

Training and Development

1. PURPOSE AND SCOPE

1.1. Sanctuary Trust recognises that effective training and development offers benefits to the individual and the organisation, which ultimately contribute to the achievement of the charity's objectives. These benefits include:

- higher standards of work performance
- greater understanding and appreciation of factors affecting work performance
- sharing of ideas and dissemination of good practice
- effective management and implementation of change
- encouragement of team spirit
- increased motivation and job satisfaction for the individual
- greater understanding of the charity's business.

1.2. Sanctuary Trust aims to ensure that:

- its stated objectives are met
- each member of staff understands what his or her work role involves
- each person is developed to enable them to achieve their work objectives
- staff are prepared and equipped to deal with changes in the organisation
- everyone is encouraged to develop his or her potential, both personally and professionally
- lifelong learning is supported and encouraged for all staff

2. PRINCIPLES OF THE TRAINING AND DEVELOPMENT POLICY

2.1. Training and development makes Sanctuary Trust a more effective organisation. The charity's continued success depends upon meeting the objectives set by the Board and agreed with our funders and partners. This will be achieved through staff who are competent in their roles.

2.2. Training and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating, or refining their knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at training courses, conferences or seminars, visits to other institutions, work shadowing, formal study, coaching and mentoring.

2.3. Sanctuary Trust believes that training and development is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working

lives. The performance review system allows for specific input from individuals in relation to suggestions for development at least twice a year.

- 2.4. Sanctuary Trust's approach to the provision of training and development is to consider the charity's definition of training and development, and it focuses attention on development activities that add value to the business, enabling the charity to meet its strategic objectives.
- 2.5. The responsibility for identifying training and development needs and carrying out agreed training and development activity is shared between the line manager and member of staff. We will encourage and support appropriate training and development. Reasonable time and financial support may be allocated.
- 2.6. Line managers are responsible for providing support and guidance in relation to the training and development of those reporting to them, particularly in relation to the identification of training and development needs and making sure that appropriate action can be taken as a result.
- 2.7. Each member of staff is expected and encouraged to take ownership and responsibility for their personal development in relation to their work, within the framework of support provided by the charity. This includes analysing one's own skills, aptitudes, and potential development needs, as well as having a positive attitude and proactive approach to development.
- 2.8. Sanctuary Trust is committed, through its performance review process, to the creation of training and development opportunities for all staff and will work to ensure equality of opportunity across all training and development activity.
- 2.9. Sanctuary Trust will monitor and evaluate training and development activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of training and development.

3. THE RANGE OF TRAINING AND DEVELOPMENT OPPORTUNITIES

3.1. TYPES OF TRAINING AND DEVELOPMENT ACTIVITY

There are many different types of activity that contribute to an individual's personal development, and everyone is encouraged to consider the range of opportunities available to them.

Some activities are undertaken with the specific aim of enhancing skills and/or imparting information. Examples of these include participating in a seminar or training course, reading, work-shadowing and mentoring.

3.2. *DRAWING ON THE EXPERTISE AND EXPERIENCE OF OTHERS*

Where possible, development activities will draw on the knowledge and skills of Sanctuary Trust staff. This has the advantage of allowing advice, guidance and on-the-job training to be given in a way that is directly applicable to the work context, and highly relevant to the post holder. Various people may be involved in supporting the development of others; in particular a person's line manager, colleagues, networking contacts, mentors etc. Development by these means may take many forms, including, for example, one-to-one discussions, seminars, secondments, hands-on demonstrations and coaching.

3.3. *PROCESSES BY WHICH PEOPLE LEARN*

There are various ways in which a person might learn, for example by listening, reading, observing or seeking feedback. Colleagues are encouraged to recognise the different means by which they learn and make best use of those which suit to their own style of learning.

4. *RESPONSIBILITIES*

4.1. *THE INDIVIDUAL*

The process of training and development is most effective when everyone takes responsibility for his or her own learning. This includes taking an active role in planning one's own personal development, undertaking agreed development activities and evaluating the effectiveness of these. Maintaining a learning log helps individuals recognise what they have learned and how they applied the outcomes of training and development activity in their work.

