



Learning and Development Policy

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Approved by SLT:	January 2020	Approved by BoM:	Feb 2020
Owner:	Walter Kane	Job Title:	Head of People and Organisational Development
To be issued to:		ARK Management All Staff Unite the Union	
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Version Control

Date	Owner	Version	Reason for Change
Jan 2020	Walter Kane	V3.0	Cyclical Review

Summary of Changes

Section	Change
1	In line with guidance, section 1.2 <i>“All ARK policies and procedures are underpinned by our values and we will ensure that our employees are treated fairly, consistently and in line with our values.”</i> has been deleted.
2	Section has been created and all content is original to this version of the

	policy. The section did not exist in in the current form previous iterations of the policy template.
3	Section is a direct copy of section 2 of the previous version of the policy. No changes have been made.
4	Section is direct copy of section 3.1 from previous version of the policy.
5	Section is an adaptation of section 2.1 and 2.2 from previous version of the policy.
6	Section has been created and all content is original to this version of the policy. The section did not exist in in the current form previous iterations of the policy template.
7.1	Section is a direct copy of section 3.3 to 3.13 of the previous version of the policy. No changes have been made.
7.2	Section is an amalgamation of the information contained in section 4.1 to 4.6 of the previous version of the policy some ordering / working of the statements have been adjusted to reflect to new layout requirements in the new policy template. Section 4.7 has been deleted.
7.3	Section is a direct copy of section 5 of the previous version of the policy. No changes have been made.
7.4	Section is partial copy of section 6 from previous version of the policy. 6.2 has been deleted as an equivalent statement is included in section 7.1 of the updated policy.6.4 has been deleted as it is not required and 6.5 has been deleted as this information will be moved into the upcoming SSSC policy.
7.5	Section is an amalgamation of the information contained in section 7 of the previous version of the policy some ordering / working of the statements have been adjusted to reflect to new layout requirements in the new policy template. Reporting of the dashboard of L&D activity has been changed from monthly to quarterly, to reflect capabilities of new reporting systems.
8	Section is a direct copy of section 3.2 of the previous version of the policy. No changes have been made.
10	Section has been created and all content is original to this version of the policy. The section did not exist in in the current form previous iterations of the policy template. Content is copied from guidance materials.
11	Section has been created and all content is original to this version of the policy. The section did not exist in in the current form previous iterations of the policy template. Content is copied from guidance materials.
12	Material is adapted from the previous version of the policy. It has been made consistent with other policies in line with the updated format.



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1.0 ARKs Values

Our organisational values are the basis for everything that we do from providing housing, care and support to tenants and service users to ensuring staff have channels in which they can raise issues. ARK believes that everyone should have the opportunity to lead a happy, healthy and safe life. We value:

- The worth of each person
- Trusting relationships
- Understanding difference
- Challenging oppression
- Personal and organisational accountability
- Caring for our physical environment
- Enjoyment

2.0 Purpose

The purpose to describe the principals by which ARK provides learning and development to staff at all levels of the organisation. Learning and development support might include, but is not limited to:

- Training courses
- E-Learning
- Coaching
- Self directed learning
- Internally and externally accredited qualifications

3.0 Policy Statement

ARK is committed to providing innovative and appropriate services to Adults and their families and to tenants within ARK properties. In order to do this, there must not only be effective learning and development support, but also a culture in which all employees can learn, irrespective of what they do in the organisation. In order to achieve this, ARK will:

- Ensure that learning and development is integral to all of its activities;
- Ensure that all employees have access to high quality L&D opportunities;
- Promote and support the achievement of recognised qualifications to allow staff to maintain their professional registration with the Scottish Social Services Council (SSSC);
- Ensure that learning activities are planned, and linked to business results and the business planning process;
- Identify true costs of all L&D activity;

- Evaluate learning activity;
- Ensure that all provision of L&D opportunities promote equality of access, and are based on ARK's values.

4.0 Scope

This policy extends to all employees, permanent and relief and also includes the Board of Management.

5.0 Legal/Regulatory Framework

ARK operates in an environment which is highly regulated, constantly changing, and often in the public eye. This policy will reflect the wide range of legislation and regulatory frameworks within which ARK operates.

ARK recognises that it has a responsibility to support L&D in the context of the following key legislation:

- Regulation of Care (Scotland) Act 2001
- SSSC Codes of Practice for employers and for Social Care Employees
- Scottish Commission for the Regulation of Care (SCRC) Care Standards
- Adults with Incapacity (Scotland) Act 2000
- Adult Support and Protection Scotland Act 2007
- The Human Rights Act 1998
- Protection of Vulnerable Groups (PVG) (Scotland) Act 2007
- Housing Scotland Act 2010
- The Equality Act 2010
- The Scottish Housing Regulatory Framework
- The Health and Safety at Work Act 1974
- The Mental Health Act 2003

6.0 Responsibilities

6.1 Board of Management

The Board of Management will have responsibility for monitoring the delivery of mandatory learning and development activities (learning and development activities that ARK is legally bound to provide to its staff). ARK's Board of Management is also responsible for consideration and approval of this policy.

6.2 Executive Team

ARK's Executive Team is responsible for ensuring that this policy is reviewed in accordance with ARK's schedule for review of policies.

