



## Policy

In order to unlock the potential in all people, Nurture Fostering will provide training, coaching and self-development opportunities. The aim of the Company is to develop employees who are motivated to deliver a world-class service to the many children, young people and adults it serves.

Well trained and developed people feel empowered, which enables Nurture Fostering to gain a competitive edge with the market.

Training plans are agreed with each employee, they reflect the overall business needs and department objectives and the development required to achieve regular performance review between employees and their manager enabling the plans to be evaluated and up-dated.

Continuous communication is an essential part of the empowerment process together with the management of change and an open communicative management style throughout the organisation, HF will achieve: -

- A stronger team
- Clear lines of communication between employer, employees & the families and service users they serve.
- Business growth
- Ownership, involvement and motivated employees
- Working together which will enable winning together

Feedback from staff, service users, foster parents, children, young people and families are the energy source that drives the process of change to delight our customers.

## INTRODUCTION

The Directors fully support this policy and are committed to developing everyone in the organisation so that all individuals can reach their full potential.

All employees of HF are covered by this policy, which represents the minimum opportunities for all full-time and part-time employees. We are an Equal Opportunities employer and, therefore, decisions about training and development will be made irrespective of race, gender, religion or belief, age or disability.

## FUNDAMENTAL PRINCIPLES

### Responsibility for Development

The organisation is committed to developing all staff. The Manager and individual share responsibility for the identification of training needs and for implementing plans to meet the needs of the business and individual.

### Identification of Training

Annual Appraisals/Performance Reviews and Personal Development Plans will identify an individual's training and development needs for the coming year. These will be discussed and agreed between the individual and their line manager on a quarterly basis and reviewed regularly.

### Analysis of Training Needs

Before training, the employee's line manager will meet to discuss and record:

- A description of the training need defined in the Personal Development Plan
- A definition of what the individual will be able to do at the end of it
- Measurable training objectives
- Justification for the investment



## Induction

All new staff will receive induction training within one month of commencement of their employment in formal training groups and/or by one-to-one sessions with their line manager. This will include induction at the branch or in the department covering local issues such as H&S, security, housekeeping etc., specific training relating to their job roles ie child/adult protection will be provided on commencement of employment and Company orientation within one month. The training has a mandatory content but can be extended to meet special needs.

## How Training will be Delivered

The organisation recognises that the immediate line manager will carry out the basic training, with most training being carried out in the workplace. When necessary, the organisation will provide formal training in the form of off-job courses, workshops, distance learning or e-learning. After training, the immediate supervisor and individual will meet to:

- De-brief the individual to decide what else needs to be done to reinforce the learning process
- Evaluate the success of the individual in achieving the training objectives
- Plan a review date to assess whether the business performance objectives have been achieved

## EVALUATION

All training and development will include standards by which the performance of individuals can be evaluated. The success of all training and development will be assessed against these standards.

## TRAINING PLANS

An organisation-wide training plan will be produced. It will be a summary of training needs derived from divisional, individual personal development plans and the Company strategic plans. The plans will be signed off and the summary will be reviewed by the directors for budgetary approval.

## NATIONALLY RECOGNISED QUALIFICATIONS

We also encourage staff to gain nationally recognised qualifications and, therefore, provide the following support:

- 100% funding will be available for qualifications wholly related to the business
- For vocational qualifications partially related to the business, the decision to offer or not to offer support will be made by a Director
- The cost of books or mandatory materials and travel to and from the place of study may be claimed as expenses and must be authorised by the director.

For other academic and personal development programmes, the company will consider paying up to:

- 50% of tutorial fees
- 50% of examination fees

The decision for these programmes must be authorised by a Director.

Nurture reserves the right for lost fees to be deducted from the employee's final salary should they leave the company, as per the following scale:

During learning period and for a period of 12 months after completion - 100%



Year 2 quarter 1-2 after completion	-	75%
Year 2 quarter 2-3 after completion	-	50%
Year 2 quarter 3-4 after completion	-	25%
Year 3 after completion	-	NIL

This does not apply to redundancy, illness or death

### **SPECIAL CONDITIONS FOR EMPLOYEES UNDER 18**

Whenever practicable, employees under 18 working 35 hours or more per week, should be released for one day per week to attend general education classes. Every effort will be made to release them, although attendance is not mandatory.

Should these young persons be on a Youth Training or similar scheme, full co-operation will be given to the managing agency to ensure that the young person obtains the maximum benefit from the training provided.

This policy is supported by the Directors.

Any 16 or 17 year old who is in employment will be entitled to the statutory Study leave as explained in the Right to Time Off for Study and Training Regulations 1999.