BRATHAY TRUST

LEARNING & DEVELOPMENT POLICY

POLICY & MANAGEMENT GUIDELINES

DOCUMENT MANAGEMENT RECORD

LEARNING & DEVELOPMENT POLICY & MANAGEMENT GUIDELINES

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SUMMARY POLICY STATEMENT

Introduction
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 is designed to ensure staff understand how staff 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.

Brathay aims to develop all staff in order that they may have the knowledge, skills, attitudes and commitment necessary to meet current and future organisational needs.

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. 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.

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. HR 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 months of having had a significant amount of the training budget spent on their personal development, Brathay has the right to deduct a proportionate amount from the leaving payment.

Career Progression
Brathay believes in the development of young 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.

Reporting
The HR team collates and benchmarks information on learning and development on a regular basis, reporting via the Senior Management Team to Trustees.

LEARNING & DEVELOPMENT PROCEDURES

[On the first occasion they are mentioned, documents in bold are available via the intranet]

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 (POD) 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 and consider the individual's preferred learning styles. Those carrying out induction sessions aim to ensure that they explain their roles (and those of their team) in relation *to* the new member of staff's role.

New employees receive a copy of the Induction Programme, and guidance in how to complete their Learning Record.

On-going training and development as needs are identified and agreed by staff and line managers. Staff are responsible for keeping their Learning Record up to date and discussing training issues with their line manager at one-to-one and appraisal meetings.

Training and development

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. 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 Facebook and Office 365 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.

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 (eg, Cumbria Rural Women’s Network), we are invited to a range of cost-effective networking events, seminars and conferences etc.

Internal Workshops (either in person or via Office 365)
- 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/books.

Guided Reading
…and not forgetting the written word. There is a wealth of information contained in our resources library and internal systems.

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 HR Officer. 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
Jan/Feb:	identify training needs and feed in to the budget
Mar:	final appraisal, including initial assessment of training needs for the year ahead

Once individuals are performing competently in their job and are happy in their work, they may decide that they do not desire any further development. This will be accepted and documented, *except for where there is a business requirement* to upgrade skills (eg, the introduction of a new computer system/social media, a client-driven requirement etc).

Training request/evaluation forms
Where the training is within the budget, the line manager meets with the staff member to complete part one of the **Training Request/Evaluation Form** and agrees the objectives for the training/ development. Part one is authorised by the budget holder and *prior to* individuals booking external courses etc.

Once a training event has taken place, the attendee completes part two of the Training Request/Evaluation Form in order to assess the effectiveness of training and the relevance of the learning to the workplace, this is then shared with the line manager and HR. Where it is agreed that the learning is to be cascaded, responsibilities for organising training sessions, together with timescales, are documented.

Individuals also complete their Learning Record, which is structured to encourage them to think about the application of the learning to their working environment and how learning/knowledge can be shared within Brathay.

RESPONSIBILITIES

Trustees
Responsible for:

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

Senior Management Team
Responsible for:

- Agreeing the training budget in line with business needs, affordability and equity
- Ensuring that agreed training activity takes place
- Reporting to Trustees on training via the board report

Line Management
Responsible for:

- Ensuring that an appropriate induction programme is planned for new members of staff
- Ensuring that probationary review are carried out in a timely manner
- Ensuring each member of staff has regular 121s, and that individuals update their Learning Records
- Ensuring that 121s and appraisals are properly prepared for and that procedures are followed
- Ensuring that part one of the Training Request/Evaluation Form is completed prior to the training event
- Procuring appropriate training according to business need
- Raising POs for budgeted training (and associated expenses) and liaising with the Finance prior to the training event
- Ensuring that part two of the Training Request/Evaluation Form is completed and passed to HR
- Raising any business-critical but non-budgeted training need with a member of the Executive Team
- Requesting refresher training as and when required

Individual Responsibility
Responsible for:

- Raising any knowledge/skills/training issues as soon as they arise
- Following procedures (keeping Learning Record up to date etc.)
- Engaging with the process and working with their Line Manager (preparing for, and attending 121/appraisal meetings, etc.)
- Researching any training needs (cost, time, dates etc.) where appropriate
- 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.

