

Notice of Meeting

Personnel Committee

Friday, 28th May, 2010 at 2.00 pm
in Members' Board Room Council Offices
Market Street Newbury

Date of despatch of Agenda: Thursday, 20 May 2010

For further information about this Agenda, or to inspect any background documents referred to in Part I reports, please contact Moira Fraser on (01635) 519045
e-mail: mfraser@westberks.gov.uk

Further information and Minutes are also available on the Council's website at
www.westberks.gov.uk



To: Councillors Paul Bryant (Chairman), Adrian Edwards, Tony Linden, Keith Lock (Vice-Chairman) and Quentin Webb

Substitutes: Councillors Brian Bedwell, Mollie Lock, Andrew Rowles and Julian Swift-Hook

Agenda

Part I

Page No.

1. **Apologies for Absence**
To receive apologies for inability to attend the meeting (if any).
2. **Minutes** 1 - 6
To approve as a correct record the Minutes of the meeting of the Committee held on 26 February 2010 and 11 May 2010.
3. **Declarations of Interest**
To receive any declarations of interest from Members.
4. **Learning and Development Policy and Procedure (PC2029)** 7 - 42
Purpose: To seek approval for the draft Learning and Development Policy which sets out the Council's approach to the training and development of its employees.
5. **Date of Next Meeting**
Next meeting scheduled for 2 July 2010.

Andy Day
Head of Policy and Communication

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PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON FRIDAY, 26 FEBRUARY 2010

Councillors: Paul Bryant (*Chairman*) (P), Adrian Edwards (P), Tony Linden (P), Keith Lock (*Vice-Chairman*) (P), Quentin Webb (P)

Also present: Robert O'Reilly (Head of Human Resources), Lydia Mather (Policy Officer)

PART I

15. APOLOGIES.

There were no apologies for absence received.

16. MINUTES.

The Minutes of the meeting held on 23 October 2009 were approved as a true and correct record and signed by the Chairman, subject to the following amendments:

Item 14 Mobile and Flexible Working Procedure:

Page 3 - Fourth paragraph, sixth line, change 'there' to 'their';

Page 4 – Last paragraph, first line, change 'us' to 'use'.

17. DECLARATIONS OF INTEREST.

There were no declarations of interest received.

18. DOMESTIC ABUSE – POLICY AND GUIDANCE FOR STAFF EXPERIENCING DOMESTIC ABUSE.

The Committee considered a report (Agenda Item 4) concerning approval for the new Domestic Abuse (Staff) Policy to support employees of the Council who might be the subject of domestic abuse. In response to Committee questions on the report Robert O'Reilly advised that staff might be referred to specialists such as occupational health and security might be enhanced for example when staff finished their shift. It also encouraged managers to hold confidential conversations with their staff should it be felt that there was a possibility that they were the subject of domestic abuse.

The reference in the policy to the Council's Code of Conduct was to remind employees that should they be a perpetrator of domestic abuse towards another member of staff they could be subject to disciplinary action. The policy was not a result of specific issues that had been raised but as a result of the Pemberton enquiry and the discussions of the Corporate Equalities Group. Councillor Quentin Webb advised that the Safer Select Committee had also considered the Pemberton review and would be reviewing the measures in a few months time.

The Domestic Abuse Policy was agreed subject to the date on the policy document being updated.

RESOLVED that the Domestic Abuse – Policy and Guidance for Staff Experiencing Domestic Abuse be approved.

19. ALCOHOL AND SUBSTANCE ABUSE POLICY.

The Committee considered a report (Agenda Item 5) concerning approval for the draft alcohol and substance misuse policy which explained the Council's approach to incidents of misuse of alcohol and drugs by employees where there was an impact upon activities of the Council. Robert O'Reilly advised that the policy dealt with employees who could be subject to disciplinary action or gross misconduct due to the misuse of alcohol or other substances as well as supporting employees who acknowledged they had an addiction. Due to objections received from the Unions the appendix of service areas subject to a no alcohol policy during working hours had not been included. Consultation was being undertaken on this matter with managers to ascertain the reasons, timescales and enforcement of jobs subject to a no alcohol policy which would then be discussed with the Unions. It was possible that paragraph 9.2 and the appendix would be removed from the policy.

The Committee discussed the potential serious nature of alcohol and substance abuse and were supportive of the Unions position on paragraph 9.2 in the policy. Robert O'Reilly provided responses to Committee questions that employees were asked about their alcohol consumption as part of a medical questionnaire during the recruitment process. Contractors were subject to the terms of the tendering process. Agency staff were subject to the service level agreement between the Council and the recruitment agency.

The Committee requested amendments to the policy to: paragraph 10.2.1, tenth bullet point to correct 'non-rotas'; and 'upon' to be removed from the glossary under Under the Influence.

RESOLVED that the Alcohol and Substance Misuse Policy be approved subject to the resolution of paragraph 9.2 and Appendix 1 in the policy regarding staff subject to a no alcohol policy during working hours.

20. POTENTIAL EXPANSION OF THE TERMS OF REFERENCE OF THE PERSONNEL COMMITTEE.

Robert O'Reilly gave a verbal report on the potential expansion of the terms of reference of the Personnel Committee to include new and revised Health and Safety policies and procedures. The proposal would assist in the process of approval by ensuring the interests of the Council were protected. The Terms of Reference would be subject to the approval of full Council.

RESOLVED to recommend to full Council that the terms of reference of the Personnel Committee be expanded to include new and revised Health and Safety policies and procedures.

21. UPDATE ON HR POLICIES AND PROCEDURES UNDER DEVELOPMENT

Robert O'Reilly gave a verbal update on the HR policies and procedures under development. The Committee discussed whether a policy on religious freedom and dress was required. Robert O'Reilly advised that it was not considered necessary. He would find out whether the equality policies which had been undertaken by another Head of Service had already considered the matter.

RESOLVED that the update on HR Policies and Procedures under development be noted.

22. DATE OF THE NEXT MEETING.

The Committee agreed to hold the next meeting on 28 May 2010 at 2pm.

