

TRAINING AND DEVELOPMENT POLICY

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1.0 PURPOSE

- 1.1 Urgent Care 24 values all employees, Associate GPs and Health Care Professionals. The organisation is committed to investing in training to ensure employees, Associate GPs and Health Care Professionals are equipped with the knowledge, skills, attitude and motivation to carry out their role effectively.
- 1.2 The general aim of training is to achieve a high level of competence for all employees, Associate GPs, and Health Professionals in the completion of their professional development. This Policy also aims to enable the organisational objectives to be achieved in a timely and professional manner.
- 1.3 This Policy has been produced with consideration of and reference to Regulation 23, Outcome 14 “Supporting Workers” (Health and Social Care Act 2008) and supports the training framework of the organisation.
- 1.4 Additionally, Urgent Care 24 aims to:
 - 1.4.1 Encourage Line managers, employees, Associate GPs, Health Care Professionals to identify their own learning needs and to set challenging learning goals.
 - 1.4.2 Provide regular reviews, feedback of performance and learning for the individual.
 - 1.4.3 Review the performance of relevant Line Managers in developing employees.
 - 1.4.4 Provide new experiences from which individuals can learn.
 - 1.4.5 Have a no blame culture and tolerate certain mistakes to enable employees learn and develop.
 - 1.4.6 Review Urgent Care 24’s business plan on an annual basis to ensure that all objectives are supported by appropriate training and development.
 - 1.4.7 Review the needs of the patients to ensure that all needs are supported by a comprehensive training programme.
- 1.5 This Policy should be read in conjunction with the following policies;
 - Recruitment and Retention Policy (UC24POL12)
 - Staff Handbook (UC24POL63)
 - Grievance Policy (UC24POL15)
 - Incident Policy (UC24POL32)
 - Information Security Policy (UC24POL6)
 - Records Management Strategy (UC24POL3)
 - Safeguarding Policy Children (UC24POL23)
 - Safeguarding Adults Policy (UC24POL24)

- Information Governance Policy (UC24POL8)
- Appraisal Policy (UC24POL16)
- Equality and Diversity Policy (UC24POL11)
- Health & Safety Policy (UC24POL9)

2.0 SCOPE

- 2.1 This Policy applies to employees, Associate GPs and Health Care Professionals of Urgent Care 24.

3.0 RESPONSIBILITIES

- 3.1 The responsibility for developing the skills and knowledge of individuals does not rest with any one individual within the organisation. It is shared with the individual who should actively develop themselves, the Line Managers who provide support to employees, Associate GPs and Health Care Professionals and the Human Resources Department who co-ordinate the training and development agenda and facilitate appropriate opportunities for employees to learn and develop.
- 3.2 There are specific roles and responsibilities, outlined below, for key stages in the implementation of this Policy. These are:
- 3.2.1 **Urgent Care 24 Board** will ensure that the Policy is applied equitably throughout the organisation. They will regularly review the effectiveness of the Policy.
- 3.2.2 **Executive Directors** will oversee the implementation of this Policy and ensure that the training and development programme is implemented effectively and employees are supported appropriately.
- 3.2.3 **Line Managers** have responsibility for ensuring the implementation of the Training and Development Policy. This includes overseeing and monitoring the effectiveness of the Policy and taking any action where the Policy has not been applied appropriately.
- 3.2.4 **Human Resources Department** will co-ordinate, promote and assist in the delivery of the training programme. This will include both the induction of new employees, Associate GPs and Health Care Professionals and the annual training and development programme of the organisation.
- 3.2.5 **Employees** will be aware of and comply with Urgent Care 24's Training and Development Policy. They will take responsibility for their own training and development and participate actively in their agreed Personal Development Plan.

