



# TRAINING AND DEVELOPMENT POLICY

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## 1. PURPOSE AND SCOPE

Thornbury Town Council (The Council) is an organisation that values and commits to learning and development. Staff, councillors, and volunteers will be supported in undertaking the training and development they need to achieve and maintain high standards of performance. Everyone will be given encouragement, support, and access to resources to help them reach their full potential. By developing staff and councillors, the Council strengthens its expertise and enhances overall performance.

The Council is committed to providing training, learning and development opportunities that:

- Enable the Council to achieve its objectives
- Allow staff to develop their potential in line with the Council's objectives
- Of good quality which supports recruitment and retention of employees
- Give equal access to all

Training and Development is defined as follows:

**Training** – A structured activity focused on enhancing an individual's ability to perform their current job more effectively. It typically addresses specific skills, knowledge, or behaviours needed for immediate job performance and compliance.

**Development** – A broader, long-term process aimed at expanding an individual's knowledge, skills, and capabilities. It supports personal growth, fosters motivation, stimulates professional interest, helps unlock potential and plays a key role in succession planning.

This policy applies to Staff, Councillors and Volunteers.

## 2. SUPPORTING POLICIES

This policy is aligned with the following documents to maintain consistency and support a cohesive and integrated framework:

- Staff Handbook
- Appraisal Policy

## 3. STAFF TRAINING & DEVELOPMENT

This section sets out the Council's approach to supporting staff training and development at all levels, from induction and mandatory training through to role-specific learning, professional qualifications, and career progression. By investing in our Staff the Council aims to build a motivated, capable, and forward-thinking workforce equipped to meet current demands and future challenges.

### 3.1 Induction Training

All new Staff joining the Council will receive the following information as part of an induction training:

- The Council's policies & procedures
- Details related to their specific role and responsibilities
- The Council's structure and key contacts
- Mandatory training required for the role

- Refresher training at regular intervals
- Opportunities for developmental training

### 3.2 Identifying Training and Development Needs and Methods

Training and development needs will be identified from a variety of sources:

- Induction and probationary periods
- One-to-ones
- Appraisals and 6 monthly Appraisal Reviews
- Workforce planning
- Team meetings
- Change of processes
- Change of Legislation
- Council action plans

The Council will seek to provide a wide variety of learning and training methods, including but not limited to:

- Attendance at conferences, seminars, workshops, webinars and short courses
- Online training
- Internal coaching
- Shared in-house learning/training
- Work shadowing
- Time for self-directed research and learning
- Networking within the sector

The following organisations offer training relevant to the local council sector and are regularly used by the Council:

- National Association of Local Councils (NALC)
- Avon Local Councils Association (ALCA)
- Society of Local Council Clerks (SLCC)
- South Gloucestershire Council (SGC)

Where specialist training needs are identified, Officers will identify appropriate external providers to ensure the most relevant and effective learning is delivered.

### 3.3 Mandatory and Compliance Training

Certain training is legally or organisationally required and must be completed by all relevant staff. This training is detailed in Appendix 1 and includes the frequency of the training.

This training is approved by the adoption of this policy.

### 3.4 Non Mandatory Training

Non-mandatory training refers to development opportunities that, while not legally or organisationally required, support the enhancement of skills, knowledge, and professional growth of Staff. This type of training may contribute to improved performance, career

progression, service innovation, or broader Council objectives. While participation is optional, it is encouraged where there is a clear benefit to the individual and the Council.

**Role-specific and technical training** equips Staff with the skills, knowledge, and competencies to enable them to perform their duties effectively, safely, and to a consistently high standard. This training is closely aligned with the specific requirements of each role and ensures compliance, maintaining service quality, and meeting the Council's operational and professional standards.

This training may be approved by Line Managers subject to budget availability.

**Professional qualifications** represent a more advanced form of role-specific and technical development. These are formal certifications awarded by recognised professional bodies or accredited institutions, demonstrating a verified level of professional competence.

Obtaining such qualifications typically involves a structured study programme and requires a greater investment of time and financial resources. Relevant qualifications within the local council sector include:

- Introduction to Local Council Administration (ILCA)
- Certificate in Local Council Administration (CiLCA)
- Financial Introduction to Local Council Administration (FILCA)
- Community Governance
- Cemetery Legal Compliance

Professional qualifications may be subject to a learning agreement; more details can be found in the funding and budgeting section.

