



NewquayCouncil

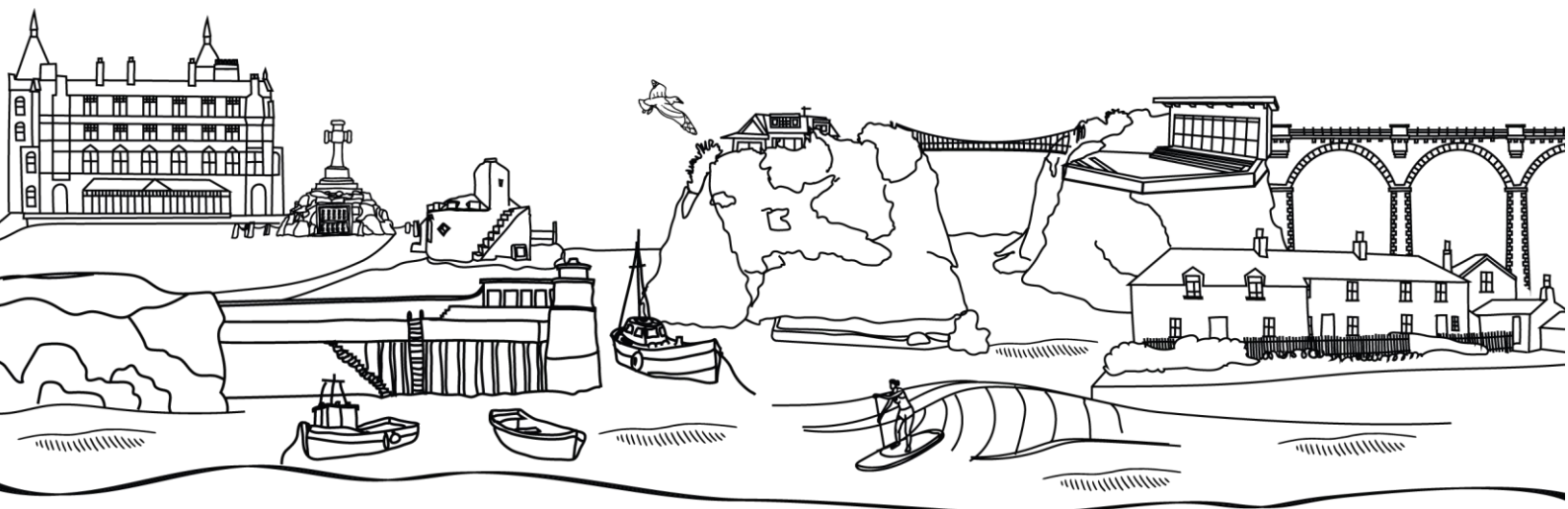
CorporateService

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Training & Development Policy

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Training & Development Policy

This is a Policy or Procedure document of Newquay Town Council and as such must be fully adhered to by both councillors and employees.

Policy/Procedure File Status

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1.0 Introduction

Newquay Town Council recognises that it is making a significant investment in staff development as part of its new structure. Return-of-service arrangements are intended to protect public funds while supporting long-term career development within the organisation, not to restrict reasonable career mobility.

All employees will receive the necessary training to enable them to do their work to the required standard. Decisions relating to training and development will be made fairly and consistently, and equality of opportunity will be provided for all Newquay Town Council's employees. This policy does not apply to those undertaking an apprenticeship.

2.0 What is Training and Development?

People are often confused about the difference between training and development as sometimes the terms are used to mean the same thing. The Council considers training to be the support an individual needs to help them gain the skills, knowledge and attributes that are necessary to do the current role to the required standard. For example, this could mean coaching from the line manager or a colleague; webinars; doing an online training course.

Development is about helping people gain the skills and knowledge that the Council needs so that it is ready to meet future developments and changes in its broad remit. It provides the level of flexibility that allows people to move quickly across teams and prepares them for their next role within the Council.

Professional employees are often members of a professional body and are expected to undertake continuing professional development (CPD) in order to maintain their membership. The organisation will support CPD where employees are required to use their professional knowledge in their roles. Where there is a resource or financial costs for CPD, employees must apply for support in the same way as other training needs. Employees are encouraged to keep a record of all CPD training.

3.0 How Training and Development is Identified

Training and development needs are identified in a number of ways: at induction; when setting role objectives; at annual appraisal meetings; when changes occur at work; when moving to a new role; taking on additional responsibilities; following promotion; and as a result of changes to organisational structure.

The Council's Staff Appraisal system in particular provides managers and employees with formal opportunities during the year to discuss training and

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development needs. These must always be identified within the context of the Council's business needs for the current and forthcoming year so managers and employees need to be clear about how the training identified will help the individual meet the business objectives. The outcome of these discussions, including any CPD needs, must be recorded on the appraisal record.

