



FIRST STEPS TOGETHER
SKILLS FOR LIFE

STAFF LEARNING AND INDUCTION POLICY

Last Update: September 2024
Next Update: September 2025

Policy Title:	EMPLOYEE INDUCTION & LEARNING POLICY
Outcome:	<p>This policy aims to ensure that all of Our People:</p> <ul style="list-style-type: none"> ● Have a thorough induction to support them to feel confident and capable in their roles. ● Gain a thorough understanding of the group's vision, narrative, policies, and procedures, as well as our culture. ● Are able to apply concepts covered in our formal training programs. ● Continue to develop with the group – in their role, as well as progressing into other roles. ● Are aware of how they can progress their careers with us.
<p>EQUALITY AND DIVERSITY STATEMENT</p> <p>First Steps Together is committed to the fair treatment of all in line with the Equality Act 2010. An equality impact assessment has been completed on this policy to ensure that it can be implemented consistently regardless of any protected characteristics, and all will be treated with dignity and respect.</p>	
<p>ENVIRONMENT, SOCIAL, GOVERNANCE (ESG) STATEMENT</p> <p>First Steps Together is committed to responsible business practices in the areas of: Environmental Stewardship, Social Responsibility, Governance, Ethics & Compliance. An ESG impact assessment has been completed on this policy to ensure it can be implemented successfully without adverse implications on our Group goals.</p>	
<p>To ensure that this policy is relevant and up to date, comments and suggestions for additions or amendments are sought from users of this document. To contribute towards the process of review, please email the named policy lead.</p>	

CONTENTS

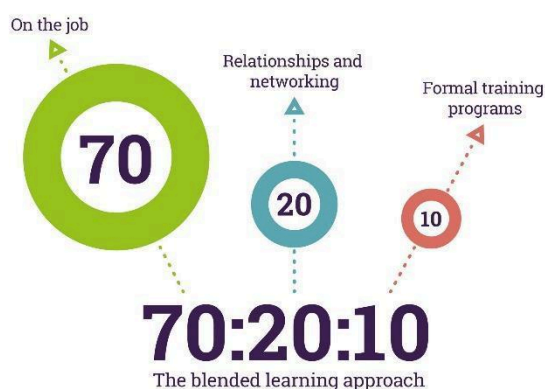
- 1 Introduction**
- 2 Ongoing identification of learning needs**
- 3 Induction**
- 4 Induction Training – Schools**
- 5 Induction Training - Homes**
- 6 Mandatory Training**
- 7 Career Development**
- 8 External course and other qualifications**
- 9 Continuing Professional Development - CPD**
- 10 When we can't deliver training face-to-face**
- 11 Frequently asked questions**
- 12 References**
- 13 Associated Forms**
- 14 Appendices**
 - Ad-hoc training
 - Funding request form
 - Time off for training request
 - Learning Agreement

1.0 Introduction

- 1.1 Courses are an essential part of learning at First Steps Together , all staff will attend face to face sessions and complete e-learning on a variety of subjects essential to their role.

It's important to remember that attending a course is only part of the picture – and most learning will take place 'on the job' and with support from others. Support will come from the Employee's member's manager in Supervisions/ 1-1s and Peers.

An important component of the learning & development process is that employees highlight any learning needs to their manager, and work with them to identify how those needs are best met. This could be via taking on new responsibilities, observation and feedback, coaching, buddying, attending a course or gaining a new qualification.



2.0 Ongoing identification of learning needs

- 2.1 Our QAM (Quality Assurance Manager) works with the Governing Board to identify any budgetary requirements for the upcoming year and plan a training calendar that reflects the anticipated needs for the year ahead. We recognise that some training will be required that cannot be anticipated, and this will be reviewed as per the training process flow in Appendix 1.

3.0 Induction

- 3.1 The Induction to First Steps Together should be well planned, thorough and ensure our new starters have a great First Steps welcome. This will help our people feel supported and welcome when they join the group and lead to a successful probationary period. As well as attending relevant training, new starters should be given a good induction to their place of work.