APPENDIX 1: GUIDANCE ON BRATHAY'S APPRAISAL PROCESS

At Brathay, we value quality time for two-way communication. 121 meetings are carried out regularly on an informal basis, and more formal appraisal meetings, where objectives are agreed and reviewed, are carried out twice a year in April and October (review). In this way, we hope to ensure that individuals are clear about what they are being asked to achieve, and that training and development needs are closely aligned with business objectives.

All appraisers receive initial and refresher training (as appropriate) in order to help the appraisee understand and engage with the process.

Benefits to Brathay:

- Happy and motivated employees (you know what you should be doing and how it fits into the Trust's overall strategy).
- Everyone pulling together to achieve the Trust's business objectives.
- Any issues can be constructively addressed *before* they become problems.
- Opportunity to assess the Trust's knowledge/skills gap and develop plans to ensure that the organisation has the skills to take the business forward.
- Consistency: all employees follow the same appraisal process.
- Learning and development is clearly linked to business objectives.

Benefits to staff:

- Provides a framework for a meaningful two-way discussion between you and your appraiser (you *can* make a contribution to the Trust's future direction).
- Opportunity to agree objectives and understand what you must do and how these fit in with the Trust's overall business objectives.
- Opportunity to identify and address performance issues at an early stage and ensure they do not become problems
- Opportunity to give constructive feedback to management as to what could go better/ improvements/suggestions etc.
- Learning and development is clearly personal objectives.

Timetable

- Business plans are discussed at Trustee meetings throughout the year
- Line managers are asked to identify any training needs for the financial year ahead as part of the budgeting process.
- The business plan (including the training budget) is agreed by the Trustees in February/March each year.
- Thereafter, departmental plans are finally agreed, and line managers and staff can start to consider what objectives should be set for to individual staff.
- Formal appraisals are carried out in April each year to agree objectives for the next 12 months
- Regular 121 meetings take place between the individual and the line manager every 6-8 weeks to check on progress.
    - The line manager is responsible for identifying issues requiring action and reporting them to HR
    - HR are responsible for the collation of a quarterly issues report to SMT.
    - If staff feel issues are not being dealt with, they should escalate them through the line management structure.

Objective reviews are carried out in October each year, focussing on any changes (including training) required to meet the agreed objectives by the financial year end.

General Notes

- Individuals should usually have no more than 6 main objectives relating to the organisational strategy and objectives delegated to other members of the team (see Appendix 3)
- Objectives should be 'SMART'

Specific:	To an individual.
Measurable:	How will an individual know that the objective has been achieved, what evidence will be collected?
Achievable:	Stretching and challenging, but not impossible.
Relevant:	Linked to departmental/organisational business plans
Time-framed:	In terms of agreed completion dates.

Preparation

The appraiser (Line Manager) should arrange a brief preparation session with each appraisee at least 2 weeks before the intended appraisal meeting date to:

- Agree a suitable time for the appraisal meeting with the appraisee.
- Explain the procedures to be followed (especially in the case of new employees).
- Issue the objective review form to the appraisee and encourage them to complete and return it before the agreed appraisal meeting date (the individual is given up to 30 minutes' work time in order to do this). The appraiser also prepares an objective review form and these will be exchanged at least 2 days before the agreed appraisal meeting date so that discussions during the appraisal meeting are more informed.
- Agree the job description to be used. Job descriptions are considered to be 'living documents' and should be reviewed at each appraisal to ensure that they reflect the actual job being undertaken by the appraisee.
- Where changes are required, the HR team is able to provide advice and guidance and draft a revised job description to be agreed at the appraisal meeting itself.

As an objectives review meeting was carried out in October and regular 121 meetings have been held throughout the year, discussion about the past should be a brief summary. The focus of the appraisal meeting should be on forward planning, and a discussion about appropriate training, development and support.

