



SCOTTISH
CHILDREN'S REPORTER
ADMINISTRATION

SCRA Learning and Development Policy and Procedure

**Developing a learning culture to support the delivery
of SCRA's Vision, Purpose and Values**

June 2019

To be reviewed June 2022

1. Policy Statement

This Policy has been developed in line with SCRA's Workforce and OD Strategy and reflects the commitment to develop all permanent and temporary employees to enable them to do their job effectively; develop their potential and their performance; and provide quality services to the children and young people in Scotland.

The Policy aims to ensure we maximise our organisational capacity, performance and resilience to deliver our objectives through people, which means:

- Having the right skills, in the right place, at the right time, to the required capacity to deliver SCRA's Corporate and Business Plans and priorities at the agreed standards
- Developing and supporting our workforce to do their jobs to a high standard in delivering priority services to children, young people and key stakeholders.
- Ensuring that our learning culture fits the organisational and workforce needs through understanding key organisational priorities and individual personal development plans.
- Ensuring that our succession planning framework is active and can support and demonstrate career pathways for those staff wishing to fulfil career ambitions within or out-with SCRA.

The policy sets out our Learning and Development Commitments which managers and employees are expected to implement, and clarifies the SCRA-wide learning and development initiatives managers and employees have access to, such as SCRA's Induction Programme, management development programme, e-learning, Learning Plan and brochure as well as aligning this to our succession planning framework.

There is an expectation that as well as quality, the cost of any learning and development opportunity is carefully considered. SCRA will ensure that learning and development opportunities are fair and equitable for all staff and that they are offered in line with the SCRA's Equalities and Inclusion Strategy.

2. Learning and Development Commitments

- All new employees and those new to a role, team or Locality across SCRA will have access to our Corporate Employee Induction Programme as well as a local Induction process that will allow them to settle quickly and easily into their role.
- All employees will be encouraged to take accountability for their learning and as a minimum will achieve the mandatory outcomes as set out in SCRA's Learning Plan
- All learning and development should contribute to SCRA's vision, purpose, values and culture, and actions outlined within the Corporate, Business and Locality plans
- Learning & development opportunities will be accessible to all staff.
- All employees will have a development plan in place for both mandatory courses and personal development.
- All employees have equal opportunity to develop their career within the SCRA.
- Employees are well supported after accessing learning and development opportunities, and have clear objectives for putting the new skills and knowledge into practice.

3. Roles and Responsibilities

Executive Management Team

- Responsible for ensuring this policy is implemented across SCRA

- Responsible for evaluating the impact of the policy through performance management of Locality and Head Office Managers
- Responsible for agreeing the overall funding for learning and development.
- Setting the strategic objectives for learning and development.
- To be aware of SCRA's overall investment in learning and development and the ensuring that this investment has improved the performance of SCRA.

Human Resources Team

- Develop and maintain the core values and behaviours in line with the SCRA's Vision, Purpose and Values.
- Commission the design and delivery of programmes of learning to meet the needs of SCRA and its employees.
- Share information about development activity and identified needs within Localities and Head Office Teams
- Identify areas of shared need across Localities and Head Office Teams and agree provider solutions based on analysis of best practice
- Identify opportunities for cross-Locality delivery of learning and development opportunities
- Identify need related to corporately led initiatives
- Endorsement and monitoring of use of apprenticeships
- Regular review of learning and development investment across the SCRA
- Ensure consistency in the application of the Post-Entry Further Education process.
- Co-ordination of the Learning Network and learning resources across SCRA
- Delivery of the Professional Development Award in partnership with the Accreditation Manager

Practice Team

- Development and delivery of the all Practice Training

Line Managers

- Discussing learning and development needs with individual employees and agreeing an individual development plan on a regular basis
- Reviewing and evaluating the effectiveness of learning and development on individuals and teams to demonstrate a clear benefit to the overall requirement to improve services to children, young people and stakeholders
- Encouraging and supporting staff to be proactive about self-development at work and facilitating reinforcement and application of learning in the workplace
- Be aware of employee development opportunities and the promotion of the same ensuring equal opportunity for staff.
- Delivery of Locality based practice and support training

Employees

- Actively contribute to identifying and meeting their own job-related development needs and agreeing personal development plans and implementation with their line manager
- Recognise that learning and development is a two-way process and individual employees should accept responsibility for their learning and development and its application in their work
- Consider different types of learning activities, these may include: coaching, mentoring, e-learning and events, research and apprenticeships.

