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**“Working to Empower the Community”  
in Lancashire and Cumbria**

**Pamela Beswick - Chief Executive Officer**

## **Team Training and Development Policy**

### **1. Introduction**

Signposts Multi Agency Resource Centre Limited provides training and development opportunities based on service targets and objectives, contractual requirements and individual learning requirements.

### **2. Guiding Principles**

The following principles guide the Team Training and Development Policy and apply to all aspects of team development and training activities delivered internally, by external training providers. The purpose of team development is to link the team, their performance and development to the achievement of Signposts' strategic and operational objectives and its commitment to continuous improvement and excellence.

Team development, which includes all aspects of training, is one of the elements of Signposts overarching ethos around Human Resourcing. The aim of this policy is to provide a working environment in which the team are able to maximise, up-date and enhance their work related knowledge, skills and capabilities and to contribute to the aims of the organisation.

- a) All team members regardless of age, grade, gender, disability or ethnic background or nature of their contract of employment are expected to undertake development and training opportunities, which are viewed as a continuous process throughout their involvement in the organisation.
- b) The Team are provided with opportunities to identify and review their training and learning requirements through arrangements for supervision.
- c) Relevant information about training and development opportunities is made available to the team via the Team Bulletin and staff noticeboards.
- d) Priority is given to training and development opportunities which relate to the improvement of immediate work activities, achievement of basic service requirements and training plans, and the securing of current targets.

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North Lancashire  
Teaching Primary Care Trust



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- e) The team are required to assume responsibility for their own development and training, which includes both participation in planned activities and making use of opportunities to learn when they are presented.
- f) Team development and training is an obligation for the line managers who are responsible for identifying individual training and development needs and supporting and encouraging the team. Formal processes, induction, supervision and training needs analysis are used at the individual level. Team development and training planning takes place Strategically. (Refer to other policies and procedures: Induction; Supervision)
- g) Accountability for team development and training rests with management at every level. Team development and training provision will be evaluated and reviewed to ensure that it is adequate, relevant, and effective and provides value for money.

### **3. Priorities for Team Development and Training.**

Identified strategic priorities for team development and training, in the short to medium term are:

- Training which meets the requirements of Workforce development strategies
- Development and training to support research and business planning
- Leadership and management development and best practice in the management of people
- Enhancing service delivery
- Achieving Annual Report Strategic and Operational Targets

### **4. Development Plans/Training Records:**

a) Signposts will be required to prepare training and development plans which reflect the achievements of the operational plans and the outcomes of the supervision process for different categories of staff. Plans will be approved and reviewed annually by the Personnel Committee.

b) Management will maintain all records subject to data protection requirements.

c) Line managers will work with staff using individual training plan to identify training related to the area of work and complete the form held on individual's personal file.

A comprehensive team database will identify and record:

- members of the team;
- their role;
- their appointment process;
- their CRB clearance date and any comments the Chief Executive needs to record about how they should be allocated;
- confirmation that mandatory training has been completed or evidenced.

Personal files will include a training record and evidence of mandatory training attended and / or evidence of prior knowledge, skills and experience which has been accredited.

Non-attendance at courses will be recorded and raised both with the individual and with their line manager. Persistent non-attendance may result in disciplinary action for conduct.

## 5. Definitions of training available to Signposts Team / knowledge required

### a) Mandatory Core Training:

This will form part of an individuals work programme and will be scheduled into hours of work, on the basis of section 7 – Charges and Allowances for Training,

- Welcome to Signposts and Induction (scheduled monthly – 2 hours input)
- Introduction to Working with People – Signposts Ethos and Values (a one day course)

### b) Mandatory Targeted Courses/knowledge required:

Those that will directly benefit a specific area of work – individuals working within the specified areas of work will be required to either show evidence of this training or to undertake the training at the first opportunity.

Area of Work	Training Required
Catering	Food Handling
Childcare	First Aid Food Hygiene Safeguarding children and vulnerable adults (a one day event)
Family Support	CAF Working with Children and Families – and Parenting Case Work Techniques – person centred approaches and goal orientated casework Safeguarding children and vulnerable adults (a one day event)
Work with Adults and Older People	Case Work Techniques – person centred approaches and goal orientated casework Mental Capacity Safeguarding children and vulnerable adults (a one day event)
Work With Children and Young People (0-8, 8-13, 13+)	Every Child Matters and Youth Matters (a one-day event) CAF Case Work Techniques – person centred approaches and goal orientated casework Group work and working with Young People Safeguarding children and vulnerable adults (a one day event)
Information and Advice	Safeguarding children and vulnerable adults (a one day event)
Community Development and Engagement	Safeguarding children and vulnerable adults (a one day event) Intervention Techniques and Engagement Skills
Administration	Data Protection and Documentation Customer Care

The CAF and Safeguarding training will be offered at the appropriate level – level one for delivery staff, higher as appropriate.

Some of this training is available online

### **c) Other Targeted Courses**

- Handling Difficult Situations – De-escalation techniques and Conflict and Aggression Training (a one-day event)
- Curriculum development and session planning
- Specific courses identified for an individual during supervision
- And others as identified

### **d) Seminar and Awareness Raising:**

These would cover topics of interest and may be specific to particular teams/areas of work.

