scope of Policy

The policy applies to all employees of Chippenham Town Council (herein referred to as "the Council").

Review Statement

This policy has been prepared considering prevailing legislation and recognised good practice. New legislation requirements or changes in current legislation may necessitate the review of this policy document. The Council will continue to review and amend all / part of this policy on a regular basis. It is the employee's responsibility to ensure that the copy of the policy being referred to is the most up-to-date version.

Equality

In putting the procedure into practice, no aspect of the procedure will discriminate on the grounds of race, sex, sexual orientation, gender reassignment, age, religion, politics, marital status, disability, politics, caste and / or union membership or any other grounds likely to place any employee at a disadvantage.

General Principles

- The 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.
- The Council recognises that its most important resource are its Councillors and staff and is committed to encouraging both Councillors and staff to enhance their knowledge and qualifications through further training. Some training is necessary to ensure compliance with all legal and statutory requirements.

- The Council expects senior and specialist staff to undertake a programme of continuing professional development (CPD) in line with the requirements of their requisite professional bodies and all staff to undertake training as deemed necessary to fulfil their duties on accordance with their contract of employment and job description.
- 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 in-house provision available.
- Training needs should be identified by considering the overall objectives of the organisation, as well as individual requirements.
- The Council is committed to encouraging continuing professional development and enhancing the skills of both Councillors and employees.

Providing training yields a number of benefits:

- Improves the quality of the services and facilities that the Council provides
- Enables the organisation to achieve its corporate aims and objectives
- Ensures the Council is compliant with regards to corporate and technical training
- Improves the skill base of the employees, producing confident, highly qualified staff working as part of an effective and efficient team; and demonstrates that the employees are valued

Identification of training and development needs

Training and learning resources are constrained by service pressures making it difficult for managers to release staff for training and learning and this is further constrained by finite training budgets. Consequently, staff training and education must be agreed, prioritised and planned.

This will ensure that:

- Training and education are prioritised and agreed by both the individual and their manager
- Appropriate methods of training and learning are identified and planned
- Once complete, the individual's learning is reviewed and evaluated in a timely manner by their manager
- Once complete, the training and learning will enable the individual/section/Council to contribute more fully enabling the Council to achieve its objectives

Training and development needs may be identified in a fair and objective method (and in compliance with the Council's Equality and Diversity Policy). Needs may be identified:

- On appointment as part of their induction programme
- By the individual whilst engaged in their job role
- As part of the staff continuous improvement programme
- As a result of annual appraisals
- Ad hoc i.e. as a result of new developments in the work, new legislation, change in responsibilities, post requirements

Training needs are decided:

- In personal consultation with the line manager and based on the priority needs of the work. Employees who wish to be nominated for a training course should discuss this in the first instance with their Line Manager; where it will be determined whether the training is relevant to the authority's needs and / or service delivery.

- Managers in consultation with members of staff
- Legislative requirements i.e. Health & Safety, First Aid, Fire, Lifting / handling, Finance

Corporate Training

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.

With the exception of corporate or statutory training, all staff will be required to complete an Application for Training Form (see Appendix A), which will be authorised by the Head of Finance and Administration before training is booked.

Training for Councillors

The Council also recognises that Councillors also need support and training to rise to the challenges of their elected Councillor status. New Councillors need to know what the job entails and to build up their knowledge and skills and experienced Councillors need to refresh their skills and knowledge to meet the ever-changing needs and demands of the modern world.

- All Councillors will receive a Councillor Induction Handbook within 1 month of taking their seat. All new Councillors will be given the opportunity to attend a councillor training event and annually all new Committee Chairmen & Vice Chairmen will be given the option of attending a Chairmanship Training course.
- All Councillors will be kept informed of relevant training courses and conferences particularly those offered by Wiltshire Association of Local Councils and the National Association of Local Councils.
- Any Councillor wishing to attend any training event should seek approval from Head of Finance and Administration who will liaise with the Chairman of the Human Resources Committee before making any booking and seek any additional approval needed so that the training can be “approved duty” for the purposes of reimbursement of travelling and other expenses.

Funding and Financing

The Head of Finance and Administration includes a realistic financial allocation for training and development in the annual budget, based on the requirements highlighted in annual appraisals and in response to changes in legislation. This budget would be approved by the Full Council.

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. Each request will be considered on an individual basis and the benefits to the individual and the organisation will be identified.

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

For approved courses Councillors and employees can expect the following to be sponsored:

- The course fee
- Examination fees
- Associated membership fees
- One payment to re-take a failed examination

Councillors and employees attending assisted courses are expected to inform the Head of Finance and Administration immediately of any absences. 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.