Trade Union Learning

Trade Union Learning will support the learning of all employees by providing advice and guidance on any learning issue as agreed in partnership.

4. Post-Entry Further Education

SCRA may, where funding is available, support employees to undertake post-entry further education where the course is:

- Relevant to the work of the postholder
- A recognised, necessary qualification for their area of work
- Essential to improve the employee's job performance
- Necessary to equip them to perform anticipated future duties

Further details on the conditions of the scheme and how to make an applications can be found at appendix 1.

5. Learning and Development Plan

SCRA will publish an annual Learning Plan aligned to Corporate, Business, Workforce and Locality Plans. SCRA will also undertake an analysis of staff Personal Development Plans to inform the Learning Plan.

The Learning Plan will outline:

- all mandatory learning and development required for all staff
- role specific mandatory learning
- learning programmes offered by SCRA e.g. Professional Development Award, Professional Managers Award
- e-learning courses
- Learning brochure course offered by our Learning Partner, Falkirk Council, Learning initiatives aligned to the Business and Workforce Plans

The Learning Plan also recognises that Learning and Development needs can be achieved in different ways such as coaching and mentoring, work shadowing, e-learning or on the job training. SCRA will support staff through our Coaching Network, Shadowing and Mentoring Scheme to explore other ways to develop.

6. Learning Network

The Human Resources Team will support and co-ordinate a Learning Network of Learning Ambassadors across SCRA. This Network will ensure that SCRA's Annual Training Plan meets the corporate and local needs of SCRA and its people as well as developing a network of locally based trainers so that SCRA has a training resource which can be deployed to support SCRA's Learning Programme. Learning Ambassadors can be staff who already deliver training, such as Senior Practitioners, or other staff who have a keen interest in developing and supporting SCRA in this area. Appropriate training, time and support will be provided to Learning Ambassadors as required.

7. Learning & Development Budget

The Head of Human Resources will make provision for a national learning and development budget and will allocate this in line with the priorities outlined in the Corporate and Business Plans.

This budget will cover attendance at approved external conferences and course, approved further education courses, courses within the Learning Brochure, SCRA learning programmes e.g. Professional Managers Award, Mindfulness Champions, Mental Health First Aid etc.

Localities will also have some learning budget for local initiatives and Locality Development Days.

8. Professional Qualifications

SCRA will reimburse new Reporters in their first year of employment only with the cost of retaining their Legal Practising Certificate, which will allow them to appear in Court within their first year of employment. No other professional qualifications will be reimbursed by SCRA, other than where it may be required as part of any post-entry funding arrangements.

9. Continuing Development (CD)

Continuing Development (CD) is applicable to all staff. CD is the process of tracking and documenting the skills, knowledge and experience that staff gain both formally and informally as they work, beyond any initial training. It's a record of what they experience, learn and then apply. CD helps all staff manage their own development on an ongoing basis. Its function is to help record, review and reflect on what they learn. CD should be documented on their personal development plan, should be self-directed, focused on learning from experience, include both formal and informal learning and can help staff set individual learning goals.

Recording CD can have a number of benefits:-

- may be a requirement of membership of a professional body
- provide an overview of learning to date
- remind you of your achievements and how far you've progressed
- direct your career and help you keep your eye on your goals
- uncover gaps in your skills and capabilities
- open up further development needs
- provide examples and scenarios for an interview

10. Learning and Development Arrangements

Training expenses

Reimbursement of appropriate expenses will be given in approved cases in accordance with Salary & Allowances Policy and the Learning & Development Policy.

Where staff with caring responsibilities are required to undertake mandatory training, SCRA will reimburse any additional carer's (child/elderly) costs incurred over and above those the employee would normally incur in their normal working day e.g. if an employee is required to attend training on a day they would not normally work then they are able to make a claim for any additional carers costs incurred. These claims should be made via the travel and expenses claim form on Employee Self Service attaching the relevant receipt.

Exceptionally, Locality and Head Office managers have the discretion to authorise claims for additional carer's costs for non-mandatory training where geographical or other factors could prevent employees being able to take up training opportunities.

Please note that mandatory learning and development is defined as development opportunities and courses which are required to effectively carry out the essential components of the role. These opportunities and courses are defined by management and outlined in the SCRA Learning Plan.

Time off for Training

SCRA will support staff to take agreed time off to attend authorised learning and development.

