

## Staff Development Policy

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## Staff Development Policy

### Policy Statement

- We recognise that our staff are fundamental to our success and that a strategic, professional approach to staff development will enable us to attract and retain high-calibre staff, with appropriate skills and competencies, to deliver our strategic objectives.
- Staff development refers to all policies, practices, and procedures used to develop the knowledge, skills, and competencies of staff, at an individual, team and organisational level, which improve skills and performance
- Staff development decisions will endeavour to deliver an appropriate balance between the wants and needs of individuals, the organisation and our customers, to maximise potential and obtain a return on investment.
- Some staff development activity, including that subject to statutory regulations, will be mandatory.
- All staff development activities will be conducted with due regard to equality of opportunity. Where relevant, this will be reflected in the design, content and delivery of each activity.

### Aims and Objectives

The main aim of the policy is to provide managers and staff with a framework that supports and encourages the development of all staff. This framework aims to achieve the following objectives:

- Providing staff development opportunities which are aligned with strategic direction
- Providing an appropriately organised corporate induction, undertaken at the earliest opportunity
- Developing our staff to have the required capability and competencies to fulfil their current roles and prepare them for career development



- Encouraging a proactive approach to personal and career development
- Ensure that tutors are able to reflect current thinking and best practice in the areas that they delivery training
- Equip staff to use current technology to support our response to a changing marketplace

### Planning and delivering training and development activities

There is a shared responsibility for the development of our staff. Primary responsibility for planning appropriate development rests with each department manager.

For this policy to be effective, it is essential that staff support the key principle of continuous professional development and display an ability and insight to manage their own professional growth in addition to undertaking mandatory and relevant training for their role. Staff are expected to avail themselves of the development opportunities provided, to enable them to keep their skills updated and respond flexibly to change.

Provision of staff development activities is arranged through collaboration between Directors and Managers who will deliver support by:

- Providing induction training for new staff
- Offering training events to meet training and development needs
- Disseminating information on training and development opportunities
- Maintaining accurate records of training and development undertaken.
- Providing advice and guidance about external training provision working with individuals and/or with groups
- Identifying external experts and guest speakers to deliver company-wide training opportunities
- Evaluating staff development activities in order to assure and enhance their quality including actively seeking feedback from training events

The Director responsible for finance will liaise with managers and will provide budgets for staff development and allow time for development activity. Although those approval processes are determined locally, managers are advised to confirm that the training is consistent with their objectives and that it is cost-effective.



## Group CPD

All teams within the business are expected to have group focused CPD activities. These are primarily focused on updated processes, external experts delivering teaching theory, using new technology and safeguarding/prevent/wellbeing. These take place around key points in the calendar including, but not limited to:

- Whole Company:
  - Annual Company Conference – 2-day event each year for CPD and updates
- Tutor:
  - Weekly Tutor led CPD session
  - Monthly Resource and Curriculum Day – including guest speakers and CPD sessions
  - Quarterly Staff training/one file and funding compliance

Where possible, all sessions are recorded and uploaded to the company LinkedIn Learning account or appropriate SharePoint folder so they can be reviewed by any tutors who join the company later or unable to attend.

### Mandatory CPD

All Ginger Nut staff must complete refresher training around key areas including Safeguarding, Prevent, Wellbeing and British Values. Their role in the business dictates the precise breakdown of courses required as below.

Designation	Training required	Frequency
Directors	Standard Online safeguarding and prevent training modules	Annual
	Safer recruitment – Director responsible for recruitment	Three years
	Prevent – core topic updates with regional prevent coordinator	Annual
	Anti-Bribery and Corruption	Two years
	Health & Safety	Annual
	Equality Diversity & Inclusion	Three years
	Data Protection	Two years

Senior Managers	Standard Online safeguarding and prevent training modules	Annual
	Safer recruitment	Annual
	Prevent – core topic updates with regional prevent coordinator	Annual
	Anti-Bribery and Corruption	Two years
	Health & Safety	Annual
	Equality Diversity & Inclusion	Three years
	Data Protection	Two years
Safeguarding Lead	Level 3 Designated Safeguarding Lead	Two years
	Prevent – 2 days	Three years
	Enhanced Online safeguarding and prevent training modules	Annual
	Prevent – core topic updates with regional prevent coordinator	Annual
Deputy Safeguarding Lead	Level 3 Designated Safeguarding Lead	Two years
	Prevent – 2 days	Three years
	Enhanced Online safeguarding and prevent training modules	Annual
	Prevent – core topic updates with regional prevent coordinator	Annual



Delivery and admin staff	Standard Online safeguarding and prevent training modules	Annual
	CPD – internal and external	Quarterly
	Safer recruitment – admin supporting with recruitment	Three years
	Prevent – core topic updates with regional prevent coordinator	Annual
	Health & Safety	Annual
	Equality Diversity & Inclusion	Three years
	Data Protection	Two years

Upon completion, the certificate must be provided to the administration team and tracked in the Staff Training Matrix, with Tutors also uploading to their OneFile training log.