- 3.2.6 **Employees** will attend and participate in all Mandatory training events. They will notify their Line Manager and Human Resources Department of any non attendance on courses and the reasons why.
- 3.2.7 **Employees** will actively acquire new knowledge and learn new skills where necessary to improve their performance. They will be supported by their **Line Manager** and the **Human Resources Department** to achieve this aim.
- 3.2.8 **Associate GPs, and Health Care Professionals** will ensure that they complete the required annual training and appraisal in line with their professional standards and requirements.

4.0 PRINCIPLES

- 4.1 All employees, Associate GPs, Health Care Professionals will have access to relevant and appropriate training and development opportunities regardless of race, ethnicity, gender, age, marital status, sexual orientation, and hours of work or disability.
- 4.2 All employees should have a personal development plan agreed with their Line Manager which supports their individual objectives and takes into account any special needs.
- 4.3 Through training and development of employees, Associate GPs, Health Care Professionals, Urgent Care 24 aims to be responsive to changing needs and priorities.
- 4.4 Training and Development is a shared responsibility between Urgent Care 24, their Line Manager and the individual.

5.0 THE TRAINING AND INDUCTION PROGRAMME OF URGENT CARE 24

- 5.1 Urgent Care 24 has comprehensive induction and annual training programmes. They reflect the training needs of the individual, the requirements of the organisation, its aims and objectives, and its obligations to ensure continued compliance with regulatory and legal responsibilities.
- 5.2 The training and development programme, including the induction of new employees, is coordinated by the Human Resources Department and led by the Human Resources Manager.

5.3 The Human Resources Department will

- Ensure that all new employees, Associate GPs, Health Care Professionals receive an organisational induction immediately on commencement of employment or prior to beginning clinical sessions.
- That the specific technical induction is developed, reviewed and managed by the appropriate Line Manager. The Human Resources Department will ensure that the new employees, Associate GPs, Health Care Professionals will complete this aspect of induction in the appropriate time period.
- Communicate with Line Managers on all aspects of the training and development agenda of Urgent Care 24. They will provide up to date and relevant information regarding the types of training available and any issues that arise concerning the planning and facilitation of training. They will additionally notify Line Managers of any non attendance by employees at training activities or non compliance with this Policy.
- Assist with maintaining all training databases including acquisition of certificates from employees, Associate GPs, Health Care Professionals. The **Human Resources Manager** will oversee and ensure that a robust database is kept which identifies all training and development activities including attendance records and evaluations.
- Co-ordinate Urgent Care 24's annual training programme.
- Co-ordinate the development of training packages for specific subject areas with the relevant Line Manager or 'expert'.
- Undertake a Training Needs Analysis, when requested, on an individual and organisational level.
- Report on any training issues and trends to the Executive Director responsible. This includes evaluation of all training and the findings of any Training Needs Analysis.
- Ensure in-house trainers have and maintain the necessary competencies to conduct training events and support in their development.
- Participate in the regular monitoring of training activities.

5.4 The Human Resources Manager will assist in the preparation and monitoring of compliance of the organisation's overall training and development strategy. They will provide advice and guidance to all staff on training and development issues.

5.5 The Human Resources Manager will lead in the discussions concerning appropriate training decisions following the completion of the individual, departmental and organisational training needs analysis. This will involve the planning, the design, implementation and delivery of training.

- 5.6 The Human Resources Manager will assist with Line Managers and key employees, in the evaluation of the Training and Development Policy.
- 5.7 Line Managers are to ensure that all employees have an appraisal in line with Urgent Care 24's Appraisal Policy (UC24POL16). These appraisals, in addition to the inclusion of the employee's performance objectives, must also include a Personal Development Plan (PDP). Line Managers will facilitate any training and development that is identified within the Personal Development Plan and review this on a regular basis.
- 5.8 They will assist in the identification of the training and development needs of the organisation in the context of service needs and available resources. Line Managers, with the support of the Human Resources Department and Operational Trainers, will provide regular training needs analysis which accurately reflects the training and development needs of their department.
- 5.9 Line Managers will implement a system whereby employees will appropriately cascade any relevant training they receive to colleagues within the organisation. The relevance, the content and format of the training will be determined by the Line Manager, the employee and the Human Resources Department.
- 5.10 Line Managers and Operational Trainers will assist the Human Resources Department in maintaining accurate training records of their employees. They will monitor employee attendance at both internal and external courses. Line Managers will consider the appropriate action to take if an employee fails to attend these courses.
- 5.11 Employees will generate and maintain their own evidence of individual training in conjunction with their Line Manager. This is in addition to the organisation's record of individual employee's training and development