(The meeting commenced at 2.00pm and closed at 3.00pm)

CHAIRMAN

Date of Signature:

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PERSONNEL COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY, 11 MAY 2010

Councillors: Paul Bryant, Adrian Edwards, Tony Linden, Keith Lock and Quentin Webb

PART I

1. Election of Chairman

RESOLVED that Councillor Paul Bryant be elected Chairman of the Personnel Committee for the 2010/11 Municipal Year.

Councillor Paul Bryant in the Chair.

2. Apologies for Absence

There were no apologies for absence received.

3. Appointment of Vice-Chairman

RESOLVED that Councillor Keith Lock be appointed Vice-Chairman of the Personnel Committee for the 2010/11 Municipal Year.

CHAIRMAN

Date of Signature

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Agenda Item 4.

Title of Report:	Learning and Development Policy
Report to be considered by:	Personnel
Date of Meeting:	28 May 2010
Forward Plan Ref:	PC2029

Purpose of Report: To seek the approval for the draft Learning and Development Policy which sets out the Council's approach to the training and development of its employees.

Recommended Action: Personnel Committee is recommended to approve the policy.

Reason for decision to be taken:

Other options considered: Not applicable

Key background documentation: The Learning and Development Policy will incorporate the Qualification Training Procedure (which will replace the current Qualification Training Agreement).

The proposals will also help achieve the following Council Plan Theme:

CPT14 - Effective People

The proposals contained in this report will help to achieve the above Council Plan Priorities and Themes by:

Setting out the Council's approach to training and developing its employees, and providing a procedure and guidance to support managers and employees to put this into practice.

Ensuring that employees develop and maintain appropriate skills and knowledge to enable the Council to meet its current and future objectives to ensure the provision of high quality services to the people of West Berkshire.

Portfolio Member Details	
Name & Telephone No.:	Councillor Anthony Stansfeld - Tel (01488) 658238
E-mail Address:	astansfeld@westberks.gov.uk
Date Portfolio Member agreed report:	13 May 2010

Contact Officer Details	
Name:	Katie Penlington
Job Title:	HR Officer
Tel. No.:	01635 519325
E-mail Address:	kpenlington@westberks.gov.uk

Implications

- Policy:** Learning and Development.
- Financial:** There are minor financial implications of implementing the proposed procedure;
- The Qualification Training Procedure will be published as appendix four of the Learning and Development Policy, and will replace the current Qualification Training Agreement. This revised procedure has minor financial implications as managers may now agree to pay professional fees, books, travel and/or subsistence. These costs will be made from existing service budgets.
- The Qualification Training Procedure lists some specific exceptions to the requirement to repay the Council's contribution to the cost of undertaking qualification training. Although this was not specified in the previous Qualification Training Agreement, it reflects current practice.
- Personnel:** This is an HR policy
- Legal/Procurement:** Legal have been consulted about the agreement to be signed by employees when they undertake qualification training that is partly or wholly paid for by the Council.
- Property:** n/a
- Risk Management:** n/a
- Equalities Impact Assessment:** An EIA has been undertaken. One of the aims of the policy is to ensure that training and development opportunities are available to all employees and that barriers are removed. The EIA identifies a need to have sufficient data to be able to monitor take up of training. New systems in place for recording internal training from April 2010 will make improved data available for analysis.
- Corporate Board's View:** to be completed after the Corporate Board meeting

Is this item subject to call-in?	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
If not subject to call-in please put a cross in the appropriate box:		
The item is due to be referred to Council for final approval	<input type="checkbox"/>	
Delays in implementation could have serious financial implications for the Council	<input type="checkbox"/>	
Delays in implementation could compromise the Council's position	<input type="checkbox"/>	
Considered or reviewed by Overview and Scrutiny Commission or associated Task Groups within preceding six months	<input type="checkbox"/>	
Item is Urgent Key Decision	<input type="checkbox"/>	

Executive Summary and Report

1. Introduction

- 1.1 The Learning and Development Policy sets out the Council's approach to training and developing its employees. It states the Council's commitment to developing appropriate skills and knowledge within its employees to support the achievement of its objectives. The Policy is accompanied by a procedure and advice notes.
- 1.2 The Policy replaces the WBC Training Handbook which has not been updated since 1999. It reflects the right to request training (effective from 6th April 2010) set out in the Apprenticeships, Skills, Children and Learning Act, which received Royal Assent in November 2009

2. Proposals

- 2.1 The Learning and Development Policy, and accompanying procedure and advice, brings together information on the different types of internal training that is available, and procedures for managing access to external training, including qualifications training.
- 2.2 The policy sets out the roles and responsibilities of employees, managers and Human Resources in identifying training and development needs, meeting these needs and pre and post development activity action required to support transfer of learning into employees' roles.
- 2.3 The supporting procedure and guidance gathers together current practice and provides managers with information to enable them to plan and ensure delivery of training and development within their services.
- 2.4 The document is hyperlinked to relevant intranet pages to make it easy for managers and employees to find related documents.

3. Conclusion

- 3.1 The Learning and Development Policy, procedure and advice bring together the expectations and resources for the learning and development of employees of the Council.
- 3.2 Bringing this information together will make it easier for managers and staff to understand the Council's policy and their own responsibilities.

Appendices

Appendix A – The Learning and Development Policy

Consultees

Local Stakeholders:

Officers Consulted: The Quality Assurance Group
CMT
Legal Services was consulted on the Qualification Training Procedure which forms appendix four of the Learning and Development Policy

Trade Union: Unison and GMB

Learning and Development Policy

Document Control

Document Ref:	HRLD001	Date Created:	26 th February 2010
Version:	1.0	Date Modified:	
Revision due			
Author:	Katie Penlington	Sign & Date:	
Owning Service			
Equality Impact Assessment: (EIA)	Date undertaken:	March 2010	
	Issues (if any):	Monitor take up of training through Resourcelink	

Chief Executive	Sign & Date:	
Corporate Director (Community Services)	Sign & Date:	
Corporate Director (Children & Young People)	Sign & Date:	
Corporate Director (Environment)	Sign & Date:	

Change History

Version	Date	Description	Change ID
1			
2			
3			

This Policy is not for publication externally

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1. Purpose

- 1.1 This policy sets out the Council's approach to the training and development of its employees.
- 1.2 The Learning and Development Policy and Procedure support the Council's Workforce Strategy. ([Link](#))
- 1.3 Learning and development will play a key part in enabling the Council to meet its current and future objectives to ensure the provision of high quality services to the people of West Berkshire.
- 1.4 This Policy has been the subject of consultation with Heads of Service and Trade Unions. The Chief Executive and Corporate Board/Personnel Committee have/has approved the Learning and Development Policy.