6.3 Senior Leadership Team

The Senior Leadership team will have responsibility for approving the annual learning and development plan and associated budget.

6.4 Managers

ARK Managers will be responsible for the effective implementation of this policy. They must also ensure that each member of their staff, through induction and e-learning, are made aware of this policy and participates in relevant training.

6.5 All Staff

All ARK employees have a responsibility to abide by this policy. This may mean participation in Learning and Development or qualification courses that are required or other Learning and Development activity, such as evaluation, in addition to the specific responsibilities described above.

7.0 Principles of Learning and Development in ARK

7.1 General Principles

- L&D exists to support service delivery.
- All L&D interventions will support staff to put their learning into practice.
- Learning will support the registration of the workforce in the context of the SSSC.

- Where possible, all L&D interventions will be linked to National Occupational Standards to support evidencing SVQ standards.
- All provision of learning opportunities will promote equality of access for all employees of ARK including relief staff. Selection for L&D opportunities will be made solely on the basis of:
 - The required training to carry out an individual's job;
 - Gaps in individuals' knowledge, skills and experience which require to be addressed;
 - The needs of the Service Users' that individual supports as outlined in each Service User's Good Life Plan or Support Plan (for Care and Support staff).
- Learning will be delivered internally where possible with support from managers and staff where competent and available.
- Learning will only be delivered externally where in-house expertise or resource is not available, or where this is the more cost-effective option.
- All learning will be planned for and costed on an annual basis.
- Operational managers, Support Workers and Service Users will be involved in the design and evaluation of interventions where appropriate and practical.
- Interventions will be evaluated.
- Specific and regularly updated guidance will be provided to managers to support them to plan for, budget and review L&D activity relevant to their service or department (in addition to the policy principals described below).

7.2 Identifying and Planning Learning and Development Needs

Line managers are responsible for identifying the learning needs of their staff. L&D staff are available for support and guidance in this process. L&D staff will also support Managers in the identification of learning needs for Priory staff, and produce an annual learning plan for the Priory. Managers will take the following into account when agreeing L&D Plans:

- The needs of the Service Users' supported by the staff in their service as outlined in each Service User's Good Life Plan or Support Plan
- National Occupational Standards and SSSC Codes of Conduct
- The individual's Job description
- Organisational aims and objectives
- Service / department reviews
- Strategic plans
- Statutory or professional registration requirements
- L&D plans as part of the Performance Management process
- Current registration and qualification requirements for Social Care staff as mandated by the SSSC
- The results of Care Inspections and Internal Audits

On the basis of these plans the Organisational Development Business Partner (L&D) will produce an annual National Learning and Development Plan that additionally takes into account:

- The ARK Strategic Plan
- Annual strategic objectives

7.3 Learning and Development Costs

Costs for planned learning and development activity will be estimated using standard costing formulae, and a zero-based budget approach will be used for each service and team. Local and National Learning and Development will be costed using this above approach. Any associated costs – e.g. travel, accommodation, subsistence must be placed in the service/department budgets and is not included within the L&D budget.

The total cost of learning activity for each service (excluding salary costs for Learning and Development staff) will be detailed within the service learning plan. This may assist in services negotiating full cost recovery from commissioners.

The annual budget for Learning and Development for each service and Priory Function will be set taking account of the costs identified through this planning process, and will be managed by the relevant service or Priory Manager.

7.4 Delivery of Learning and Development Activity

L&D activity will be delivered across a range of settings and media. This could include classroom settings, through IT resources and online platforms, within day to day work (supported by workbooks or practice guides) or in other formats, such as staff meetings. Responsibility for arranging logistical support for Learning and Development (such as venues, catering etc.) will be shared by members of the Learning and development team and local managers, and agreed in advance.

7.5 Monitoring and Evaluation

All L&D activity will be reviewed and evaluated. Each course designed will be linked to the learning and development evaluation plan.

- The quality of learning provision
- What has been learned
- Changes in individual practice resulting from learning

L&D will produce a quarterly dashboard report of all L&D activity, included as part of the people plans provided regularly to Managers. These reports will cover:

- Internal learning activity
- External learning activity
- Activities delivered / cancelled
- Attendance / cancellations
- Numbers of employees with relevant qualifications for SSSC Registration

8.0 Related Policies & Procedures

This policy should be read in conjunction with ARK's Policies on:

- HR 05 Performance Management
- L&D 03 SSSC Registration

9.0 Equality Impact Assessment (EIA)

Will be completed after SLT

10.0 Data Protection Impact Assessment (DPIA)

A DPIA has been completed in relation to the development of this policy.

11.0 Stakeholder Consultation

This policy was circulated for comment and feedback to the following groups, prior to approval.

- ARK Board of Management;
- ARK Executive Team; ARK Senior Leadership Team;
- Unite the Union.

12.0 Monitoring and Review

12.1 Monitoring

ARK's Executive and Senior Leadership Teams will monitor implementation of this policy on an ongoing basis, with relevant support from ARK's L&D Business Partner.

12.2 Review

This policy will be reviewed within 3 years from the date of approval by our Board of Management, in accordance with ARK's policy review framework.