4.2. *LINE MANAGERS*

Line managers are responsible for implementing the charity's policy on training and development. Specifically, their role is to ensure that the training and development needs of staff are identified, taking account of both individuals and groups, and that these are appropriately addressed. Line managers have an important part to play in encouraging/facilitating people's involvement in training and development activities, both as participants or organisers, and in providing guidance/feedback with regard to the skills and knowledge required for their current role.

4.3. *SENIOR MANAGEMENT*

Senior management is responsible for actively encouraging training and development as a means to enable the charity to meet its business objectives, and for ensuring that resources are made available for this purpose.

5. LINKS TO OTHER HR POLICIES AND INITIATIVES

5.1. PERFORMANCE REVIEW AND REVIEW PROCESS

The performance review process is an important part of our approach to training and development. It involves Sanctuary Trust yearly meetings between individuals and their line managers, to discuss and review the post holder's work activities and their personal development. The performance review meetings provide the time and space to identify development needs, plan how these should be addressed and evaluate the effectiveness of development activities undertaken previously.

5.2. INDUCTION

An effective induction process is important for settling new members of staff into the charity and ensuring the smooth transition of those who move to roles in other departments/teams. It involves both ensuring that the person has the necessary skills and knowledge to perform their role effectively, and familiarising them with the detail of the work that they will be performing. The line manager is responsible for monitoring the progress of the new member of staff, and for ensuring that any development needs are identified and met.

6. MONITORING AND EVALUATION OF TRAINING NEEDS

- 6.1. A database will be used to analyse and record all training requirements and to implement training courses both internal and external.

7. TRAINING REQUIREMENTS WILL BE IDENTIFIED FROM:

- 7.1. Legislation – policy requirements for each post will direct the primary training needs and must take priority.
- 7.2. Staff Appraisal – this will identify the individuals' aspiration and the business need.

8. INDUCTION TRAINING

- 8.1. Every employee including volunteers will be given a Employee Continuous Personal Development Checklist (ECPDC).
- 8.2. This will enable the employee to become more aware of their roles, responsibilities, relationships, company principles and working practices.
- 8.3. The project manager will be able to monitor staffs' progression within supervision and appraisals using the ECPDC and will hold an office copy of this on the personnel files to be kept in a locked filing cabinet in the managers' office.

9. E-LEARNING

- 9.1. Every contracted permanent employee will be subscribed to our E-Learning program. E-Learning provides each employee with fully certified training courses in all aspect of the work and Health & Safety. Areas shaded in green are mandatory others not shaded green may be required depending on your role
- 9.2. Each employee should aim to complete at least two courses per month but not limited to two.
- 9.3. E-learning will be monitored as at 3.3 during supervision and appraisals

10. INTERNAL TRAINING

- 10.1. Internal training will be given when external training or E-Learning programmes are either not available or do not satisfy the specific requirements of Sanctuary Trust and its policies and procedures.
- 10.2. Any member of staff, volunteer or service user may be asked to deliver internal training and internal training will be given to them to enable and empower where experience and confidence may be lacking.

11. EXTERNAL TRAINING

- 11.1. External training will be sought when specialised or specific requirements are not available from the Sanctuary internal training programme or it is deemed that the service provided from external sources would be of greater benefit to Sanctuary Trust, its staff and/or service users.
- 11.2. A training budget will be allocated for all training and confirmed at the management meetings.

12. COMMUNICATION

- 12.1. All staff and volunteers will be informed of training venue and programme:
 - 12.1.1. At staff meeting(s)
 - 12.1.2. On the staff notice board (located in the main office)

And dates:

 - 12.1.3. On the holiday planner
 - 12.1.4. In the diary
- 12.2. All service users will be informed of training dates:
 - 12.2.1. At Residents' Council meetings.
 - 12.2.2. At Residents' Weekly meetings.
 - 12.2.3. On the residents' notice board.