2. Applicability

- 2.1 This Policy applies to:
- 2.2 All non-school based employees working for the Council, including those working from home or at non-Council locations.
- 2.3 This document is published on the Human Resources section of the intranet.

3. Roles and Responsibilities

- 3.1 The overall responsibility for learning and development within WBC rests with the Chief Executive.
- 3.2 The responsibility for day-to-day management of learning and development throughout West Berkshire Council rests with the Head of Human Resources, who is also responsible for maintaining this Policy, and for providing advice and guidance on its implementation.
- 3.3 All employees are responsible for:
 - Participating in the assessment of their own learning needs.
 - Fully participating in opportunities put in place to meet their learning and development needs.
 - Discussing progress regularly with their line managers.
- 3.4 Line managers are responsible for:
 - Implementing this Policy within their service areas, and for the adherence of their staff.
 - Regularly discussing development needs with the employees reporting to them, and producing, implementing and monitoring a personal development plan for each employee as part of performance management.
 - Ensuring that all employees, including casual staff, and volunteers are adequately trained to perform their roles.
 - Contributing to the development of a service learning and development plan.
 - Assessing requests for training on their merits.

- Ensuring employees are properly briefed before attending training or undertaking learning and development activities so that they understand the learning objectives and the benefits of attending.
- Reviewing learning with employees following development events and planning how learning will be transferred into employees' work.
- Complying with service specific and/or national qualification, induction, training and development standards relating to themselves and/or employees reporting to them.

3.5 **Human Resources is responsible for:**

- Strategic planning of learning and development across the Council.
- Identifying and commissioning non-service specific corporate training.
- Acting as the expert adviser/client side manager on learning and development across the organisation.
- Social care training is responsible for:
 - Producing the Council's Training Programme.
 - Ensuring delivery of non-service specific corporate training.
 - Ensuring delivery of social care specific training.

3.6 **Specialist training** will be provided by teams including IT training, School and Governor support, Adult and Community Learning, Social Care training, Health and Safety Customer Services Training and Human Resources.

4. **Failure to comply with WBC Learning and Development Policy**

4.1 This document provides staff and others with essential information regarding learning and development and sets out conditions to be followed. It is the responsibility of all to whom this Policy document applies to adhere to these conditions. Failure to do so may result in:

- informal disciplinary and/or capability processes
- formal disciplinary action and/or capability action (in accordance with the disciplinary procedure and/or performance capability procedure)

5. **Policy**

Access to learning and development opportunities

5.1 The Council has signed the Government's Skills Pledge. It has committed to;

- Actively encourage and support employees to gain the skills and qualifications that will meet the needs of the business and will support their future employability
- Further support employees to acquire basic literacy and numeracy skills and work towards their first full Level 2 qualification
- Demonstrably raise employees' skills and competencies to improve their organisational performance through investing in economically valuable training and development

- 5.2 Learning and development opportunities will be open to all employees in line with the Council's Equality in Employment Policy. All employees will be given appropriate training and learning opportunities to develop and maintain the knowledge, skills and experience necessary to perform their jobs effectively and ensure delivery of service and the Council's objectives regardless of their gender or gender reassignment, disability, age, ethnic or national origin, marital status, religion or belief, sexual orientation, trade union activity, responsibility for dependents or part time working.
- 5.3 All requests from employees for training will be subject to financial and operational constraints. Managers will assess the costs (both time and financial) of training against the expected benefits to the employee and the service in order to prioritise spending on limited training budgets
- 5.4 Managers will assess the most appropriate way of meeting learning objectives. This means that learning will take place through a variety of activities, not just through formal training courses.
- 5.5 The Council will carry out activities to promote the national annual Adult Learners Week.

Identifying training needs and planning training

- 5.6 Each service will devise and implement an annual Learning and Development Plan. (See Appendix One: Service Area Learning and Development Plan)
- 5.7 Individual training needs will be identified and recorded in a personal development plan (PDP) (found in the appraisal form for employees)for each employee at their annual performance appraisal. Employees and their line managers are also entitled to raise additional needs throughout the year.
- 5.8 Employees are expected to take an active part in identifying and meeting their own learning and development needs.

Funding and delivery of training

- 5.9 The Council will make a central training budget available to meet the cost of a range of generic training provided via the Training Programme. Core and mandatory courses will be provided free of charge to employees, other courses will be provided at a cost to the employee's service.
- 5.10 Where grants are available to provide specific training for groups of staff these will be used to provide a training programme which may be free at the point of delivery to the group of employees the grant is intended to support. Courses may be open to other staff and external organisations but most courses will be charged.
- 5.11 Heads of Service will be responsible for meeting the costs of any additional training, including for professional qualifications, from their service budgets. No commitment to training should be made without checking that there is sufficient budget to meet its costs. The budget for adult social care is held centrally by Social Care Training.

Induction and mandatory training

- 5.12 The Council will provide induction training for all new employees to the Council and those changing roles within the Council. This will include attendance at corporate courses and service specific activities as described in the Induction and Probation Policy and the Induction Procedure.
- 5.13 Managers should ensure that employees receive adequate induction into their role.
- 5.14 All employees must attend the following corporate training courses, unless their professional training has previously covered these subjects in detail and their line manager considers that they are competent:
- Corporate induction
 - Equality and diversity
 - Stress management
 - Health and safety
 - Fire awareness
 - Employee performance management
 - Using information at West Berkshire Council
- 5.15 Certain services or job roles will specify additional mandatory training and induction requirements (e.g. social care). Line managers should ensure that employees receive such training and induction within the required timescales.
- 5.16 Management induction will be provided for all new managers. More information is available from the [Staff Training page](#) of the HR intranet.

