



## LEARNING AND DEVELOPMENT POLICY

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The Trust will not tolerate unlawful discrimination on the grounds of the protected characteristics of: age, disability, gender reassignment, race, religion/belief, gender, sexual orientation, marriage/civil partnership, pregnancy/maternity. The Trust will not tolerate unfair discrimination on the basis of spent criminal convictions, Trade Union membership or non-membership. In addition, the Trust will have due regard to advancing equality of opportunity between people from different groups and foster good relations between people from different groups.

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## 1.0 Policy Statement

- 1.1 This document outlines the Learning and Development Policy for the East of England Ambulance Service NHS Trust (the Trust).
- 1.2 The Trust is responsible for continually developing itself as a learning organisation where shared goals, values and vision are deeply engrained. This will be recognised through the following activities:
  - Embedding the Trust's mission statement, values, and corporate objectives into existing programmes and any future development of learning and development activities;
  - Linking workforce planning data with business aims which will assist the organisation in recruiting, retaining and developing appropriately skilled and competent employees and supports the development of new roles and extended skills;
  - A robust Personal Development Review (PDR) system linked to the Knowledge and Skills Framework (KSF) that identifies organisational need, therefore being effective in supporting the learning and development activity planning process on an annual basis;
  - A continual drive for improving a culture of life-long learning where differing learning methods will support individual, team and multi-professional learning;
  - Providing all employees with the necessary learning activities to meet mandatory and statutory requirements and offer a fair and equitable opportunity for them to apply for personal learning and development with relevant support dependant on activity need, priority and impact to Trust business (this is detailed in the learning and development application funding process);
  - Integration of general operational/service related learning needs delivered through various channels and where practical into core training programmes.
- 1.3 This policy has been written in partnership by management and staff side.

## 2.0 Scope

- 2.1 This policy applies to all employees of the Trust. For the purposes of local induction and mandatory requirements, it also applies to volunteers i.e. Community First Responders, Patient Transport Services Volunteer Drivers and volunteer senior clinicians; temporary or bank Workers should reference the induction policy for more information on their induction process.

## 3.0 Access to the Policy

- 3.1 All employees are entitled to access this policy, which is located in the Human Resources Policies and Procedures Folders and/or on the Trust's Intranet. However, if you require this policy in any other format please seek guidance from the Human Resources Department, your line management or trade union representative.
- 3.2 All volunteers are entitled to access this policy by requesting a copy from their line manager.
- 3.3 Employees, volunteers and managers may also wish to consult related Trust policies

such as:

Equality, Diversity and Human Rights, Induction, PDR, Clinical Supervision, Professional Registrations, Secondment, Disciplinary Policy (Managing Conduct and Performance), Dignity at Work, Manual Handling, Health and Safety, Infection Prevention and Control, Resuscitation, Obstetric Management, Paediatric Care Training, Community Responders Policy and procedures, Medical, Diagnostic and Therapeutic, Clinical Medical Training Records, Stress and psychological wellbeing in the workplace policy, Fire safety, Risk Management Strategy, Clinical Standards Policy 5.1, Violence at Work, Information Governance strategy, Medicine Management, Health Records Keeping, DSE Users VDU, PTS Volunteer handbook and Trade Union Facilities Agreements.

#### **4.0 Roles and Responsibilities**

4.1 The Human Resources Department is responsible for keeping the provisions within this policy in line with employment legislation, best practice people management principles.

4.2 Managers, HR employees and trade union representatives are responsible for providing advice and guidance to employees and visitors on awareness and compliance of this policy and procedure.

4.3 Management and trade union representatives are responsible for bringing any mutually beneficial improvements to this policy to the attention of the Trust.

4.4 Trust line managers are responsible for:

- agreeing a Personal Development Plan (PDP) arising from the individuals annual PDR and forwarding details of the learning gaps identified in the PDP to the Learning and Development Unit (LDU);
- supporting individuals to develop KSF evidence and/or professional portfolios and offer advice on learning and development activities as appropriate or “signposting” to the Learning and Development Unit (LDU) for further advice, guidance and support;
- ensuring mandatory requirements as identified in the Mandatory Matrix (see Appendices A and B) are undertaken within the identified time frames;
- ensuring that all new employees, who are not undertaking core training and education are supported to complete their New Starter Handbook and are booked to attend a Corporate Induction programme in line with the Induction Policy. This can be booked via the Workforce and Organisational Development (OD) Admin Support;
- ensuring that all new operational employees, who complete their Core Training and Education programme and who are then assigned a permanent work base, undertake local induction and that the checklist is completed and sent to the Workforce & OD Admin Support in line with the Induction Policy;
- creating a learning environment within the area of practice where skills and knowledge are shared;
- considering the implications of learning and development activity on the work load of the department and provide appropriate operational planning to enable

the release of individual employees for agreed learning activity where appropriate;

- measuring the impact of individual learning activities by questioning employees about the subsequent areas of application in their own working environment (i.e. the PDR process) and where necessary encourage sharing of best practice.

4.5 The recognised Trade union branch is responsible for:

- organising and facilitating appropriate union related training/learning for branch officers, stewards, activists and members.

4.6 The Learning and Development Unit (LDU) is responsible for:

- overall co-ordination of the OLM system, which is used to log Trust learning and development activities (except volunteers and HART) (please see Appendix D);
- undertaking an annual review of all mandatory subjects (as identified in the Mandatory Training Matrix) by working in partnership with nominated Trust leads/specialists to agree mandatory training requirements applicable to each employee group. This includes how the learning will be achieved for each subject, the timescales for compliance and promoting this information to managers and employees in a training prospectus;
- leading on how each mandatory training requirement will be delivered i.e. working collaboratively with the Clinical Directorate to design the annual Professional Update (PU) programmes; working collaboratively with the Training and Education Department to integrate mandatory annual refreshers into the delivery of Module 7 programmes; developing a Mandatory Refresher workbook; reviewing the Induction process;
- monitoring PDR compliance using data entered by locality administrators onto OLM and collating that compliance on a monthly basis to report to the Executive Board;
- working in partnership with the Union Learning Representative to promote the profile of learning and development;
- managing the implementation and maintenance of the OLM system;
- identifying organisational learning needs;
- working in partnership with Trust directorates/departments/leads/specialists to identify priority learning;
- commissioning and delivering appropriate learning activities to meet annual regional needs;
- providing a clear process for access to learning activities outside of core training;

monitoring evaluation of programmes (where multiple employees are participating) and ensuring any necessary changes or improvements are managed

- coordinating any agreed regional activities through the learning and development annual plan and inputting them onto the OLM;
- co-ordinating mandatory training activities and inputting achievement onto OLM;
- ensuring that PU programme attendance sheets are promptly input onto OLM by locality administrators

4.7 Trust Mandatory Leads/Experts are responsible for:

- Annually reviewing the content of the training delivered to employees for their mandatory subject and completing the annual review form (Appendix G);
- Contributing to setting the mandatory training matrix and training prospectus;
- Developing and delivering learning materials/training in the timescales agreed with the LDU;
- Ensuring that subject matter and learning resources have the appropriate sign off, either through an internal group/committee that has decision making responsibility or the appropriate Director;
- Identifying any changes in legislation, regulation or guidance that affect their mandatory subject, raising these changes promptly with the LDU and appropriate committee (see Appendix F) in a timely manner.

4.8 Training and Education Department is responsible for:

- Delivering the agreed Training and Education plan in accordance with Trust work force planning data;
- Ensuring records of completed training are entered onto OLM and the employee's appropriate line manager is informed. Where employees fail to complete a course their line manager should be informed;
- Working with Clinical and Operational Directorates to ensure programmes are fit for practice and purpose, and that they support operational activity;
- ensuring that evaluation of all programmes are undertaken and any necessary changes or improvements are managed through the Training and Education Group.