3.2 Induction Checklists and workbooks:

- There is an induction checklist available for each role. This lists all of the learning required within the probation period – including key meetings - and should be signed off and understanding checked in the Probationary Review/ Supervision Meetings. The checklists can be tailored to add any specific learning needs.

4.0 Induction Training – Schools

4.1 Most induction training is coordinated centrally by the QAM – dates are agreed in conjunction with SLT.

The QAM will be aware of any accessibility or dietary needs. If the staff member is not able to attend the training for any reason, delegates should inform their line manager and/or the School's QAM as soon as possible and provide the reasons why so they can be recorded. The School's QAM will work to schedule suitable alternative dates.

Certificates for training held centrally will be produced automatically and should be printed and stored in local employee files.

Some of the training delivered during Induction must be refreshed on a regular basis. Reminders will be sent to individuals and their managers if training is not completed.

5.0 Progress Review

5.1 Once the Probationary period is complete, our Employees start the Performance Review process: Progress Review. This is an ideal opportunity for Our People to discuss any outstanding learning requirements or development areas.

6.0 Mandatory Training

6.1 All of our staff are required to have completed the core training within 6 weeks of joining the group.

7.0 Career Development

7.1 We want to ensure that Our People continue to develop in their roles and into other roles within First Steps Together. It's essential that conversations about development start with the Line Manager in Progress Reviews, and that Our People recognise their role in driving their own career – looking for opportunities to develop and grow.

We have formal pathways for career development in the schools, but we understand that these will not satisfy everyone's needs, and we want to encourage Our People to seek opportunities to look at different routes to progress.

8.0 External courses and other qualifications

8.1 We recognise that courses and professional qualifications are important to support develop their knowledge and skills, and progress. To request a one-off training course or qualification to be funded, individuals should complete the Training Request form (Appendix 2) and submit it to their line manager, who will review and send it to the QAM for approval. The decision may depend on how much budget is available but any rationale for a decline to fund should be discussed with the applicant.

If approved, a learning agreement should be signed (Appendix 4) which also indicates how much needs to be paid back if the Employee leaves the Group during or following the training.

9.0 Continuing Professional Development - CPD

9.1 There will be many opportunities during your time at First Steps Together to gain CPD, and part of your role is to identify the development that you will need; your discussions in Supervisions and 1:1s will help with this. CPD comes in many forms – it may be receiving some coaching or reading a book or article or completing some online learning.

10 When we can't deliver training face-to-face.

10.1 Our priority in situations where there are restrictions which affect mixed groups meeting for training is the safety of our Employees and Young People. During the Covid-19 Pandemic businesses worked to restrict the mixing of groups from different establishments, while ensuring that we deliver training and learning that Our People need to do their jobs. We managed this through the development of a Training Risk Assessment which our internal and external trainers follow. We also:

- Deliver single site training.
- Deliver training online via Microsoft Teams
- Replaced some face-to-face modules with e-Learning.

This flexibility means that we retain continuity of learning and development.

11.0 Frequently asked questions

- *What are the guidelines on travelling for training?* We schedule courses in a variety of locations which is intended to minimise the amount of travel required for training. However, there are occasions when Employees will need to travel; expenses for training related to travel will be covered, in line with our Travel and Expenses policy. Our HR department can book accommodation related to training via line managers, and costs will be paid from school budgets.
- *What is the process for agreeing paid time off for training/attending courses?* The applicant should complete a 'Time off for Training' form and submit to their Line

Manager. The Line manager will discuss and agree the time off with the QAM and Human Resources and deliver a response to the applicant. There may be operational reasons why this cannot be supported; any reason should be discussed fully with the applicant.

- *What if my new starter is able to attend training before their start date? We can support this - it will depend on where in the process they are. Contact our QAM who can discuss this with you.*

14.0 Appendices

Appendix 1 – Funding request form

Appendix 2 – Time off for training request

Appendix 3 – Learning Agreement

Appendix 1 – Funding request form

Funding Request Form

This form should be used when requesting funding for training or professional qualifications. If this involves time off during your usual working day, you should also complete a 'Time of for Training' form (Appendix2)

Name	
Establishment	
Role	

Please tell us more about the course

Name of qualification/ course	
Level/ accreditation	
Provider	
Location/time commitment	
Start date/ length of study	
Cost	

Request Detail

Please give us as much detail as possible regarding the course & the benefits to yourself and the organisation – link this to the setting improvement plan where possible.

