

# Coed Talyllan Land Trust

## Learning and Development Policy

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This Policy is based on the principles that Coed Talyllan Land Trust (the Society):

- believes its staff are an asset and is committed to investing in that asset;
- believes all its staff have the potential to grow, both in their work role and personally, and shall endeavour to provide equal opportunities for this growth;
- considers it appropriate to base such learning and career development opportunities on the requirements of the business, hence decisions about investment in staff learning and development will be made accordingly;
- believes responsibility for learning and development should be shared, thus staff members are encouraged to take responsibility for their learning and development, with support from their managers and The Society as a whole;
- believes its line managers have a key role to play in the learning and career development people learning and development, including ensuring that learning and development opportunities are fair and equitable for all staff in line with our Equality and Diversity Policy;
- works within recognised good practice guidelines to ensure that both the quality and quantity of learning and development is relevant and "fit for purpose";

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- plans its learning and development activities in line with industry standards;
- will ensure that appropriate procedures are in place to plan, deliver and evaluate learning and development activity, and;
- regularly reviews its overall level of investment in staff learning and development to ensure that adequate and appropriate resources are provided.

## **Learning and development initiatives**

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

- Programmes relating to the enhancement of skills for a staff members' current position. These include internal and external courses providing technical training, for example on the use of software packages, and specialist training relating to the skills that staff require for their job.
- Programmes leading to a professional or academic qualification. We encourage staff who wish to do so to pursue continuous professional development and where appropriate to gain further qualifications.
- 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. These include courses in manual handling, risk assessment, fire safety, first aid, safeguarding etc.

Decisions regarding the suitability and applicability of programmes will be determined through the performance review process, during which individual learning and development needs are identified. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

## **Roles and responsibilities for implementation**

Both line managers and staff have a responsibility to implement learning 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. Likewise, staff are expected to take up the opportunities provided and report back to their line manager on their applicability once completed.

Line managers have a responsibility to monitor and evaluate the effectiveness of training for staff who have undergone learning and development. Line managers should review internal and external learning and development programmes to monitor their quality and cost effectiveness. Line managers should also ensure that staff members implement the skills that they have gained through training.

## **Planning and implementing new initiatives**

Recognising the economic climate The Society operates within, there is an expectation that, as well as quality, the cost of any learning and development opportunity is carefully considered as part of a wider cost-benefits analysis.

Any new training initiatives will therefore be planned as a result of learning and development needs analysis activities, which in turn are part of The Society's performance review process. In addition, we are committed to reviewing training initiatives so that relevant learning and development is provided for skills in specific job areas, such as where work procedures have changed, or where new standards are introduced.

## **Individual requests for learning and development**

Staff are encouraged to request learning and development at any time, however this will usually be done within the performance review process, as outlined above. Staff should channel requests through their line manager.

## **Volunteers**

The Society will ensure that all new volunteers are made to feel welcome and informed that an informal induction and core training are required for all roles. This may take place before or on the first day of volunteering or as soon as possible thereafter; it will cover all essential information, policies and procedures in order to equip volunteers with the necessary information and skills to carry out their role competently and safely. Depending on the project, training can be done on an on-the-job basis or via a group training day/programme.

The Society recognises that volunteers require satisfying work and the opportunity for progression and personal development. Volunteers may want to develop new skills while helping the Society and, where appropriate, will be encouraged to take on new roles or assume greater levels of responsibility.

## **Monitoring and evaluating investment in learning and development**

The Society firmly believes that it is critical to the success of both the planning and delivery of learning and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated at an individual, section or community centre level.

Line managers have an important role to play in this process. The Society uses its evaluation findings for future business planning and the planning of continued investment in staff learning and development. Accordingly, the evaluation findings are regularly shared with Board Members.

## **Coaching and mentoring**

The Society encourages line managers to provide coaching and mentoring support for staff and volunteers who are undergoing learning and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced staff are shared with more junior staff to ensure that learning occurs in a planned way.

## **Equal opportunities**

Decisions relating to learning and development will be made fairly and consistently. The Society will not discriminate against any staff member in making learning and development decisions and we are committed to all staff having an equal opportunity to learn and develop.