4.9 Administrative responsibilities will vary according to department as follows:

- Nominated Locality administrators: Inputting PDR achievement, Professional Update achievement and any ad-hoc local learning activities such as study days onto OLM

- Training and Education administrators: Collating training records for Core Training and Education Programmes and inputting them onto the OLM, including any mandatory subjects within the programmes;
- Workforce and OD Admin Support: Co-ordinating the induction process and inputting induction attendance data onto the OLM. Producing monthly reports on non-compliance for the LDU;
- Volunteer Administrators: ensuring a copy of this policy and any related policies are available on request and that all volunteers are invited to attend their induction programme and that attendance/compliance of all the subjects are logged onto the relevant volunteer training database. A copy of the database should be promptly updated and available to the LDU for review and reporting to the Executive Board on request.
- The tutor/facilitator/training provider: ensuring that for any classroom activity, each student/delegate signs an attendance sheet for each individual day or part thereof, completes an evaluation form and returns the paperwork to the appropriate administrator for inputting onto the OLM.

4.10 The employee is responsible for:

- considering their own learning needs to enable them to fulfil their role effectively and make a positive contribution to their own development through their agreed written PDP;
- attending any agreed learning activity and undertaking Trust mandatory learning requirements. Employees need to be aware that failure on their own part to complete mandatory training/learning without reasonable grounds may lead to action either internally under the Trust's Disciplinary Policy (Managing Conduct and Performance) or externally with the appropriate registration bodies. Refer also to 11.1 and 11.4;
- developing and/or maintaining the knowledge and skills of their role (as identified in the KSF outline) and, where required, linking professional portfolio evidence for registration requirements.

## 5.0 Policy Aim

5.1 The purpose of this policy is to ensure that the learning and development needs (whether mandatory, clinical, professional or personal) of all employees are identified, acknowledged, and that a fair and equitable decision making process is adhered to in line with the Trust's Equality, Diversity and Human Rights Policy.

5.2 The policy will provide an overview of the following areas and make appropriate links to other key Trust guidance documents:

- Induction;
- Mandatory requirements;
- PDR and KSF;
- Training records – Oracle Learning Management System (OLM);
- Learning and Development Evaluation;
- Professional registration and Continual Professional Development (CPD);

- Core Clinical Programmes, Training and Education Centres and workforce planning data;
- Study Leave;
- Learning and Development Application Funding Process.

5.3 Where any other Trust policy references a training requirement identified as mandatory, the Learning and Development policy will set the monitoring and compliance reporting. The training standards are set in the individual policies.

## **6.0 Principles of the Policy**

6.1 The Trust has employees in many different services and specialties. Responsibility for identifying development needs lies jointly with individuals and their managers/reviewer, as part of the PDR process. E.g., Any student paramedic will gain support and learning objectives in the form of a clinical tutor and/or mentor/assessor in clinical practice. This will be supported through learning plans as part of the PDR process to support the meeting of course objectives.

6.2 The Trust recognises that much learning occurs naturally through the course of everyday work. This type of learning should be maximised through reflective practice and shared with other colleagues. The Trust is committed to supporting a wide range of learning methods, which includes: action learning, additional responsibilities, coaching, mentoring, project work, rotation, shadowing, learning diaries, development opportunities, secondments, learning on-line and team briefings. Also, see 'Other Learning Methods' in the PDR/KSF folder on the intranet or through the LDU.

## **7.0 Corporate Induction and Local Induction**

7.1 Corporate Induction is mandatory for new employees as identified in the Induction Policy and the Trust will seek to ensure that as many as possible of these employees attend a session within the agreed timescales. This programme forms a crucial part of an employee's introduction to the Trust, as it identifies the organisation's values, strategies, policies, processes and mandatory information.

7.2 Local Induction is mandatory for new employees and volunteers. Employees will be given a new starter handbook on their first day of employment. This provides a framework for local induction and for all the mandatory learning identified as essential for the first few weeks of employment. Volunteers will also be asked to complete a mandatory local induction process; further details of this can be found in the Induction Policy.

## **8.0 Mandatory Training**

8.1 All employees and volunteers must maintain their skills and knowledge in mandatory areas that have been identified as requirements for their role. A mandatory training matrix is included in this policy, which lists the core areas for individual employee groups (see Appendices A and B). For employees, the LDU will offer a range of learning methods to achieve mandatory training requirements. There will be a different checklist for a new employee as opposed to an existing employee. A mandatory training prospectus/matrix will be available on the Trust intranet site detailing these learning methods - to be co-ordinated and reviewed annually by the LDU. Any employee who has a specific learning disability should call the LDU for support and advice. For information, the refresher mandatory process is attached (Appendix E).

- 8.2 The LDU and the Trust Mandatory Leads review all the subjects included in the NHS Litigation Authority (Training Needs Analysis) TNA Minimum Data set against current regulation, legislation, Trust policy and Trust corporate objectives. The Trust Mandatory Lead will be responsible for determining which staff groups require initial and refresher training. The mandatory training matrix (appendices A and B) summarises the review information.
- 8.3 For operational employees, all refresher mandatory training will be delivered in the Professional Update classroom or work based learning programme and/or Refresher Mandatory Workbook.
- 8.4 Operational employees are scheduled to attend their Professional Update (PU) programme as part of their normal rota and the Refresher Mandatory workbook is distributed as part of the PU programme.
- 8.5 If any employee is unable to attend the PU programme for any reason, they will be scheduled to attend the next available date. The Trust aims to ensure that as many operational employees attend their PU programme annually not withstanding long term sickness and maternity leave.
- 8.6 For non-operational employees, all refresher mandatory training will be delivered via the Refresher Mandatory Workbook.

The Refresher Mandatory workbook is distributed by the LDU to the line manager, who will then discuss with the employee what chapters are applicable to their role and to give employees the opportunity to ask any questions. Workbooks are distributed in April and employees have up to the 31<sup>st</sup> March to complete all relevant chapters. The workbooks should be completed in work time as agreed with the employee's line manager.

- 8.7 Workbook assessments are marked. If employees or their line manager feels the need for further support with any of the mandatory subjects, this will be noted on the signed compliance checklist. The LDU will contact employees directly to discuss any learning gaps and to offer further training support.

## **9.0 Personal Development Review (PDR) and Knowledge Skills Framework (KSF)**

- 9.1 The PDR process presents a formal opportunity to review progress and identify the development needs in relation to:
- Strategic and Corporate Trust objectives;
  - Current role;
  - KSF outline;
  - Mandatory training;
  - Service developments;
  - Personal development.

Employees will be appropriately supported where changing skills and knowledge requirements are identified within their job role. Please see the PDR Policy for full details of this process.

## **10.0 Reporting Activity**

The Trust coordinates its training records via the OLM system and the monitoring arrangements below to ensure that all employees complete their relevant training needs and ensure that those who fail to attend are followed up. Classroom activity will be recorded via a signed attendance sheet. E-learning modules will be co-ordinated and monitored through a centralised on-line records system. Mandatory compliance checklist forms will evidence completion of Trust mandatory workbooks.

10.1 Responsibility for inputting data onto the OLM system is undertaken by the following administrators:

- Corporate Induction and the Local Induction Checklists data is maintained by the workforce and OD administrator
- Core Training and Education Programmes are maintained by the Clinical Training Administrators.
- Any learning activity set within the regional LDU Plan, agreed through the Learning and Development application process, the Trust's mandatory training activities and any ad-hoc locally commissioned activity is maintained by the Learning and Development Administrators.
- Professional Update programmes are maintained by nominated administrators across the Trust.

