



# ASHBROOK

## Ashbrook – Learning and Development Policy 2020

### POLICY STATEMENT

Learning and Development at Ashbrook forms part of our overall strategy where we aim to provide a working environment in which employees are able to maximise their performance, commitment and contribution to the aims and objectives of the company and in line with company values.

This policy aims to outline the training processes and the responsibilities held by Ashbrook and also that of the Line Managers, Depot Managers and Individual Employees, relating to all types of learning and development interventions.

### 1. AIMS

This policy applies to all employees of the company and aims:

- To ensure that every employee has a shared understanding of Ashbrook's 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 has a frequent appraisal in which they receive feedback on their performance, sets objectives 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
- 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 an 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

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

## **2. EMBEDDING A CULTURE OF CONTINUOUS LEARNING AND DEVELOPMENT**

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

- every employee makes maximum use of their experience, capability and expertise in delivering on work objectives
- every employee 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
- succession planning leads to high performers and those with business critical knowledge/expertise are supported to ensure Ashbrook's future growth
- there is a robust induction process that ensures new employees feel welcomed, understand their role, the Ashbrook strategy, responsibilities and the resources available to them
- learning and development is evaluated and action is taken for improved performance

## **3. EQUAL OPPORTUNITIES**

All employees regardless of age, grade, gender, disability or ethnic background or nature of their contract of employment are encouraged to undertake employee learning and development which is viewed as a continuous process throughout their career with Ashbrook.

Decisions relating to learning and development will be fair and consistent in relation to an individual's job role, company needs and individual development. Equality of opportunity will be available for all employees.

## **4. LEARNING OPPORTUNITIES**

Learning and Development programmes offered to the employee will be publicised through normal communication channels, including employee notices, team meetings and appraisal discussions. The Company will also make use, where appropriate, e-learning methods, and training will be provided to the employee on how to access materials from the workplace and from home.

Ashbrook provides a range of training and development opportunities to its employees. These fall into four broad categories:

1. Programmes to refresh, maintain or enhance job related skills
2. Programmes leading to a professional or academic qualification
3. Programmes that have a specific management or supervisory focus
4. Health and Safety training

Employees are required to assume responsibility for their own personal learning and development, which includes both participation in planned activities and making use of



opportunities to learn using their own initiative. Line Managers and Depot Managers are responsible for identifying individual learning and development needs from regular appraisal meetings and general discussion, they will then support and encourage employees to develop themselves accordingly.

## **5. RESPONSIBILITIES**

The Company Directors are responsible for:

- Identifying and facilitating the delivery of all mandatory and essential training, through a process of training needs analysis;
- Ensuring that an annual updated training matrix is communicated to the workforce outlining mandatory and essential training requirements by staffing groups;
- Ensuring that a Company Training Register is readily available and regularly updated and communicated to meet identified demand;
- Ensuring that the Company's mandatory and essential training is reviewed on an annual basis to ensure that it is being effectively delivered to meet the needs of the organisation. Review and update the content of mandatory and essential training at least annually and following new legislation and policy guidance by regulatory bodies in consultation with others.

Depot Managers and Line Managers are responsible for:

- Maintaining training records;
- Ensuring that every employee has a continual appraisal discussion in which they receive feedback on their performance, sets objectives and are able to plan and agree learning and development goals;
- Ensure that all employees are allocated dated for mandatory and/or essential training for the year to meet the Company's Training Matrix, which will be communicated fully with the workforce;
- Ensure that mandatory and essential training is discussed as part of appraisal discussions, setting mandatory and essential training requirements;
- Ensure that all employees are given the time to attend their required mandatory or essential training, as part of the working week, paid time or as time paid back in lieu;
- Monitor attendance and non-attendance at mandatory and essential training sessions;
- Ensure that all mandatory and essential training is booked before agreeing to other training;

Employees are responsible for:

- Give full commitment to attending all appropriate mandatory and essential training on the day allocated at the right time, promptly re-arranging the date if absolutely necessary;
- Understand the procedure for cancelling a booked session and the timescales;
- Apply the knowledge and skills acquired on mandatory and essential training at all times, alerting the line manager if any aspect of practice contravenes the advice and guidance provided on training.

## **6. TRAINING RECORDS**

All training booked will be recorded and monitored by the Depot Manager for attendance and gauging increase in employee performance.

On completion of any training course, original copies of any certificates issued relating to training undertaken while in active employment with Ashbrook will be considered as the property of the employee.

Copies of any training related certificates or cards will be kept with the relevant personnel file, as evidence of this training and will be subject to the Data Protection Act 1998.

## **7. REVIEW OF THE POLICY**

The Ashbrook Employee Training and Development Policy will be revised and updated by the Company Directors every three years.

**On behalf of Ashbrook:**

A handwritten signature in black ink, appearing to read 'James Ashbrook', with a stylized flourish at the end.

**James Ashbrook**

Date: 17<sup>th</sup> August 2020 Review Date: 16<sup>th</sup> August 2023