6.0 THE ORGANISATION OF TRAINING ACTIVITIES

- 6.1 The organisation of training, both the induction and annual training programmes by the Human Resources Department, includes the following description of the key tasks:
- Arrange the venue for the training activity
 - Ensure all necessary equipment is available to facilitate the training
 - Book and arrange the subject trainer or facilitator
 - Notify the attendees and their Line Managers of the date, time and venue of the training

- Ensure the relevant documentation is prepared for the training activity, including certificates of attendance, evaluation forms and register of attendees
- Obtain accredited certificates from training facilitators, where appropriate.
- Provide a training activity outline, in conjunction with the training facilitator, which includes the aims and learning outcomes of the training activity
- Ensure that any appropriate information and/or handouts are available
- Assist in the production and maintenance of relevant competency assessments and frameworks
- Obtain evidence from Associate GPs, Health Care Professionals of their annual mandatory training and continuing professional development.

7.0 PROCEDURE FOR TRAINING AND DEVELOPMENT ACTIVITIES

7.1 Induction

- 7.1.1 The Line Manager of the new employee, new Associate GP, Health Care Professional will inform the Human Resources Department of their start date at least two weeks or as soon as practicable, prior to commencement of employment or clinical sessions.
- 7.1.2 The Human Resources Department and Line Manager will examine the induction programme to ensure all relevant areas are covered and the timetable proposed meets the needs of the employee, Associate GP, Health Care Professional and the organisation. The Human Resources Department will then arrange and monitor the organisational induction.
- 7.1.3 The Human Resources Department will notify all trainers and facilitators of the new starter. They will then arrange and confirm their session or activity of the induction to the Human Resources Department.
7. 1.4 All Line Managers will be informed of the new employee, Associate GP, Health Care Professional.
- 7.1.5 The Human Resources Department will prepare all induction papers including timetables, the induction checklist, a copy of the Staff Handbook and any relevant information packs.
- 7.1.6 A completed induction checklist will be returned to the Human Resources Department and a copy placed on the employee's, Associate GPs, Health Care Professional's personnel file.

The individual will also receive a copy.

- 7.1.7 Line Managers will conduct pre and post training activity interviews with employees, Associate GP's, Health Care Professional. This includes a training needs analysis following completion of the induction programme.
- 7.1.8 The Human Resources Department will have the responsibility for monitoring the completion of the technical or departmental induction.
- 7.1.9 The relevant Line Manager will produce the content and the training schedule. They will also oversee the technical induction.
- 7.1.10 The Line Manager will:
 - Assist in the production of a comprehensive timetable
 - Provide any relevant training materials
 - Produce learning including training packages. Copies will be kept by the Human Resources Department
- 7.1.11 Line Managers will ensure that all relevant competency assessments are completed following induction.
- 7.1.12 Training activities, including induction will be evaluated using the Urgent Care 24 appraisal form (appendix three) and personal learning plan documentation (appendix four).

7.2 The Induction Programme

- 7.2.1 Induction provides the opportunity for new employees and Associate GPs, Health Care Professionals to be introduced to the organisation. The induction programme demonstrates a commitment to ensuring that new employees, Associate GPs, and Health Care Professionals are welcomed to Urgent Care 24, and are given information to enable them to feel part of the organisation and to assist them in their role.
- 7.2.2 The Induction Programme comprises of organisational and departmental components. This is a mandatory requirement for all new employees, Associate GPs, and Health Care Professionals. All new starters must receive and complete the induction programme within the timescales specified. Relevant information will be sent to the individual prior to induction to aid their understanding of the organisation and their role within it.
- 7.2.3 All Line Managers will ensure that new employees, Associate GPs, and Health Care Professionals undertake an induction programme and that the

individual is introduced to their role and environment in a safe and supported manner.