Regardless of how training activity data is evidenced all administrators are responsible for keeping records up to date to ensure the accuracy of the quarterly reports.

#### **Monitoring Arrangements**

10.2 To help managers monitor training activity and in particular mandatory training compliance, as a minimum, the LDU will generate quarterly reports to include the following:

- Total number of employees who have achieved each mandatory competency;
- Total number of employees who have not achieved each mandatory competency;
- All employees who have completed their Professional Update programme;
- All employees who have not completed their Professional Update programme;
- All employees who failed to attend the Professional Update programme;
- All employees who have completed their Refresher Workbook;
- All employees who have not completed their Refresher Workbook;

The LDU will also cascade these mandatory reports to each COM/General Manager/Head of Department to allow their compliance action plan to be adjusted to ensure employees attend their mandatory training activities in a timely manner.

#### **Process For Following Up Those Who Fail To Comply**

10.3 Managers have responsibility to ensure that as many of their employees complete their training activities within the agreed timescales. Occasionally, there will be individuals who are non-compliant, regardless of the support given by their line managers.

10.4 In March of each year, a Trust Mandatory non-compliance report (for the preceding year) will be sent to all Associate Directors. Each Associate Director will take responsibility for following up non-compliance in their teams and action planning with those individuals to ensure that compliance is achieved by end of year.

10.5 Employees need to be aware that failure on their part to complete the annual mandatory training/learning without reasonable grounds may lead to action either

internally under the Trust's Disciplinary Policy (Managing Conduct and Performance) or externally with the appropriate registration bodies (refer also to 11.1 and 11.4).

## **11.0 Professional Registration and CPD**

- 11.1 As part of professional regulation, our registered employees are required to demonstrate continual competency to practice and evidence continual professional development, thus allowing for re-registration. Each registered individual has responsibility for meeting their registration requirements; however, the Trust clearly recognises its responsibility in supporting and enabling employees to evidence continual competency and development and therefore provides employees with access to a PU programme and work based learning assessments annually. The Trust has identified a clear framework for Professional Update delivery and responsibilities for this will sit in partnership with the Trust, the Clinical Directorate, locality teams and individuals.
- 11.2 The Trust will design and implement a PU programme each year focused on priority learning needs and include operational training requirements and mandatory compliance. This PU programme will consist of both practical elements, work based learning and classroom learning. PU programmes will be designed for the following employee groups:
- A&E Operational employees;
  - ECP;
  - NES;
  - Nurses;
  - Other employees with HCPC professional requirements.
- 11.3 The locality teams will be responsible for the management of the work based learning activities that are set by the Clinical Directorate. This element of CPD will require clinical practice opportunities and trained assessors and mentors. The LDU will continue to commission and plan assessor, mentoring and coaching qualifications to develop further this model of work-based learning.
- 11.4 Individuals are responsible for their own learning. For those employees needing to maintain a professional registration, in addition to any PU and work based assessments there will be an individual element of planning and accessing additional learning to meet their regulatory body standards. The Trust encourages individuals to consider a wide range of learning methods in achieving these additional requirements and strongly recommends the use of reflective practice following any learning activity.
- 11.5 Where there is a cost implication against any individual CPD then employees can use the Learning and Development Application Funding process to request resources and financial support. Information about this process can be found on the intranet or a copy can be obtained from the LDU.

## **12.0 Study Leave**

- 12.1 Until the Trust introduces a Study Leave Policy any application for study leave should be made via your line manager.

## **13.0 Learning and Development Funding Process**

- 13.1 The Trust will consider Learning and Development funding for every employee as long as it meets a specific learning gap identified in a current PDR and consideration has been given to other learning methods before identifying activity which requires funding. Please note it is expected that evidence required against an individual's KSF outline will not require external provision such as a training course and, therefore, the funding process will mainly be utilised for personal development or career development.

The Trust provides three different Learning and Development application forms. Two of these relate to individual activity, and the third relates to group/team applications:

- Individual application for formal training/education: courses where the activity is longer than a day.
- Short event application form for one-day events or less.
- Local Events application form for study days or team events requested by AGM or above or specialist role.

An application form will need to be completed in line with the Application Process, available with guidance notes on the Trust's intranet site or from your line manager. The form collects equal opportunities/diversity monitoring data, which is collated and included for review in six monthly reports for the Equality and Diversity Steering Group.

- 13.2 Priority will be given to:

- essential skills and knowledge for a role;
- a learning need that has a substantial benefit to the Trust;
- an activity that would be recognised as a significant priority against the Trust's key performance indicators/business plans

- 13.3 If any employees feels their application has not been treated in an equitable manner, their concerns should be put in writing to the Associate Director of Training, Education & Organisational Development, who will review their application process and feedback their final decision in writing to the applicant.

#### **14.0 Evaluation (Please see Appendix H)**

- 14.1 The LDU has produced a standard programme evaluation template that can be used as part of individual feedback from employees accessing non-clinical learning and development programmes through the Trust. The collation of this evaluation will be used to identify any gaps in knowledge/skill and, therefore, support areas of further programme development. Some programmes will additionally use other evaluation techniques, which will further inform the process; however, the above template should be used as a minimum (see Appendix C for Template Non-clinical Evaluation Sheet).

- 14.2 The Training and Education team who deliver the core clinical training, evaluates all programmes. The evaluation consists of whole programme and content, student review and senior manager review. The evaluation of content takes place after every session. This is used to ensure consistency, quality and to identify opportunities for improvement. All evaluations will be held at the relevant training centre and coordinated by the Senior Training and Education Administrator/Manager. As part of the quality evaluation process, peer review of teaching and assessment activity is undertaken on a periodic basis as directed by the Senior Training and Education Manager.

- 14.3 It is important that all employees evaluate the learning and development that they have undertaken. This helps them reflect on their learning, including identifying what new information they did or did not find useful and how they will apply this to their work to improve performance. On completion of the development activity, the employee will be encouraged to complete a reflective learning log sheet; this can be used as evidence for a PDR or as part of a portfolio for professional registration.
- 14.4 All training evaluations will monitor any negative impact of the training on gender/disability/age/race/religion/sexuality and if necessary, the Trust will take action to address this.

## **15.0 Review Of Training Requirements And Setting The Training Prospectus**

- 15.1 Annually, the LDU will work collaboratively with Heads of Dept/Trust Leads/Specialists to review the appropriate legislation, Trust's responsibilities and mandatory requirements. This review will include the identification of any new legislation for a subject and any changes that will have an impact on mandatory training requirements for the following year. This will be undertaken, using a pro-forma and the Heads of Department/Trust lead/specialist review the NHS LA TNA Minimum Data Set plus any other training subjects they want to propose to include in the organisation's annual training plan.
- 15.2 The Trust will also review data from our complaints and incident reporting systems. Key trends will be identified and the outcomes prioritised in terms of risk – the Trust recognises that in order to continually improve and learning from its mistakes, they must be identified and used as a learning opportunity.
- 15.3 The outcome of this review is the Annual Mandatory Training Review document.
- 15.4 Between May and October, the LDU will work collaboratively with the Clinical Directorate, the Training and Education team and the Trust leads/specialists to agree how the mandatory training will be delivered and to consider the training resources.
- 15.5 Consideration will be given as to whether there is a practical or assessment element required and if so, classroom time will be reserved. Other learning methods such as the Refresher workbook or e-learning will also be an option.
- 15.6 In the winter, the data is collated and an action plan prepared which includes:
- the programme evaluations/workbook feedback from the previous year;
  - suggested topics to be included for each mandatory subject, delivery methods and resources for the next financial year;
  - any changes in statutory and regulatory requirements, NHS national guidance or Trust priorities;
- the Mandatory Training Matrix and training prospectus will be updated to reflect the above.
- 15.7 The Annual Mandatory Review report and CPD Board paper are tabled at the Training and Education Group, which reviews the action plan. Any necessary adjustments are made and the mandatory training matrix/prospectus is developed. The Annual Review Report and CPD Board paper then goes to the Clinical Quality and Safety Group and to the Executive Board for final sign off before the end of the calendar year.
- 15.8 The LDU will lead on the action plan and ensure that the training is integrated into the Trust's training plan. This includes Corporate and Local Induction, the Professional

Update programme, Core Clinical Training, Refresher Mandatory Workbooks and Module 7 programmes. The LDU will also ensure the updated training prospectus is available on the Trust's intranet.

