



Charity number 1197599

Learning and Development Policy for Brereton Big Local CIO

This Learning & Development Policy includes the purpose and principles of Brereton Million CIO, and how employees can access and maximise opportunities to grow both personally and professionally.

Purpose

Brereton Million CIO helps and supports all employees to attain, build and demonstrate the charity values, behaviours, knowledge, and skills needed in their role. It supports and drives employee performance and contributes towards objectives within the Big Local Plan, helping to deliver our vision.

Brereton Big Local CIO is a tactical, positive driver of staff engagement, helping to ensure staff feel valued and involved and can contribute fully and realise their potential. It means Brereton Million CIO is developing to meet current and future needs, responding effectively and efficiently to changes in its structure and operating environment.

Brereton Million CIO supports each of the themes within the Brereton Million CIO People Strategy and the Equal Opportunities policy.

Principals

Brereton Million CIO clearly sets out its learning and development offering it to all new and existing employees, keeping them updated through ongoing internal communications. We give equal opportunities for learning and development, investing in people to develop their potential so we have a diverse workforce and an inclusive workplace.

Learning and Development provides prescriptive and compulsory training as people move through and around the organisation. This includes Induction, Role Development, Management & Leadership, and Compliance pathways.

Learning and Development limit some opportunities to specific roles and people to maximise value within the constraints of the provision available.

Broader professional, role or personal development opportunities are available to all employees. Managers can agree development opportunities for agency or fixed term workers who have worked for Brereton Million CIO for at least 12 weeks and where it directly relates to their work. Agency workers on week-by-week contracts are not eligible to undertake external training courses.

1-2-1 review meetings, end of year performance reviews and personal development planning conversations drive the broader professional, role or personal development opportunities available. Approval depends on relevant line management support and Learning and Development Team provision availability. Employees have access through an application for 'Professional Learning' or 'Apprenticeships'. Staff should read this and the Personal Development & Review Guidance and Brereton Million CIO Equality and Diversity Policy.

All staff within a learning or training setting or experience should adhere to the usual standards of behaviour as per the Code of Conduct and other people policies.



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There is a systematic approach to planning, undertaking, and evaluating learning and development with a focus on delivering value for money (economy, effectiveness, efficiency).

Primary responsibility for learning and development rests with the employee and their line manager. The Learning and Development Team provides advice and guidance to individuals and teams, ensures learning and development is in line with good practice and delivers value for money; and manages the corporate learning and development plan.

Learning and Development will record and evaluate learning and learners using various good practice methods, to ensure provision is at the correct standard. Learning and Development will monitor and improve these activities, with measures of improvement and return on investment clearly identifiable.

Learning & Development Approaches at Brereton Million CIO there are various learning approaches staff can choose from. Individuals and their line managers should consider which approach is most suitable. The workflow team must approve activities involving Operations staff to assess the impact on case closures. Brereton Million CIO encourages staff to take the lead in driving their personal and professional development. Brereton Million CIO recognises there are various learning styles and encourages learners to focus on the best method for their individual development.

- Blended learning is an approach which combines conventional classroom based training and on-the-job coaching with digital resources e.g., eLearning, Webinars and Training videos. This approach supports staff to tailor training to meet their needs and preferred learning style (where possible), making learning effective and engaging.
- E-learning: Brereton Million CIO has a wide range of e-learning modules, both compulsory and elective. We aim to provide the e-learning content in a choice of alternative formats, including Word Document version factsheets and face-to-face sessions.
- Mentoring: We use mentoring to develop personal skills, focusing on intangibles like navigating a new team structure or operating at a strategic level. We also use mentoring as a gateway for people to spend time together with an emphasis on diversity of thought, approach, and experience.
- Coaching: We use coaching both formally and informally. Mainly used for on-the-job training, informal coaching supports individuals to grow skills in specific areas. We use formal coaching within our Exemplary Leaders for Brereton Million CIO programme and focuses on personal impact and awareness.
- Formal training courses: Internal and external training courses take place where there is a specific need for certain knowledge and skills or where there is a mandatory requirement. External training providers are selected following Brereton Million CIO's procurement policy. Learning and Development will plan these courses in line with the organisation's training curriculum.
- Away Days give teams an opportunity to work on a particular topic together, develop relationships and review progress. Typically, a member of the Trustee partnership will submit a request for an away day to the Chairperson. The Learning and Development Team will then assist in planning and delivering the event.
- Masterclasses are more informal subject specific events that will offer staff the opportunity to hear from, question and engage with a wide variety of people from inside and outside the organisation. All staff can book their place on a Masterclass with their managers' approval.