



BRATHAY TRUST

LEARNING & DEVELOPMENT POLICY

POLICY & MANAGEMENT GUIDELINES

SUMMARY POLICY STATEMENT

At Brathay we always strive to demonstrate the organisation's values which are to inspire, share, support and achieve. Our staff demonstrate these by building meaningful, high quality, relationships with young people and adults that are built on respect, care, and unconditional positive regard.

It is important that, in addition to their skills and experience, all employees are managed and supported in a way that reflects these values and Brathay has a range of policies and procedures designed to ensure this is the case. This policy sets out the ways in which employees are managed and supported at Brathay.

We believe that people are our most valuable asset and therefore we seek to support and develop our staff in line with the organisational needs stated in our business plan, affordability, and personal aspirations and, in support of their personal development.

We have a wide range of learning and development initiatives:

- Induction programme
- On the job training
- Work shadowing
- One-to-one meetings
- Team meetings
- Staff communication sessions
- Information sharing/cascading learning sessions/practice workshops
- Formal training courses (internal and external)
- Guided reading

Responsibility for Learning & Development

There is a collective responsibility for learning and development.

- Managers are responsible for ensuring that they have the appropriate knowledge/skills in their team to ensure that business objectives can be met and for procuring training according to business need. They are also responsible for understanding and supporting the continuing development needs of their team members and putting them forward for organisational consideration. Where skills cannot be developed internally in the timescales required, it may be appropriate to recruit (on either a voluntary, temporary, or permanent basis) from outside the organisation.
- Individuals are responsible for putting the appropriate time and effort into their training by keeping their Learning Record up to date and applying the learning to their work situation.

SUMMARY POLICY STATEMENT CONTINUED

Funding

Brathay has a budget for training, but it may not be possible to fund all the training and development that is requested. We aim to achieve a balance between organisational, team, and individual learning, in line with business needs for the short and longer term. The leadership team and regional teams work with local training providers/funders etc. to ensure that our training budget is spent in the most effective manner and, wherever appropriate, staff are asked to cascade their learning to ensure the best return on our investment in learning.

Where members of staff leave Brathay within 12/24 months (depending on the level of expenditure) of having had a significant amount of the training budget spent on their personal development, Brathay reserves the right to deduct a proportionate amount from the leaving payment. This will be clearly set out in a learning agreement between Brathay and the individual learner at the outset. Business Support (HR) can supply further details.

Career Progression

Brathay believes in the development of people and wants to develop talent in line with business and personal objectives. It will not always be possible to provide as wide a range of career opportunities as people might ideally like to have but we aim to do the best to develop staff. The appraisal meeting should be an opportunity for an open and honest discussion about an individual's future aspirations and professional development needs.

POLICY DETAILS

Induction programme

All new employees receive an appropriate Induction Programme. The aim of an induction programme is to familiarise the employee with the organisation and their role within it, and always includes appropriate Health & Safety, Safeguarding and Equality & Diversity training. Where possible, it also includes the observation of both Children and Young People (CYP) and People and Organisation Development (PD) programmes.

Line Managers are responsible, in consultation with each individual, for ensuring an appropriate induction programme. This should include any training and development needs identified during the recruitment and selection process. Those carrying out induction sessions aim to ensure that they explain their roles and those of their team work in conjunction with the new employee's role.

New employees receive a copy of the Induction Programme, and guidance in how to complete their BreatheHR records

On-going training and development requirements

This will be identified as needed and agreed by employees and line managers. Staff are responsible for keeping their training record up to date and discussing training issues with their line manager at one-to-one and appraisal meetings.

Examples of training and development delivery

On the job training

To continue to learn the key aspects of the role.

121 meetings

Documented meetings (every 6-8 weeks) with your manager to discuss progress in your role and to identify any areas for improvement/training/development. Feedback from the period under review is also discussed and documented.

Staff are encouraged to raise issues at the earliest opportunity and do not need to wait for a 121 meeting.

Team/Staff Communication Sessions

Information is provided on a regular basis to reinforce and update understanding of the organisational objectives, policies and procedures, and other items of interest. For those who cannot attend, meetings are available via the intranet and line managers ensure that absentees are brought up to date.