#### 15.9 **Developing the Annual Regional Learning and Development Plan**

The LDU will set a Regional Learning and Development Plan annually. The Regional Learning and Development plan starts with the development of a Regional Learning and Development Summary Plan. (Summary) The summary will briefly detail all the training requested for the following financial year and identify the approximate associated costs. The Annual Regional Learning and Development Plan will then be set using the process detailed at 15.6.1-15.6.8

15.10 Both the summary and the actual regional Learning and Development plan will include all training that has been requested by key trust staff (15.2.1) and include non-clinical training, post registration education, mandatory training requirements that are outside of the Professional Update (PU) programme and annual mandatory refresher workbook. It will not include any operational training (i.e. CAD, Digital radio, ESR) resilience or volunteer programmes.

15.11 The annual process is as follows:

- In the autumn, the Head of Learning and Development will write to the Executive Directors, Associate Directors, Heads of Dept and those key staff who lead a specialist area (e.g. the Equality and Diversity Lead) asking them to specify what training priorities for their area will be required in the next financial year. Each request will include employee groups, numbers of places, approximate costings, abstraction requirements and details of provider (if appropriate);
- All staff are offered an opportunity to contribute ideas about relevant organisational training needs for the following year. This is achieved through the completion of a form accessible via the intranet.
- The LDU will collate these responses and add any mandatory training requirements where there is an associated cost.
- By December, a summary of the Regional Learning and Development Plan, (with estimated study hours against each subject area) will be submitted to the Education and Training Group for review.
- Following the review and any subsequent changes, the summary will be made available to the Head of Ops Analysis and the Associate Directors of Primary Care and A&E for budget setting and operational consideration.
- Due to the high level abstraction costs and potential impact training away from the workplace can have on operational performance, the summary (with estimated study hours) will then be submitted to the Executive Board where a decision will be made about the training to progress for the following financial year.
- Following the formal executive agreement, the Head of Learning and Development will meet with a Trust Financial Accountant to submit budget costs. The Finance Team will submit these budget costs as part of the overall Trust plan to the Executive Management Team for authorisation.
- In the spring, the full Regional Learning and Development Plan will be submitted to the Executive Board for final sign off.
- During the beginning and end of each financial year, activity will be commissioned, delivered and evaluated.

**16.0 Process For Compliance With And The Review Of The Effectiveness Of This Policy And Process**

16.1 Appendix I identifies how the activity within this policy is managed and monitored.

**17.0 Policy Review**

17.1 This policy will be reviewed on a two yearly basis, or more frequently if significant changes to its effective operation are necessary.

UNDER REVIEW

## Appendix A: MANDATORY TRAINING MATRIX - INITIAL MANDATORY TRAINING REQUIREMENTS FOR NEW EMPLOYEES/VOLUNTEERS ONLY 2011/12

Please note initial requirements only occur during the first year of employment – after that time refresher requirements are applicable – See Appendix B

Key:

By attending Local Induction and completing New Starter Handbook  By attending Corporate Induction

By Attending Core Clinical Training  By completing Safety Media E-Learning

TRAINING	A+E OPERATIONAL EMPLOYEES	PTS OPERATIONAL EMPLOYEES	HEOC	Non Operational SUPPORT EMPLOYEES	MANAGERS All levels	Directors	Community First Responders	Volunteer Patient Transport Drivers	Volunteer Senior Clinicians
FIRE SAFETY							n/a	n/a	
FIRE WARDEN /MARSHALL	If you are a nominated Fire Warden – you will receive the appropriate specialised training						n/a	n/a	n/a
MANUAL HANDLING (NON-PATIENT)	n/a	n/a					n/a		
MOVING PEOPLE			n/a	n/a	n/a	n/a		n/a	n/a
SLIPS, TRIPS AND FALLS – EMPLOYEES							n/a	n/a	n/a
SLIPS, TRIPS AND FALLS - PATIENTS			n/a	n/a	n/a	n/a		n/a	n/a
EQUALITY, DIVERSITY & HUMAN RIGHT AWARENESS					EQIA training for all policy writers	EQIA training for all policy writers	n/a	n/a	
EMERGENCY PLANNING & BUSINESS CONTINUITY							n/a	n/a	n/a
CBRN awareness		n/a		n/a	n/a	n/a	n/a	n/a	n/a
CBRN team training	Training course	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
INFECTION PREVENTION AND CONTROL									

Learning and Development Policy

<b>HAND HYGIENE</b>										
<b>TRAINING</b>	<b>A+E OPERATIONAL EMPLOYEES</b>	<b>PTS OPERATIONAL EMPLOYEES</b>	<b>HEOC</b>	<b>Non Operational SUPPORT EMPLOYEES</b>	<b>MANAGERS All levels</b>	<b>Directors</b>	<b>Community First Responders</b>	<b>Volunteer Patient Transport Drivers</b>	<b>Volunteer Senior Clinicians</b>	
<b>INOCULATION INCIDENTS</b>			n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>HEALTH AND SAFETY/SAFE WORKING ENVIRONMENT</b>	Inc PPE Equipment	Inc PPE Equipment								
<b>WORK STATION/DSE SAFETY</b>	Any employee who uses a computer for more than one continuous hour per day should complete a self-assessment as part of their local induction. Employees requiring further support regarding the assessment process should complete the DSE Safety Media e-learning module. Any risks identified should be discussed with manager.							n/a	n/a	n/a
<b>RISK ASSESSMENT</b>	Generic assessment	Generic assessment								
<b>RISK MANAGEMENT</b>	n/a	n/a			Health and Safety e-learning module	Health and Safety e-learning module	n/a	n/a	n/a	n/a
<b>ROOT CAUSE INCIDENT INVESTIGATION</b>	n/a	n/a	n/a	n/a	Within 12 months If appropriate to role	Within 12 months If appropriate to role	n/a	n/a	n/a	n/a
<b>WORKPLACE STRESS</b>					Stress management for Managers e-learning module	Stress management for Managers e-learning module	n/a	n/a	n/a	n/a
<b>COUNTER FRAUD AND SECURITY</b>							n/a	n/a	n/a	n/a
<b>HARASSMENT AND BULLYING</b>							n/a	n/a	n/a	n/a
<b>CHILD AND ADULT</b>										

Learning and Development Policy

PROTECTION										
TRAINING	A+E OPERATIONAL EMPLOYEES	PTS OPERATIONAL EMPLOYEES	HEOC	Non Operational SUPPORT EMPLOYEES	MANAGERS All levels	Directors	Community First Responders	Volunteer Patient Transport Drivers	Volunteer Senior Clinicians	
CONFLICT RESOLUTION (Violence and Aggression Training)				For patient facing employees	For patient facing employees	For patient facing employees		n/a		
INFORMATION GOVERNANCE inc Health Record Keeping										
MEDICINE MANAGEMENT		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
PAEDIATRIC CARE		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
OBSTETRIC MANAGEMENT		n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	
STROKE CARE			n/a	n/a	n/a	n/a	n/a	n/a	n/a	
RESUSCITATION				n/a	n/a	n/a		n/a	n/a	
MEDICAL DEVICES			n/a	n/a	n/a	n/a		n/a	n/a	
DATA QUALITY							n/a	n/a	n/a	

