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blue triangle

Learning and Development Policy

9th February 2023

Our Mission Statement

“To empower people to thrive.”

Revision history

Rev No.	Rev. Date	Consultation Requirements	Lead Officer	Committee	Approved by COM	Review Due:
1		New Policy	GL	D&C	30 TH March	March 26

Chairperson

30th March 2023

Signed:

Chief Executive Officer

30th March 2023

Signed:

This policy has been developed in line with the organisation's overall vision and strategy and reflects a belief in the need to develop all permanent, temporary employees, whether employed on a full-time or part-time basis. This will also include Relief Workers. It is based on the principles that the organisation:

- ▲ thinks of its workforce as an asset as well as a cost, and believes that it should invest in that asset;
- ▲ believes that all of its employees have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth;
- ▲ considers it appropriate to base such training and development opportunities on the requirements of the business, and decisions about investment in staff training and development will be made accordingly;
- ▲ believes that responsibility for training and development should be shared between the organisation and its workforce;
- ▲ will ensure that appropriate procedures are in place to plan, deliver and evaluate learning and development activity;
- ▲ wants to empower its staff members to take some ownership of their own development, with support from their managers and the organisation as a whole;
- ▲ believes that its line managers have a key role to play in people development;
- ▲ works within recognised good practice guidelines, such as CPD Accredited via Public Health Scotland (PHS) / Institute of Occupational Safety and Health (IOSH), to ensure that both the quality and quantity of training and development is relevant and "fit for purpose"
- ▲ regularly reviews its overall level of investment in staff learning and development to ensure that adequate and appropriate resources are provided; and
- ▲ plans its training and development activities in line with sector standards, and therefore maintains relationships with relevant bodies, such as the Scottish Social Services Council (SSSC).

Learning and development initiatives

The organisation provides a range of training and development opportunities to staff. These fall into four broad categories:

- ▲ **Programmes relating to the enhancement of skills for an employee's current position.** These include internal and external courses providing technical training, for example on the use of our internal recording system, and specialist training relating to the skills that employees require for their job.
- ▲ **Programmes leading to a professional or academic qualification.** The organisation encourages employees who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications. Blue Triangle will pay 100% of the fees for such training, on the basis a training agreement is signed by the employee. Blue Triangle will approve courses of study such as the Higher National Certificate, Higher National Diplomas, the Master of Business Administration, professional marketing qualifications, professional accountancy qualifications, and membership of the CIPD.
- ▲ **Programmes that have a specific management or supervisory focus.** These include internal and external courses on manager development, supervisory skills for line managers, and leadership development programmes.
- ▲ **Health and safety training.** This includes courses in manual handling, risk assessment, fire safety, first aid, and food and hygiene regulations.

Decisions on the suitability and applicability of programmes will be determined through the performance review process, during which individual training and development needs are

identified within a personal development plan. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

Roles and responsibilities for implementation

Both line managers and employees have a responsibility to implement training and development initiatives. There will be an opportunity to discuss development needs through the performance review process and agree appropriate courses of training or study. Line managers should encourage their staff to undertake relevant programmes. Employees are expected to complete all mandatory training and also take up any additional opportunities provided where possible and report back to their line manager once completed.

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone training and development. Line managers can contact the Learning & Development Partner to give feedback on internal and external training programmes on how effective they have been within their service. Line managers should ensure that employees implement the skills that they have gained through training.

Planning and implementing new initiatives

Any new training initiatives will be planned as a result of training needs analysis activities, which in turn are part of the organisation's performance review process. In addition, the organisation is committed to reviewing training initiatives so that relevant training and development is provided for skills in specific job areas, where work procedures have changed, or where new standards are introduced. Any new learning and development programmes offered to staff will be publicised through the organisation's normal communication channels, including THRIVE, e-mails, staff notices and departmental meetings. Blue Triangle will make use, where appropriate, of e-learning, and training will be provided to staff in how to access materials while at work and from home.

Individual requests for training and development

Employees can request training and development at any time, but this will usually be done within the performance review process, as outlined above. Employees should channel requests through their line manager.

Monitoring and evaluating investment in training and development

Blue Triangle firmly believes that it is critical to the success of both the planning and delivery of training and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated by the individual who has undertaken the training, demonstrating that learning has been embedded within their role. Senior managers have an important role to play in this process. Blue Triangle uses its evaluation findings for future business planning and the planning of continued investment in staff training and development. Accordingly, the evaluation findings are regularly shared with the senior leadership team.

Coaching and mentoring

The organisation encourages line managers to provide coaching and mentoring support for staff who are undertaking learning and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with their colleagues / students to ensure that learning occurs in a planned way.

Recording of training and development activities

Following a performance review discussion, a copy of the approved personal development plan is uploaded onto SAGE HR and can be found via the employee's personal file. This information is collated annually to form the basis of the organisation's forward learning and development plan. All training attended will be recorded by the training team along with costs, including, for example, travel and subsistence expenses and the cost of textbooks. On completion of any internal or external course the employee will complete a course evaluation form sent to them by the training team. Analysis of the evaluation forms gathered will be undertaken by the training team and used within the overall evaluation of learning and development.

Equal opportunities

Decisions relating to learning and development should be made fairly and consistently, and equality of opportunity should be provided for all staff in this area.

Data protection

When managing an employee's learning and development, Blue Triangle processes personal data collected in accordance with our data protection policy. Data collected as part of the operation of the learning and development policy is held securely and accessed by, and disclosed to, individuals only for the purposes of managing training and development. Inappropriate access or disclosure of employee data constitutes a data breach and should be reported in accordance with the organisation's data protection policy immediately. It may also constitute a disciplinary offence, which will be dealt with under Blue Triangle's disciplinary procedure.

Onboarding training

All new members of staff [and all those changing job role] will receive onboarding training on their job role. Blue Triangle provides a dedicated Onboarding programme which covers a whole host of topics including health and safety and role specific training.