4.0 Responsibilities of Individuals

Individuals have a responsibility to participate fully in discussing and agreeing training needs and setting both short and longer term learning objectives with their managers. These objectives should be expressed in SMART terms, i.e. specific, measurable, agreed, realistic and timebound, and should be clearly understood. Once these are agreed and it has been decided which learning activity best meets the training need, staff are expected to participate fully in them, put into practice what has been learnt, and evaluate the outcomes in the shorter and longer term.

5.0 Responsibilities of Managers

Managers are responsible for identifying, discussing, and agreeing training needs with their staff in a positive and supportive environment; the appraisal system in particular provides this opportunity. Having identified a learning need, managers, in discussion with their member of staff, should establish the most effective means of meeting it– whether by a formal internal or external training course or provision of other internal support. They also have a responsibility for ensuring that before it takes place the learning objectives are 'SMARTly' stated, are agreed and clearly understood, and tie into the organisation's business objectives. Once the training course has been undertaken, the manager is responsible for ensuring that the individual completes a training evaluation form (see section 13.0).

6.0 Responsibilities of the Chief Executive

The Chief Executive is responsible for agreeing the annual training budget. This ensures the Council can meet the agreed training and development needs of the Council's objectives for the year ahead.

7.0 Responsibilities of the People Manager

The People Manager is responsible for managing the annual training budget. They will ensure that the training budget is fairly allocated and there is equality of opportunity for all staff to access it. The People Manager will ensure that a consistent approach is taken to all matters relating to learning needs and that these needs support the Council's business objectives. It is also the People

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Manager's responsibility to ensure that evaluation of training and development activities takes place at all levels on a regular basis across the organisation and to monitor the impact that learning activities have had. To this end, the People Manager will report on training activity to the Council on a regular basis.

8.0 Long-Term Training and Development

Newquay Town Council is committed to supporting employees undertaking approved long-term training and development programmes. For training programmes that require attendance at an external college or education provider, employees will be granted the necessary time away from their regular duties to meet their scheduled learning commitments. All day-release arrangements must be agreed in advance with the employee's line manager to ensure appropriate service coverage. Employees are expected to maintain satisfactory attendance, engagement, and academic progress throughout the duration of their course.

8.1 Study Leave

For long-term courses in which examinations are scheduled separately from the core teaching, employees may claim one study day or half-day of paid study leave to support preparation for each required exam. Study leave must be agreed in advance with the employee's line manager and should be taken within a reasonable timeframe prior to the examination date. This provision is intended to support effective preparation while ensuring minimal operational disruption.

8.2 Exam Resits

In the event that an employee does not achieve a passing result in any required examination associated with the training programme, Newquay Town Council will cover the cost of the first resit. If the employee is required to take any further resits, the cost of those subsequent attempts will be met by the individual.

Newquay Town Council will continue to provide access to learning resources and appropriate guidance; however, financial responsibility for any additional examination resit fees beyond the first resit will rest with the employee.

8.3 Completion of Developmental Training

Employees undertaking a developmental role must complete all assigned training courses within the agreed timeframe to ensure they acquire the knowledge and skills necessary for effective performance. Training should be completed within the time frame set out in the training agreement, unless otherwise specified, to support consistent progression and maintain alignment with organisational standards. Employees are expected to prioritise their learning, proactively manage their time, and seek support early if barriers arise. Managers will provide guidance and monitor progress to ensure training is completed in a timely and effective manner.

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9.0 Where to Go for Help in Finding Training Solutions

A training course is not always the best option for meeting training needs and very often other learning solutions are more effective in meeting an individual's needs and provide better value for money. This may include role shadowing, mentoring, on-the-job coaching, work observations, self-learning etc. Employees can discuss the available options with their line manager.

10.0 How to Apply for Funding for External Training and Development

If having considered the options, managers and employees agree that a formal external training course is the best solution, the People Manager will need to be consulted to ensure that funding is available. Formal approval must be given by the People Manager before anyone enters into any financial commitment.

Once the funding has been agreed, the individual can arrange the training. However, where a number of people have similar needs, the People Manager will consider arranging a training event in-house. Each application for training will be considered on a case-by-case basis.

11.0 Repayment of Fees

Where an employee seeks funding for a course of study in excess of £500, the employee will be asked to sign a Training Agreement. This will be to the effect that if they leave the Council within a certain time after achieving the qualification or if they do not complete the course, then the Council has the right to reclaim the costs of the training. Any reclaim will be made on a pro rata basis and will be deducted from their salary or any other monies due to the individual, with an invoice sent for any outstanding balance due.

11.1 The Local Government Modification Order relating to continuous service will not apply to employees who leave Newquay Town Council to take up employment with another local authority or any other organisation covered by the Order.