**Completion Timeframes – Policy Compliance**

Corporate Induction – within six months of start date – please see Induction Policy

Local Induction – please refer to Local Induction checklist – please see Induction Policy

Mandatory requirements – please refer to identified timeframes within the matrix – please see Learning and Development Policy

Community Partnership Responders – Community Partnership Policy

If you are a new manager, who clinically responds on behalf of the Trust, you will be required to attend the Trust's annual Professional Update programme in addition to Corporate Induction

Any employees who has any specific learning requirements should contact the LDU for advice and support

## Appendix B: MANDATORY TRAINING MATRIX - REFRESHER/FREQUENCY OF MANDATORY TRAINING REQUIREMENTS FOR EXISTING EMPLOYEES ONLY 2011/12

TRAINING	A+E OPERATIONAL EMPLOYEES	PTS OPERATIONAL EMPLOYEES	HEOC	Non operational SUPPORT EMPLOYEES	MANAGERS All levels	Directors	COMMUNITY FIRST RESPONDERS	VOLUNTEER PATIENT TRANSPORT DRIVERS	VOLUNTEER SENIOR CLINICIANS
<b>FIRE SAFETY</b>	Annual assessment Complete Mandatory workbook chapter on Fire Safety	Annual assessment Complete Mandatory workbook chapter on Fire Safety	Annual assessment Complete Mandatory workbook chapter on Fire Safety	Annual assessment Complete Mandatory workbook chapter on Fire Safety	Annual assessment Complete Mandatory workbook chapter on Fire Safety	Annual assessment Complete Mandatory workbook chapter on Fire Safety	n/a	n/a	To provide evidence of refresher training achievement to the Air Operations Manager/Critical Care Lead or complete an annual refresher workbook for all areas identified below
<b>FIRE WARDEN/MARSHAL</b>		If you are a nominated Fire Warden – you will receive the appropriate specialised training					n/a	n/a	n/a
<b>MANUAL HANDLING (NON-PATIENT)</b>	n/a	n/a	3 -5 years Complete Mandatory workbook chapter on Manual Handling – office employees	3 -5 years Complete Mandatory workbook chapter on Manual Handling – office employees	3-5 years Complete Mandatory workbook chapter on Manual Handling – office employees	3 – 5 years Complete Mandatory workbook chapter on Manual Handling – office employees	n/a	3 yearly workbook	n/a
<b>MOVING PEOPLE</b>	Annual Updates Complete session on PU programme	Annual Updates Complete session on PU programme	n/a	n/a	n/a	n/a	3 yearly update via local training sessions or e-learning modules	n/a	
<b>SLIPS, TRIPS AND FALLS – EMPLOYEES</b>	Annual update Refresher workbook	Annual update Refresher workbook	Annual update Refresher workbook	Annual update Refresher workbook	Annual update Refresher workbook	Annual update Refresher workbook	n/a	n/a	n/a
<b>SLIPS, TRIPS AND FALLS -</b>	Annual update on PU	Annual update on PU programme	n/a	n/a	n/a	n/a	3 yearly update via local training	n/a	n/a

<b>TRAINING</b>	<b>A+E OPERATIONAL EMPLOYEES</b>	<b>PTS OPERATIONAL EMPLOYEES</b>	<b>HEOC</b>	<b>Non operational SUPPORT EMPLOYEES</b>	<b>MANAGERS All levels</b>	<b>Directors</b>	<b>COMMUNITY FIRST RESPONDERS</b>	<b>VOLUNTEER PATIENT TRANSPORT DRIVERS</b>	<b>VOLUNTEER SENIOR CLINICIANS</b>
<b>PATIENTS</b>	programme						sessions or e-learning modules		
<b>EQUALITY AND DIVERSITY</b>	Annual awareness update Complete Mandatory workbook chapter on the Equality Act	Annual awareness update Complete Mandatory workbook chapter on the Equality Act	Annual awareness update Complete Mandatory workbook chapter on the Equality Act	Annual awareness update Complete Mandatory workbook chapter on the Equality Act	Annual awareness update Complete Mandatory workbook chapter on the Equality Act	Annual awareness update Complete Mandatory workbook chapter on the Equality Act	n/a	n/a	Provide evidence/complete workbook
<b>INFECTION PREVENTION AND CONTROL</b>	Annual assessment Refresher as required Complete Mandatory Workbook chapter on IP&C	Annual assessment Refresher as required Complete Mandatory Workbook chapter on IP&C	Annual assessment Refresher as required Complete Mandatory Workbook chapter on IP&C	Annual assessment Complete Mandatory Workbook chapter on IP&C	Annual assessment Complete Mandatory Workbook chapter on IP&C	Annual assessment Complete Mandatory Workbook chapter on IP&C	3 yearly updates via local training sessions or e-learning modules	3 yearly workbook	Provide evidence/complete workbook
<b>HAND HYGIENE</b>	As per IP&C	As per IP&C	As per IP&C	As per IP&C	As per IP&C	As per IP&C	3 early updates via local training sessions or e-learning modules	3 yearly workbook	Provide evidence/complete workbook
<b>INNOCULTION INCIDENTS</b>	As per IP&C	As per IP&C	As per IP&C	As per IP&C	As per IP&C	As per IP&C	n/a	n/a	Provide evidence/complete workbook
<b>HEALTH AND SAFETY/SAFE WORKING ENVIRONMENT (Appropriate to</b>	Annual assessment by Supervisor Refresher as required	Annual assessment by Supervisor Refresher as required	Annual assessment by Supervisor Refresher as required	Two yearly assessment by competent manager Refresher as	Two yearly assessment by competent manager Refresher as	Two yearly Refresher as required	3 yearly updates via local training sessions or e-learning	3 yearly workbook	Provide evidence/complete workbook

TRAINING	A+E OPERATIONAL EMPLOYEES	PTS OPERATIONAL EMPLOYEES	HEOC	Non operational SUPPORT EMPLOYEES	MANAGERS All levels	Directors	COMMUNITY FIRST RESPONDERS	VOLUNTEER PATIENT TRANSPORT DRIVERS	VOLUNTEER SENIOR CLINICIANS
<i>level of responsibility)</i>				required	required		modules		
<b>WORK STATION/DSE SAFETY</b>	Any employees who uses a computer for more than one continuous hour per day, every working day, should complete an annual self-assessment. Employees requiring further support regarding the assessment process should complete the DSE Safety Media e-learning module. Any risks identified should be discussed with manager. You should also complete the Mandatory Workbook chapter on DSE.						n/a	n/a	n/a
<b>RISK ASSESSMENT</b>	3 yearly as required Not 2011/12	3 yearly as required Not 2011/12	3 yearly as required Not 2011/12	3 yearly as required Not 2011/12	CPD assessed annually Refreshed as required	CPD assessed annually	Three yearly via local training sessions or e-learning modules	3 yearly workbook	Provide evidence/complete workbook
<b>RISK MANAGEMENT</b>	Level 1 Annual Update Complete workbook chapter on Risk Management	Level 1 Annual Update Complete workbook chapter on Risk Management	Level 1 Annual Update Complete workbook chapter on Risk Management	Level 1 Annual Update Complete workbook chapter on Risk Management	Level 1 Annual Update Complete workbook chapter on Risk Management	Level 2 and 3 Annual Update Complete workbook chapter on Risk Management	n/a	n/a	n/a
<b>ROOT CAUSE INCIDENT INVESTIGATION</b>	n/a	n/a	n/a	n/a	Refreshed as required Continuation of training to AGM level and above	Refreshed as required Continuation of training to AGM level and above	n/a	n/a	n/a
<b>WORKPLACE</b>	n/a	n/a	n/a	n/a	3 yearly as required	3 yearly as required	n/a	n/a	n/a