The Council will make payment of one individual membership per senior employee per annum to a relevant professional body.

The Council operates a Training Costs Agreement. Any employee undertaking post-entry qualifications funded by the Council must be aware that should they leave the Council within two years of completion of the qualification they may be required to repay all costs associated with the undertaking of such training. Each case to be reviewed and determined by the Chief Executive. (Appendix F)

Training Providers

Training may be sought from:

- National initiatives i.e. NVQs, RSA, ECDL, AAT, LANTRA, etc.
- Appropriate certificated and qualified training providers
- Local colleges
- Mentoring
- In-house qualified staff

Induction Training

The Council is committed to ensuring that new employees feel welcome and valued. All new employees will receive workplace induction as well as an introduction to the Council and its policies and procedures within two months of their start date. This will ensure that:

- Essential information about the Council is imparted and that the new employee feels a sense of ownership and belonging
- The new member of staff is familiar with Council policies and procedures related to their job role
- The new member of staff has completed the core mandatory training programme and any other training required as part of their role
- The new member of staff is safe and competent

The line manager is responsible for ensuring that the new staff member completes their induction programme, and records completed (see Appendix C for Induction Training Programme) and signed off by both the manager and the new member of staff. This record will then be filed in the employee's personnel file.

It is the responsibility of the line manager to ensure that all information provided during induction is current and relevant to the new employee's job role.

Staff Development

The Council encourages the personal and professional development of staff and encourages them to acquire new skills. In order to support this, the Council may allocate one or more of the following: time, funding or resources.

Training Application Process

All staff engaging in study days, training sessions, conferences, short or long courses must complete the Council's Application for Training Form (see Appendix A). This form must be signed by the line manager and authorised by the Head of Finance and Administration before training can be formally booked. A copy of the form will be given to the applicant, one retained by the line manager and the master kept on the employee's personnel file together with details of the course content.

Study Leave

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 must be agreed with the line manager prior to the course being undertaken

Short Courses / Workshops / Residential Weekends (including conferences)

Where employee attendance is required at a short course on a Saturday or Sunday, up to a normal working day of straight TOIL per day may be taken.

Councillors and staff attending approved short courses / workshops / residential weekends can expect the following to be paid:

- The course fee (usually invoiced following the event)
- Travelling expenses in accordance with the Council's current policy
- Subsistence in accordance with the Council's current policy

Annual Appraisal Policy and Procedure

The Annual Appraisal and Development Review is explained in Appendix D, along with relevant forms in Appendix, E, F and G. These procedures will apply to existing staff who have satisfactorily completed their probationary period of employment.

The objectives are to appraise current work performance, plan for the next period and review learning needs.

Annual appraisals should be seen as essential employee development tools. They are in no way related to the Disciplinary Policy and Procedure of the Council which clearly sets out the grounds on which this can be initiated.

Supervision

The Council supports the concept of supervision in the workplace and aims to encourage a culture where supervision is part of normal working practice for all employees.

Supervision can be seen as a structured, formal, negotiated, two-way enabling process of support and learning. This process is based on trust and designed to promote reflective practice, professional growth and development.

Key Principles of Supervision

- Supervisory meetings should be planned exercises and prepared for by both the line manager and employee before the meeting. The Supervision Agreement should include, frequency of sessions, location, confidentiality, content of session, timekeeping and procedure for cancelling session.
- It is the responsibility of line managers to agree the frequency of Supervisory Meetings (minimum 6-8 weekly). It is the responsibility of staff members to ensure their availability for such meetings.
- Meetings should include a review of progress made on implementing agreed actions and the success, failure or need to re-define particular actions.
- Workload and identification of possible stress factors should be discussed as well as agreement over the scope and content of their jobs, along with results they are expected to achieve.
- Supervision sessions should be documented with a summary of the session and an action plan with dates. The 'action plan' agreed at the initial or annual appraisal should form the basis for subsequent supervisory meetings between staff members and their line manager.

Training Records

Records of all training undertaken by staff, whether external, internal, mentoring, or supervision, will be kept in the personnel files of each member of staff. A record will also be kept on an organisational record card.

Training Evaluation

All staff are requested to complete a Training Evaluation Form once the training has been completed (see Appendix B). Line managers will evaluate all training in consultation with staff and report on the outcome to the Head of Finance and Administration who will in turn report to the Council's Human Resource Committee.

The Head of Finance and Administration will report annually to the Human Resource Committee, detailing attendance at training over the year, as well as the inclusion of the Councillor and staff evaluation of courses attended.