- 7.2.4 Organisational Induction will include all aspects of mandatory training such as Safeguarding Children and Adults, Health and Safety, Risk Management, Infection Control, Fire Safety and Equality and Diversity amongst others.
- 7.2.5 During their career within Urgent Care 24, any employee, Associate GP or Health Care Professional who changes job, transfers and/or is promoted should be inducted into their new role and/or new department. All employees, Associate GPs, Health Care Professionals employed for more than six months will be expected to undertake the full organisational induction.
- 7.2.6 In addition, employees who are absent from work for more than four weeks may require a tailored return to work programme taking into account any requirements of a phased return. If any Associate GP or Health Care Professional is absent from the organisation for four weeks or over, a meeting will be arranged with the appropriate clinical lead to discuss their return to the organisation.
- 7.2.7 Any employee who is taken on as a result of a Transfer of Undertakings and Particulars of Employment (TUPE) will need to undertake a full induction as per a new employee.
- 7.2.8 Where the organisation has or is in the process of developing a new service, a full induction and training programme will be produced. This will be for all new and existing employees who will be employed in the service.
- 7.2.9 All new employees will be allocated a nominated individual from the employee's department who will be an experienced member of staff. They will agree to be a point of contact for a new employee and will provide informal guidance and encouragement during their first few weeks of employment.
- 7.2.10 The induction programme of Urgent Care 24 offers the employee, Associate GP and Other Health Care Professional the opportunity to understand and work within the organisation. All new employees, Associate GPs and Other Health Care Professionals will be required to participate in a structured induction programme.
- 7.2.11 This induction programme will be organised by the Human Resources Department on notification that a new employee has joined Urgent Care 24.

7.2.12 The content of the organisational induction for both employees, Associate GP and Health Care Professional includes the all or part of the following areas:

- The aims, objectives and purpose of the service, including Urgent Care 24's Strategy and Mission Statement.
- The organisational structure of Urgent Care 24, including an understanding of the work of each of the departments and areas within the organisation.
- The governance structure of Urgent Care 24, including the committee structure.
- An understanding of the service users who access the service for care, treatment and support and any specific communication needs that may arise.
- An understanding of the rights of service users.
- Information Technology systems of Urgent Care 24
- Information Governance within the organisation, including the requirements of the Data Protection Act 1998.
- Quality and Assurance monitoring, including auditing of frontline staff.
- An awareness of the Care Quality Commission (CQC) and the organisation's responsibilities. This includes the main regulations and outcomes of Essential Standards of Quality and Safety.
- Human Resources policies and procedures and where they can be accessed by employees. This includes the employee's contractual responsibilities and Human Resources systems such as the pay system, pension options, appraisal system, career opportunities and training programme.
- Specific employee, Associate GP, Health Care Professional Human Resources information will be outlined such as confirmation of annual leave entitlement and procedure for application of annual leave.
- Specific meetings with key employees and Line Managers to understand their roles and responsibilities.
- Urgent Care 24 Policies and Standard Operating Procedures (SOP's) and their location. Policies include, Information Security, Information Governance, Public Interest Disclosure, Whistle Blowing, Equality and Diversity, Infection Control, Medicines Management, Health and Safety, Incident Reporting, Risk Management and Safeguarding Policies.
- Communication systems within Urgent Care 24, including the organisation's Intranet and key contacts
- Urgent Care 24's incident management and reporting process
- Urgent Care 24's Complaints procedure
- Risk assessment and management, including lone working and health and safety.
- The organisation's emergency and contingency planning and management systems

- An orientation into the systems, culture and terminology of the organisation.