<b>TRAINING</b>	<b>A+E OPERATIONAL EMPLOYEES</b>	<b>PTS OPERATIONAL EMPLOYEES</b>	<b>HEOC</b>	<b>Non operational SUPPORT EMPLOYEES</b>	<b>MANAGERS All levels</b>	<b>Directors</b>	<b>COMMUNITY FIRST RESPONDERS</b>	<b>VOLUNTEER PATIENT TRANSPORT DRIVERS</b>	<b>VOLUNTEER SENIOR CLINICIANS</b>
<b>STRESS</b>					Complete Stress Management e-learning	Complete Stress Management e-learning			
<b>HARASSMENT AND BULLYING</b>	Not 2011/12	Not 2011/12	Not 2011/12	Not 2011/12	Not 2011/12	Not 2011/12	n/a	n/a	Provide evidence/complete workbook
<b>VULNERABLE CHILD &amp; ADULT PROTECTION</b>	Two yearly Refresher as required Complete Mandatory Workbook Chapter on C&VA	Two yearly Refresher as required Complete Mandatory Workbook Chapter on C&VA	Two yearly Refresher as required Complete Mandatory Workbook Chapter on C&VA	Two yearly Refresher as required Complete Mandatory Workbook Chapter on C&VA	Two yearly Refresher as required Complete Mandatory Workbook Chapter on C&VA	Two yearly Refresher as required Complete Mandatory Workbook Chapter on C&VA	Three yearly via local training sessions or e-learning modules	3 yearly workbook	Provide evidence/complete workbook
<b>CONFLICT RESOLUTION (Violence and Aggression Training)</b>	Two yearly CPD Refresher as required Complete workbook chapter on Conflict Resolution	Two yearly CPD Refresher as required Complete workbook chapter on Conflict Resolution	Two yearly CPD Refresher as required Complete workbook chapter on Conflict Resolution	Complete workbook chapter on Conflict Resolution	Two yearly CPD Complete workbook chapter on Conflict Resolution	Two yearly CPD Complete workbook chapter on Conflict Resolution		n/a	Provide evidence/complete workbook
<b>INFORMATION GOVERNANCE inc Health Record Keeping</b>	Annual Update Complete Mandatory Workbook Chapter on Information Governance	Annual Update Complete Mandatory Workbook Chapter on Information Governance	Annual Update Complete Mandatory Workbook Chapter on Information Governance	Annual Update Complete Mandatory Workbook Chapter on Information Governance	Annual Update Complete Mandatory Workbook Chapter on Information Governance	Annual Update Complete Mandatory Workbook Chapter on Information Governance	3 yearly updates via local training sessions or e-learning modules	3 yearly workbook	Provide evidence/complete workbook
<b>COUNTER FRAUD AND SECURITY</b>	Not for 2011/12	Not for 2011/12	Not for 2011/12	Not for 2011/12	Not for 2011/12	Not for 2011/12	n/a	n/a	n/a
<b>DATA QUALITY</b>	New	New requirement	New	New	New	New	n/a	n/a	n/a

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TRAINING	A+E OPERATIONAL EMPLOYEES	PTS OPERATIONAL EMPLOYEES	HEOC	Non operational SUPPORT EMPLOYEES	MANAGERS All levels	Directors	COMMUNITY FIRST RESPONDERS	VOLUNTEER PATIENT TRANSPORT DRIVERS	VOLUNTEER SENIOR CLINICIANS
	requirement for 2012/13	for 2012/13	requirement for 2012/13	requirement for 2012/13	requirement for 2012/13	requirement for 2012/13			
<b>MEDICINE MANAGEMENT</b>	Yearly as part of CPD Complete workbook chapter on Medicine Management	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Provide evidence/complete workbook
<b>PAEDIATRIC CARE</b>	Yearly as part of CPD Complete session on PU programme	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Provide evidence/complete workbook
<b>OBSTETRIC MANAGEMENT</b>	Only if identified in PDP Complete session on PU programme	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Provide evidence/complete workbook
<b>MEDICAL DEVICES</b>	No – unless on PU programme	No – unless on PU programme	n/a	n/a	n/a	n/a	n/a	n/a	Provide evidence/complete workbook
<b>STROKE CARE</b>	Yearly as part of CPD	n/a	n/a	n/a	n/a	n/a	n/a	n/a	Provide evidence/complete workbook
<b>RESUSCITATION</b>	Yearly as part of CPD Complete assessments on PU Programme	Yearly as part of CPD Complete assessments on PU Programme	Bi-yearly refresh as part of MPDS recertification	n/a	n/a	n/a	Annual assessment via local training sessions	n/a	Provide evidence/complete workbook
<b>CBRN awareness</b>	Yearly as part of CPD Complete Mandatory Workbook Chapter on Resilience	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
<b>CBRN team</b>	Twice per year attend update	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Learning and Development Policy

TRAINING	A+E OPERATIONAL EMPLOYEES	PTS OPERATIONAL EMPLOYEES	HEOC	Non operational SUPPORT EMPLOYEES	MANAGERS All levels	Directors	COMMUNITY FIRST RESPONDERS	VOLUNTEER PATIENT TRANSPORT DRIVERS	VOLUNTEER SENIOR CLINICIANS
	course								
<b>Emergency planning and business continuity</b>	Yearly as part of CPD Complete Mandatory Workbook Chapter on Resilience	Yearly as part of CPD Complete Mandatory Workbook Chapter on Resilience	3 yearly major incident and business continuity exercise	3 yearly major incident and business continuity exercise	3 yearly major incident and business continuity exercise	3 yearly major incident and business continuity exercise	n/a	n/a	n/a

**Completion Timeframes – Policy Compliance**

Mandatory Requirements - please refer to identified timeframes within the matrix – please see Learning and Development Policy

Professional Update Programme – Annual programme 2011/12

Any manager who maintains their professional registration and clinically responds on behalf of the Trust must ensure they complete both the A&E operational and manager mandatory training requirements

Any employees who has any specific learning requirements should contact the LDU for advice and support

**Appendix C: Generic Evaluation Form**

**Name of programme:** .....

**Date of programme:** .....

**Facilitator name:** .....

Thank you for being part of the programme and for taking the time to fill this feedback form in. Your comments are very valuable to us, and will be used to assess all aspects of the course.

<b>Pre Programme Administration</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
The joining instruction were received in good time prior to the programme start date				
The joining instructions I received before the programme were easy to understand.				
The venue provided an appropriate learning climate				
<b>Effectiveness of Materials</b>				
The presentations were easy to understand.				
The additional learning materials were easy to understand				
Together the presentations and learning materials gave me all the information I needed				
<b>Facilitator Effectiveness</b>				
The facilitators used examples that I understood				
The facilitators used examples that were relevant to my job				
The facilitators knowledge was good				
The facilitators were happy to help where needed				
The facilitators were easy to understand				
The facilitators made me feel motivated				
<b>Your reaction to the Learning</b>				
The reasons behind the learning were explained clearly				

at the start of each day				
There was enough time to discuss the new things that we learnt				
The learning was relevant to my job				
The learning will help me do my job better				
The length of the programme was about right				
Overall the learning will definitely be worthwhile				
I will have plenty of opportunities to practice what I have learnt				
<b>Measuring the impact of the course</b>				
I would recommend the programme to colleagues				
I would recommend the programme to my manager				
I feel really motivated to do my job well as a result of the learning				
After this programme I plan to change the way I work.				