Payment of Travel, Accommodation and Other Expenses

Payment for travel, accommodation and other expenses cannot be paid out of the training budget. All travelling and other expenses relating to training shall be authorised by the

Head of Finance and Administration prior to each journey being undertaken. All travelling shall be organised in the most economic manner. Full details can be found within the Council's Travelling and Subsistence Payments Policy.

Appendices

- A - Application for Training Form
- B - Training and Development Evaluation Form
- C - Induction Training Programme and Checklist
- D - Annual Appraisal and Development Review
- E - Performance and Development Review Form
- F - Training Costs Agreement
- G - Appraisal Targets Form

Further Information

For further information or clarification on any part of this policy, please contact your line manager.

Appendix A

**Chippenham Town Council's
Application for Training Form**

Applicant's name			
Job title			
Course title			
Training provider			
Date		Venue	
Other information (Outline of course content)			
Costs	Course fees (external courses only)		
	Travelling (road/rail)		
	Subsistence		

Approved by line manager		Date	
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Approved by Head of Finance and Administration		Date	
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For office use

The following course has * been approved/approved and booked/not been approved * please delete those not applicable			
Applicant			
Course/Training		Course date	
Signed (Line manager)		Date	
Date received	Seen by Head of Finance and Administration		File

Chippenham Town Council's
Training and Development Evaluation Form

Name:

Job Title:

Nature of training activity:	
Training provider:	
Dates training undertaken and duration:	
Objectives expected to be achieved:	<ul style="list-style-type: none"> • • • •
Outcomes and observations (What was achieved? What was not achieved?)	
Follow up (What further action will now need to be taken, if any?)	

Signature of trainee: Date:

Comments of manager:

**Chippenham Town Council's
Induction Training Programme and Checklist**

Name:

Job Title:

Start Date:

Induction Mentor Name:

Induction Mentor Job Title):

Introduction

Welcome to Chippenham Town Council

Induction is important for you and us. It provides the opportunity for you to get to know your duties, those you work with and the Town Council, enabling you to settle in to your new job quickly. It also ensures that we identify at an early stage those areas where you need additional support as well as those in which we are able to learn from your previous experience.

To help you through the process, you will have an induction mentor. She / he will work through the Attached Checklist (Appendix C) with you, ensuring that all areas are properly covered. Your induction Mentor may be your line manager or someone else where you work who know where things are, our procedures and all other aspects of your new job you will encounter. Please ensure you maintain regular contact with your Induction Mentor, letting her / him know what you have learned during your early weeks with us.

Your Induction Programme is in four parts. Part A covers your Job and Workplace while Part B deals with Health and Safety matters. Part C focuses on the Service Users where you work and Part D, looks beyond your induction to start planning and providing your ongoing development.

Please make good use of your induction - it provides the basis for what we hope will be a long and happy career with us.

Mark Smith MBA LLB (Hons) CMgr FCMI FSLCC
Chief Executive

Part A: Your Job and Workplace

Role, Responsibilities & Standards	Date Covered	Employee Signature	Mentor Signature
Organisation structure and Who's who			
Job description, Tasks, duties			
Standards of Practice, Monitoring and Evaluation of Standards			
Communication processes			

Terms & Conditions of Employment	Date Covered	Employee Signature	Mentor Signature
Hours of work, Pay and related conditions			
Sickness - notification and pay			
Holidays - how to book			
Pay slip, P45 and bank details			
Probationary period			

Place of Work and Domestic Information	Date	Employee Signature	Mentor Signature
Tour of the premises, (including Cloakroom/toilets)			
Introduction to colleagues			
Tea and meal breaks			
Car parking			
Telephones, Other facilities			
Dress code / uniform			

Part B: Health and Safety at Work

Basic H&S	Date Covered	Employee Signature	Mentor Signature
Regulations, responsibilities & recording			
Fire - Evacuation procedures, prevention, alarms, extinguishers			
Smoking and drinking			
Elementary first aid - what, who and where			
Personal Hygiene			
HIV and other infectious diseases			
Moving and handling			

Appendix C (page 3 of 3)

Use of Equipment/ Accidents and Emergences	Date Covered	Employee Signature	Mentor Signature
Use of equipment specific to your job			
Transport - Use of vehicles			
Fault reporting			
Repairs to equipment			
Protective clothing			
Reporting of Accidents / Incidents			
Calling Ambulance /Doctor /Police / Fire Service			

Part C: Users of the Service and Service Procedures

Service Users	Date Covered	Employee Signature	Mentor Signature
Customer Charter			
Confidentiality			
Data Protection / GDPR / Freedom of Information			
Dealing with complaints			

Part D: Training and Development

Probationary period

Topic	Date Covered	Employee Signature	Mentor Signature
Work Reviews and Appraisals			
Training needs identified and planned			
Training provided			
Training monitored and evaluated			
Probationary review date agreed			

Name of Employee:

Date Induction Completed:

PLEASE PASS COMPLETED FORM TO THE HEAD OF FINANCE AND ADMINISTRATION FOR REGISTERING ON YOUR PERSONNEL FILE. A COPY WILL BE RETURNED TO YOU TO KEEP.

