

LD01 – Learning & Development Policy

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Owner:	Michael Catlin	Job Title:	Head of People and Organisational Development
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Version Control

Date	Owner	Version	Reason for Change
Dec 2023	Michael Catlin	1	Cyclical review & transfer to new template.

Summary of Changes

Section	Change
1	Values updated.
3	Slightly expanded statement to capture the departments role in evaluating learning activities' contents and delivery in order to provide quality assurance.
4	Removed Board of Management from Policy Scope.
5	Slightly expanded legal framework in to include the Health and Care (Staffing) (Scotland) Act 2019.
6.4	Updated to capture managers responsibility is ensuring their staff team is fully trained.
7.2	Included wording that is compliant with new Staffing Act regarding commitment of Ark providing suitable assistance, including time off work, for the purpose of obtaining further qualifications as appropriate.
7.3	Updated new practice where training and associated costs now sit within the Learning and Development budget as opposed to when they used to sit with department/services. Also updated the consultation process for budget settling / training plans to be managed by Organisational Development Business Partner.

7.4	Section expanded to include broader L&D activity examples that will be delivered across a range of settings, media, and interventions. Also include section on asking L&D to book re accommodation to monitor cost.
7.5	Section expanded to include All learning and development activity this recorded, reviewed and evaluated i.e. quality assurance.

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1.0 Ark Values

Ark's values are embedded within the organisation and the services we deliver. They determine our behaviours towards one another and what we should expect in our relationships with one another. Working within the following values will guide and help us deliver our vision and mission of Ark being an organisation where everyone is equal:

Trust

We have confidence in our people to deliver excellent services and trust in them to do so. We will develop trusting and honest relationships and our customers will feel assured that they can rely on us to deliver.

Respect

We treat everyone fairly and we listen. We are respectful of each person with whom we come into contact and expect our people to respond professionally and treat others as they would wish to be treated.

Understanding

We will operate with empathy and compassion and approach each situation with an open mind. We will question and challenge to ensure we achieve the right outcomes for customers and our people.

Equality

We believe everyone is equal and expect our people to create positive experiences where everyone feels valued and included.

Integrity

We will do the right thing and take responsibility for our actions. We will work together to uphold the highest standards of behaviour and practice.

2.0 Purpose

The purpose is 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:

- Face to face or online training courses
- E-Learning
- Coaching and mentoring
- Self-directed learning
- Internal and external 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 Ark's activities;
- Ensure that learning activities are planned and linked to business results and the business planning process;
- Identify true costs of all L&D activities;
- Ensure that all provision of L&D opportunities promote equality of access and are based on Ark's values;
- Evaluate learning activities' contents and delivery and provide quality assurance, where appropriate, to continuously improve on these;
- Evaluate impact of Learning and Development activities on staff practices and task outcomes;
- Promote and support the achievement of recognised qualifications to allow staff to maintain their professional registration with the Scottish Social Services Council (SSSC).

4.0 Scope

The Learning & Development policy will apply to all permanent, temporary and relief employees and where appropriate agency staff in Ark.

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;
- The Health and Care (Staffing) (Scotland) Act 2019.

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 regulatory or 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, or sooner if required.

6.3 Operational Management Team

Ark's Operational Management Team is responsible for review of the policy, and for ensuring that relevant measures are put in place in order to implement its requirements.

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, e-learning and ongoing training, are made aware of this policy, fully trained to deliver their role and participates in relevant training.

Ark Managers must ensure that they use all communication opportunities such as supervision and team meetings to encourage and remind employees of their individual responsibility to learning and development.

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, as well as other Learning and Development activities, including evaluations, in addition to the specific responsibilities described in this policy.