Information sharing/Cascading learning sessions

Given the collective knowledge contained within the organisation (staff, associate networks, Research Hub etc.), there are ad hoc sessions to share learning acquired from external courses/events, new developments, update skills etc.

POLICY DETAILS -CONTINUED

Other external networking opportunities

We are members of a range of professional bodies including: the Institute of Outdoor Learning (IoL), the Chartered Institute of Personnel and Development (CIPD), Chambers of Commerce, and the National Council for Voluntary Youth Services (NCVYS). Through these and other bodies, we are invited to a range of cost-effective networking events, seminars and conferences etc.

Internal Workshops (either in person or via MS Teams)

- Safeguarding
- Equality & Diversity
- Recruitment and Selection
- Management Development
- Software/application specific
- Others

External/Web-based Training Courses

- Safeguarding: for practitioners
- Outdoor: technical skills, first aid etc.
- Psychometric/personality/behavioural frameworks: (TA, MBTI, NLP etc.)
- IT courses: Word, Excel, Power Point, Access etc.
- Financial Management and Awareness

Job-related further education may also be considered as an important element of an individual's personal development. This could include courses at colleges of further education, correspondence courses and NVQs, where appropriate. Staff applying for such courses may be granted day release and/or a contribution towards their course fees/materials.

From time to time and where appropriate, Brathay offers development through the apprenticeship programme for new and existing employees and may also offer specific graduate development opportunities. Study time would be provided in accordance with the requirements of the schemes.

Guided Reading

...and not forgetting the written word. There is a wealth of information internally and externally.

POLICY DETAILS -CONTINUED

Appraisal process

Brathay has an appraisal process that seeks to align our organisational, team and individual learning with the desired outputs from our business planning process.

Key aspects of the process include objective setting, agreeing required capabilities, managing day to day performance, training and development, and reviewing performance. This is done via twice-yearly Appraisal and Objectives Reviews in April (detailed) and October (overview, focussing on any changes required), with interim 121 Meetings generally every 6-8 weeks.

Personal development is discussed during 121 meetings and reviewed as part of the appraisal process. Individuals are expected to present well-researched proposals (method of training, costs, time required etc.) for discussion with their manager.

Training and development needs identified during the year are collated by the Leadership Team with input from HR if required.

Individual training and development needs, together with proposals for team development and broader organisational learning for any given financial year are considered as part of the budgeting process, with financial provision being made to allow for some unplanned activity during the year.

The timetable is normally as follows:

Feb/March:	budget/business plan (including training spend) agreed by Trustees
April/May:	objectives set via appraisals
October:	objectives review, noting any changes required to meet objectives by year end
November:	identify training needs and feed into the budget
January:	final appraisal, including initial assessment of training needs for the year ahead

Full details of these processes are published and kept up to date on Brathay's intranet.

TRAINING

Training is given to line managers at the point of appointment into their management role, via induction and on the job support. Business Support (HR) provide on-going support to managers.

RESPONSIBILITIES

Trustees

Responsible for:

- Overall responsibility for the policy, and ensuring a balance between business needs, affordability and equity.

Chief Executive & Leadership Team

Responsible for:

- Development and maintenance of such procedures as are necessary to ensure implementation of the policy.
- Maintenance of the policy.
- Reporting to Trustees.

Line Managers

Responsible for:

- Design of procedures.
- Implementation of procedures.
- Dissemination throughout their team.
- Ensuring day to day operational compliance.
- Reporting to the Leadership Team.
- Delivering management in line with these.

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Individual Responsibility (Workers and Contractors)

Responsible for:

- Compliance with procedures.
- Identifying potential improvements through day-to-day work.
- Reporting to the management.

ASSOCIATED GUIDANCE AND DOCUMENTS

Learning & development resources

- BreatheHR
- Intranet – Help and Support
- Intranet - Forms

Other relevant policies

- Equality & Diversity Policy
- Employee well-being Policy
- Performance Management and Probation Policy
- Recruitment & Selection Policy
- Remuneration and Benefits

Last review

November 2022

Next review

November 2023