

Title of POL: Learning and Development

Custodian: Chief People Officer

Version Number: 01

Issue date: 27.01.26

Review date: 27.01.29

POLICY (POL)

Title of Policy	Learning and Development					
What type of document is this?	Policy (POL)	Policy Reference Number	HHH-POL-093			
Purpose of POL	<ul style="list-style-type: none"> • To outline how the organisation continually ensures its employees have the right level of knowledge, skills, and behaviours to meet its core organisational L&D requirements • To outline how it also supports employees to meet any individual L&D requirements and aspirations they may have as well 					
ROLES AND RESPONSIBILITIES						
Include in this section details of the key roles and associated responsibilities relevant to the document						
Roles	Responsibility					
All Line Managers	<ul style="list-style-type: none"> • For ensuring this policy (and all future updates) is continually and effectively embedded and complied with by all new and existing employees in their areas/functions For ensuring employees are effectively provided with the required L&D support they need to meet organisational and individual requirements. 					
All Employees	<ul style="list-style-type: none"> • For their own L&D • For completing all required L&D solutions and appropriately applying the subsequent knowledge, skills, and behaviours in their roles • For ensuring they understand the content of this policy and work with their line manager to meet the expectations outlined within it 					
All Senior Leaders	<ul style="list-style-type: none"> • For identifying L&D requirements for employees within their areas/functions and ensuring these requirements are sufficiently fulfilled • For identifying L&D requirements for employees <u>across</u> the organisation and ensuring those requirements are met sufficiently (<i>this responsibility is applicable to some senior leader roles only – e.g. in Quality, People, IT, H&S etc</i>) • For partnering with the People Team and other functions to effectively utilise their specialist advice, guidance, support, and infrastructure (systems, processes etc) as required 					

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Helping Hands: Restricted

Page 1 of 11

POLICY (POL)

People Team	<ul style="list-style-type: none"> • For partnering with all senior leaders and functions across the organisation to identify organisational L&D requirements – i.e. skills, knowledge, behaviour changes relevant to roles/employees • To advise/procure/develop/deliver effective learning solutions (e.g. training, education materials, communications) to meet L&D requirements • For providing effective L&D infrastructure in the organisation, e.g. specialist L&D knowledge, content, processes, systems & technology, governance, reporting etc • To manage specific L&D spend and the central L&D budget
Scope of POL	This policy applies to all employees across the organisation, up to and including Executive level roles.
Content of POL	<ol style="list-style-type: none"> 1. L&D approach 2. L&D requirements 3. L&D solutions 4. L&D governance & reporting 5. Key L&D requirements & solutions <ol style="list-style-type: none"> a. Mandatory L&D b. Induction c. Apprenticeships
<ol style="list-style-type: none"> 1. L&D approach: The organisation is committed to promoting an L&D culture and providing fair and equitable L&D opportunities for all employees. L&D requirements and solutions will be diverse to support different roles and employee learning styles. The organisation will have an appropriate internal L&D budget and infrastructure to meet its requirements and, where appropriate, it will also utilise external support and infrastructure, e.g. apprenticeships (due to be a levy contributing employer), governance or sector support, e.g. the L&D Support Scheme. Reasonable adjustments will be made with employees to support access to learning in line with the Equality, Diversity and Inclusion Policy (HHH-POL-060). 2. L&D requirements: L&D requirements are structured according to the nature of each role; roles/employees are broadly categorised as follows: <ul style="list-style-type: none"> • all roles/employees – all roles/employees outlined above in the scope of this policy 	

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POLICY (POL)

- **all customer facing roles/employees** – those roles/employees that regularly and actively interact with our customers directly receiving our care, e.g. carer roles, branch-based roles etc and have specific customer facing
- **specific roles/employees** – specialist roles/employees, e.g. in IT, data, people, finance, quality etc

L&D requirements for each of the role/employee groups above are identified from various internal and external sources, e.g. regulatory standards and practices, existing and pending legislation, organisational strategy, learning needs analysis, skills frameworks, individual job descriptions, individual performance and development reviews / supervisions including those outlined in the Quality Assurance Policy (HHH-POL-052), etc. Once clear L&D requirements are established, an appropriate L&D solution (s) will be identified and delivered along with relevant governance & reporting.

Requirements are regularly reviewed to ensure current and pending requirements across the organisation are fulfilled.

3. L&D solutions: The organisation has diverse learning solutions in three principal categories:

- **Experiential & self-managed L&D solutions** (*'learning through doing'*) – expected to be c70% of all L&D solutions:
 - Everyday 'on-the-job' activity/experiences
 - Projects/stretch assignments/secondments
 - Problem-solving and real work challenges
 - Job shadowing/ swaps
 - Individual e-Learning
 - Reading, visual, audio materials, e.g. articles, books, videos, podcasts etc
 - Internal communications/briefings – e.g. bulletin, team meetings, other briefings etc
- **Social L&D solutions** (*'Learning from others'*) – expected to be c20% of all L&D solutions:
 - Performance & development reviews/supervisions/ conversations with line managers

Title of POL: Learning and Development

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POLICY (POL)

