

Training & Development

1. Introduction

The Lakethorne Group believes that its employees represent its greatest asset. By providing opportunities, facilities and financial support for training, The Lakethorne Group aims to ensure as far as reasonably practicable that all of its employees are in possession of the knowledge, skills and experience necessary to perform their jobs to the highest standard. To this end The Lakethorne Group is committed to functioning as a learning organisation, and to provide all of its employees with the opportunity for relevant training and any retraining in accordance with their own needs and those of the organisation.

2. Scope

- The Training and Development policy applies to all permanent employees of The Lakethorne Group with a contract of employment. Employees under a fixed term contract of six months or more may be subject to this policy. This will depend on the nature of training and the discretion of the employee's manager.
- Line managers are responsible for the organisation and content of Induction training for all their new staff, including agency staff.
- All agency staff will be required to attend relevant core training, fire training, any other statutory training, and training related to health, safety and environmental protection.
- Long term agency staff that work as part of a team will be given access to any 'team' development activity.
- Line managers will ensure that their employees are aware of relevant training and development opportunities.

3. Aims and objectives

The Lakethorne Group's aim is to ensure as far as reasonably practicable that employees possess the skills, knowledge and ability to deliver the service objectives and contribute to improvements to the services provided to clients. The principal objectives of the policy are to:

- equip employees with the skills and knowledge to carry out their roles and responsibilities
- enable employees to achieve their potential.
- ensure employees are motivated and supported.
- develop a high standard of service delivery and customer satisfaction.
- support the process for continual improvement in The Lakethorne Group's services.
- ensure that employees' skills and knowledge are relevant to the evolving regulatory and legal requirements.

4. Responsibilities

- Line managers will assess as far as reasonably practicable the training needs of their staff and ensure these are evaluated. Training needs will be met wherever possible, subject to available budget.
- To ensure that employees have access to training and developmental opportunities, line managers should ensure that all employees have individual personal development plans, which are linked to personal action plans. The plans should identify training and development activities to reasonably enhance knowledge, develop skills and improve core competencies.
- All employees will be expected to undertake training and development actions identified in their personal development plan.
- The Administrator will:
 - Maintain individual employee and general training records
 - Provide an annual record of training and development.

5. Review and monitoring

- The Administrator will be responsible for providing an annual record/report on training and development activity.
- Line managers should review the training element of the personal development plans of their staff at One-2-One's and at the annual appraisal.

6. Prioritisation of training and development needs

- In reviewing the training needs of their staff, line managers will need to ensure that the cost of training and time off is not unreasonably excessive which may limit the possibility of additional training activities during the budget year.
- In the allocation of specific training dates for staff, managers must ensure that there is no adverse impact on service delivery, and that there is adequate cover for front line services.

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7. Access to training and development

- Individual training requirements will be identified at different stages of the performance process. Where they have been agreed through personal development plans, One-2-One supervision reviews, or as a result of a customer complaint, the relevant details and the agreed training intervention will be recorded.
- The line manager will record the time, location, date and type of training of their employees. A copy should be sent to the Administrator each month, who will record the details on employees' individual training record.
- Employees are expected to support the training and development process by attending all identified and agreed training activities. If an employee fails to attend, and has not given their line manager advance notification, and there are no extenuating circumstances, the employee may be subject to disciplinary action.

8. Statutory training

The Lakethorne Group views statutory training as mandatory. Where training falls under this category all employees of The Lakethorne Group under a permanent, fixed, or agency contract will attend. Attendance will be non-negotiable unless otherwise agreed by the line manager.

9. Training review

Following the completion of training, line managers should, wherever reasonably practicable, review the training received with their staff. This is to ensure that training objectives are being met and the courses provided are effective. Positive and negative feedback should always be recorded.

10. Policy review

The Managing Director undertakes to periodically review this policy in light of current and planned future activities, on an annual basis, and more frequently when legislation or industry best practice dictates.

Signed: 
Richard Bent
Managing Director

Date: January 2019

Next review date: January 2020

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