Management Development Training

- 5.17 A range of management development training will be provided through the Training Programme. These may be chargeable to services.

Specialist training

- 5.18 Employees working within social care will have their requirements for specific training met through the Social Care Training Programme.
- 5.19 Other specialist training will be provided by IT Services, Schools and Governor Support, Adult and Community Learning, the Health and Safety team, Customer Services Training and Human Resources. More information is available from the Learning and development pages of the HR intranet.
- 5.20 Where employees in professional roles are required to undertake continuous professional development (CPD), managers will ensure that such employees are able to achieve sufficient CPD each year to maintain their membership of professional bodies and remain effective within their roles.

Qualification training

- 5.21 The Council recognises the importance of developing technical or professional expertise of employees and in some cases this may include supporting employees through professional training or longer term development programmes.

5.22 Where financial assistance is given employees will sign an agreement to repay some or all of the costs if they leave the employment of the Council within two years of completing the programme.

5.23 More information about qualifications training and the conditions of financial assistance can be found in [Appendix 4](#)

Training expenses

5.24 Reasonable travel and subsistence can be claimed. For details see the travel and subsistence policy. These expenses should be claimed via 'Myview'.

Evaluation of training

5.25 Evaluation of training will be undertaken to

- Ensure value for money is achieved from the training budget
- Ensure employees learn and are able to use the learning that they acquire
- Facilitate continual improvement of internally run courses and other learning events

Training records

5.26 HR will maintain a record of internal training courses and e-learning attended by employees where these are administered through Resourcelink (the HR and Payroll system).

5.27 Line managers will maintain a record of external training attended by employees.

Review

5.28 This policy will be reviewed to respond to any changes and at least every three years.

5.29 The Service responsible for reviewing and maintaining this Policy is Human Resources.

5.30 Right to request time off for training and/or study

5.31 The Council is committed to providing employees with access to appropriate training, and learning opportunities to develop and maintain the knowledge, skills and experience necessary to perform their jobs effectively and ensure delivery of service and the Council's objectives. This will normally be identified through discussions between employees and line managers as part of the appraisal process and day to day management.

5.32 Employees also have the right to request unpaid time off work to undertake training and/or study that they believe will make them more effective at work and will improve business performance. Such requests should be made in writing, stating the following information:

- A statement that the application is an 'application under section 63D Employment Rights Act 1996'
- The subject matter of the proposed training or study

- Where and when the proposed training or study would take place
- Who would provide or supervise it
- What qualification it would lead to (if any)
- How the employee thinks the proposed training or study would improve their effectiveness in their role and the performance of the Council
- The date of the application
- The date and method – e.g. email or letter – that the employee's last application (if any) was submitted

5.33 Requests will be seriously considered according to the legislation. For further information on the right to request time off for training and/or study please contact HR.

The section above is the policy of the Council.

The section below contains the procedure and guidance that should be followed when implementing the policy.

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6. Procedure and guidance

6.1 Creating a service learning and development plan

6.1.1 All services are required, as part of their service plan, to create a plan of learning and development that employees will undertake during the year. An example template for a service learning and development plan can be found in [Appendix 1](#).

6.1.2 In developing a learning and development plan for their service Heads of Service should consider the Council Plan, the Service Plan, the Strategic Workforce Plan and assess whether employees have the skills, knowledge and experience to deliver objectives.

6.2 Identifying training needs and planning training

6.2.1 When identifying training needs for individual employees managers should consider the needs of the service, team and the development aspirations of the employee.

6.2.2 Managers will draw up and manage a personal development plan (PDP) for each employee in their team as part of [the employee performance management and appraisal scheme](#). Additional learning needs may be raised and discussed by the employee and his/her line manager at any time throughout the year. Managers should encourage employees to contribute to the identification of their own development needs and to the identification of ways to meet these.

6.2.3 Where appropriate, learning and development needs will be met using methods other than attendance of formal training courses. In reaching a decision the manager should consider the employee's preferred learning style and the time and cost implications of different approaches. Ideas for different approaches to learning can be found in [60 ways to learn](#).

6.2.4 Managers should ensure that volunteers and casual staff are adequately trained. Volunteers and casual staff are able to access corporate training with the costs borne by the Service budget. Alternatively services may choose to make their own arrangements for training volunteers. More information on volunteers is available from the [Engaging Volunteers Policy and Procedure](#).

6.3 Applying for and accessing training

6.3.1 Employees should discuss training that they wish to attend with their managers and gain their agreement **prior** to applying. Details of how to book on corporate training, management development and social care courses can be found in the [Training Programme](#).

6.3.2 Information about applying for other types of internal courses can be found via the [Staff Training](#) page of the intranet.

6.3.3 Managers will consider each request for training on its merits. Consideration should be given to the relevance of the course to the employee's duties, the needs of the service, the development needs of the employee, the training priorities in the service and the financial constraints of the training budget. It may be necessary to use waiting lists to match demand to the budget.

6.3.4 Training should only be approved if there is budget available to pay for it. For more information see section 6.4 below.

6.3.5 Managers and training providers should make reasonable adjustments to ensure that learning and development can be accessed fairly. Changes in approach may, for example, be needed due to an employee's disability, language needs or part-time working. It may be reasonable to modify things such as method of meeting the learning need, course materials, room layout and/or parking arrangements. Further advice can be sought from HR.

6.3.6 Course joining instructions will ask delegates to inform the team organising the course if they need any special arrangements to enable them to take part in training .

6.4 Who pays for training?

6.4.1 The Council has a corporate training budget that is held centrally and is used to meet learning and development needs identified in the workforce strategy and to meet the cost of core and mandatory training. Effective People Group (EPG) will be consulted upon the allocation of the corporate training budget. (For more information about EPG see [appendix four](#).)

6.4.2 Each service is allocated its own training budget on an annual basis. Heads of Service will use this budget to meet the learning and development needs of the service that are not covered by the corporate training budget. Managers should check that sufficient training budget remains before agreeing applications for training.

6.4.3 Government grants for training that are targeted at specific staff groups will be managed by the relevant services.

6.4.4 [Charges for training](#) and [cancellation charges](#) are listed in the Training Programme. Delegates will be informed if charges apply to other types of internal training.

