

**LEARNING &  
DEVELOPMENT  
APPROACH**

# Learning & Development Approach

**Approach Owner:** ELT  
**Date Approved:** January 2023  
**Next Review:** January 2027  
**Responsibility for Review:** Head of HR  
**Approach Review Frequency:** 4 yearly

Applicable to staff: Yes/~~No~~  
 Applicable to students: ~~Yes~~/No  
 Publish on College website: Yes/~~No~~

**Consultation:**

Undertaken with:	Yes/No:	Date:
Board/Committee	Yes	27 June 2018
ELT	Yes	January 2023 4 June 2018
CMT		
Unions		
Students		
Employees		
Employers/Stakeholders		

**Any Associated Documentation, for Reference:**

**ELT SIGN-OFF:** Marie Haworth, Vice Principal Quality, Teaching, Learning & Learner Support



## **Learning and Development Approach**

### **1. Introduction**

- 1.1 This overarching Learning and Development Approach is designed to ensure that all Preston College staff are aware of their rights and responsibilities relating to Learning, Development and Training opportunities. We aim to provide all staff with equal access to development opportunities in line with identified needs which will support the achievement of the college's mission, vision, values and key objectives.
- 1.2 This Approach and all other policies relating to Learning, Development and Training fall under the scope of the College's People Strategy.

### **2 Guiding Principles**

- 2.1 The College considers it appropriate to provide learning, development and training opportunities which will support the achievement of the College's Strategic Plan together with those training and development requirements incumbent upon the College as an employer.
- 2.2 The College believes that all of its employees have the potential to grow, both professionally and personally, and shall endeavour to provide opportunities for this growth.
- 2.3 The College is committed to equality of access to learning, development and training opportunities for all staff. No member of staff will be treated less favourably on the grounds of sex (including gender reassignment), marital or parental status, race, ethnic or national origin, colour, disability, sexual orientation, religion, or age.
- 2.4 The College will provide learning and development activities in a variety of different methods including traditional classroom based learning, blended learning and e-learning in order to enable staff to access the training effectively and in accordance with their preferred learning style.
- 2.5 The Head of HR will provide a performance appraisal scheme which will facilitate the collation of individual development needs in order to produce a training needs analysis.
- 2.6 The Organisational Development Steering Group will facilitate an annual training needs analysis of organisational development needs across the whole College.
- 2.7 The Head of HR will ensure a course planner of learning and development activities to address the priority needs from the individual and organisational training needs analysis is designed and updated on an annual basis.

### **3. Learning, Development and Training Activities**

- 3.1 All staff are required to engage in mandatory and essential job related training.

- 3.2 Activities will vary and will include any activity or process consciously identified and selected as a means of supporting the achievement of the college's strategic objectives and enhancing individual/team work performance.
- 3.3 Examples of acceptable activities include internal and external training and staff development/CPD events; teacher training; mentoring; industrial updating; subject specialist updating; coaching, work placements/shadowing.
- 3.4 Staff are encouraged to think creatively about the best means of meeting their development needs. Well-grounded development activity is that which provides the most economical, efficient and effective means of achieving desired outcomes. Identified needs may be determined by: e.g. needs identified during the induction, probation or review processes; national developments; strategic or operational needs; changes in legislation/guidance.
- 3.5 Teaching staff and training assessors are required to access a minimum of 30 hours CPD each year (pro rata for part time) and to ensure that the activities are logged individually and given to Staff Development.
- 3.6 All other staff are encouraged to access a minimum of 30 hours CPD as an entitlement (pro rata for part-time staff).

#### **4 Induction**

- 4.1 The purpose of induction is to make new employees feel welcome, assist them to settle into their post and enable them to become effective in their job role as quickly as possible. The induction process is split into three areas to assist new employees acquire relevant knowledge and information about the College in a timely manner.
- 4.2 All newly appointed staff are required to attend mandatory training on their first day at work or as soon as practical thereafter if the first day of employment is not a Monday. This approach enables the College to fulfil its training obligations on risk critical issues as a corporate control measure prior to the employee being required to undertake their specific role.
- 4.3 The Corporate Induction programme is a requirement for all new staff and has been devised to enable new employees to become familiar with and acquire essential information relating to key aspects of the College and the staff responsible. The College Corporate induction programme will be organised and monitored by the Head of HR.
- 4.4 In addition to the mandatory training and the College induction programme, line managers are responsible for inducting new employees through the general induction checklist. This is an essential part of the induction process and must be completed within the probationary period. It ensures that there is regular dialogue with new members of staff covering a range of issues including familiarisation, assignment of buddies/ mentors, College policies and procedures, individual performance objectives and development needs.

