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The Queen's Award for  
Voluntary Service  
2007



## Learning and Development Policy

### Purpose

Foresight is committed to developing excellence in employees in order to maintain its leading status in a competitive and fast-changing market. The Organisation aims to attract, develop and promote the best talent by creating a supportive environment in which all staff are given the opportunity to learn, develop and grow to achieve their full potential. The training and continued professional development of our employees is crucial to the continued success of the business. The Organisation Policy is to ensure that, at a minimum, all employees are trained and sufficiently supported to the extent necessary to competently and effectively undertake their assigned tasks and responsibilities. Our ultimate goal is to create a culture of consistent learning where individuals take responsibility, in partnership with the organisation, for their own development.

### Scope

This policy applies to all employees of the Organisation to include placements and apprentices.

### Aims

To ensure that every employee has a shared understanding of Foresight strategy, vision and values and that they are aware of the role that they play in helping to achieve these.

To ensure that every employee undergoes the annual cycle of appraisal in which they receive feedback on their performance, set targets for the year ahead and are able to plan and agree learning and development goals.

To equip employees with the skills and knowledge required to perform effectively within their current roles and respond efficiently to the demand placed upon them by internal and external change and development.



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The Social  
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Learning & Development Policy  
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To promote the use of a full range of development opportunities, ensuring that the route chosen is the most appropriate and relevant option for the individual and business needs.

To ensure that development is an integral part of our organisation and that a learning culture is created at every level. It will be available to all, flexible to suit different learning styles and working patterns and will meet the needs of both the individual and the organisation.

To provide effective induction for all new employees.

To ensure that learning and development are a core element of performance management.

To actively monitor and evaluate the Learning and Development Policy to ensure that it is always fit for purpose and reflects effective practice.

To continue to monitor and measure the success of the learning and development programmes to ensure they provide a suitable return on investment.

The Organisation aims to ensure that each employee has the opportunity to learn and become increasingly experienced in their primary job function, as well as developing secondary skills where feasible. The organisation aims to create and embed a culture of continuous learning and development which enables and encourages the employee's own potential.

The organisation will nurture a learning environment where employees will be confident in accepting change, developing new skills and taking responsibility for their own continuous learning in partnership with their line manager. This positive learning environment will ensure that employees are able to make an effective contribution to the successful achievement of both business and personal goals.

### **Embedding a Culture of Continuous Learning and Development**

Within Foresight, creating a supportive learning and development environment means being an organisation in which:

- every staff member makes maximum use of their experience, capability and expertise in delivering on work objectives
- every staff member takes ownership of their own development
- learning and development fosters and enables personal/professional growth
- managers are skilled at managing performance, coaching and developing individuals/teams
- everyone's contribution is valued
- succession planning leads to high performers and those with business critical knowledge/expertise are supported to ensure Foresight's future growth

- there is a robust induction process that ensures new starters feel welcomed, understand their role, Organisation strategy, responsibilities and the resources available to them
- learning and development is evaluated and action is taken for improved performance

### **Leadership/Management Development**

The development of all managers within the organisation is a key strand of the training and development strategy. The identification of leadership/management potential will happen via the Management Training Programme. The Leadership Development Programme is designed to equip all middle and senior managers with the necessary skills and behaviours to lead the organisation to meet business challenges. All managers are expected to participate in the programme and actively pursue their own development plans with the support of the board of trustees.

### **Fairness and Equality**

The Organisation is committed to ensuring the equality of opportunity in the development of its people. If any individual feels that they have been denied access to the development, they should in the first instance discuss the matter with their line manager. If they remain dissatisfied then they may raise the issue with the relevant learning and development team.

The Organisation is dedicated to ensuring that all staff are trained and become sufficiently experienced to the extent necessary to competently and effectively undertake their assigned activities and responsibilities. It is also the aim of the Organisation to encourage employees to make the most of learning opportunities to realise their own personal potential and enjoyment of the job.