<p><b>Please describe two activities that you will be able to differently in your job, as a result of the things you have learned.</b></p>	1
	2
<p><b>Which parts of the programme did you find the most valuable?</b></p>	

<b>Which parts of the programme did you find the least valuable?</b>	
<b>Additional comments:</b>	

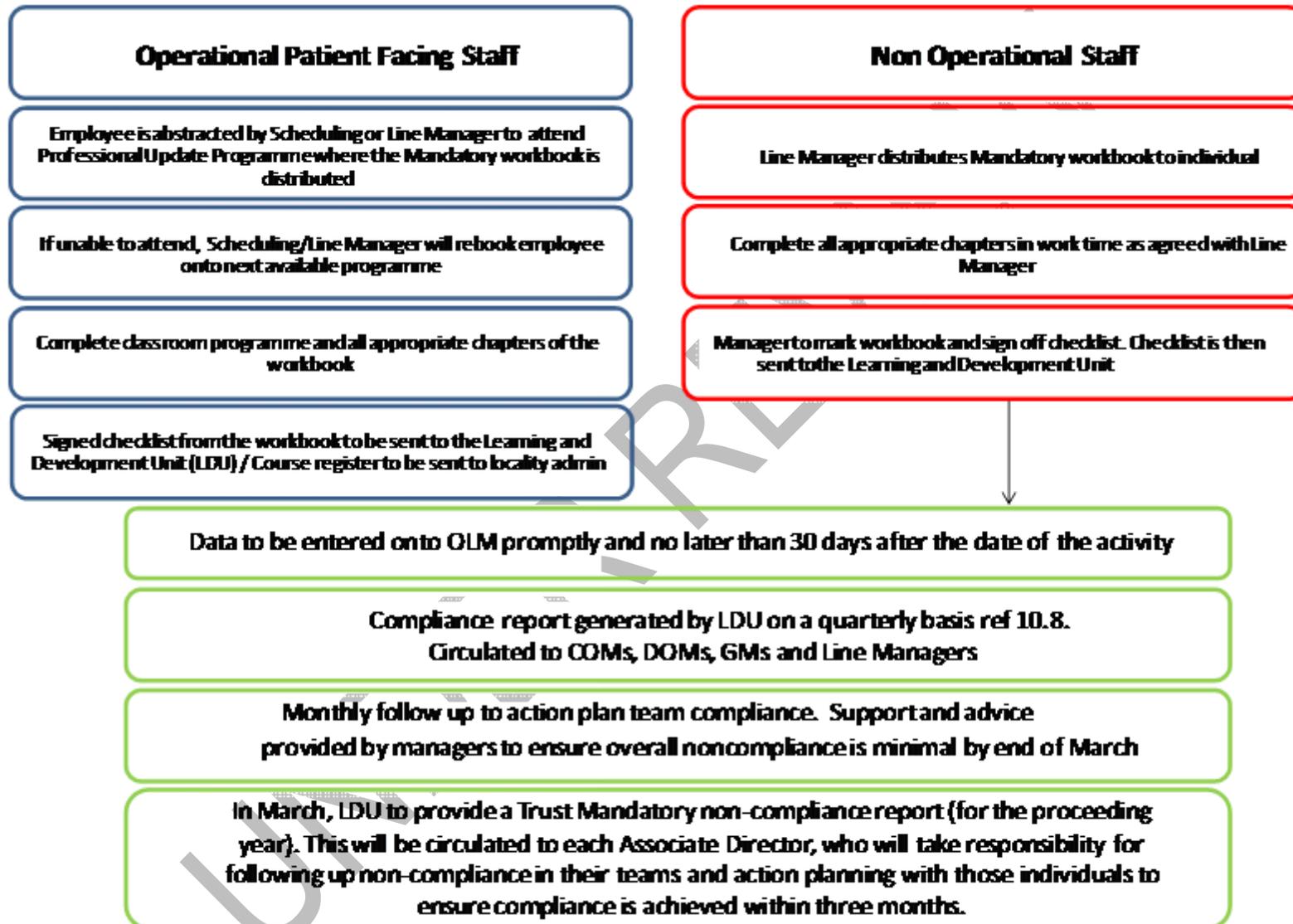
If you are happy to, could you please add your name

**Name:**

The East of England Ambulance Service is keen to promote learning and development activities for all employees and for the activities to have no negative impact on a person due to gender/disability/age/race/religion/sexuality. If you feel that this training activity has had a negative impact on you in terms of those areas (e.g. access to venue, needing to arrange additional childcare, being able to access/use training materials), you are encouraged to write (anonymously if you wish) to the LDU at:

LDU, Haverhill Station, Camps Road, Haverhill, CB9 8HF

Appendix D Mandatory Training Co-ordination and Monitoring process



Employees need to be aware that failure on their own part to complete mandatory training/learning without reasonable grounds may lead to action either internally under the Trust's Disciplinary Policy (Managing Conduct and Performance) or externally with the appropriate registration bodies. Refer also to 11.1 and 11.4;

**Appendix E: Refresher Mandatory Training Process 2011/12**

In 2011/12, there will be a requirement for all employees to undertake elements of refresher mandatory training. To make this as straightforward as possible the LDU has produced a workbook that brings together all the mandatory subjects into one book without any requirement to access a computer.

The purpose of this process is to clearly identify the key tasks for everyone involved in mandatory training and the milestones to meet compliance.

**What is included in the refresher workbook?**

For A&E patient-facing employees and PTS patient-facing employees – there will be an operational version of the workbook. For all other employees there will be a non-operational version.

<b>The Operational Version will include:</b>	<b>The Non-operational version will include:</b>
Safeguarding Vulnerable People	Safeguarding Vulnerable People
Conflict Resolution	Conflict Resolution
Digital Radio	Equality Act 2010
Driving	Fire Safety
Equality Act	Infection Prevention and Control
Fire Safety	Information Governance
Infection Prevention and Control	Manual Handling
Information Governance	Risk Management
Manual Handling	DSE (for habitual DSE users only)
Medicine Management	
PDGs	
Resilience	
Risk Management	
DSE (for habitual DSE users only)	

**Roles and Responsibilities:**

The Learning and Development Unit (LDU) will:

- Undertake an annual review with the Trust Mandatory Subject Leads to agree the Mandatory Training Matrix and Prospectus
- Collating of training materials and production of refresher mandatory workbook
- Distribution of workbooks to managers and employees
- Monitoring and updating of training records
- Communication of process

Trust Mandatory Subject Leads:

- Agreeing the Mandatory Training Matrix and Prospectus

- Authoring of all training resources which must include assessment, to meet current legislation, regulation or Trust process

Line Managers:

- Complete their own mandatory workbook and have sign off from their managers before answer sheets are issued to them to use with their teams
- Provide support for their employees to access and complete their workbook
- Mark the workbooks of their employees and forward the tear off checklist to the LDU at the back of each workbook
- Follow up non compliance (see below)

Individuals:

- To complete the workbook and assessments within the timescales specified in this process
- If a learning gap is identified as a result of the assessment process, to complete further development as specified by the Trust

**The process:**

- Each chapter of the workbook has been written by the Trust lead or subject expert
- Each chapter focuses on one mandatory subject and includes a number of assessment questions
- In addition, a paper folder will be provided containing any supporting documents referenced in the workbook for each station/team
- Mandatory workbooks should be completed in work time and this should be fitted into the normal working day and in agreement the line manager
- For non-operational employees, distribution of the workbooks will commence in April 2011, firstly to Directors and Managers and then cascaded down to their teams. By prioritising the marking of workbooks allocated to Directors and Managers, this allows designated workbook “Markers” and Line Managers the opportunity to familiarise themselves with the content of the workbook before the LDU provides an answer matrix.
- The LDU has a master answer matrix for all the assessment questions. The master workbook is distributed by the LDU to designated workbook “markers” and Line managers following confirmation that they have completed their own 2010/11 Refresher Mandatory Workbook.
- When non-operational employees complete the workbook – there are no further mandatory training requirements for 2011 12.
- When operational employees complete the workbook and attends the PU programme 2011 12 – there are no further mandatory training requirements for 2010/11.

