

A decorative background pattern consisting of a grid of small purple dots. The dots are arranged in a regular grid, with some dots missing or faded towards the bottom right, creating a sense of depth and movement.

Staff Training and Development Policy

Scottish Information Commissioner

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Purpose

1. This policy sets out how training and development is supported across the organisation so that staff have the skills, knowledge and support needed to perform their roles effectively, develop professionally, and contribute to the organisation's strategic aims and workforce strategy.

General Principles

2. The organisation is committed to supporting continuous learning and development. Training opportunities will be provided fairly and prioritised based on organisational need, role requirements, strategic alignment, and available resources.
3. In some cases, the organisation may provide enhanced training opportunities beyond statutory or minimum requirements, where this supports service delivery and workforce development priorities.

Scope

4. This policy applies to all employees.

Types of training

5. The organisation supports a range of training and development opportunities:

Mandatory

6. Training required by law, regulation, or organisational policy. This must be completed by all relevant staff within required timescales (e.g. health and safety, data protection, sexual harassment prevention).

Role specific and upskilling

7. Training required to perform current job duties effectively or to improve performance, including digital/technical skills, systems training, and job related skills.

Manager led

8. Training delivered or arranged by line managers as part of supervision, induction, or performance development.

Team

9. Training delivered to groups or teams to improve shared practice, consistency, service delivery, or operational effectiveness.

Soft skills

10. Training focused on interpersonal and professional skills such as communication, teamwork, leadership, time management, and conflict resolution.

Wellbeing related

11. Training that supports staff wellbeing, resilience, mental health awareness, stress management, and promotes a healthy working environment.

Individually requested

12. Training identified by an employee as beneficial for their development or career progression, which may or may not be directly required for their current role.

External and paid for

13. Training delivered by external providers that may involve costs such as course fees, travel, or time away from work. Approval is required before any costs are incurred.

Value for Money and Strategic Alignment

14. Some training courses may not incur a monetary cost. In such cases, employees should inform their line manager before attending.
15. All paid for training must demonstrate value for money, particularly as training budgets are limited.
16. Training decisions will consider:
 - affordability within available budget
 - cost effectiveness and proportionality of the training
 - expected benefits to the individual, team, and organisation
 - whether alternative lower cost options are available and suitable
17. Training should also clearly align with:
 - the organisation's strategic aims
 - the workforce strategy objectives
 - service delivery priorities and operational needs
18. Requests that do not demonstrate clear alignment or value may not be approved.

Requesting Paid for Training

19. Where an employee wishes to attend external or paid for training, they must:
 - discuss the request with their line manager at the earliest opportunity
 - complete the relevant training request form in full
 - provide details of the course, provider, cost, and time commitment
 - explain how the training supports their role, development, or organisational priorities
 - ensure the request is reviewed and signed off in discussion with both their line manager and Head of Department (HOD) before any booking or commitment is made
 - the Head of Business Support (HOBS) will provide final budgetary approval for all paid training requests, ensuring appropriate budgetary oversight.
20. Approval will be based on:
 - relevance to role and organisational priorities

- alignment with the workforce strategy and strategic aims
- value for money and budget availability
- impact on service delivery
- development benefit for the employee

21. If approved, written confirmation will be provided, including any conditions such as completion requirements and any expectations around reporting or sharing learning with colleagues.

Responsibilities

Employees are responsible for:

- completing mandatory training within required timescales
- attending agreed training sessions
- applying learning in the workplace
- taking ownership of their development and discussing needs with their manager
- ensuring approval is obtained before booking paid for training

Line managers are responsible for:

- identifying training needs within their team
- supporting staff training and development through supervision and annual reviews
- approving or declining training requests in discussion with the HOD
- ensuring mandatory training compliance
- supporting application of learning in practice
- ensuring training requests are consistent with budget and value for money principles
- ensuring training opportunities are considered and approved fairly and consistently across all team members
- identifying when similar individual training needs across multiple staff indicate a wider requirement, and escalating or organising group training where appropriate to ensure efficiency and consistency

Heads of Department are responsible for:

- ensuring training activity aligns with organisational strategy and workforce strategy
- discussing training requests within their teams and making recommendations for approval to HOBS
- overseeing training budgets and ensuring value for money is achieved
- approving high cost or strategic training where required
- ensuring consistent application of this policy

- monitoring compliance with mandatory training requirements
- supporting workforce planning, capability development, and succession planning
- identifying when similar individual training needs across multiple staff indicate a wider requirement, and escalating or organising group training where appropriate to ensure efficiency and consistency

Senior Management Team are responsible for:

- setting and overseeing the organisation's strategic direction for learning and development, ensuring training activity aligns with organisational priorities and the workforce strategy
- ensuring training budgets are appropriately allocated and used effectively, with clear oversight of value for money and financial sustainability
- approving or delegating approval for high cost, high risk, or strategic training decisions
- monitoring organisation wide training compliance, including mandatory training completion rates
- ensuring fair and consistent access to training opportunities across departments and roles
- reviewing workforce capability and identifying long term development needs, including succession planning and skills gaps
- ensuring training activity supports service delivery, quality standards, and continuous improvement across the organisation
- promoting a culture of learning, development, and continuous improvement throughout the organisation

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