- 12.3. Any communication from external training providers is sent to the individual by post and is outside the control of Sanctuary Management. The intended trainee should communicate all information of this nature and arrange rota cover when necessary through the project manager. All training must be authorised by the project manager before confirmation.
- 12.4. All information and feedback from training courses will be recorded on the training database (for staff and volunteers) provided the communication procedure has been followed correctly and recorded on the action plans (for service users). Any product of a training course that is not practical to record in these ways will be kept in the training office.
- 12.5. A list of training courses currently on the database will be displayed on the staff notice board. See appendix 1.
- 12.6. A list of E-Learning courses currently available at appendix 2

Appendix 1.

Title
Internal Training
Our mission statement training
Reasons for homelessness
Housing Options
Signposting
Life Coaching
Substance Misuse training
Boundaries and confidentiality
Harm reduction training
Anti-discrimination and Equality
Conflict resolution
Lone Working @ Sanctuary Trust
Reintegration Workshops
External training
Red Cross First Aid training
Local Borough Safeguarding Area Board (LBSAB)
Domestic Violence
LBSAB Financial Abuse
LBSAB Mental Health Capacity Act + deprivation of liberty
Safeguarding
LBSAB Self neglect and hoarding
LBSAB Provider Safeguarding Responsibilities
LBSAB Assessing and Managing Risk
LBSAB Toxic Trio
External ELearning
Understanding drug addiction
Logical + Critical thinking
Introduction to prevent
Learning to Teach

Appendix 2

HEALTH & SAFETY INTERACTIVE

Abrasive Wheels *
Accident Reporting (RIDDOR)
Asbestos Awareness
CDM Regulations
Confined Spaces
COSHH
Dangerous Substances and Explosive Atmospheres Regulations (DSEAR)
Driving Safety *
DSE
Electrical Safety
Environmental Awareness
Farm Safety
Fire Safety
Fire Wardens
First Aid in the Workplace (Employees)
First Aid in the Workplace (Managers)
Food Allergies
Food HACCP Level 3
Food Safety Level 1
Food Safety Level 2
Food Safety Level 3
GHS Classification
Hand Arm Vibration
Health & Safety for Cleaners
Health & Safety for Managers
Health & Wellbeing
Hot Weather Conditions
Induction Safety
Infection Control
Introduction to Health & Safety Audits
Laboratory Safety *
Legionella*
Lifting Operations & Lifting Equipment Regulations (LOLER)
Lift Truck Safety
Lockout / Tagout
Lone Working (Employees)
Lone Working (Managers)
Malaria Awareness
Manual Handling
Medicine Awareness
Mental Health Legislation
Noise Awareness
Norovirus
Office Safety
Pregnancy
Personal Protective Equipment (PPE)
Risk Assessment
Safeguarding Children & Vulnerable Adults *
Safeguarding Children Level 1 *
Safe Movement of Vehicles
Slips, Trips & Falls

Spill Prevention & Control

Stepladder & Ladder Safety
Steward Training
Stress Management (Employees)
Stress Management (Managers)
Winter Weather Awareness
Working at Height
Workplace Safety

Working with Young People
Young People at Work
Workplace Safety

HEALTH & SAFETY VIDEO

5 Steps to Risk Assessment
Accident Investigation
Asbestos
COSHH Awareness
Driving Safety
DSE
Electrical Safety - Maniac
Environmental Awareness
Fire Safety The Facts
Food Hygiene
Health & Safety for Cleaners
Health & Safety for Homeworkers (Employees)
Health & Safety for Homeworkers (Managers)
Health & Safety in the Office
Health & Safety We Are All Responsible

HEALTH & SAFETY REFRESHER TITLES

Top Tips - Fires Safety (Video)
Top Tips - Health & Safety (Video)
Top Tips - Manual Handling (Video)
Top Tips - Office Safety
Workstation Setup (Interactive)

HEALTH & SAFETY SPECIALIST TITLES

Driving Safety International (Interactive)
Environmental Awareness International (Interactive)
Moving & Handling People (Video)
Student Health & Safety (Interactive)

COMPLIANCE & SOFT SKILLS INTERACTIVE

Bribery Act
Computer Safety in the Workplace
Data Protection
Energy Efficiency (Employees)
Energy Efficiency Awareness (Managers)
Equality & Diversity
General Data Protection Regulations
Modern Slavery Act