--

--

Please tick to indicate that you are aware of the following:

If your funding request is successful, you will need to sign a learning agreement which allows us to reclaim costs from you in certain circumstances (e.g. leaving soon after the course is complete) more details are available on the learning agreement form	
You are responsible for any additional costs associated with this study, such as exam retakes, or membership of professional organisations	

Signature	
Date	

QAM Approval

Please review this application, discuss your decision with the applicant and document it here

Decision	
Reason	

Feedback Given	
-----------------------	--

Name	
Role	
Signature	
Date	

Appendix 2 – Time off for Training request

Time off for Training Request

Please complete this form if you wish to request time off to attend training or sit exams.

Name	
Establishment	
Role	

Please tell us more about the course

Name of qualification/ course	
Level/ accreditation	
Provider	
Location/ time commitment	
Start date/ length of study	
Cost	

What kind of time off for training are you requesting?	Please give details
Paid time off to attend training	
Unpaid time off to attend training	
Other	

Please tick to indicate that you are aware of the following:

This does not constitute a funding request, so you are responsible for any associated costs – if you require funding, you should complete a funding request form (Appendix 2)	
You are responsible for any additional costs such as travel.	

Signature	
Date	

QAM Approval

Please review this application, discuss your decision with the staff member and document it here

Decision	
Reason	

Feedback Given	
---------------------------	--

Name	
Role	
Signature	
Date	

Appendix 3 – Learning Agreement

Learning Agreement

The First Steps Together has agreed to contribute to a training course for the benefits outlined in the Training Request form. The details of this are set out in the table below.

Staff Member Name	
Establishment	
Role	
Name of Course	
Cost Agreed	
Date of expected course completion	

This Agreement should be signed by both parties prior to the commencement of the Course.

This Agreement is dated **[date]** and is made between:

[Employee Name] “The Employee”

And

First Steps Together “The Employer”

Whereas:

- A. The Employee is employed by the Employer as a **[job title]**.
- B. The Employee has obtained a place in relation to a course of study leading to the award of **[Name of Award]**

It is hereby agreed and declared that:

- 1) In consideration of the Employer agreeing to meet the costs of the Course which are set out above, the Employee undertakes to reimburse to the Employer the costs if:**
 - i) they voluntarily withdraw from or terminate the Course early without the Employer’s prior written consent.

- ii) they are dismissed or otherwise compulsorily discharged from the Course, unless the dismissal or discharge arises out of the discontinuance generally of the Course.
- iii) their employment is terminated by the Employer for any reason prior to completion of the Course; or
- iv) they resign from the employment of the Employer either prior to completion of the Course or after the end of the Course. The costs repayable are on a sliding scale detailed in the table below.

if they cease employment	% required to be repaid
before attending the training course but after the Company has already incurred liability for the Costs	100% of the Costs or the proportion of the Costs that the Company cannot recover from the course provider shall be repaid
during the training course or within 12 months of completing the training course	100%
more than 12 months but no more than 24 months after completion of the training course	50%
more than 24 months but no more than 36 months after completion of the training course	25%
After 36 months	No amount payable

- 2) To the extent permitted by law, the Employee agrees that the Employer may deduct a sum equal to the whole or part of the Costs due under the terms of this Agreement from their wages (as defined in section 27 of the Employment Rights Act 1996) or from any other allowances, expenses or other payments due to the Employee.
- 3) The amount due to the Employer under the terms of this Agreement is a genuine attempt by the Employer to assess its loss as a result of the termination of the Employee's employment and takes into account the derived benefit to the Employer. This Agreement is not intended to act as a penalty on the Employee upon termination of their employment.

Staff Member

Name	
Role	
Signature	
Date	

QAM

Name	
Role	
Signature	
Date	