



New Leaf Triangle

Staff Training and Development Policy

v2

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Introduction

At New Leaf Triangle, it is essential for all staff to acquire, maintain, refresh and improve on the knowledge and skills needed to effectively carry out their roles. This is to ensure a high quality service to our customers, adherence to legal requirements, and also for the well-being and personal development of staff. Our small, not-for-profit business relies on everyone being able to work together to the highest quality of outcomes for our students, animals, site, customers and each other.

We believe that when people feel empowered and skilled to do the role they are expected to do, they will be motivated in their role and work hard to succeed and continue to develop.

This policy applies to all permanent, full-time or part-time employees, as well as seasonal employees of the company. Some training may also apply to some volunteers, on a case by case basis.

Staff and the management team will work together to build a continuous professional development (CPD) culture. It is the management team's responsibility to ensure that training opportunities are available, that mandatory programmes are followed and that the team is supported to find, access and complete training. It is each individual's responsibility to reflect on their learning needs, to find and access suitable training and to put the outcomes of that training into practice every day.

Business need and value for money should always be considered as part of choosing and agreeing any training and development courses or opportunities.

Types of Training

NLT has developed a Continuous Cycle of Improvement which includes Core elements of training and optional areas. This is reviewed as part of our quality review cycle.

At Induction - There are mandatory core elements around animal care, student support, H&S and Safeguarding. Staff have to read and confirm understanding of all key policies and risk assessments. Staff then receive support to shadow other staff for a day or more before supporting students 1:1. Initial stages of induction is a minimum of 3 days but with ongoing support according to need. Progress and understanding is checked by the line manager and at probation meetings. Staff are also allocated a “buddy” who can answer questions and support the new staff member as needed.

All-team training at various points as the need arises and as per our Training Needs Cycle - includes annual refreshers (Positive Handling, SG, autism, ADHD, attachment and MH awareness, medical awareness (eg epilepsy) horse care, horse skills, animal care, record keeping, First Aid, Health and Safety, Education training. Costs for course fees and time to attend mandatory training for staff will be covered by NLT.

All-team training is scheduled into 6 training days (similar to school INSET days) where staff are expected to attend as part of their contract. These days are usually scheduled into school holidays in order to prevent disruption to students’ learning. In addition to the 6 full days, evening sessions (usually 4pm to 5pm) may be arranged to pick up on more immediate issues or ones that benefit from being scheduled into a series of consecutive weeks. Staff are sometimes requested to complete an online course or online reading by a deadline. Very occasionally, there is an expectation for staff to attend on a Saturday, if no other suitable date is available.

On the job (shadowing/feedback/line management support/peer observations) - this can happen informally or formally and be planned or in the moment - but all support staff growth and development.

Signposting to articles, conferences, training opportunities that are not compulsory - depending on the intended outcome, development need, cost and time of training, some of these opportunities will be paid for by NLT - for the cost of the course itself and/or the time taken by the staff member to attend. Or others may be expected to be done in staff’s own time.

Opportunities for further development - eg Education Qualifications, Forest School, archery coach etc - costs for such courses will usually be covered by NLT on the basis that the outcome will benefit the business. The expectation is that staff will utilise that knowledge/skill while in post. Staff may have to return some of these costs if they leave within a certain timeframe - this will be agreed on a case by case basis with staff members when signing up to a course.

Job-specific training - mandatory as part of an enhanced or specific role - eg Interviewers to complete Safer Recruitment training, DSLs to complete DSL Training, Fire Wardens to attend Fire Safety training. This may include off-site visits and work experience and will be agreed with each staff member accordingly. Costs for course fees and time to attend mandatory training for the role will be covered by NLT

Self-Identified Development Opportunities. eg anything that staff identify for themselves that will help them succeed or progress in their role. NLT may cover the costs of such courses or qualifications or pay for staff's time to attend or study, if there is an agreed business need and clear outcome that will benefit both the individual and the business. These will be agreed on a case by case basis.

Recording Training

All staff training, from all the categories above is recorded in a central training record, including dates (and expiry dates where relevant, whether delivered externally or internally or any follow up or refreshers that are needed. Certificates or self-certification and any confirmation of charges made to the individual is saved in the staff member's personal file.

Where staff attend in-person training sessions, sign-in sheets and post-training evaluations must be completed and returned to the trainer or manager.

A staff member's attendance, engagement and how they put into practice what they have learned, may form part of their performance objectives and appraisals.

Appraisals and Objectives

Each staff member has a formal objective setting meeting once per year, which is then reviewed at 6 months and year end. The outcomes of the objectives contribute to performance related pay. (see staff hand book for more details on PRP). Training and development needs and opportunities will form part of objective setting and review.

Each staff member also has termly supervision meetings where successes, difficulties and progress against objectives are discussed. This will include identifying any training and development needs and the opportunity for staff to identify development opportunities they are interested in.