

## TRAINING AND DEVELOPMENT POLICY

### 1. Purpose and Scope

Plymouth Dance is committed to ensuring that all paid staff, Board and Steering Group members and volunteers have access to learning, development and training opportunities which enable them to be suitably knowledgeable and skilled to carry out their role within the organisation, and to develop their talents in any ways that fit with the organisation's development to meet its strategic objectives.

### 2. Aims

The main aims of this policy are to:

- ensure that paid staff, Board and Steering Group members and volunteers are supported and enabled to meet the changing demands of the organisation and its service users so that the organisation achieves its strategic objectives
- facilitate paid staff, Board and Steering Group members and volunteers' professional development through assisting them to broaden, deepen and thereby further enhance their existing skill base
- provide a working environment where continuous learning and development take place that help staff to gain more enjoyment from their roles, increase motivation and enhance staff retention

### 3. Equal Opportunities

The organisation is committed to ensuring equality of learning opportunity, hence no paid staff, Board and Steering Group members or volunteers will be excluded from learning in line with the Plymouth Dance Equal Opportunities and Diversity Policy.

#### 4.1 Employees

Plymouth Dance believes that professional development is most effective when the individual takes responsibility for identifying any opportunities for self development which will enhance work performance through increased skills and knowledge.

Learning needs and opportunities will also be identified through internal assessments to meet the business need. We expect all staff to also take a proactive approach to furthering organisational wide learning and development.

#### 4.2 Line Managers

Line managers are responsible for assisting paid staff and volunteers to identify learning needs and for ensuring that they review these with paid staff and volunteers on a regular basis during support and supervision sessions. Line managers should seek feedback on any training, including quality and cost effectiveness. Line managers should then ensure that paid staff and volunteers implement the skills that they have gained through training and ensure that feedback on training is shared with the organisation.

### **4.3 Coordinating Producer & Board of Directors**

The Co-ordination of the learning and development process is the responsibility of the Coordinating Producer. She/he will, therefore, ensure the evaluation of learning activities is undertaken annually by liaising with paid staff to ensure that any identified needs are addressed accordingly. The Board of Directors is responsible for agreeing the learning and development budget on an annual basis – a minimum of 1% of annual budget will be allocated to this. The learning budget is controlled by the Coordinating Producer. Directors also have a responsibility to attend appropriate training in order for them to perform their duties.

### **5. Options for learning & development may include:**

- On the job learning including learning from other paid staff via job shadowing, mentoring, in house skill sharing, staff away days, etc.
- Secondments and placements/visits to other organisations
- Setting up job development opportunities such as public speaking
- Attending internal or external training days/workshops
- Attending conferences, forums
- An external course of study
- Web based e-learning
- Self-directed study – such as books, manuals, online information

Plymouth Dance is committed to sharing the learning and lessons gained by staff and volunteers throughout the organisation.

This will be accomplished in a number of ways:

- Giving time in team meetings to share core lessons from training
- Networking with partner and same sector organisations and incorporating their literature, reports and research documents into office resource libraries.

### **6. Key Professional and Skills Based Learning**

Plymouth Dance aims to prioritise learning that focuses on areas which:

- enable us to fulfil our strategic objectives
- pertain to any organisational statutory/contractual obligations
- are essential in order to generate and maintain income
- enable effective responses and management of legislative changes
- ensure IT skills meet business need

### **7. Induction**

All new paid staff are given a timely programme of induction including introduction to all policies for the organisation. This is an essential part of staff learning and development, and integration into the working environment.

## 8. Recording, Monitoring & Evaluating Learning

The Coordinating Producer is responsible for ensuring that a central record of employee learning is created and maintained and that all learning and development activities are monitored and evaluated in terms of suitability, effectiveness and value for money.

This policy applies to directors, staff, and volunteers employed by or working for Plymouth Dance CIC. Aspects of this policy also apply to consultants engaged by Plymouth Dance CIC and to those organisations with whom we work in partnership through our services. In addition, we expect that consultants, partners and other organisations will have their own policies and procedures that reflect similar principles to our own.

**Date of adoption:** 6<sup>th</sup> September 2016      **Review date:** 6<sup>th</sup> September 2017

**Signed:** Signed on original by Sarah Cobley