Staff may be credited their hours of work when attending training in line with section 4 of the Flexible Working Hours Scheme (insert link to Policy)

Time off for Further Education

Attendance at a further education course on full pay is equivalent to attendance at work, regardless of any additional hours spent at the further education establishment. Employees must notify both the college and their line manager when absent from studies due to sickness. Notification and/or certification should be made in accordance with SCRA's sickness absence procedures.

For a second or subsequent attempt at the same stage of the particular qualification time off is subject to individual circumstances at the discretion of the manager who authorised the original request. The students attendance record, the progress they have made during the course and a recommendation from the course Tutor may be required by the relevant manager.

Study Leave

All employees shall be granted leave with pay to sit approved examinations or to present project/assessed work.

One day's revision leave is allowed for each examination paper to be taken, up to a maximum of three days per annum for each professional qualification. This should be taken prior to examination.

Course Fees

For a second or subsequent attempt at the same stage of the particular qualification the reimbursement of course fees is subject to individual circumstances and at the discretion of the manager who authorised the original request. The students attendance record, the progress they have made during the course and a recommendation from the course Tutor may be required by the relevant manager.

Travel expenses

Necessary travel and subsistence expenses will be paid in accordance with the (insert Links to the salary and allowances Policy – relevant sections)

Overnight stays

Where approved in advance, reasonable costs will be paid for accommodation and subsistence in line with the Salary and Allowances Policy

Attendance at Training

All staff are expected to attend pre booked learning and development events. However, SCRA recognise that there may be some circumstances where that may not be possible. If a member of staff is not able to attend pre-booked training because of:

- Family emergency
- Required to provide essential cover for the team
- Illness
- Transport issues e.g. car breaks down, traffic accident, bus or train cancellation with no timely alternative

they must liaise with their line manager to discuss the circumstances and seek their approval before cancelling attendance at the learning event.

11. Further Information and Advice

Further information on the Learning and Development opportunities within SCRA can be found on Connect or by contacting the Human Resources Team at hr.helpdesk@scra.gov.uk

Application for Post-Entry Further Education

Making an Application

Employee Responsibilities

If an employee wishes to make an application for post-entry further education they should:

- Find out more about the course, seeking advice if necessary.
- Check that they meet the course entry requirements.
- Arrange to discuss the course with their immediate line manager.
- Complete the Post-Entry Further Education Application Form (see Appendix 3)

Manager Responsibilities

- Check the relevance of the course and whether it will improve the employee's future performance or equip them to perform future duties.
- Investigate attendance arrangements in order to anticipate any cover issues.
- Consider if they have the resources to monitor and review the employee's performance in their studies,
- If, after full consideration, the request has the manager's support they should forward the application to the Human Resources Team for further discussion and budgetary consideration
- If, after full consideration, the request does not have the manager's support, the manager should meet with the member of staff to explain the reasons and seek to resolve any issues. Where this can't be resolved locally, the manager should contact the Human Resources Team for further advice.

Considering an Application

The line manager and member of Human Resources Team will consider the application to ensure that this meet SCRA's criteria, which are:

- Relevant to the work of the postholder
- A recognised, necessary qualification for their area of work
- Essential to improve the employee's job performance
- Necessary to equip them to perform anticipated future duties

If one or more of these conditions are met consideration will be given to whether there is funding available to support the application, whilst ensuring fair application of the policy across the organisation and workforce.