## Individual CPD

### Role Based Training

Individual CPD plans will be put in place based on the individual need and the requirement of their role. Based on the work they will be carrying out there are department specific requirements in order to ensure that best practice is implemented at all stages of the apprenticeship journey along with all policies and processes.

This training must be kept up to date and, where there are any issues around the individual’s delivery, or a need is identified for refresher training it is the manager’s responsibility to ensure that the training takes place. Any internal training should be recorded via Teams and saved down in the appropriate SharePoint folder or LinkedIn Learning channel so it can be reviewed as required by all staff.

### Onboarding

During the interview process, potential training and upskilling needs will be discussed by the hiring manager and candidate and a training plan will be agreed at the point of job offer. This will include, where necessary, further teaching qualifications, vendor qualifications related to standards to be delivered, and any further knowledge or competence related to standards to

be delivered. All tutors must have a level 3 teaching qualification and will be expected to work towards a level 5 qualification.

At staff induction a CPD schedule will then be agreed between the tutor and their line manager, and they will be expected to take ownership of this, hitting key milestones before completion of probation.

In addition to this CPD all new starts in the business will complete extensive onboarding during their first month with the company which includes, but is not limited to:

- Introduction to all systems
- Introduction to all processes
- Introduction to all policies
- Completion of all mandatory CPD
- Manager observations
- Peer Observations

All tutors are supplied with a 'Tutor Handbook', containing guides to all training delivery processes and are expected to read and confirm understood.

All members of the Administration team are also provided with an 'Admin Handbook', containing guides to all administration processes and are expected to read and confirm understood.

## Identifying Training Needs

Ongoing Staff development needs may be identified at any point throughout the year, and are most likely to be revealed from the following:

- Managers are expected to support actively the development of their staff, managing performance, providing feedback, and discussing development needs with each of their staff, as appropriate, and as a minimum as part of the formal review process.
- Where Observations of Teaching and Learning (OTL's) identify any needs for additional training or development the IQA will communicate these directly to the tutor and will also feed back to the manager to be fed into the review process.
- The development needs of new staff should be identified in relation to their role. Similarly, the needs of staff moving to a new role internally should be discussed when taking up the new position
- Within annual planning cycles, by management observations and requests, outcomes from the staff opinion survey and from evaluation of feedback from current programmes.

## Competence

Ginger Nut Training provide staff with current industry requirements and will utilise this as evidence towards staff development. This covers both sector specific competencies and Teaching & Training development. Below are some examples of how we can provide support for staff and these may change according to industry and sector requirements.

- Networking – staff attend network events provided by awarding bodies and other recognised industry specialists.
- Industry placements – staff update knowledge and skills through working with our employers to ensure they have up to date understanding of their workplaces, practices and plans.
- Mandatory training and / or teaching – staff are provided with up to date industry good practice. This takes place either by providing external consultants to deliver in house training, attending external good practice forums, external and internal webinars and skills-based seminars or through more formal routes such as recognised industry qualifications.
- Teaching staff are required to move from assessment to teaching. All staff are required to have, or obtain, a level 3 teaching qualification and, once achieved, work towards a level 5 qualification and then QTLs. We expect teaching to complete annual updates/refreshes on practice, to deliver teaching using up to date techniques
- As part of our recruitment policy any new tutors must have a level 3 teaching qualification.
- Staff are observed regularly as part of the quality process to identify areas for development – whether in delivery or subject knowledge. Where areas for improvement are identified these are discussed at monthly reviews and CPD plans are put in place.
- Assessment plans reflect the skills and knowledge required to meet the standards and Ginger Nut Training utilises these to benchmark the skills and knowledge required by tutors.
- Teaching and training staff are required to maintain their CPD, and Ginger Nut Training will support this requirement.
- Progression – staff can progress through various roles and will be supported to gain formal qualifications to enable this.



## Monitoring and Evaluation

- Feedback from participants following all staff development events will be regularly reviewed and content modified, as appropriate, by HR Services.
- Line managers also have a responsibility for monitoring the effectiveness of staff development, through the appraisal process
- Directors will monitor that development is aligned to company objectives and client needs

## Staff Development Procedure

### Management

Ginger Nut Training core management staff are responsible in ensuring that we are able to meet the industry requirements by keeping up to date and engaging with partners and industry specialists through appropriate webinars and conferences delivered by experts and industry bodies. Some of the areas that Ginger Nut Training have had is to evaluate staff caseloads, changes in the compliance regime, staff development, over-coming barriers and more.

Ginger Nut Training also value working with consultant individuals who are also included in the Staff Competency Framework.