## **5 Participation, Contribution and Evaluation**

- 5.1 Participation in relevant training and development activity is both an entitlement and a responsibility of each member of staff. The College recognises that the training and development offered needs to be identified at many different levels – individual, team, department, and cross-college - and actively encourages all staff to help formulate proposals to meet those needs and feed these ideas to the Head of HR.
- 5.2 Participation may be determined individually through the medium of a skills audit, via individual aspirations or collaboratively with the line manager at probationary or appraisal reviews.
- 5.3 Where staff have knowledge or skills which would assist others or support the achievement of the College's strategic objectives they may be requested to contribute to, or to lead the delivery of, in-house training and development events.
- 5.4 It is an explicit requirement of those supported on external development activities that they are prepared to disseminate the information gained to colleagues in-house.
- 5.5 All staff attending any training and development events will be required to evaluate the activity whether it is internally or externally organised.

## **6 Management of Learning, Development & Training**

- 6.1 The Organisation Development Steering Group (ODSG) has been established to provide a strategic forum to advise on and prioritise organisational development needs and to provide guidance on associated issues.
- 6.2 Overall responsibility for management of the Learning, Development and Training process lies with the Head of HR. Other managers with responsibility for mandatory or other training must report the outcomes of the activities/training to the Head of HR on a regular basis.
- 6.3 Records will be maintained of the activities requested and the development needs undertaken in order to evaluate the benefits to the college. As part of the evaluation, individuals and teams will be required to identify the benefits of the activities undertaken and the impact on the student experience.
- 6.4 Analysis and reporting of staff participation in training and development by sex, age, gender, disability and ethnicity will be undertaken annually.

## **7 Financial Support and Leave to Attend Courses**

- 7.1 Course fees, transport, accommodation and other expenses associated with the Learning, Training & Development/CPD activity will be supported, as far as possible and within Financial Regulations, by the College. Budget holders and individuals may be asked to contribute towards the expense depending upon the relevance of the activity and total cost.

- 7.3 Agreement on the time allowed for attendance at a specific staff development or training activity will be secured between the individual and the line manager/supervisor or budget holder but these must be agreed in advance with the Head of HR and ratified by the ODSG to ensure consistency and fairness across the organisation.
- 7.4 Individuals receiving financial support for external, professional or long courses must agree to remain in the service of the College for a period of two years following the date of notification of such award and in the event of them failing to comply with this obligation they will repay the college the whole or a proportion of the financial assistance paid by the College.
- 7.5 The College has included within the contracts of employment of staff the ability to recoup expenditure on training from staff who leave within two years of completing the course. This is reinforced through the application process which requires staff to sign a statement agreeing to reimburse all or part of the fees pro rata for each year.
- 7.6 Furthermore, in the event of individuals failing to successfully complete the agreed programme within a reasonable period of time or failing to show satisfactory progress in their studies or discontinuing their course (without good cause) the College shall be at liberty to withdraw the support and require them to refund the whole or a proportion of the financial assistance .
- 7.7 Individuals must inform HR of progress both during and at the conclusion of the programme by forwarding notifications of awards and/or outcomes so that their individual record can be updated.
- 7.8 Individuals seeking financial support for long or modular courses must apply for funding for each year/stage of the programme.
- 7.9 Development activities which have no direct relevance to the individual's role or to the College's strategic objectives or succession plan will not be supported.

## **8. Application Procedure**

- 8.1 Applications must be received in a timely manner to maximise opportunities for discounts and to enable bookings to be made. The application procedure will be updated annually and application forms and guidance notes made available on ERIC.
- 8.2 Applications which have not been signed by the individual applicant, the line manager/budget holder will not be processed.

## **9. Monitoring, Evaluation and Review**

- 9.1 The Head of HR will produce processes to undertake the evaluation, impact assessment and return on investment, which will be reported to the OD Steering Group. An annual report will be produced demonstrating achievements, areas for development and recommendations.