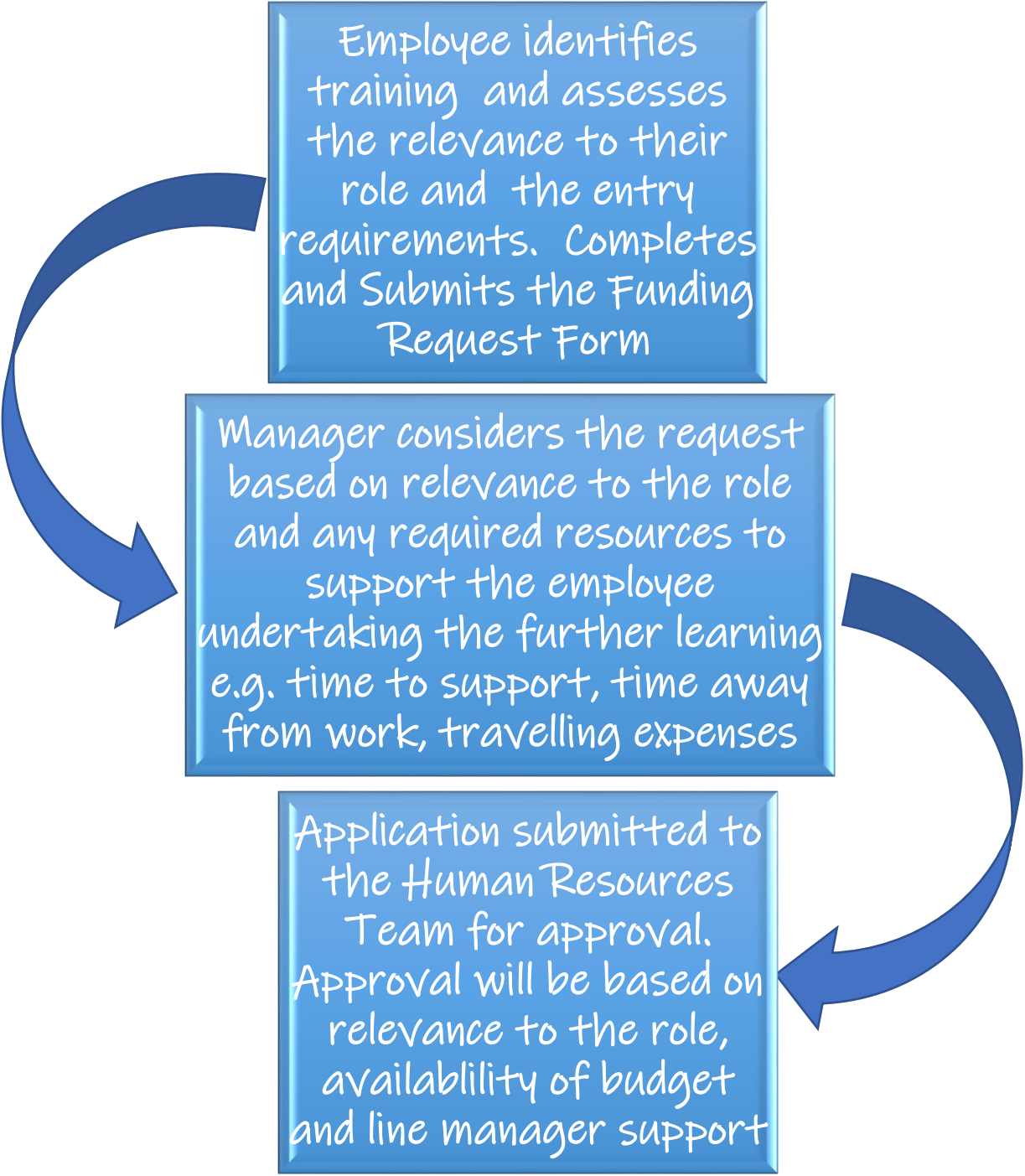
SCRA may agree to pay one or more of the following training related expenses which could include but is not restricted to:

- tuition/course fees
- registration fees
- examination fees
- reasonable expenditure on books and other essential equipment (up to a limit of £50 per year)
- travelling expenses

Where there is no budget provision available to support a request which meets the above criteria, SCRA may also consider supporting the employee by offering time off only to attend the course.

The Head of Human Resources may approve payment for a resitting of examinations, where the failure or unsatisfactory progress has been due to exceptional circumstances, and if the employee has followed their studies diligently.

Flow Chart for Approval of Funding



**Post Entry Further Education
Request Form**

Name: _____ Post Held: _____

Why is this further education course required?

How will it help you perform existing or future duties?

How does this request link to your personal development plan as discussed at your Supervision/ Appraisal meetings?

Name of Course: _____ Provider of Course: _____

Estimated start date: _____ Place of study: _____

Method of Study:
(e.g. day release, evening class, distance learning)

Time involved:

Duration of course:

		Cost
Course registration fees (over the duration of course)	<input type="checkbox"/>	£
Examination fees (over the duration of course)	<input type="checkbox"/>	£
Study/examination time required		
Cost Projections for future years:		
Year 2 (£)	Year 3 (£)	Year 4 (£)

Declaration by Employee

I agree to abide by the conditions of SCRA’s Training & Development Policy. I understand that I will be liable to refund 100% of the financial assistance received in the event of the following:

- Failure to complete a course satisfactorily because of irregular attendance or failure to complete course work
- Withdrawal from the course without reasonable cause.

Signature of Employee: _____

Date: _____

I confirm that I support attendance on this further education course for the following reasons:

Signature of Line Manager: : _____ Date: _____

Authorised by Head of Human Resources: _____ Date: _____

Once completed please pass to the Human Resources Team at hr.helpdesk@scra.gov.uk