7.3 Technical and Departmental Induction

7.3.1 The Technical and Departmental Induction will normally commence within the first working week of the new employee, Associate GP or Health Professional commencing their employment or clinical sessions with Urgent Care 24.

7.3.2 The Line Manager will communicate with the Human Resources Department as to content for this part of the induction process and programme. They will ensure that those involved in delivering the technical and departmental induction programme have the necessary time and resources to deliver the activities.

7.3.3 The Technical and Departmental Induction will relate to the following roles:

- Associate GPs
- Practice Nurses (Asylum Practice)
- Pharmacists
- Senior Operational Staff
- Call handler
- Supervisor
- Dispatcher
- Queue Coordinator
- Driver
- Receptionist
- Administration Roles
- Managerial
- Executive Directors
- Non Executive Directors

7.4 After the induction

7.4.1 Following completion of the induction programme, both the organisational and the technical, the induction checklist will be signed by:

- The employee, Associate GP, Health Care Professional
- Their Line Manager or Clinical Lead

- The Human Resources Manager

7.4.2 A post induction training needs analysis will be conducted with the employee, Associate GP, Health Care Professional. This analysis will identify any areas which the individual would benefit from further training. The type of training required the timescale for completion and an outline of the learning outcomes will be produced by the Line Manager, with support of the Human Resources Manager.
Regular reviews will take place, where appropriate, to ensure that the learning outcomes are being achieved.

7.4.3 A copy of this analysis will be given to the individual, with an additional copy being placed in their personnel file.

7.5 **Annual Training Programme**

7.5.1 Every year, Urgent Care 24 will produce a comprehensive training programme. This will be based on the following areas, for example:

- Corporate and organisational developments
- Health and Safety legislation and regulations
- Regulations of the Health and Social Care Act 2008 (Care Quality Commission) and the Essential Standards Of Quality and Safety Outcomes
- Professional standards
- Service and organisational needs, including any existing or new standard operating procedures and policies
- Legislative requirements
- Information Governance

7.5.2 Urgent Care 24 has certain statutory obligations in respect of training provision. These mandatory training areas are referred to in this Policy under Appendix two. Urgent Care 24 takes these mandatory obligations seriously and seeks to ensure that all employees, Associate GP, Health Care Professionals comply with these requirements.

7.5.3 It is part of the terms and conditions of employment that individuals attend and complete mandatory training. Failure to do so without agreement from the organisation could lead the disciplinary Policy being evoked.

- 7.5.4 Line Managers will give priority to mandatory training when agreeing to release staff for courses. An employee, Associate GP, or Other Health Care Professional that has not attended mandatory courses should do so before seeking leave or financial assistance for other training events and activities such as external courses.
- 7.5.5 Line Managers are responsible for ensuring, through their management supervision structure, that all employees, Associate GP, Health Care Professionals attend courses identified as mandatory for their role.
- 7.5.6 This annual training programme will be co-ordinated by the Human Resources Department, in conjunction with all departments and Line Managers.
- 7.6.7 All Line Managers and Heads of Department will contribute to the programme by:
- Facilitating and teaching specific sessions
 - Identifying topic areas in line with service needs
 - Releasing and supporting of employees in attending a training activity
 - Providing 'expert' information from their area of specialty.
- 7.6.8 Through the training and development database, places will be allocated according to need and within the timetable for refresher training. Where training is being requested and provided as a result of a performance issue, the training subject and time period for completion will be determined by the Line Manager and the Human Resources Department.
- 7.6.9 Individuals will be informed **one month** prior to the training session in writing. They will confirm their attendance or completion of the training to the Human Resources Department and Line Manager.
- 7.6.10 Training will be delivered by various methods, dependent on content and resources. These include:
- One to one sessions with In house training facilitators
 - Group sessions, with both external and internal facilitators and trainers
 - E learning
 - Workbooks
 - Multimedia presentations
 - External courses and workshops
- 7.6.11 Details of the training session, including the method of training, will be provided and confirmed to the attendees.