Chippenham Town Council's Annual Appraisal and Development Review

Introduction

It is important both for you and the Council to know that you are fulfilling your potential and achieving job satisfaction. If you are continually developing and learning new skills you will be able to enhance your own performance and at the same time contribute to the success of the Council.

The Annual Performance and Development Review aims to achieve this by:

- Having an open two-way communication process between you and your line manager to discuss and agree job performance and development needs.
- Reviewing and evaluating your performance against agreed objectives.
- Setting objectives for the year ahead in line with your job description and the Council's Strategic Plan.

The Review Meeting (sometimes called an Appraisal)

This meeting is an opportunity for you to discuss with your manager every aspect of your role. Your opinion will be sought and valued on your performance, strengths and development needs. The conversation may include discussing not only your successes but also any areas that require improvement. Be prepared to talk openly about them with your manager, as well as how any concerns can be overcome. This should include your suggestions on how you might be able to improve your own performance.

At the end of the meeting, you will also have an agreed set of objectives for the next period with accompanying timescales for completion. This will provide the framework for your future progress and a benchmark against which your performance can be reviewed. You can also use the Appraisal Target Form (Appendix G) to set targets. Remember the Review Meeting is not an interview - it's a two-way conversation. It is also confidential.

Objectives

The scheme wants to ensure the most effective use of your skills and abilities and to provide job satisfaction. The scheme does not affect an individual's status or pay, but is an opportunity to objectively discuss performance, aspirations and contribution to the Council's Strategic Plan.

Objectives are set to enable you to better meet the performance requirements as defined in your job description. They are performance goals which you are expected to achieve within a defined time frame.

There are a number of important reasons for setting objectives, namely:

- To achieve results
- To help you reach your best performance
- To develop your skills, abilities and responsibilities
- To provide a challenge and subsequently a sense of achievement

Your objectives will:

- Be related to the aims and objectives of the Strategic Plan
- Aimed at improving your job satisfaction and performance
- Maximise your potential by increasing your skill base and knowledge
- Be SMART

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SMART Objectives are:

- SPECIFIC - focused on a particular task or behaviour and directed at achieving a required result
- MEASURABLE - maybe in terms of cost, quality or quantity
- AGREED - you must be committed to achieving the objectives, so they will only be set with both yours and your manager's agreement
- REALISTIC - they should be challenging however achievable given your experience and situation
- TIMELY - within a reasonable agreed timescale

You should come to the meeting with ideas for your objectives, taking into account your job description and the actions in the Strategic Plan. Once your objectives are agreed with your manager, they will be formally documented, and you will receive a copy of them.

It may also be appropriate to use the agreed action plan to form the basis, and guide the construction of, the employee's Personal Development Plan for the forthcoming year.

To help you prepare you may wish to print out and make notes on the Annual Performance and Development Review Form (see Appendix E).

The majority of this form will be completed during and after the meeting to formally document your discussions. It will include comments on your performance against any previously set objectives, look at how these have been met and highlight any specific achievements, note any problem areas and how these can be overcome and address any development needs (training, coaching, mentoring etc).

Competence and performance levels can be spread across a number of areas including some of the following, and these topics are likely to be discussed in the meeting:

- Concern for Excellence
- Planning, Organisation and Delivery
- Communication Skills
- Personal and Team Effectiveness
- Commercial Awareness
- Problem Solving
- Technical Skills and Knowledge Base

Once your manager has written up the notes and completed the form after your meeting, you will be given the opportunity to express your views about the review before both you and your manager sign the form. You will then be given a copy of the form for your records.

Follow Up

Reviewing performance and development is an ongoing process and not a one-off annual event. You will have an annual Performance and Development Review Meeting and at least an interim 6 monthly meeting. Throughout the year your manager will also discuss your progress with you. Similarly, you should feel comfortable in approaching your manager about your performance or development.

In this way, the Council can ensure you have the right job description and are receiving all the necessary support and guidance you require to develop your skills further, enhance your performance and address any issues arising.

Responsibilities

The Scheme operates throughout the Council and applies to all levels of staff. The principles of the scheme must be followed, but it is designed to allow for some flexibility.

Councillors on Human Resource Committee will conduct a full review of the Chief Executive in line with these procedures.