6.4.5 Optional and bespoke training will be charged at cost to the delegate's service area.

6.4.6 The cost of external skills and /or qualifications training will be charged to the delegate's service area. Employees undertaking qualification training funded by the Council will be required to sign a Qualification Training Agreement. A copy of this agreement can be found in [Appendix 3](#).

6.5 Training expenses

6.5.1 Reasonable travel and subsistence can be claimed. For details see the travel and subsistence policy. These expenses should be claimed via Myview.

6.6 Sources of training

6.6.1 Training can be obtained from a variety of different sources, some internal and some external to the Council. Appendix two provides details of these:

- [Appendix 2A : Induction](#)
- [Appendix 2B : The Training Programme](#)
- [Appendix 2C : Specialist Training](#)
- [Appendix 2D : Qualifications Training](#)

- [Appendix 2E : Management Development](#)
- [Appendix 2F : E-Learning](#)

6.6.2 Managers should familiarise themselves with the contents of these appendices and should ensure that employees attend the appropriate training.

6.7 Attending training

6.7.1 Appropriate information and joining instructions will be sent to employees attending training events by the team organising the training.

6.7.2 Line managers will discuss training and other development events with employees before the session to ensure that employees understand why they are undertaking the event and how it will be of benefit to them and their performance.

6.7.3 Employees are expected to take an active part during training development events to ensure that they maximise their learning.

6.7.4 Following the event line managers will discuss the effectiveness of learning with the employee and agree ways of using this within the employee's role.

6.8 Study Leave

6.8.1 Where an employee is undertaking an approved qualification programme the Head of Service may grant reasonable time off to attend workshops, lectures and/or seminars and to prepare for and to sit examinations. Further information can be found in the Qualification Training Procedure [Appendix 4](#).

6.9 Training records

6.9.1 Completion of training events and e-learning courses organised by internal training teams will be recorded.

6.9.2 Managers should keep records of informal development activities such as shadowing and of external training.

6.10 Evaluation

6.10.1 The Council will evaluate the training and learning opportunities that it provides in order to continually improve its quality and effectiveness.

6.10.2 Managers will agree clear objectives with employees before the commencement of any training or development activity. These should be reviewed after completion of the activity to discover whether any further training or development, or other outcomes are required.

6.10.3 Where appropriate learning events will include exercises and/or role-play to enable delegates and facilitators to assess understanding.

6.10.4 Evaluation forms will be completed by delegates following training events and e-learning courses. The Council will use these to continuously improve training.

6.10.5 Managers will review how learning has been used within employees' roles and record this as part of performance management

6.11 **Bespoke training and commissioning external training providers**

6.11.1 Services may choose to use external training providers for one off training sessions or away days. Normal procurement procedures apply. Further advice can be obtained from Social Care Training and/or the HR Policy and Strategy team.

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Glossary

Core Training	Training that employees are expected to attend if it is relevant to their job role
Mandatory Training	Training that must be attended by those specified; for example fire awareness for all employees
NOS	National Occupational Standards
ILM	Institute of Leadership and Management
PDP	Personal Development Plan
EPG	Effective People Group

Other Relevant Documentation

[The Strategic Framework for Workforce Planning - toolkit and guidance for managers](#)

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7. Appendix 1: Service Area Learning and Development Plan

Service		
Plan for Year (Insert year)		
Summary of key priorities for learning and development in 2009/10		
External requirements e.g. new legislation or codes of practice		
Organisational priorities for learning and development (which Council Plan outcome applies)		
Service priorities for learning and development (arrived at through service planning process or derived from service standards)		
Team priorities		
Training budget available for 2009/10		
Estimated spend on learning and development (see L&D summary spreadsheet)		
If shortfall, how will this be met?		

Service Area Learning and Development Plan

Service Area -

Team	Name	Content of learning/development	Method	Comments	Complete by	How was the need identified?	Cost	How/when will learning be evaluated?

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Service Area Learning and Development Plan (Example)

Service Area - Human Resources

Team	Name	Content of learning/development	Method	Comments	Complete by	How was the need identified?	Cost	How/when will learning be evaluated?
Policy and Strategy	Employee's name	Excel Introduction	Short course - internal		Mar-09	Appraisal	£0	Performance in producing budget spreadsheets
Policy and Strategy	Employee's name	CIPD	Modular course - external		Apr-09	Service need	£2,700	Understanding of HR concepts; quality of professional advice given
Policy and Strategy	all team members	employment law update	Other (please comment)	internal briefing	Jun-09			Use of employment law knowledge to draft policies and give advice to managers

8. Appendix 2A Sources of training : Induction

8.1 Line managers are required to ensure that all new employees, and those changing roles within the Council receive adequate [Induction training](#). Line managers should assess each employee's qualifications, knowledge and skills in relation to the requirements of the job and ensure that appropriate training and development takes place.

8.2 Induction comprises Corporate Induction (For employees new to West Berkshire Council), service induction and attendance at a range of mandatory training courses.

8.3 Line managers should ensure that those who have changed roles within the Council receive a thorough induction and have attended mandatory courses. Where appropriate mandatory courses or a refresher course should be re-attended.

8.4 Human Resources automatically books new employees onto corporate induction, and will advise the employee and their line manager of the date, time and location of the session.

8.5 Line managers should ensure that new employees attend mandatory training within the first six months of their employment, and should ensure that those transferring within the Council attend refresher training as required.

8.6 **Employees taking up management roles should attend Corporate Induction, Management Induction, and have a service induction.**

8.7 Certain areas of the Council, for example social care, have specific additional requirements for induction. Managers should ensure that they also comply with these requirements when planning and implementing induction.

8.8 More information about induction can be found in the [Induction and Probation Policy](#) and [Induction Procedure](#).

9. Appendix 2B Sources of Training : the Training Programme

9.1 The Council publishes an annual [Training Programme](#). This contains mandatory, core training, optional training and specialist training for employees working within social care.

9.2 The training programme describes each course, its target audience, gives details of how to book onto training and any charges.