- 7.6.12 Annual programmes and timetables detailing both will be available to employees, Associate GP, and Health Care Professionals on Urgent Care 24's Intranet.
- 7.6.13 Employees, Associate GPs, and Health Care Professionals will be assigned the appropriate training through the Human Resources Department. The reason for such training will be one or more of the following:
- Mandatory training
 - Training regarding new processes, systems
 - Training regarding any changes in regulations and legislation
 - Service need
 - Individual learning
 - Performance related issues
- 7.6.14 Employees, Associate GPs, Health Care Professionals will be provided with specific details as to:
- The type of training and method of delivery
 - Details of time and venue, if appropriate
 - How to access the training
 - How to inform of any issues in accessing
 - When the training has to be completed by
 - What to do following completion of the training
 - Certification process
- 7.6.15 The training programmes of the employee, Associate GP, and Health Care Professional will be monitored by the Human Resources Department. They will enter details of all training modules and programmes on the training and development database. Copies of all certificates will be sent to the Human Resources Department and kept in the training and development file of the individual.
- 7.6.16 All employees, Associate GPs, Health Care Professionals will attend mandatory training sessions. If the individual cannot attend a mandatory training session or participate in E-learning, they should inform their Line Manager and Human Resources Department as soon as possible to discuss the reasons. An alternative training date will be considered and provided if there is a reasonable rationale for non attendance.
- 7.6.17 If this reason is not considered appropriate, the Line Manager will authorise that the duties of the employee, Associate GP, Health Care Professional are suspended. Failure to undertake the training will result in the individual not undertaking sessions of their usual duties until the completion of the training

7.6 Associate GP, Health Care Professional Educational Programme and Continuing Professional Development

7.8 Associate GPs and Health Care Professionals, in addition to accessing appropriate activities outlined in the annual training programme, will also have an opportunity to participate in a specific educational programme aimed at clinical issues in the out of hours setting.

7.9 Associate GPs and Health Care Professionals will provide yearly evidence of continuing professional development and annual certification in the following areas:

- CPR
- Safeguarding for vulnerable adults
- Child protection
- Infection Control

7.10 These checks and assurances will be co-ordinated by the Human Resources Department.

7.11 Any Associate GP or Health Care Professional who cannot provide evidence of further and mandatory training will be suspended from sessions until evidence is obtained by the organisation.

8.0 SUPERVISORY AND MANAGEMENT DEVELOPMENT

8.1 Newly promoted employees with Line Management responsibilities will undertake Supervisory and /or Management training for their role within the first twelve months of appointment.

8.2 Wherever possible this programme should enable the employee, Associate GP and Health Care Professional to gain a recognised certificate, with the opportunity to give accreditation for relevant learning wherever possible.

8.3 The supervisory and management development needs of existing employees will be identified through the Appraisal systems and employees' Personal Development Plans.

9.0 APPRAISAL AND THE PERSONAL DEVELOPMENT PLAN (PDP)

9.1 All Urgent Care 24 employees will have an appraisal on an annual basis. Please refer to Urgent Care 24's Appraisal Policy UC24POL16

9.2 The aims of appraisal are:

- To set performance targets linked to organisational goals.
- To assist employees in performing their job to the best of their ability.
- To maximise an employee's job satisfaction and their contribution to organisational goals.
- To identify the employee's professional or personal training and development needs.
- To highlight the potential of each employee to develop within their current position or into another.

9.3 As part of the Appraisal Process, Personal Development Plans (PDPs) should be completed by all Urgent Care 24 staff, as they provide a formal method of recording training and development needs for a defined period.

9.4 This is a working document which will be reviewed on a regular basis. As well as establishing needs, PDPs allow both employee and Line Manager to agree on the overall purpose and objectives for the training, linked to the business plan, agree on the best method and agree on target dates for completion and review.