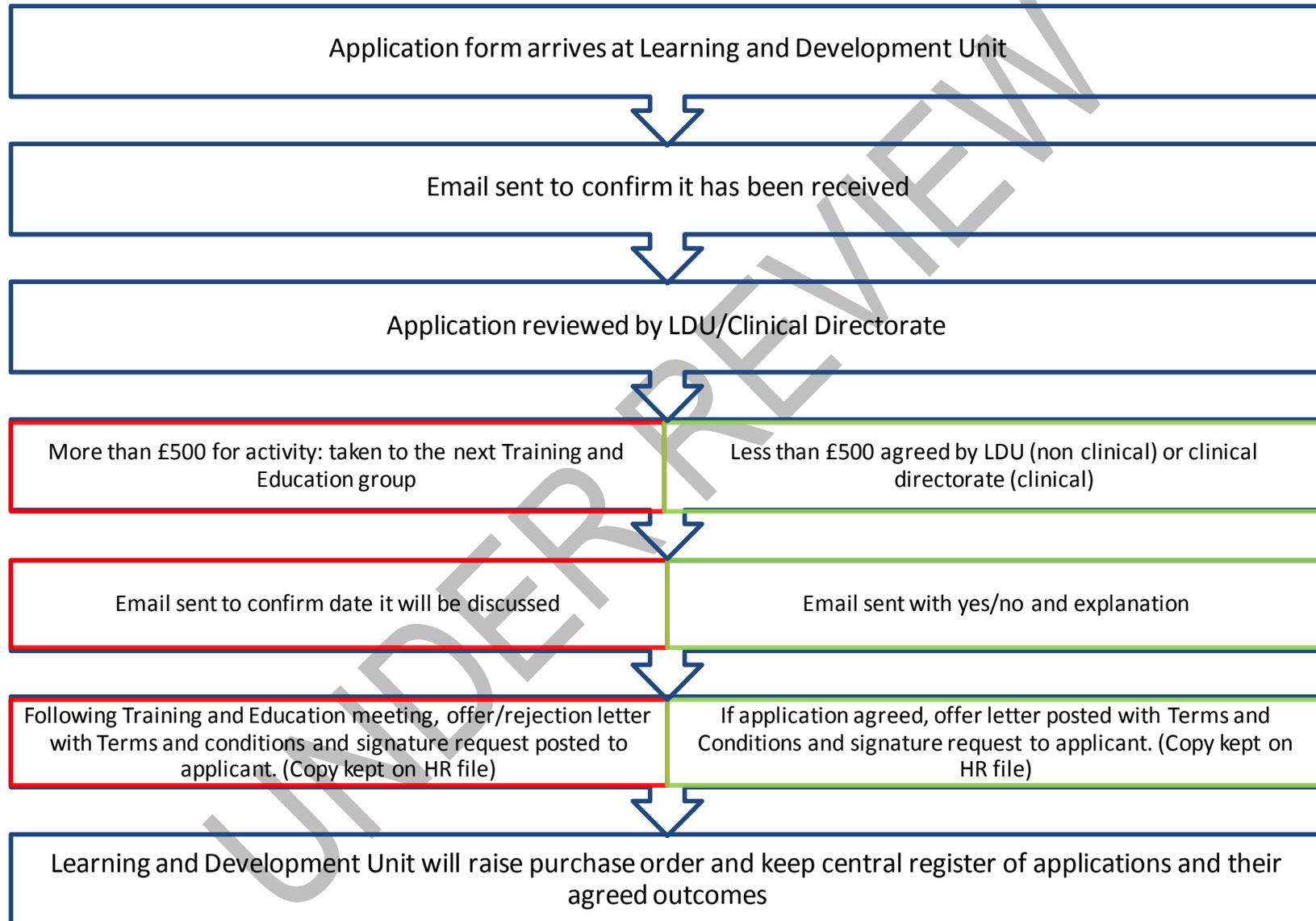
## Appendix F: Mandatory Training Requirements – Trust Leads/Specialists/Policy References

Mandatory Training Subject	Trust Lead/Specialist/Committee	Policy References
Fire Safety/Fire Warden	Health and Safety Committee	Fire Safety Policy
Manual Handling	Health and Safety Committee	Manual Handling Policy
Equality and Diversity	Equality and Diversity Steering Group	Single Equity Scheme Equality, Diversity and Human Rights Policy
Emergency Planning/CBRN	Head of Resilience	
Infection Prevention and Control/hand hygiene/inoculation incidents	Integrated Governance Committee	Infection Prevention and Control Policy
Health and Safety/Slips, Trips and Falls	Health and Safety Committee	Health and Safety Policy
Work Station/DSE	Health and Safety Committee	DSE Regulations 1992
Risk Management	Integrated Governance Committee	Risk Management Strategy
Risk Assessment	Health and Safety Committee	Risk Management Strategy
Workplace Stress	Stress Management Group	Stress and psychological wellbeing in the workplace Policy
Root Cause Incident Investigation	Integrated Governance Committee	Risk Management Strategy
Child and Vulnerable Adult Protection	Regional Lead Specialist for Child Protection and Vulnerable Adults	Clinical standing operational Policy 5.1
Harassment and Bullying	Associate Director of HR	Dignity at Work Policy
Conflict Resolution	Integrated Governance Committee	Security Management Services standards and Violence at Work Policy
Data Quality	Quality and Risk Assurance Committee	Data Quality Policy
Information Governance	Information Governance Committee	Information Governance Strategy Policy
KSF	KSF Regional Group	PDR Policy
Medicine Management	Expert Clinical Steering Group	Medicine Management Policy
Obstetric Management	Expert Clinical Steering Group	Obstetric Management Policy
Paediatric Care	Expert Clinical Steering Group	Paediatric Care Policy
Resuscitation	Expert Clinical Steering Group	Resuscitation Policy
Health Record Keeping	Information Governance Committee	Health Record Keeping Policy
Medical Devices and Equipment	Medical Devices Group	Medical Diagnostic and Therapeutic Equipment

**Appendix G: Statutory and Mandatory requirements – An annual review**

<b>Subject Name from Mandatory Training Matrix</b>	
<b>Which legislation references this subject? – (please be specific)</b>	
<b>Abstract from legislation in relation to requirement (with page number(s))</b>	
<b>Does the legislation reference what the training content should include?</b>	
<b>Is the refresher frequency identified in legislation?</b>	
<b>If yes, how often?</b>	
<b>How were the employee groups identified?</b>	
<b>What is the NHSLA criteria for learning in this subject?</b>	
<b>What is the CQC criteria for learning in this subject?</b>	
<b>Is this mandatory subject audited by any other body?</b>	
<b>If the EEAST requirement is not under legislation, what reasons are there for this being mandatory for the Trust?</b>	
<b>Is the EEAS meeting the requirements?</b>	
<b>What other information would you like us to consider as part of the review?</b>	

## Appendix H – Learning and Development Application Process





<i>including the co-ordination of training records, training programme completion and follow-up of DNAs)</i>		<b>Compliance reported as part of the Annual LDU/HR Report</b>					
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UNDER REVIEW