9.3 Mandatory training includes:

- Health and safety
- Fire awareness
- Employee performance management
- Equality and diversity
- Corporate Induction
- Using information at West Berkshire Council
- Stress management and well-being

9.4 Mandatory training includes courses that are aimed at employees and courses aimed at managers. [The Learning and Development pages](#) of the HR intranet contain a full list of the mandatory training courses for employees and for managers.

9.5 All employees must attend mandatory training courses. Employees new to the Council should attend these within their six month probationary period.

9.6 Employees should complete health and safety, fire awareness and equalities refresher courses every three years.

9.7 Employees should attend core courses which are relevant to their job. The line manager should identify which core courses should be attended as part of the employee's induction, and during performance management.

9.8 Optional training is designed to build on employees' skills and enhance personal development. These courses are provided at cost to the employee's service.

10. Appendix 2C Sources of Training: Specialist Training

10.1 The IT training team provide IT training. This is free for most employees. The [IT Training intranet pages](#) give information about courses available and how to book onto them.

10.2 In addition to corporate courses the [Training Programme](#) provides an extensive range of courses aimed particularly at employees working within social care. These courses are available to WBC employees and those working within social care outside the Council. The courses fall into the following groups:

- Adult social care
- Children's social care
- Local Safeguarding children's board
- Foster carers
- Domestic abuse forum
- Access to external courses

10.3 The Training Programme also includes information on qualifications, Common Induction Standards, induction training and other training resources for social care training.

10.4 Some employees employed within professional roles are required to undertake continuous professional development (CPD). Managers of such employees will ensure that such employees are able to achieve sufficient CPD each year to maintain their membership of professional bodies and remain effective within their roles.

10.5 Information about training for first aiders can be found in the [first aid training procedure](#).

10.6 Employees who are trade union representatives are entitled to reasonable paid time off work to attend training to help them carry out their trade union duties. More information can be found in [the additional leave procedure](#).

11. Appendix 2D Sources of Training : Qualifications Training

11.1 The Council recognises the importance of developing technical or professional expertise of employees. In some cases this may include supporting employees through professional training or other longer term development programmes.

11.2 Some qualifications training is available internally. This includes Institute of Leadership and Management (ILM) and Project Management Methodology (PMM) training. Providers for other qualifications training should be sought outside the Council. Where appropriate managers should follow procurement rules. Further information can be found on the [Procurement](#) pages on the intranet.

11.3 A range of skills and qualification training is available from local colleges and training institutions including [NVQ's and Apprenticeships](#). Training providers should be sought via the [procurement portal](#) in the first instance. All training providers must be set up on agra. Where a provider is not set up on agra the procurement intranet pages give information on the action that should be taken.

11.4 The cost of qualification training is normally funded by the service area. Employees undertaking qualification training paid for by the Council should sign a Qualification Learning Agreement (Link).

12. Appendix 2E Sources of Training : Management Development

12.1 The Council has adopted the National Occupational Standards (NOS) for leadership and management as a benchmark standard for management. Management development opportunities based on the NOS, will be provided for managers and aspiring managers.

12.2 [Management Induction](#) will be provided for all new managers.

12.3 The [Management Development](#) pages on the HR intranet provide information about management courses and useful links.

12.4 To support managers develop the knowledge, skills and behaviours needed to lead, manage and develop people effectively the Council delivers a number of leadership and management courses accredited by the Institute of Leadership and Management (ILM). More information is available of the [ILM page](#) of the intranet.

12.5 Prince 2 Project Management courses are available to enable managers to successfully manage projects using the WBC project methodology. More information is available on the [Project Management Training page](#) of the intranet.

12.6 Senior Management Seminar (SMS) is a half day event held twice a year for all managers down to third tier (i.e. reporting to a Head of Service). The purpose of these events is to provide a forum for communication of key information, an opportunity to consult with managers across the organisation and the development of skills and knowledge for attendees. Managers receive an invitation to events from the Management Development mailbox. Attendance is mandatory. More information can be found on the [Senior Management Seminar](#) page of the HR intranet.

12.7 Corporate Management Team (CMT) is a monthly meeting of Heads of Service to discuss and approve papers which are not going to Management Board or Executive. Once a quarter these meetings will also involve discussions on strategic issues affecting

the Council, sharing learning and information and developing skills and knowledge.. More information can be found on the [Corporate Management Team](#) pages of the intranet.

13. **Appendix 2F Sources of Training : E-Learning**

13.1 The Council is developing a range of e-learning resources that will be available via an external provider; Learning Pool. For further information contact HR.

13.2 Some services have access to specialist e-learning material.

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14. Appendix 3; Learning Styles

14.1 Different people learn best in different ways. How people learn is very complex and there are many theories about it. Many theories try to explain how people prefer to have information presented when they are learning. The following list summarises this different types of learning preference:

Visual	Prefer to have information presented using pictures, graphs, images and diagrams.
Aural	Learn better if sound is involved – for example where music is involved
Verbal	Prefer words – both written and spoken
Physical (Kinaesthetic)	Learn best through physical experience, through movement, touch and feel. People who learn best this way often prefer to 'have a go' rather than having to read an instruction manual first.
Logical	Use logic, reasoning and systems to work things out
Social	Like to learn with others in groups
Solitary	Prefer to learn alone, perhaps through self-study

14.2 It is useful to bear these preferences in mind when planning learning events for staff. Whilst some people have a strong bias towards a particular style of learning, most people learn best when a mixture of the methods are used, so where possible a mixed approach should be used. For example your learning event may include some verbal communication supported by diagrams, with learning re-enforced by involving attendees in practical exercises, case studies or role plays.

14.3 When addressing specific learning needs for an individual employee it is good to discuss their learning style and see whether development opportunities exist that reflect that style.

15. Appendix 4: Qualification Training Procedure



<h1>Qualification Training Procedure</h1>	Reference:	HRLD002
	Version No:	005
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Reference	Title	Tier

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16. Purpose

- 16.1 This document sets out the joint responsibilities and commitment of employees and the Council when undertaking externally run qualification training programmes.
- 16.2 The Council recognises the importance of developing technical or professional expertise of employees and in some cases this may include supporting employees through professional training or other longer term development programmes.