- Informal mentoring/ coaching/ feedback/ collaboration/ observation with others – e.g. employees, peers, other leaders, experts
- Buddying with others
- **Formal L&D solutions** (*'learning through even more structured and specialist L&D'*) – expected to be c10% of all L&D solutions:
 - 'Classroom' or webinar training (via face to face or remotely) by an L&D and/or other specialist
 - Professional qualifications, certifications (externally recognised)
 - Formal workshops by an L&D and/or other specialist
 - External conferences or seminars
 - Structured learning pathways & programmes (internal or external) – including but far from limited to apprenticeships
 - Formal mentoring / coaching programme (often with a qualified internal or external professional/expert)

The specific L&D requirements and the size of the role/employee group will determine which L&D solution (s) is most appropriate to meet the L&D requirement.

The L&D solutions will be delivered internally by a mixture of line managers, the L&D team, branch teams, or other leaders /experts. The delivery of some L&D solution (s) will also be outsourced to suitable external providers. The organisation will complete appropriate due diligence checks on any external provider to ensure quality and compliance. This includes verifying the provider's credibility, reviewing L&D content for alignment with relevant legislation and sector standards, and confirming that the provider has appropriate quality assurance processes in place and other relevant controls, e.g. data.

4. L&D governance & reporting: various L&D governance and reporting is in place across the organisation and again varies according to the specific role/employee groups and the specific L&D solution being deployed. Governance and reporting examples include (not limited to):

- **L&D records:** Records of L&D assigned, completed & delivered for all employees will be maintained, including key details such as dates, type of training and outcomes.

POLICY (POL)

Managers and employees can access records via the LMS. L&D records are retained in line with the Record Management Retention and Deletion Policy (HHH-POL-087)

- L&D reports/reporting:
 - L&D compliance and effectiveness can be shared with senior leaders at agreed intervals. Managers can access live reporting through the LMS to support day to day operations.
 - Where required, data will be provided to regulatory bodies to demonstrate compliance for all reasonable requests in line with the Information Handling and Sharing Policy (HHH-POL-86).
 - L&D compliance is monitored through regular reporting. Line Managers are responsible for ensuring and supporting timely completion of required L&D. Non-compliance will be addressed promptly with appropriate actions.
- L&D effectiveness: is reviewed using feedback and business data. This may include learner and line manager feedback, regulatory changes, incident trends, audit outcomes and/or inspection findings and service priorities.
- L&D agreements: For any personal L&D solution that costs in excess of £2,000, employees will be required to sign a Learning Agreement confirming repayment obligations should they leave employment within a defined period after completion. The period would be outlined within the signed agreement prior to course allocation.

5. Key L&D requirements & solutions:

5a) Mandatory L&D: Mandatory L&D is required of all employees according to their role and responsibilities and it includes any statutory requirements.

Mandatory L&D requirements are identified from external and internal sources, e.g. legislation (such as H&S at Work Act, Health, and Social Care Act etc), all regulatory and professional bodies and standards, organisational strategy, and general operational needs. As outlined, senior leaders across the organisation (e.g. Quality, Operations, H&S etc) work collaboratively with the People Team and other senior leaders as needed to identify all mandatory L&D requirements and to deliver effective L&D solutions to meet those requirements.

POLICY (POL)

All employees are required to complete the mandatory L&D relevant to their role. Line managers are responsible for monitoring completion and addressing non-compliance appropriately.

- All roles/employees – current mandatory L&D:
 - Health and Safety
 - Fire Safety
 - Learning Disabilities and Autism
 - Equality & Diversity
 - Safeguarding Awareness & Modern Slavery
 - Data Handling & Protection
- All customer facing roles/employees – additional mandatory L&D (on top of the all role/employee mandatory L&D outlined above):
 - Moving and Handling
 - Infection Prevention & Control
 - First Aid & Basic Life Support
 - Medication Administration
 - Care Certificate (England only)
 - Required for employees in customer-facing care roles who are new to care, in line with national guidance.
 - Employees with relevant prior experience or qualifications may not be required to complete the full Care Certificate.
 - Line Managers are responsible for determining applicability.
 - Customer/branch specific mandatory L&D
 - including but not limited to, delegated clinical L&D, identified from specific customers care plans and risk assessments and updated as required when care plans are reviewed in line with Quality Assurance Policy (HHH-POL-052) and customer specific or Local Authority contracts
 - Registered Managers (Branch Care Managers – BCMs) are responsible for ensuring additional mandatory L&D requirements are identified and met for their specific employees. Where additional mandatory L&D is identified, BCMs must ensure the branch liaises with and formally request this through the L&D Team (part of the People Team).

POLICY (POL)

- Specific roles/employees: other specific roles will have additional mandatory L&D according to their professional network/body and/or individual employment contract. Examples roles are regulated and qualified professionals, e.g., NMC for nursing employees, or specialist roles in IT, quality, People, finance etc.

These individual employees and their line managers are responsible for ensuring these additional mandatory L&D requirements, e.g. professional registrations and qualifications, are met, with support from the People Team and other functions as required.