A suitable venue should also be booked by the appraiser so that the meeting can be carried out without interruptions. As a guideline, in most cases at least one hour should be set aside for objective review meetings in order to allow a meaningful discussion.

Appraisal and Objective Review Form – Appraiser (Line Manager)

Before completing this form it is helpful to refer to notes from the previous appraisal, 121meetings, and the appraisee's job description.

The appraiser should complete the form before the appraisal meeting, using the summary section to review feedback received since the previous appraisal (as noted during 121 meetings) and ensure that it accurately reflects overall performance during that time, including team-working, values and behaviours etc.

The appraisal summary should make reference to the appraisee's Learning Record. Any training and development received during the review period should be noted, together with any impact on performance (to reflect the TREFs held in HR). Any other issues that need to be raised with the appraisee can also be noted on the form (sickness absence, timekeeping, values and behaviours etc.

Appraisal and Objective Review Form – Appraiser (Line Manager) continued

At this stage, the form is a draft only and should be exchanged with the appraiser at least 2 days before the appraisal meeting date.

Appraisal and Objective Review Form – Appraisee

Before completing this form, the appraisee should refer to the previous appraisal, 121 meetings, and the current job description. Any feedback received during the review period should also be considered as this might give an insight into things to celebrate/areas for development

This should be completed before the appraisal meeting, looking at past performance, present performance, and any future training requirements and/or career aspirations. Any other issues that need to be raised with the appraiser can also be noted on the form. At this stage, the form is a draft only and should be exchanged with the appraiser at least 2 days before the appraisal meeting date.

Learning Record

The Learning Record should be updated and completed by the appraisee on a regular basis. This should cover all learning acquired during the review period, including:

- Induction training
- On the job training
- One to one meetings
- Departmental meetings
- Monthly briefing meetings
- Formal training courses (internal and external)
- Work shadowing
- Guided reading
- Activities carried out during the appraisee's leisure time where the learning is relevant to their work and future aspirations.

Objectives going forward

This form should be used to agree future objectives of the appraisee (no more than six) and any training and development required to achieve those objectives. Where this has not previously been budgeted, time scales and costs should be given.

Objectives review meeting

These summary meetings take place every October, focussing on any changes required in order to meet the objectives set in April by the end of the financial year. Where new objectives need to be set (for instance where people are working on a project basis), these will be agreed at this stage or via the 121 process, as and when appropriate.

After the appraisal/objectives review meeting

The appraisal form is completed by the appraiser within 2 days of the appraisal meeting taking place and then passed to the appraisee for their comments and signature. The appraiser also signs and dates the form before filing it electronically in the individual’s HR folder. Emails from appraisees agreeing to their objectives/appraisal are acceptable.

The completed forms comprise:

- Learning Record: kept and updated by the appraisee
- Appraisal and objectives review: kept electronically by HR in a protected area of the system for 2 years, after which time they are destroyed.
- Appraisal and objectives review: kept by the individual, as required.

APPENDIX 2

OBJECTIVES, APPRAISAL, TRAINING AND THE BUSINESS PROCESS

BRATHAY TRUST OBJECTIVES

Business Plan and Training Budget agreed by Trustees in February/March each year

DEPARTMENTAL OBJECTIVES

Cascaded from business plan

DEPARTMENTAL OBJECTIVES

Cascaded from business plan

DEPARTMENTAL OBJECTIVES

Cascaded from business plan

INDIVIDUAL OBJECTIVES

Agreed during appraisals in April each year and reviewed in October to ensure alignment with business needs. Learning Records updated by individuals

121 MEETINGS

Held every 6-8 weeks to ensure progress against objectives and identify any training/performance issues. Feedback from the period under review/training needs are discussed

APPENDIX 3
LEARNING & DEVELOPMENT FORMS AVAILABLE VIA THE INTRANET

- Induction Programme
- 121 Meeting Template
- Learning Record
- Objective setting and review form (one form for use throughout the year)
- Training Request/Evaluation Form

Completed examples of the above forms, and/or advice on their completion, are available from the HR team.

APPENDIX 4
OTHER RELEVANT POLICIES

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