10.0 TRAINING RECORDS

10.1 In addition to the organisational training database, each employee, Associate GP and Health Care Professional will have an individual training file, for which the Human Resources department are responsible.

10.2 Each training file should contain:

- An assessment of training needs recorded on their Personal Development Plan
- Personal Job Objectives Plan with clearly defined responsibilities and objectives to assist with identifying what training is required.
- Copies of any course certificates, qualifications obtained etc
- A training and development record listing training activities that the employee has attended been attended

10.3 Line Managers will formally review the training needs of employees, Associate GP, Health Care Professionals on a regular basis. A minimum requirement is that the needs for employees are reviewed annually as part of the appraisal process.

10.4 Employees and their Line Managers are responsible for ensuring that recorded training needs are prioritised and actioned.

11.0 STUDY LEAVE

- 11.1 Where attendance at a training activity or course is at the request of the Line Manager and/or the organisation, study leave will be granted.
- 11.2 Where an employee seeks to undertake a longer course of study for example, a diploma or degree, a written request can be made to their Line Manager for study leave to be considered.
- 11.3 Once the course content has been approved, the time off to attend the course must be agreed with the employee's Line Manager. This will be dependent on the length of the course and time required to attend. Employees will be expected to do any additional study in their own time.
- 11.4 During particularly high levels of activity, study leave and courses may be cancelled to ensure that the quality of patient care is not compromised

12.0 FINANCIAL ASSISTANCE

- 12.1 If financial assistance is required towards a course or study, the Training, Learning and Development Application form (Appendix one) needs to be completed and approved by an Executive Director before the course commences
- 12.2 If approval is not agreed prior to commencement of the course then Urgent Care 24 reserves the right not to reimburse course fees.
- 12.3 If Financial Assistance is agreed then there will be a two year tie in to their employment contract following completion of the course as follows;
- If an employee leaves within 6-12 months **after** completion of the course then 100 % of Urgent Care 24's financial contribution will be repayable.
 - If an employee leaves within 12-18 months **after** completion of the course then 50 % of Urgent Care 24's financial contribution will be repayable.
 - If an employee leaves within 18 -24 months **after** completion of the course then 25% of Urgent Care 24's financial contribution will be repayable.
- 12.4 Employees will be required to sign an agreement regarding the above and this will be taken out of their final salary payment.

12.5 Books and other materials will be the employee's responsibility. Likewise Urgent Care 24 will not normally pay for travel to and from the courses or overnight accommodation.

12.6 Urgent Care 24 reserves the right to seek repayment if the employee does not complete the course within the defined timescales or leaves the course without a valid reason and agreement from a Director and Human Resources Manager.

13.0 AUDIT OF TRAINING

13.1 The training activities of Urgent Care 24, including the induction and the annual training programme will be audited throughout the year.

13.2 The audit will examine:

- Numbers participating in all training activities
- Numbers participating in induction
- Evaluation of training sessions
- Training files for Associate GP, Health Care Professional and employees
- Qualitative examination of the competency framework and skill development of employees in Urgent Care 24

13.3 A report will be provided to the following, detailing the findings of the audit

- Executive directors
- Appropriate managers
- Relevant sub-committees
- Urgent Care 24 board

13.4 Appropriate action plans may be produced as a consequence of the audit, outlining key responsibilities and timescales

13.5 The audit and report will be completed by the Line Manager, with support from the Human Resources Manager.

Appendix one

APPLICATION FORM FOR FINANCIAL ASSISTANCE FOR TRAINING/LEARNING OR DEVELOPMENT COURSE

NAME:		POSITION:	
LOCATION:	HOURS:	EMAIL:	
Title of Learning/ Development Event: (please ensure that all relevant details and completed booking information is enclosed with the application)			
Does this lead to qualification? YES / NO (delete as applicable) If yes please state qualification:			
State name and address of Provider			
Venue:	Date(s):	Duration:	
Was this learning identified in your Personal Development Plan? YES/NO			
How is the proposed learning/ development related to your Work /Personal Development Plan?			