The organisation will provide appropriate support to employees in "specific roles" with their specific mandatory L&D requirements.

This additional mandatory L&D for "specific roles" will be in addition to the mandatory training for 'all roles' and, for some "specific roles," the mandatory L&D for "customer facing roles" too.

Some mandatory L&D is subject to periodic refreshers to maintain competence. Refresher expectations will be determined by:

- Regulatory or legal requirements
- Activity risk levels
- Organisational needs

Refreshers will remain flexible and responsive to organisational and customer needs.

5b) Induction:

- All roles/employees: should receive an induction into the business led by their Line Managers. Line Managers are responsible for ensuring employees receive an appropriate induction to help them settle into the business and perform effectively in their role. Employees moving internally into new roles may also have induction appropriate to their new responsibilities. Induction for all roles is supported by the completion of the relevant mandatory L&D alongside any additional role-specific learning and support.

POLICY (POL)

- All customer facing roles/employees:

- Carers specifically, complete a structured induction programme that includes supervised practice before undertaking full responsibilities. The induction programme will include L&D related to core skills and competencies required for the role, ensuring employees are equipped to deliver safe and effective care. Induction is delivered through various L&D solutions (e.g. online and face to face) along with supervised practice. Induction will include supervised practice in line with the Quality Assurance Policy (HHH-POL-052) before employees assume full responsibilities. The induction program consists of the following:
 - Day one orientation (HVS Carers)/4-day assessment and orientation (LI Carers)
 - Review of required policies and procedures
 - Mandatory L&D (as outlined above)
 - Supervised practice
 - Ongoing supervision and competency reviews

5c) Apprenticeships: are principally available to all employees, subject to discussing individual requirements and agreeing that an apprenticeship is an appropriate L&D solution. Apprenticeships are arranged through our primary provider to support recognised qualifications. Access to apprenticeships is subject to the Department for Education (DfE) funding rules, organisational eligibility criteria, individual readiness, and the availability of apprenticeship levy funds. Where there are development needs are not met by our primary provider, an alternative provider (s) may be sourced.

Where a new employee joins the organisation while already undertaking an apprenticeship, a review will be conducted on a case-by-case basis. Factors considered will include:

- Relevance of the qualification to the employee's new role
- Length of the apprenticeship remaining
- Funding available to draw down
- Progress made against the apprenticeship delivery plan
- Decisions will be made based on course relevance to roles, operational need, and funding rules

TRAINING/ EDUCATION	No
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Title of POL: Learning and Development

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POLICY (POL)

Is training required?	
Details of training/education	Not applicable
COMPLIANCE How is compliance within this document going to be monitored?	<p>Line managers are responsible for monitoring L&D compliance within their teams, reviewed by monitoring of monthly compliance data and customer audits.</p> <p>L&D requirements and solutions are reviewed periodically by the L&D team in collaboration with relevant stakeholders, informed by compliance data and reports, service performance and learner feedback.</p>

EQUALITY IMPACT ASSESSMENT AND PROCEDURAL INFORMATION

	Positive/Negative/N/A	Comments
Does the document have a positive or negative impact on one group of people over another based on their:		
• Age?	No	
• Disability	Yes	Ensure reasonable adjustments are in place to maintain accessibility for employees so they are not adversely impacted in learning from content writing to content delivery.
• Gender assignment?	No	
• Pregnancy and maternity (which includes breastfeeding)	No	
• Race (including nationality, ethnic or national origins or colour)?	No	
• Marriage or civil partnership?	No	
• Religion or belief?	No	
• Sex?	No	
• Sexual orientation?	No	

"Helping people live well in the homes and communities they love"

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POLICY (POL)

If you have identified any potential impact (including any positive impact which may result in more favourable treatment for one particular group of people over another), are any exceptions valid, legal, and/or justifiable?	No	
If the impact on one of the above groups is likely to be negative:		
Can the impact be avoided?	N/A	
What alternatives are there to achieving the document's aim without the impact?	N/A	
Can the impact be reduced by taking different action?	N/A	
Is there an impact on employee, customer, or someone else's privacy?	N/A	
Changes since previous version	N/A	
Who was involved in developing /reviewing/amending the document? (list titles)	L&D Manager Quality Development Manager Head of Quality Chief People Officer	
How confidential is this document	Restricted	Can be shared freely within Helping Hands but NOT outside
References	References are the evidence base for the document (legislation, codes of practice etc., and need to be current)	
Associated Documents	HHH-POL-052 – Quality Assurance Policy	

"Helping people live well in the homes and communities they love"

Helping Hands: Restricted

Page 10 of 11

Title of POL: Learning and Development

Custodian: Chief People Officer

Version Number: 01

Issue date: 27.01.26

Review date: 27.01.29

POLICY (POL)

	<i>HHH-POL-087 – Records Management, Retention and Deletion Policy</i> <i>HHH-POL-060 – Equality, Diversity and Inclusion Policy</i> <i>HHH-POL-086 – Information Handling and Sharing Policy</i>
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CONTROLLED DOCUMENT

“Helping people live well in the homes and communities they love”

Helping Hands: Restricted

Page 11 of 11