11.2 The cost of the training will determine how long the retention period for that employee. The retention periods can be seen below:

Training Cost (% of Annual Salary)	Minimum Retention Period
3%-5%	12 months
5-10%	18 months
>10%	24 months

The applicable retention period will be confirmed in the individual Training Agreement.

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11.3 Instances when repayment will not be sought after

Repayment will normally only be sought where the employee voluntarily resigns or is dismissed for misconduct.

There are a few instances where payment will not need to be repaid. Repayment will not normally be sought where employment ends due to:

- redundancy
- dismissal due to ill-health
- dismissal not related to misconduct
- organisational restructure

12.0 Example of Repayment of Training Fees (Worked Example)

This example is provided for illustrative purposes to explain how the repayment of training fees will be calculated in practice.

Example One: An employee is approved to undertake external development training at a cost of £1,000. As the cost exceeds £500, the employee will sign a Training Agreement in accordance with this Policy.

The cost of the training represents less than 5% of the employee's annual salary. In line with section 10.2 of this Policy, the applicable minimum retention period is 12 months, commencing from the date the employee is notified of successful completion of the training.

The employee voluntarily resigns 6 months after completing the training.

Repayment is calculated on a pro rata basis as follows:

- Total training cost: **£1,000**
- Retention period: **12 months**
- Monthly reduction: **£1,000 ÷ 12 = £83.33 per month**
- Period served after training: **6 months**
- Reduction applied: **£83.33 × 6 = £499.98**

The remaining amount repayable is therefore:

£1,000 – £499.98 = £500.02

For practical purposes, this amount may be rounded to £500.00.

In accordance with this Policy and the signed Training Agreement, the outstanding amount will be deducted from the employee's final salary, or, where this is not possible, an invoice will be issued for any remaining balance.

Example Two: An employee is approved to undertake external development training at a cost of £2,000. As the cost exceeds £500, the employee signs a Training Agreement in accordance with this Policy.

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The cost of the training represents between 5% and 10% of the employee's annual salary. In line with section 10.2 of this Policy, the applicable minimum retention period is 18 months, starting from the date the employee is notified of successful completion of the training.

The employee voluntarily resigns 9 months after completing the training. Repayment is calculated on a pro rata basis as follows:

Total training cost: **£2,000**

Retention period: **18 months**

Monthly reduction: **£2,000 ÷ 18 = £111.11 per month**

Period served after training: **9 months**

Reduction applied: **£111.11 × 9 = £999.99**

The remaining amount repayable is therefore:

£2,000 – £999.99 = £1,000.01

For practical purposes, this may be rounded to **£1,000.00**.

The outstanding amount will be recovered via deduction from final salary, or, if necessary, by issuing an invoice in accordance with the Training Agreement and relevant employment legislation.

13.0 Evaluation Forms and Methods

After a training course the individual must complete an evaluation form to feedback on how the course was delivered and whether they would recommend the Council to use the same training provider for future courses.

Individuals are encouraged to keep records of their learning and development activities in Personal Development Portfolios. This information can form the basis of 1:1 evaluation discussion with the line manager and can support a formal review at the individual's next appraisal. Evaluation may also take other forms such as providing feedback to colleagues at team meetings or on a one-to-one basis.

14.0 Alternative Formats

Equality Act 2010 – copies of this document in large print (A3 Format) or larger font size can be made available for those with sight impairment on request from the Council Office or by telephoning 01637 878388 or e-mailing the Chief Executive's Office.

16.0 Freedom of Information

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In accordance with the Freedom of Information Act 2000, this Document will be posted on the Council's Website www.newquay.gov.uk.

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Appendix One

Training Agreement

I _____ agree that in return for the financial assistance granted to me to undertake _____ in connection with my position as _____ at Newquay Town Council, I will :-

1. Complete the course of studies; *[consider whether to specify a timescale for completing the studies or achieving the qualification; and whether to specify whether the studies will be completed in work time/own time]* and
 2. Remain in the employment of Newquay Town Council, throughout my course of studies and for the applicable retention period specified in this Agreement which will start from the date of notification of the result of the examination.
- [course cost]
 - [percentage of salary]
 - [retention period]
 - [monthly reduction rate]

I further agree that if I do not fulfil the obligations at 1 and 2 above Newquay Town Council has the right to recover such part of the financial assistance granted to me on a pro-rata basis, decreasing every month over a 2-year period. I authorise Newquay Town Council to recover any sums repayable by me by deduction from my salary or any other monies due to me or to invoice me for any outstanding amount.

I acknowledge that nothing in this agreement shall affect the right of Newquay Town Council to terminate my employment in accordance with my Contract of Employment.

This agreement constitutes prior written consent for the purposes of section 13 of the Employment Rights Act 1996.

Signed

Name (in full)

Dated