



TITLE	REF	VERSION	
Learning and Development Policy	HR028	4.0	
APPROVAL BODY	DATE	REVIEW DATE	
Corporation	07/12/2020	07/12/2022	
LEAD PERSON	Director of Applied Learning Foundation		
EQIA DATE	12/11/2020	DPIA DATE	12/11/2020

LEARNING AND DEVELOPMENT POLICY

Policy Statement

Activate Learning is committed to the planned development and ongoing training of all employees as individuals, as members of teams and as members of the institution's community. Our Learning and Development Policy, underpinned by the Learning Philosophy and our Values, is to support and develop employees in order to achieve our business objectives.

Background

This policy has evolved from previous versions and explicitly recognises that skilled and competent employees, who demonstrate the attributes of our Learning Philosophy and our Values, are essential to the achievement of Activate Learning's mission and strategic objectives.

Purpose

Activate Learning recognises that staff are its most valuable and important resource and the organisation is committed to providing a learning culture where staff are nurtured and encouraged to learn. Therefore, this policy sets out our vision for how our staff will be encouraged to play an active part in identifying their own development needs, undertaking relevant learning using the most appropriate method, and in assessing the outcome and effectiveness of their learning.

Scope

This policy refers to all development activities and opportunities for all staff, wherever they are employed within the organisation. All staff will receive equal treatment in the consideration of their requests for support, in line with organisational priorities and are expected to participate in the identification of their own professional development needs, for example, through appraisal and annual reviews. All staff will receive information on learning and development opportunities and how to access them and they are all expected to keep up-to-date with professional issues and sector expertise, skills and performance development.

Responsibilities

The delivery of the Learning and Development function will lie with the Applied Learning Foundation (ALF) for Faculties and Human Resource Learning and Development (HRLD) for Group Services. The Apprenticeship division are responsible for their own learning and development funding and organisation but draw on the expertise within both ALF and HRLD. These teams will collaborate to ensure a consistent and coherent service to the organisation.

Managers and employees have a responsibility to implement learning and development initiatives.

All managers should:

- keep up to date with the skills and knowledge required by their teams.
- ensure all new staff receive a thorough induction in line with the procedures and processes in place.
- hold regular discussions and reviews with staff on their learning and development needs and progress within the context of the annual appraisal and review process and 1:1 discussions though out the year encourage their employees to undertake relevant development.
- Monitor staff engagement in learning activities and encourage them to undertake relevant development wherever sector expertise, skills and performance need enhancing, developing or keeping up to date.

- support the Applied Learning Foundation (ALF) and Human Resources Learning and Development to monitor and evaluate the effectiveness of learning for employees, including the Apprenticeship team who use this to inform their quality improvements.
- support employees to implement the skills that they have gained through training, using individual learning objectives to meet employees, employers, learners and organisational needs
- submit a Development Request form as per the Development Request Procedure for any activity which requires funding from Activate Learning.

All staff should:

- take up the learning and development opportunities provided and feed back to their manager on their quality, impact and relevance.
- undertake specific mandatory development as required including attendance and completion of the induction process.
- prioritise mandatory training above any other training and before any other courses can be applied for and approved by line managers.
- ensure the personal development plan identified in appraisal is fulfilled.
- log and evidence learning and development activities on iTrent.
- keep up-to-date with professional issues and subject expertise.
- disseminate the results of learning and development undertaken to relevant colleagues.
- submit a Development Request form as per the Development Request Procedure for any activity which requires funding from Activate Learning.

Learning and Development

The Learning Philosophy and our Values underpin learning and development.

Through explicit implementation of our **Learning Philosophy** we place learning at the heart of what we do at Activate Learning. We believe that every employee has the capacity and ability to learn and develop and we aim to promote a culture of continuous learning and development across Regions, Faculties, Services, Teams and Departments. We encourage employees to be engaged and motivated to take responsibility for their own learning, development and capability.

We value **connectedness** throughout our organisation which is demonstrated through powerful communication and an engaging leadership style that create the climate in which employees can feel secure enough to experiment and try new ideas, encouraging creativity and innovation. Our leaders and managers recognise their own capacity to learn and act as role models and coaches for their teams and employees.

We value **empowerment** in all our staff. We build confidence and fuel ambition amongst our staff by offering personalised and comprehensive induction, built on mandatory training programmes, thereby offering the best and safest possible start for all new staff. Employees are encouraged to take responsibility for their own learning and development.

We value **transformation** because we believe that together, as a group of like-minded people, we transform lives and create brighter futures. We aim to create a supportive learning environment which enables our staff to develop the sector expertise, skills, performance and attributes necessary for their roles now and in the future. We provide opportunities for growth and support employees to achieve their career aspirations within our organisation through an extensive and varied development offer including:

- Programmes and initiatives relating to the enhancement of sector skills and attributes for employees to be effective in their current position. These include internal and external courses and development opportunities providing skills development including specialist training relating to the skills that employees require to keep them up to date in their current role as well as prepare them for future roles.
- Programmes leading to professional or academic qualifications. Activate Learning encourages employees who wish to do so to pursue continuing professional learning and development and where appropriate to gain further qualifications relevant to their role or to meet new business needs or demands.
- Programmes and initiatives that have a specific leadership or management focus. These include internal and external courses and development opportunities to improve leadership capability, people management skills development for line managers and coaching and mentoring.

We value **enterprise** as we believe that our well-trained and appropriately developed staff add value to the organisation and foster a positive, agile and courageous culture that directly impacts on the mindsets and attitudes of our learners.

References

- [Development Request Procedure](#)
- [Induction Procedure](#)

Signed:

S L Sturgeon

Chair of the Corporation
07 October 2021



Chief Executive Officer
07 October 2021

