

LEARNING & DEVELOPMENT POLICY



All locally undertaken L&D must be recorded by the Line Manager/individual on Vizual. The L&D Team must be informed of all L&D activity and provided with copies of any relevant certificates (or other documentation).



All L&D activity must be recorded on individuals' Development Plans and addressed with Line Managers in 1-2-1 meetings and APRs.



All mandatory L&D activity must be carried out by each individual, and completed within the relevant timeframe.



Individuals and their Line Managers must ensure that any learning is applied in the workplace and its impact assessed.



Individuals and/or their Line Managers must inform the L&D Team as far in advance as possible in the event of either lateness or non-attendance at any learning event.

INTRODUCTION

Advance aims to ensure that:

- individuals, teams and the organisation as a whole are equipped with the knowledge and skills necessary to perform their roles properly
- all learning and development ('L&D') activity is aligned to individual, team and organisational objectives, Advance's strategy, values and vision and its business and customer needs
- all learning is adequately transferred to the workplace, becomes embedded and benefits individuals, teams and the organisation to the maximum
- an effective learning culture and environment is maintained
- employees are inspired to learn and are involved in their own personal and continuous professional development
- its legal, regulatory and service obligations are met by the provision of appropriate L&D solutions.

1. PRINCIPLES

- 1.1 L&D is the ultimate responsibility of the individual and their Line Manager. Line Managers are required to give their staff the support they need to satisfactorily carry out their L&D and apply their learning in the workplace. Guidance documents for both staff and managers can be found on the L&D section of the intranet, and are sent out to new staff with their job offers.

- 1.2 L&D strategy, procedure, monitoring and budget are determined centrally by the L&D Business Partner and Administrator under the ultimate direction of the Director of Human Resources ('HR'). No L&D activity can be carried out without the agreement of the L&D Business Partner and/or appropriate managers.
- 1.3 The L&D Business Partner keeps updated the L&D section of the intranet, where staff can find appropriate information – including guides, the Learning Directory and information on courses and other learning solutions.
- 1.4 L&D activity can be organised centrally via the L&D team, or locally via the appropriate managers, in accordance with the guidance on the Learning Directory (available on the intranet). The L&D budget is allocated both centrally and locally for this purpose.
- 1.5 L&D activity includes internally and externally arranged courses, online learning and other solutions.

All L&D activity – of whatever type – must be noted on the Individual Development Plans, which are available for each role and include details of the essential learning required for the role, as well as a section tailored to the individual. All locally undertaken activity must be recorded on Vizual and the L&D team must be kept informed of all L&D activity.

Certain L&D activities will be mandatory according to organisational needs and individuals may, in certain circumstances, be unable to perform certain aspects of their roles before the relevant L&D is undertaken satisfactorily. Appropriate managers will advise on this.

- 1.6 All employees who undertake L&D activity will be required to give feedback and evaluation to Advance (see under 'L&D Evaluation' below) when requested to do so. They will also be required to complete an Action Plan at the end of internal courses to discuss later with their Line Manager.
- 1.7 Study and examination leave may be granted at the discretion of Advance, provided it is absolutely necessary for the learner to undertake this in work time, does not impact adversely on their performance or our customers, and is agreed by their Line Manager.
- 1.8 Advance complies with legislation with regard to an employee's right to time off work or training. Employee's requests for this may involve undertaking accredited programmes leading to a qualification, or unaccredited training to help them develop specific skills relevant to their role, workplace, or team. The process for considering employees' requests for this is the same as that contained in the Flexible Working Policy.
- 1.9 L&D-related travelling and accommodation expenses must be agreed in advance with the learner's Line Manager. These will be met by Advance from local managers' budgets, unless otherwise agreed with L&D.
- 1.10 All non-permanent and part-time staff will be expected to completed all required L&D, and managers must notify the L&D Team if there are any difficulties with this.

METHODS

2.1 Induction

2.1.1 All employees will, either on joining, or transferring to a new post, participate in the required induction programme, which is outlined on the Development Plan and in the Learning Directory. Line Managers are responsible for ensuring that their staff complete an induction course within the probationary period, or as soon as possible. Induction will include:

- ✓ Completion of the Induction Handbook (downloadable and uploadable via Vizual).
- ✓ Local induction
- ✓ Centrally organised induction courses
- ✓ Online induction
- ✓ Relevant induction material provided by the L&D team via Line Managers

New employees will not be able to successfully pass their probation period without correct completion and uploading to Vizual of the Induction Handbook.