Approval for undertaking professional qualifications must be granted by the Staffing Committee. All requests must be supported by a clear business case outlining the relevance of the qualification to the role, the anticipated benefits to the Council, and a breakdown of the associated costs and time commitments.

### 3.5 Continual Professional Development

The Council encourages and supports Continual Professional Development (CPD) that aligns with the needs of the Council, adds value to the organisation, supports potential succession planning, and contributes to the achievement of relevant accreditations or professional recognition such as the Local Council Award Scheme.

CPD is defined as the proactive and sustained maintenance and enhancement of professional knowledge, skills, and competencies throughout a staff members career.

CPD keeps skills and knowledge up to date, supports career progression and job satisfaction, demonstrates commitment to professional standards and contributes to improved service delivery and organisational performance.

Examples of CPD include attending workshops, conferences, or accredited courses; completing e-learning modules; engaging in job shadowing, mentoring, or project work; participating in webinars, professional forums, or staff briefings; and undertaking self-directed learning such as reading, reflective practice, or listening to relevant podcasts.

Low-cost, short-term, or role-specific CPD may be approved by the Line Manager with the agreement of the Chief Executive.

High-cost, long-term, or non-role specific CPD must be approved by the Staffing Committee.

### 3.6 Study Leave

Study leave requirements should be identified as part of the training approval process.

Where a Staff member requires study leave to undertake mandatory training they will be granted paid time off work to attend the training sessions. If the sessions take place out of normal working hours, TOIL (Time Off In Lieu) may be taken at a time agreed with the Line Manager and approval must be obtained in advance.

Where approval is granted for a professional qualification, study leave will be granted to attend tutor/instructor led training sessions and to allow members of Staff to complete coursework or prepare for examinations. As a guide, it is suggested that this is around the equivalent of 1/3 of the guided learning hours set for the qualification.

## 5 TOWN COUNCILLORS

New councillors will receive the following guidance, policies and procedures in electronic format unless requested otherwise:

- Annual Business Plan
- Action Plans/Strategy documentation
- Code of Conduct
- Budget for the current year
- Annual Governance and Accountability Return (AGAR) for the previous year
- Financial Regulations
- Standing Orders
- Committee Terms of Reference
- Policies
- Meeting Dates
- The NALC Good Councillors Guide

All Councillors are expected to participate in training, provided both in-house and by appropriate organisations, to enable them to fulfil their roles more effectively.

As a minimum, Councillors are expected to attend the Essential Councillor Course run by Avon Local County Association (ALCA) as soon as possible, and no later than 3 months from commencement in post (subject to training availability).

Some committees may have other training requirements as part of the Terms of Reference, for example specific courses on Planning, Finances or Charing Meetings.

Officers will share training opportunities with Councillors when they become available. Booking of councillor training will be arranged by Officers.

Councillors are encouraged to pass on information gained on training courses to other councillors. This may take the form of a short email summary, or verbal report at a meeting, highlighting the key learning points. This process can also be used to evaluate whether the training was beneficial to those taking part.

## **6 VOLUNTEERS**

Volunteers who are acting on behalf of the council, will be given the necessary training to conduct their roles safely. A record of the training will be maintained as evidence of attendance and completion for audit purposes. Volunteers are required to sign this record to confirm their participation.

## **7 MONITORING**

All training and development activities must be approved and monitored to ensure alignment with organisational priorities, fair access, and effective use of resources.

Line Managers are responsible for maintaining oversight of individual staff training and ensuring completion of mandatory and approved development activities.

A central training record will be maintained by Officers, documenting:

- Planned training
- Completed training
- Date of completion
- Certification (where applicable)
- Expiry or renewal dates
- Budget monitoring

Training and development progress will be reviewed regularly through supervision and appraisals, to ensure learning is applied effectively and to identify future needs. Updates will be provided to the Staffing Committee.

CPD logs will be the responsibility of the staff member and will be reviewed at appraisal meetings.

Where possible, training activities will be evaluated for their impact on performance, service improvement, and employee development.

Feedback may be gathered to inform future planning and continuous improvement of training provision.

## **8 FUNDING & BUDGET**

To support the objectives and implementation of this policy the Council will fully fund mandatory training, role specific, technical training and Low-cost, short-term, or role-specific CPD.