The Chief Executive

Supports the scheme and has overall responsibility to ensure it operates objectively, fairly and consistently throughout the Council. She / he will ensure that it links staff development needs to the Council's Corporate Strategic Plan.

She / he will conduct reviews of the Deputy Chief Executive; Head of Finance and Administration, Planning Officer and the Communications and Marketing Officer

Reviewing Officers

The Deputy Chief Executive, the Head of Finance and Administration, the Manager / Curator, the Venues Manager, the Manager of Stanley Park, the Customer Services Information Officer and the Service Delivery Manager will allocate time on an annual basis to conduct full reviews with all staff under their line management. They will also conduct a recorded review of each individual's action plan after 6 months.

Individuals

Will prepare for the review by considering the previous 6 or 12 months and what has helped or hindered their performance. They should consider what training needs they may have and should take an active part in the discussions and preparation of the action plan for the future.

The Chief Executive will have sight of all reviews to ensure that reviewers are applying the scheme in a consistent manner.

Training

Reviewing officers must attend training on conducting reviews to ensure that reviews are carried out fairly and consistently. Refresher training will be provided as and when necessary. All staff must be briefed about the scheme by their reviewers.

Chippenham Town Council's
Performance and Development Review Form

Employee Name:	
Employee Job Title:	
Line Manager:	
Date of Meeting:	

Past Performance

Achievements, successes, strengths, objectives met, difficulties etc:

How has the year gone?

Future Plans

Increase in knowledge, more responsibility, new tasks, objectives etc:

(Please complete Appraisals Target Form - Appendix G)

Development Needs Both work and personal needs, training, coaching, mentoring, guidance etc:
Job Description Understanding of JD, requirements of role, any amendments needed etc:
Line Manager's Overall Summary
Employee's Comments

Employee Signature:	
Line Manager Signature:	
Date:	

Chippenham Town Council's
TRAINING COSTS AGREEMENT

THIS AGREEMENT is dated

AND IS MADE BETWEEN:-

("the Employee") STAFF NAME and

("the Employer") Chippenham Town Council

WHEREAS:-

- A. The Employee is employed by the Employer as a (*insert job title*).....
- B. The Employer has booked a place for the Employee in relation to training and development in..... (insert subject) with (name of training provider) ("the Course").

IT IS HEREBY AGREED AND DECLARED THAT:

- 1. In consideration of the Employer meeting the costs of the Course which are set out in the Schedule to this Agreement ("the Costs"), the Employee undertakes to reimburse to the Employer the Costs if:
 - (i) he/she voluntarily withdraws from or terminates the Course early without the Employer's prior written consent;
 - (ii) he/she is dismissed or otherwise compulsorily discharged from the Course, unless the dismissal or discharge arises out of the discontinuance generally of the Course;
 - (iii) he/she resigns from the employment of the Employer either prior to completion of the Course or within twelve months after the end of the course, except that in the latter case, the amount which would otherwise be due to the Employer shall be reduced by 1/12th part for each complete calendar month after the end of the Course during which the Employee remains employed by the Employer.
- 2. To the extent permitted by law, the Employee agrees that the Employer may deduct a sum equal to the whole or part of the Costs due in accordance with Clause 1 (iii) under the terms of this Agreement from his/her wages (as defined in Section 27 of the Employment Rights Act

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1996) or from any other allowances, expenses or other payments due to the Employee.

3. The amount due to the Employer under the terms of this Agreement is a genuine attempt by the Employer to assess its loss as a result of the termination of the Employee's employment and takes into account the derived benefit to the Employer. This Agreement is not intended to act as a penalty on the Employee upon termination of his / her agreement.

SIGNED:

..... (Name of Employee)

..... (Name of Manager)

for and on behalf of Chippenham Town Council

NB. This Agreement must be signed by both parties prior to the commencement of the Course.

SCHEDULE OF COSTS

(Insert details of the costs to be incurred by the Employer in relation to the Course e.g. the Course fees, the costs of books or other materials, any other expenses paid in connection with the Course).

Course Fees:-

Cost of books/materials (if applicable):-

Any other expenses:-

**Chippenham Town Council's
Appraisal Targets Form**

Targets for April 2018 - April 2019						
TARGET	1	2	3	4	5	6
Description of target						
What is the agreed level of performance for the target?						
How would we measure this (what evidence do we need to provide)?						
How and when are we going to review progress?						
How does this link with and contribute to the Corporate Plan?						

Appendix G (page 2 of 2)
 Training and Development needs for the year ahead 2018/2019

Employee Name:..... Employee Job Title.....Manager’s name.....

	Training & Development	Mode of delivery	Cost (£)
1			
2			