2.1.2 New or inexperienced employees working in Support must complete the Care Certificate, unless they can provide previous proof, to their Line Manager's satisfaction, that they are safe to work unsupervised with customers. Full information on this is available via the Intranet and must be read before beginning the Care Certificate. It is the Line Manager's responsibility to check compliance on this.

2.1.3 The induction material will include Continuous Professional Development ('CPD') documents, available on the Intranet. These documents are not mandatory to use, but are available for individuals to use and adapt if they wish. Suggested inclusions in any CPD folder could be induction information, course information and certificates, a copy of their CV, copies of their various L&D forms (eg, their Action Plans), inspirational thoughts, their learning log, etc. Each Line Manager must support their employee with their CPD as far as possible and discuss this with them at their 1-2-1s.

2.2 On-the-Job and Other L&D

A significant form of learning and development in Advance is of the on-the-job kind provided by colleagues and managers. Line Managers will facilitate this and all members of staff are expected to co-operate.

Individuals and their Line Managers are encouraged to think creatively about suitable learning solutions, and may find ideas in 'Different Ways of Learning', available on the intranet. These solutions may include traditional courses, online learning, videos, reading, researching reliable internet sites, discussing cases in team meetings, coaching, mentoring, action learning sets, etc. The Learning Directory and the Intranet link to, or contain, various documents, links and suggestions on this, and the L&D team can be contacted for further guidance.

Learn to Advance Online

In addition to the online learning modules necessary for inductions, Learn to Advance Online, provided by CLC and accessible via the intranet, also contains many other modules, ranging from IT to personal development. The L&D team can provide every employee with an Advance account with access to this online learning, or employees can discuss accessing

these modules with their Line Manager. Employees are also welcome to access any online modules for their own personal use while they are employed by Advance.

Other online opportunities include the Care Academy (currently used for the Care Certificate, mentioned above) and Social Care TV. Please ask the L&D team if you have any difficulty accessing these.

Specialist Learning (please also see the 'Study Sponsorship Policy')

Other external L&D opportunities may be required (for example, longer courses leading to a necessary professional qualification, or if the learning will enhance business development). A *Study Sponsorship Form* (available via the intranet) must be fully completed for any such learning and agreed by both the individual's Line Manager and the L&D Business Partner. Agreement to any such requests will depend both on the suitability of the courses and the affordability of such a course.

If such agreement is given, Advance will reimburse essential course fees and materials. The latter therefore remain the property of Advance.

The Line Manager, in consultation with the appropriate budget-holder, will be responsible for organising suitable cover if the individual is required to leave the workplace for study.

If employees are expected to attend college on a regular basis and fail to do so, this may result in funding and support being withdrawn.

The learner's progress will be regularly monitored by the Line Manager, who will address any issues and keep the L&D Business Partner updated.

Long-Term Studies

For certain long-term studies, individuals will normally be required be permanent members of staff and to have completed their probation period.

Management Development Programmes

Advance runs an ongoing Management Development Programme ('MDP') for new, inexperienced, or aspiring managers. All managers invited to attend this programme, or who are new and have not yet done so, are required to complete this. Further information on Management Development for new and aspiring managers can be found on the Intranet.

Advance also provides Management Development modules for established managers. Further information can be found on the intranet.

3. L&D STRATEGY, PLANS AND PROGRAMME

- 3.1 The L&D strategy will form part of the *People Strategy* that is drawn up by the Director of HR and approved by GMT. The L&D strategy will be in line with organisational strategy, values and objectives, and will be kept under regular review.
- 3.2 L&D individual and organisation needs are collated from Vizual and via discussion between the L&D Business Partner and the various departments within Advance.
- 3.3 The proposed annual L&D budget is discussed between the L&D Business Partner, the Director of HR, the Finance Team and business partners in other functions. The final budget is approved by GMT and the Board.