17. Applicability

- 17.1 This procedure should be used when an employee is contemplating undertaking a training or learning programme where one or more of the following will apply;
- 17.1.1 the training/learning will take place over a longer period of time (rather than a short course lasting a few days);
- 17.1.2 the employee may wish to take time off to attend college, for study and for examinations;
- 17.1.3 there may be significant course fees, travelling expenses or other costs associated with the training.
- 17.2 The procedure applies to all employees of West Berkshire Council with the exception of employees in schools.

18. Roles and Responsibilities

- 18.1 The Head of Human Resources has overall responsibility for ensuring that the Qualification Training Procedure is managed appropriately in accordance with these agreed standards.
- 18.2 Heads of Service are responsible for considering requests for training, evaluating whether the new knowledge and skills gained by the employee will add value to the service, and approving requests for qualification training where there is sufficient funding to do so.
- 18.3 Line managers are responsible for providing employees with support and guidance in their learning, using regular one-to-one (supervision) sessions to monitor progress and provide opportunities to discuss any issues that arise.
- 18.4 Employees are responsible for;
- 18.4.1 Participating in the assessment of their own learning needs, and discussing progress regularly with their line manager
- 18.4.2 Applying for qualification training using the forms in this document
- 18.4.3 Actively participating in the full training programme
- 18.4.4 Successfully completing the full training programme and remaining in Council employment for a minimum of two years
- 18.4.5 Applying their learning in the workplace

19. How to decide on a qualification and learning programme

- 19.1 West Berkshire Council employees are subject to the Council's Employee Performance Management Procedure, which ensures that every employee has an annual performance appraisal and regular one-to-one (supervision) meetings with their line manager.
- 19.2 As part of the Performance Management process the manager and employee may identify external training programmes that enable the employee to develop professional, technical or management expertise, possibly leading to a formal qualification.
- 19.3 If this type of training is identified, the employee may wish to apply for support from the Council in the form of financial assistance and time off for study.

20. Applying for a qualification and learning programme

- 20.1 It is important that employees do not make arrangements (such as formally accepting a place on a course) that have a financial commitment attached to them until they receive formal confirmation of the level of financial assistance available from the Council.
- 20.2 Once an appropriate training programme has been identified, the employee should read this procedure and complete the Qualification Training Application Form ([Appendix C](#)). The completed form should be given to the line manager.
- 20.3 Each application will be considered on its merits by the line manager and the Head of Service. Consideration will be given to the relevance of the course to the employee's duties, the needs of the service, the development needs of the employee, the training priorities in the service and the financial constraints of the training budget. It may be necessary to use waiting lists to match demand to budget.
- 20.4 Where the Head of Service agrees that an employee may undertake a course of study which is directly relevant to his/her work, he/she will decide on the level of funding available, according to budgetary constraints.
- 20.5 If approval for financial support is granted, the Head of Service or line manager should complete Part A of the Qualification Training Agreement ([Appendix D](#)).
- 20.6 The employee should read, complete and sign Part B of the Qualification Training Agreement ([Appendix D](#)). The completed form should be returned to the employee's line manager.
- 20.7 Once the Agreement has been signed by all parties (employee, line manager and Head of Service), a copy should be sent to Human Resources for monitoring purposes.
- 20.8 The Service will pay the cost of the course/tuition fees direct to the college/training provider with an official purchase order number.

21. Conditions of Financial Assistance

- 21.1 The Council supports its employees to undertake qualification training with the expectation that both the individual employee and service delivery will benefit. It is therefore expected that the employee will complete the course and remain in the Council's employment for a period of time after completion.
- 21.2 Employees who leave the Council within two years of completing the training course, or who cease the training out of their own choice, will normally be expected to repay a percentage of the Council's contribution.
- 21.3 Completion of the training course is defined as the date at which the qualification is awarded, i.e. the date on the certificate. [Appendix A](#) outlines the arrangements for repayment of the Council's financial assistance.
- 21.4 Employees will not be required to repay the Council's contribution in the following circumstances:
- Employees whose employment with the Council is terminated due to redundancy
 - Employees whose employment with the Council is terminated on grounds of incapability due to ill-health or disability
 - Employees who have undertaken qualifications to meet national targets
- 21.5 Where other exceptional compassionate circumstances exist the Head of Service can put a case to the section 151 officer to seek agreement to repayment being waived. It should be noted that in some circumstances waiving repayment may amount to a taxable benefit to the employee and this will be reported to HMRC.

22. Expenses

- 22.1 Employees may be entitled to financial reimbursement of some or all of the following, at the discretion of the Head of Service:
- Professional subscription
 - Books
 - Travel Expenses
 - Subsistence
- 22.2 Up to 50% of the costs of overnight accommodation may be considered in exceptional circumstances (up to a maximum of £35 per night contribution).
- 22.3 Employees are entitled to full reimbursement of examination fees (first attempt).
- 22.4 If an employee is unsuccessful in an examination or assessment at the first attempt, the Head of Service may give consideration to providing some financial assistance to enable a second opportunity for success.
- 22.5 If an employee fails to sit an examination without good reason, or fails to make satisfactory progress, the Council will withdraw its financial support and will require repayment of its contribution.

23. Time off to attend workshops/lectures/seminars

- 23.1 Consideration will be given by the Head of Service to allowing the employee up to the equivalent of ½ day per week paid time off (including travelling time) during normal working hours. The time may cover lectures/seminars or, if the qualification is work-based (e.g. NVQ), meeting the assessor or undertaking preparation work. This should take account both of the needs of the service and the study options that are available for a particular course.
- 23.2 In exceptional circumstances, for example, where a specific amount of study leave, time on placement or attendance at college is a requirement of the course additional leave may be agreed. In deciding whether to approve such training, Heads of Service should assess the benefits to the service of the training against the impact on the service of the employee's level of absence to attend the course.
- 23.3 If the employee is required to attend workshops during normal working hours as part of the qualification programme, time off with pay should be agreed in advance with the line manager.
- 23.4 Time off in lieu should not normally be granted for time spent at seminars, lectures or workshops that occur outside normal working hours (e.g. at weekends or in the evening).