How will this proposed learning and development help you in your job?

Cost or course of event:

Please read Urgent Care 24's Training, Learning and Development Policy- by signing this form you are agreeing to its Terms and Conditions.

Signed(applicant) :

Date:

THIS SECTION NEEDS TO BE COMPLETED BY AS APPROPRIATE:

COURSE CONTENT APPROVED BY: _____ Date: _____
(signature)

NAME: _____ POSITION: _____

TIME OFF APPROVED BY: _____ Date: _____
(signature)

State what has been agreed

NAME: _____ POSITION: _____

COST STATE AMOUNT: _____

COURSE CONTENT APPROVED BY: _____ Date: _____
(signature)

NAME: _____ POSITION: _____

Once completed the form needs to be photocopied and copy sent to the Human Resources Manager for your personal records. You will then receive a letter confirming the details.

Appendix two

Urgent Care 24 Mandatory Training:

Training Type	Training Interval
Health and Safety	Three Years
Information Governance	Annual Refresher
Fire Safety	Annual
Manual Handling	Upon Induction
Disciplinary and Grievance	Upon Induction
Incidents and Complaints	Upon Induction
Safeguarding Children	Three Years
Safeguarding Vulnerable Adults	Three Years
Equality and Diversity	Three Years
Infection Control	Upon Induction
Personal Safety	Upon Induction
Technical Training	Ongoing

APPRAISAL FORM

NAME: _____

POSITION:_____

LOCATION:_____

DATE OF APPOINTMENT TO CURRENT POST:_____

Objectives for the year [], with success criteria and

WORK BASED OBJECTIVES
Use this form to record your agreed objectives.

Objectives	Timescale	Success Criteria	Actions

<p>Your job specification may contain some criteria relating to skills and attributes and personal qualities required. How have you lived up to these in the last 12 months?</p>			
<p>What did you achieve from last years appraisal? Refer to the objectives and success measures as appropriate.</p>			

In which areas if any were you unable to achieve what you had hoped to, and why?

What training and professional development have you had during the year?

How do you see your strengths within your role? What would enable you to build on these? Consider all aspects of your objectives and your Job Description, with a key focus being relationships with patients, colleagues and outside agencies.

What areas do you feel you need to develop within your role? Focus again on the areas above in particular

What changes are needed to your objectives and success measures for the year to come? Bear in mind what you know about the wider plans of Urgent Care 24, and what it wants to achieve. Also think about new ways you might be able to help it achieve what it wants to achieve.

Commentary from Line Manager

Summarise here main points from the appraisal documentation and meeting – emphasising main points of achievement for the year, development areas for the future, and any changes agreed to objectives and measures for the next year.

DATE: _____

Signature: _____

Appendix four

PERSONAL LEARNING PLAN

Taking into account what you have said above, what do you think are your learning and development needs for the year ahead? Think about the needs of your present role first – if you have thoughts on career progression, then these should be included too – for discussion with your line manager.

Do you have any plans for further personal or professional development?(This may include clinical, management development , research, IT etc)

How will these personal development goals benefit:

The patients

Urgent Care 24

You

How can we most effectively meet your learning needs? (Please tick as many as may apply. If more than one need identified, please ensure you identify separate needs and how they are to be met)	
Attending formal tutor lead courses	

Attending short courses/conferences/study days	
Practice based (in house) learning	
Supervised research through academic departments	
Undertaking administrative or clinical audits	
Peer groups/Action learning/problem –solving sets	
Distance learning	
Multi professional meetings	
Private reading	
Audio visual	
Shadowing	
Other (please state)	

We confirm that the above information is an agreed and accurate record of the appraisal review, including

Appraisee: _____ **Date:** _____

Appraiser: _____ **Date:** _____