4. ATTENDANCE AT LEARNING & DEVELOPMENT EVENTS

- 4.1 Booking information for all L&D solutions can be found on the Learning Directory (available on the intranet). Many centrally organised can be requested by individuals, and agreed by their Line Managers, via Vizual.
- 4.2 It is the responsibility of the individual concerned to ensure that they attend the agreed learning events at the required times and to familiarise themselves with all the information that they need to successfully attend the event (eg, course content, any necessary completion of pre-course work, times, venues, etc).

The L&D Business Partner or the L&D Administrator must be notified, either directly or via Vizual if appropriate, of any planned cancellation or non-attendance a minimum of 5 working days prior to the event taking place.

- 4.3 In the event of unplanned non-attendance (eg, sickness), the individual or their Line Manager must notify the L&D Business Partner or the L&D Administrator as soon as possible, and preferably before the event begins. Failure to notify the L&D team can lead to concern over an individual's whereabouts and is inconsiderate to the L&D team, the trainer(s) or facilitator(s) and other participants.
- 4.4 Failure to attend an L&D activity without proper notification will result in the appropriate costs being re-charged to the individual's local area. Repeated failure may result in disciplinary proceedings.
- 4.5 Individuals must arrive at events promptly and commit to the full duration of the L&D activity. There will be no exemptions to this other than in exceptional previously agreed circumstances, and the individual and their Line Manager must give the reasons in writing to the L&D Business Partner.
- 4.6 Attendees must behave at all L&D events with respect and courtesy towards the trainer(s) and fellow delegates.

5 L&D EXPENSES

- 5.1 Unless otherwise agreed, Advance will cover incidental L&D-related personal expenses (eg, study material, travel or accommodation costs, etc). These must be agreed by the individual's Line Manager and be funded from the local budget, whether or not the L&D activity is locally or centrally arranged, unless otherwise specified.
- 5.2 L&D-related personal expenses must be claimed via the online Expenses claim area on the Intranet.

6 L&D EVALUATION

- 6.1 The L&D Business Partner, along with the relevant department representatives, will evaluate the L&D Programme to ensure that all activity is aligned with organisation objectives and values, and that it can be measured and assessed.
- 6.2 The individual and their Line Manager are responsible for evaluating L&D activity before and after the event through general conversation, 1-2-1 and the discussion of the Action Plans.

- 6.3 Employees attending courses will be required to complete a Course Feedback Form. The L&D Administrator will provide these forms via the trainer(s) or facilitator(s) for centrally organised courses, and the trainer(s) or facilitator(s) will usually be responsible for returning them to the L&D Administrator. For longer courses, employees should complete Course Feedback Forms regularly as appropriate, share them with their Line Manager and copy them to the L&D Administrator. Employees may also be required to complete online evaluation requests via Vizual.
- 6.4 The L&D Administrator will use this information, along with budget data, to supply metrics to the GMT.
- 6.5 The L&D Business Partner will follow up the impact of the learning further down the line on a regular basis via questions and surveys, both written and verbal. The data gathered will be collated into a report that will be sent to the GMT, and conclusions and relevant actions will be drawn and followed up where appropriate. This information will also inform future L&D plans.
- 6.6 It is the responsibility of individuals and Line Managers to ensure that all L&D activity is properly applied, that appropriate discussions are held (in 1-2-1s or otherwise), that Development Plans and Vizual records are correctly updated and maintained, and that any appropriate follow-up takes place.

7 L&D RECORDS

- 7.1 It is the responsibility of individuals, Line Managers and appropriate local budget-holders to ensure that accurate information is given to the L&D team, or that Vizual and Development Plans are correctly updated. This is essential for quality, audit and regulatory purposes, as well as to ensure that an individual's L&D records are correct and up to date.
- 7.2 Copies of certificates, qualifications information, or any other relevant documentation must be sent to the L&D Business Partner or the L&D Administrator for the individual's records and for quality, audit and regulatory purposes. **RECOGNITION OF LEARNING ACHIEVEMENTS**

Advances wishes to celebrate its employees' learning successes wherever appropriate via announcements, etc. Managers are encouraged to support their staff with all their learning and development.

Policy owner	Learning & Development Business Partner
Date written	March 2016
Approved by	Director of Human Resources
Who was consulted	Assistant Director of HRBP and HR Business Partners
Date of approval	June 2016
Related Forms	See under 'L&D Toolkit' available on intranet.