These will cover a range of topics which could include mental health, disability, inclusion and accessibility together with issues identified within teams and specialisms.

### **e) Team meetings:**

Awareness Raising will also take place within Specialist Teams and Full Team meetings as very specific and specialised courses attended by only a few do not necessarily address the target audience or reach them and information is not always cascades effectively.

Topics could be chosen from a range of sources identified from supervisions, operational and strategic imperatives, changes in the organisational structure and procedures; updates within relevant legislation and social policy.

### **f) Team Bulletin:**

This monthly bulletin provides a range of information about the projects within Signposts as well as sections on curriculum items; topics related to Social Policy; up to date news related to Social and Community work.

## **6. Funding Policy**

The Personnel Committee and Senior Management Team administer the central budget for staff development and training. These funds are allocated to support the organisation in the achievement of its strategic and operational objectives.

Limited funding is available for individuals to undertake professional development where this is specifically identified via supervision and approved by the Personnel Committee. Individuals should consult their Line Managers regarding the availability of funding.

## **7. Charges and allowances for Training**

Team members are not expected to pick up the costs of attendance at mandatory or other mandatory targeted courses (5A and B) where these are agreed within the supervision and line management structure.

However, individuals should book on courses with care – they should only book a course they expect to attend and in line with section 4 of this policy, non attendance will be monitored and addressed on an individual basis by the line manager.

Staff wishing to attend other targeted courses (5C) need to get approval from their line manager(s) to attend courses. Discussion with line managers includes the implications of participating in training or development opportunities – an identification and justification of the benefits for the organisation and individual.

Attendance at Core or Targeted Mandatory Training and Team Meetings (5A and B) can be included in the work programme of paid staff and claimed in full.

Attendance at Other Targeted Courses (5C) will be paid pro rata and sessional staff will receive 1 session for a full day training session.

Volunteers will receive expenses related to travel, childcare and linked to any caring responsibilities.

Substantive (full time and part time) workers have an allowance of five days per year (pro rata) for other targeted courses and personal development purposes. Other training includes:

- non-management supervision
- other targeted courses
- Seminar/Awareness raising

Line managers must indicate whether attendance will be funded from an individuals training allowance.

Where a part time team member has exceeded their training allowance and the training or development opportunity is seen as a priority, funding for this would need to be considered.

When staff are required by management to attend a training event or conference, their allowance will not be affected. Additional hours may be offered subject to the availability of funding.

### **8. Accreditation of Prior Knowledge**

Documentary evidence can be provided to evidence prior knowledge

Prior knowledge can also be documented via supervision and the appointment process and if accredited by the Chief Executive can count towards mandatory targeted training.

### **9. Review of the Policy**

The Staff Development and Training Policy will be revised and up-dated annually.

**Chief Executive**

**Reviewed September 2011**

## Appendix One - Signposts Training Programme Linked to Strategic Targets 2010 - 2011

Strategic Target/Business Plan	Identified training need	Staff affected	Resource implication	Measure
Finalise Strategic Plan with Stakeholder Engagement	Health and Safety for Building Leads.	Building Leads	Via resources from Peninsula	Records of H and S issues.
	Mandatory training as identified within the Training Policy	All teams	Days training for each team member. Preparation and delivery from SMT	Minute of Health and Safety meetings.  All staff undertake mandatory training and this is identified on team list.
	Targeted courses	Team members identified by project	Days training for each team member. Preparation and delivery from SMT.	Numbers of team undertaking targeted courses.
	Team meetings	All teams	Cost of external courses.  Half a day for each team member attending meeting. Preparation and delivery from Strategic Management Team.	Numbers attending each team meeting.
	Team Bulletin	All teams	SMT preparation time. Printing and postage costs.	Numbers of people receiving team bulletin.

<b>Strategic Target/Business Plan</b>	<b>Identified training need</b>	<b>Staff affected</b>	<b>Resource implication</b>	<b>Measure</b>
Respond to new ways of working within collaboration, partnership and merger	Social Enterprise development.	Social Enterprise leads		
	Student Portfolios/assessment	Strategic Managers and Project Leads	2 – 3 days Practice Assessor training	Numbers of students completing placements. New student placements begin offered.
	Mandatory training as identified within the Training Policy	All teams	Days training for each team member. Preparation and delivery from SMT	All staff undertake mandatory training and this is identified on team list.
	Targeted courses	Team members identified by project	Days training for each team member. Preparation and delivery from SMT  Cost of external course	Numbers of team undertaking targeted courses.
	Mandatory training as identified within the Training Policy	All teams	Days training for each team member. Preparation and delivery from SMT	All staff undertake mandatory training and this is identified on team list.

Strategic Target/Business Plan	Identified training need	Staff affected	Resource implication	Measure
Support the organisation through a period of change	Mandatory training as identified within the Training Policy	All teams	Days training for each team member. Preparation and delivery from SMT	All staff undertake mandatory training and this is identified on team list.
	Targeted courses	Team members identified by project	Days training for each team member. Preparation and delivery from SMT.	Numbers of team undertaking targeted courses.
	Team meetings	All teams	Cost of external courses.  Half a day for each team member attending meeting. Preparation and delivery from Strategic Management Team.	Numbers attending each team meeting.
	Team Bulletin	All teams	SMT preparation time. Printing and postage costs.	Numbers of people receiving team bulletin.