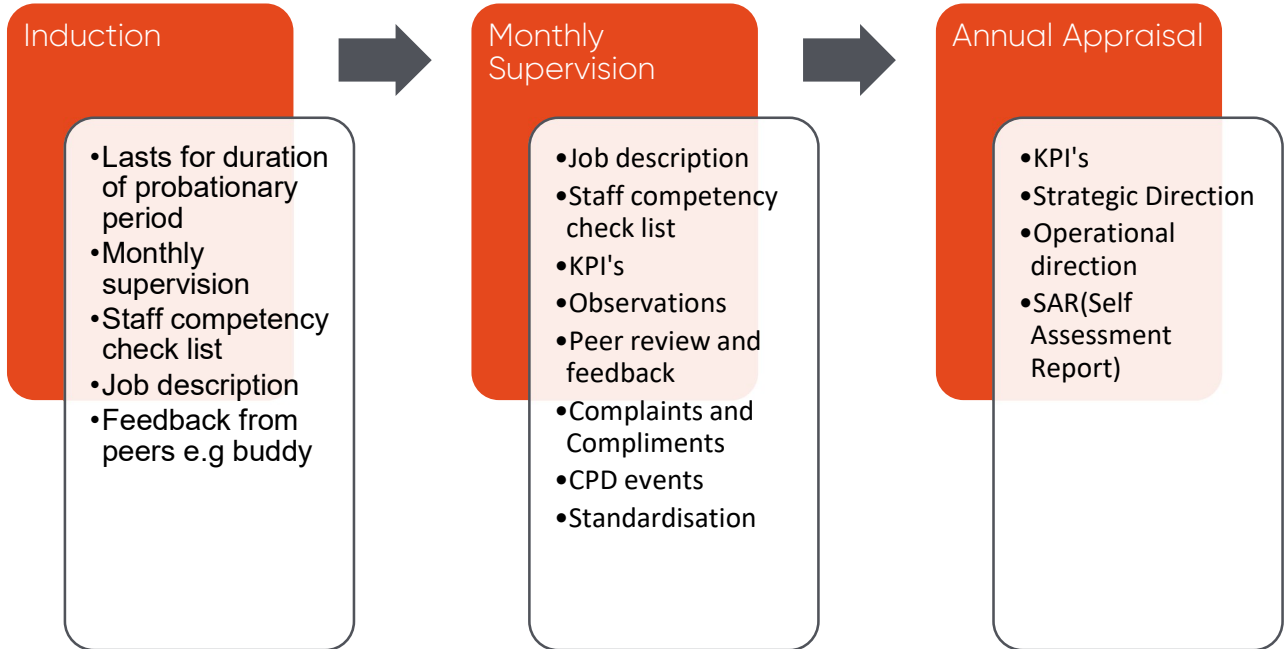
Over the years, Ginger Nut Training has worked with consultants, Apprentice Support Tutors and verifiers, including many who have remained with the business over the last two years. Ginger Nut Training also provides consultant staff the opportunity to become employed staff.

Ginger Nut Training's strategy to enable staff to develop and grow is accomplished by:

- Performance reviews
- Formal appraisals
- Staff away days
- Life-long learning opportunities



Line managers will follow the below procedure for all staff (including apprentices and consultants) using the relevant documentation to record progress.



## Induction

Before confirming a permanent appointment, the line manager will liaise with the Director responsible and will gather information as outlined above to discuss.

The meeting with the staff member to discuss permanent appointment will take place within the last month of their probationary period and any conversation that takes should not be a surprise to the new employee as they would have received monthly supervisions and will be aware of their progress.

If there are any areas of concern regarding the progress of the new employee during their probationary period, the line manager will discuss with the Director responsible to ensure adequate intervention is in place and every opportunity is given to the new staff member to improve and HR are supporting both the new employee and the line manager.

For further guidance on employment law and employee rights and responsibilities please refer to Ginger Nut Training staff handbook.

## Monthly supervision

Line managers will carry out supervision with all staff on a monthly basis and will use the appropriate evidence relevant to each staff role as per the Job Description and competencies. For example, teaching staff will have OTLAs, standardisation meetings, success rates etc. that will impact on their supervisions, whereas administration staff may have a peer observation.

Supervisions will be a collaboration between staff member and line manager and both parties will be aware of expectations. Recording of KPIs, targets and CPD are measured and monitored on the Breath HR systems.

If there is any cause of concern the staff member is able to utilise the staff grievance procedure and access to HR for further support.

## Annual Appraisal

The Directors will maintain an up-to-date Self-Assessment Report (SAR) that will be a collaboration from all staff.

The strategic direction of the business will be explained to all staff who have a responsibility to implement the operations in line with their job role to ensure that the strategy of the business is delivered.

There may be occasions where the strategy may change in line with industry changes, and these will be delivered throughout the year through supervision meetings and team meetings.

Ginger Nut Training acknowledge the importance of maintaining a highly skilled workforce and will provide opportunities to all staff.