7.0 Principles of Learning and Development in Ark

7.1 General Principles

- Learning and development exists to support business delivery across all of Ark's services and departments.
- All learning and development interventions will support staff to put their learning into practice.
- Learning will support the registration of the workforce in the context of the SSSC (See LD03 - SSSC Registration Policy).
- Where possible, learning and development 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 and where appropriate agency staff. Selection for L&D opportunities will be made solely on the basis of:
 - Regulatory requirements.
 - The required training to carry out an individual's job.
 - Gaps in individuals' knowledge, skills and experience which are required for the role.
 - The needs of Supported Persons that staff support as outlined in each Supported Person's Good Life Support Plan/Risk and Vulnerability (R&V) (for Care and Support staff).
- Learning will be delivered internally by Learning and Development Officers with additional training delivered by Managers or appropriate person according to their expertise, availability, and job role.
- Learning will only be delivered externally where in-house expertise or resources are not available, or where this is the more cost-effective option.
- All learning will be planned for and costed on an annual basis. This includes but is not limited to venues, materials, travel expenses, train the trainer certifications, and external training costs.
- Managers, Support Workers, Supported Persons, Tenants or other appropriate person may be invited to participate in the design and evaluation of learning and development 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 and review learning and development activities 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. Learning and Development staff are available for support and guidance in this process. Learning and Development staff will also support Managers in the identification of learning needs for staff through reporting and will produce an annual learning plan for the Head Office staff.

Managers will take the following into account when agreeing L&D Plans:

- The needs of the Supported Persons supported by the staff in their service as outlined in each Supported Person's Good Life Support Plan/R&V;
- National Occupational Standards and SSSC Codes of Conduct;
- The individual's Job description for the work they are to perform;
- Organisational aims and objectives;
- Ark's policies and procedures;
- Service / department reviews;
- Statutory regulations;
- 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 will produce an annual Learning and Development Plan that additionally takes into account:

- Ark's Strategic Plan;
- Annual strategic objectives.

Ark will provide suitable assistance, including time off work, for the purpose of obtaining further qualifications as appropriate.

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 is placed in the Learning and Development budget and reallocated to each service on a pro-rated basis.

The annual budget for Learning and Development for each service and Head Office Function will be set taking account of the costs identified through this planning process and will be

managed by the Organisational Development Business Partner in consultation with Managers.

Any training undertaken by the employee which is relevant to their post or in preparation for promotion or transfer is included in the calculation of working time as defined by HR42 Working Time Directive Policy.

7.4 Delivery of Learning and Development Activity

L&D activity will be delivered across a range of settings, media, and interventions. This may include but is not limited to the following:

- Classroom training (internal and external);
- Online learning (e.g., e-learning, webinars, etc.);
- On-The-Job workplace learning supported by managers, colleagues, workbooks, or practice guides;
- One-to-one development sessions with a Manager, Business Partner, Coach, Mentor or appropriate person;
- Formal Qualifications;
- Staff Meetings, conferences, and peer support.

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.

Employees are expected to attend and participate in training as assigned by their respective managers. If there are needed accommodations, the employee should contact L&D or HR to make a timely request.

7.5 Recording, Monitoring and Evaluation

All learning and development activity will be recorded, reviewed and evaluated. As part of this process, L&D will:

- Track and record attendance;
- Monitor and provide relevant KPIs data to support managers in decision-making;
- Collate learning feedback in order to improve delivery and outcomes;
- Analyse records of professional practice post training in order to evaluate whether learning has been incorporated into practice;
- Provide quality assurance on learning and development activities;
- Monitor and report on number of employees with relevant qualifications for SSSC Registration;
- Monitor and report on relevant required qualifications;

Employees are responsible for meeting and signing off on their Continued Professional Learning requirements as part of any formal registration or renewal process.

8.0 Related Policies & Procedures

- HR05 - Performance Management
- LD03 - SSSC Registration

9.0 Equality Impact Assessment (EIA)

An Equality Impact Assessment has been completed in relation to the development of this policy.

10.0 Data Protection Impact Assessment (DPIA)

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

11.0 Stakeholder Consultation

In developing this policy, the following groups were consulted:

- Ark Board of Management;
- Ark Executive Team;
- Ark Operational Management Team;
- Unite the Union;
- Care & Support Management;
- Policy and Procedure Review Group.

12.0 Monitoring and Review

12.1 Monitoring

Ark's Executive and Operational Management Team will monitor implementation of this policy on an ongoing basis, with relevant support and management information from Ark's Organisational Development team. Managers have access to LearnPro reports for their direct line management and will review progress and organise staff training as needed. The Learning and Development team will monitor all L&D activity, report compliance and organisational risk to Operations, Senior Leadership Team and Board by sending targeted monthly reports to managers and quarterly key performance indicators to review progress and risk management.

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.