Training that is not a requirement of the role, or identified business need, but represent reasonable investment in staff skills to the benefit of the Council may be funded, either fully or in part, at the discretion of the Staffing Committee.

Members of Staff benefitting from Council funded professional qualifications will usually be required to sign a learning agreement. This will include provisions for paying back 50% of the cost if the member of staff leaves employment within 12 months of completing the qualification, or 25% of the cost if they leave employment within 24 months of completing the qualification.

An annual budget setting will include provision for training and reflect the number of councillors and staff, any identified training needs, will be agreed as part of the annual budget setting process.

The Chief Executive is delegated authority for allocating the training budget, up to the approved annual limit. They are responsible for ensuring the budget is distributed fairly and prioritised according to organisational needs.

The Council will meet all required annual subscriptions fees which will enable both Staff and Councillors to take advantage of training courses and conferences. This will include NALC, ALCA and SLCC membership for the Chief Executive.

- END OF POLICY –



## APPENDIX 1: DRAFT STAFF MANDATORY TRAINING MATRIX

COURSE - TOPIC	STAFF GROUP	Frequency
Accident Reporting	All Staff	Three Yearly
Accident Investigation Training	Facilities Officer	One off
ALCA Data Protection For Clerks and Officers Course or other GDPR training	All office staff	Three Yearly
Asbestos Awareness (online)	Site staff	Three yearly, except Facilities Officer - annual
CiICA Qualification	Clerk	One Off
COSHH Awareness – Online	Site and cleaning team	Three Yearly
COSHH Manager	Facilities Officer	TBC
Electrical Safety Awareness	Site staff	Three Yearly
FIRE - Safety Awareness – online or in person	All staff	Annual
FIRE - Evacuation Chair Training	All office staff	Three Yearly
FIRE - Practical Fire Warden (as defined by Fire Risk Assessment (FRA))	Nominated staff	Three Yearly
FIRE - Hot Works Permit	Nominated members of staff	One Off
First Aid - (1 Day) Emergency First Aid at Work	Nominated members of staff	Three Yearly
First Aid - (3 Day) First Aid at Work	Nominated members of staff	Three Yearly
Health and Safety Awareness	All staff	Annual
Health and Safety induction training	All staff	Induction
IOSH Managing Safely (or 4-year refresher)	Site Manager, Facilities Officer & Clerk	4 years
IOSH Working Safely	All site staff	4 years
Legionella Awareness	Site team	Three Yearly
Legionella Responsible Person	Site Manager and/or Facilities Officer	2 yearly
Manual Handling Awareness (online or in person)	All staff	Annual
Playground inspection	All site staff	Three Yearly
Playground inspection- RPII Exam	Site Manager and nominated staff	Three Yearly
Playground maintenance	Site team	One off
PPE	Site and cleaning team	Three Yearly
Risk Assessment Awareness - In person or online	All staff involved with writing them	Three Yearly
Working at Height Awareness	All site staff	Three Yearly
Ladder user	All site staff	Three Yearly
Ladder Inspector	Nominated member of site team/facilities officer	Five yearly
Safeguarding & Protecting Children (Online Classroom)	Nominated member of staff	Annually
Sexual harassment training for employees	All staff	Annually
Sexual harassment training for managers	All management staff	Annually
Prevent (safeguarding)	Nominated member of staff	Annually
Equality, Diversity and Inclusion Awareness	All staff	Annually
Conflict Management	All staff	3 yearly
Chainsaw Maintenance and Occasional user	Required for activity	One off

Display Screen Equipment (DSE)	Computer workstation users	Every 2 Years
Electrical - Portable Appliance Testing - if carrying out PAT for the Council	Required for activity	3 yearly (recommendation)
Lone Working	All those who lone work	Three Yearly
Pesticides- Safe application level 2	Required for activity	One off
Pesticides - Safe application near water	Required for activity	One off
Vehicle- Quicke Q3S Loader Familiarisation	Required for activity	One off
Vehicle- New Holland T4030 Tractor Familiarisation	Required for activity	One off
Vehicle- Ransomes MP493 Wide Area Mower Familiarisation	Required for activity	One off
Vehicle Tractor - Operator Training on Loader and Back Hoe Removal	Required for activity	One off
Memorial Safety Testing Training	Required for activity	Five years
Duty to manage asbestos	Facilities Officer	Four years