24. Study Leave for non-examination courses

- 24.1 Paid study leave for non-examination courses, including distance learning programmes, may be granted at the discretion of the line manager. A maximum of five days per annum may be agreed.

25. Study leave to prepare for examinations

- 10.1 At the discretion of the Head of Service, additional paid leave, to a maximum of five days per annum, may be granted for final revision in the period preceding the examinations.

26. Time off for examinations

- 26.1 Paid leave may be granted to sit approved examinations at the rate of one day per examination. Applications should be made through the line manager and must be agreed in advance.

27. Reasonable adjustments

- 27.1 Where disability is affecting an employee's ability to undertake qualifications training, his/her line manager should provide reasonable support to enable him/her to successfully complete the course. This may include providing additional time off and/or additional or modified equipment.

28. Appendix A - ARRANGEMENTS FOR THE REPAYMENT OF THE COUNCIL'S FINANCIAL ASSISTANCE

Circumstances in which the Council's financial assistance must be repaid	Employee must repay	Timescale and method for repayment
Employee fails to satisfactorily pass the qualification/training programme within a reasonable timescale	100%	Payroll will deduct the outstanding sums from the employee's salary by monthly instalments, over an agreed period.
Employee decides to terminate studies before completion without good reason	100%	
Employee voluntarily leaves the Council's employment whilst undertaking the qualification/training programme	100%	
Employee is dismissed on disciplinary grounds during the qualification/training programme	100%	The outstanding sums will be payable in full on or before the employee's last day of employment.
Employee voluntarily leaves the Council after completion of the programme;	Employee must repay	In exceptional circumstances, the Head of Service may agree to a monthly instalment plan for repayment. Employees whose employment with the Council is terminated due to redundancy or on grounds of incapability due to ill-health or disability, or who have undertaken qualifications to meet national targets will not have to repay the Council's contribution. Where other exceptional compassionate circumstances exist the Head of Service can put a case to the section 151 officer to seek agreement to repayment being waived.
Up to 6 months after completion	100%	
More than 6 months and up to 12 months	75%	
More than 12 months and up to 18 months	50%	
More than 18 months and up to 24 months	25%	
More than 24 months after completion	0%	

29. Appendix B - SUMMARY TABLE OF ENTITLEMENTS

Type of request	Entitlement to time off/ financial reimbursement	Authorised by
Course fees	To be considered by Head of Service	Head of Service
Examination fees – first attempt	100% contribution	Head of Service
Examination fees – second attempt	To be considered by Head of Service	Head of Service
Financial assistance towards: Books Travel Subsistence Professional Subscription	To be considered by Head of Service	Head of Service
Overnight accommodation in order to attend course	Up to 50% of the cost (up to £35 per night), to be considered by Head of Service.	Head of Service
Time off to attend course including lectures, seminars, workshops, assessment preparation and tutorials.	Up to ½ day paid leave per week during normal working hours may be approved (More in exceptional circumstances see 8.2 of the procedure)	Head of Service
Study leave for non-examination courses (e.g. distance learning courses)	Up to 5 days paid study leave per annum may be approved	Line manager
Time off for final revision preceding examinations	Up to 5 days paid study leave per annum may be approved	Head of Service
Time off to sit examinations	1 day per examination may be approved	Line manager

30. Appendix C - QUALIFICATION TRAINING APPLICATION FORM

For completion by employee

Name	
Job title	
Title of course	
Name and address of college/university/training organisation	
What qualification does the course lead to?	
How has this training been identified? (Does it link to your Personal Development Plan?)	
Method of study (e.g. day release, distance learning)	
Reason for selecting this method of study	
What is the total length of the course?	
When do you expect to qualify?	
Cost of course fees for each year	
Cost of examination fees for each year	
Total cost of qualification, including examination fees	
What would be the benefits to the service of you undertaking and completing this course?	

Signature of employee..... **Date**.....

Please return this form to your line manager

31. Appendix D - QUALIFICATION TRAINING AGREEMENT

Part A – For completion by the Head of Service

I am pleased to confirm that service has approved the following financial support for your chosen programme of study:

Title of course and institution of study	
Funding available for tuition fees	£
Funding available for examination(s)	£
Total cost of service contribution (including tuition fees and examinations)	£
Time off for course attendance, study and examinations	To be agreed individually with line manager in accordance with the Qualification Training Procedure

Name.....

Signed..... Date.....

Part B – For completion by the employee

I wish to accept the offer of financial assistance as outlined in Part A.

I have read and understand my commitments as laid out in the Qualification Training Procedure.

I understand and accept the circumstances under which I must repay to the Council any financial assistance given to me under this agreement, in accordance with Appendix A of the Procedure and that this forms part of my contract of employment.

Name.....

Signed..... Date.....

Line manager to send copy of completed form to Human Resources

Copy of completed form to be retained by the line manager and employee for their records

32. **Appendix 5: Associated Information**

32.1 The workforce strategy (Building Capacity)

32.1.1 The Learning and Development Policy and Procedure supports the Council's Workforce Strategy (Building Capacity) (Link) by setting out the Council's approach to leadership development for managers and skills development.

32.2 The Effective People Group (EPG)

32.2.1 The EPG is a group with representatives of all levels from each directorate, chosen be the Corporate Director. It is chaired by the Chief Executive, and attended by Head of HR, HR Manager Policy and Strategy Team, a member of the HR Policy and Strategy team, the member services officer, a trade union representative and service representatives..

32.2.2 Amongst other duties, EPG decides upon the allocation of the corporate training budget. HR feedback to EPG upon the demand for courses for the previous year to assist EPG in making these decisions.

32.3 Investors in People

32.3.1 Investors in People is a nationally recognised standard that improves organisational performance through employee engagement and development.

32.3.2 West Berkshire Council as a whole achieved accreditation by Investors in People in 2007. The Council is reassessed in 2010. Further details of Investors in People can be found on the [Investors in People](#) page of the intranet.

32.4 **Adult Learners Week**

32.4.1 Adult Learners Week is an annual national event.

32.4.2 The Council recognises adult learners' week and uses it to promote internal and local external training opportunities to employees.

32.4.3 The event is organised by Human Resources with help from the QA group.