



**St Andrew's Club**  
**Staff Development and Training Policy**  
**May 2022**

**1. Purpose**

St Andrew's Club is committed to staff development and training to help enhance and enrich each member of staff (employees and youth workers) through organisation, job and personal development. The Club seeks to ensure staff are adequately equipped with the knowledge, skills and competencies required to perform well in their current work-role, to achieve increased satisfaction from work within St Andrew's Club and quality of performance, which will enable them to contribute to St Andrew's Club mission: enriching young lives by providing young people of diverse backgrounds, from five to adulthood, with a safe, inspiring environment and an engaging programme of activities designed around the interests and needs of our members, in which to develop a sense of belonging, confidence, respect and purpose to help fulfil their potential.

It is important that access to development is fair, equitable and must be of overall benefit to St Andrew's Club as a whole.

**2. Objectives**

- 2.1 To monitor and maintain clear staff recruitment and selection procedures ensuring equality of opportunity in employment.
- 2.2 To provide a comprehensive induction procedure for new staff.
- 2.3 To maintain and monitor systems of providing management, support and evaluation for all staff through the Probation/ Appraisal system.
- 2.4 To maintain staff development and training records for each member of staff.
- 2.5 To evaluate the impact of development and training on the individual's work and ultimately the performance of the organisation.

**3 Roles and responsibilities**

3.1 The responsibility for and central co-ordination of staff development and training rests with the CEO, who will ensure:

- The maintenance of confidentiality (with access to an employee's staff development and training record being available only to the Office Manager, CEO and the appropriate Line Manager).
- A co-ordinated and organisation-wide overview of and approach to staff development and training.
- The effective implementation of staff development and training through integration into annual Organisational Plans.
- Direct responsibility for the staff development and training needs of Line Managers.
- Delegation to each Line Manager (Youth Club Manager, Office Manager, Fundraising & Comms Manager) of responsibility for implementing staff development and training within their team and for evaluating its impact.
- Appropriate training for each Line Manager to enable such delegation.

There are no exclusions to the type of training St Andrew's Club is prepared to offer, in order to assist in the achievement of its Organisational Plans eg formal education programmes,



attending external conferences/webinars/events, coaching, mentoring, shadowing, one-to-one work or internal workshops and meetings.

No individual will be excluded from training on the grounds of gender, marital or family status, religious belief or political opinion, disability, race or ethnic origin, nationality, sexual orientation or age, or any other criteria which could be deemed to be discriminatory or divisive

3.2 Responsibility for the induction of new staff to St Andrew's Club and for supervising their introduction to their job responsibilities will rest with:

- The CEO in the case of newly appointed Line Managers.
- Appropriate Line Manager (who will be entitled to request support from other St Andrew's Club staff).

The Staff Induction includes a programme of induction activities for all staff at St Andrew's Club in order to enable them to:

- Understand of how their role contributes to achieving higher level objectives of St Andrew's Club.
- Have an introduction to the policies, people, practices, and systems in St Andrew's Club, including line management and performance review, and other information they will need to know to carry out their role effectively.
- Road map their first few weeks in post after which the individual will write their own performance objectives in consultation with their Line Manager.

3.3 Training provision in St Andrew's Club may arise from needs identified by:

**Staff Members**, who are responsible for:

- Identifying and suggesting learning opportunities to their Line Manager based on their current job descriptions and career aspirations.
- Being willing to undertake a range of opportunities to enable them to update their knowledge and skills and adapt and respond to change.

3.4 Training provision in St Andrew's Club may arise from needs identified by:

**Line Managers**, who are expected to:

- Encourage and support all staff (regardless of job role, grade and work patterns) to take advantage of internal and external staff development opportunities relevant to their identified development needs.
- Support staff to identify and discuss those development needs with each of their staff at induction/probation and at least annually as part of the Performance Development Review (PDR)/ Appraisal process and needs identified by Line Managers during their annual planning and budgetary cycle.
- Approve training activities by agreeing the time away from work. On completion of the event, it is expected that Line Managers will facilitate the dissemination of the new learning in the workplace, as appropriate, either through the individual or in the context of a team-learning event.

3.5 The CEO will:

- Delegate to the Office Manager and/or the Youth Club Manager to lead on organising workforce training that might not be specific to the individual's job role but is for the benefit of the organisation i.e. Equal Opportunities Policy, Safeguarding, Health & Safety, First Aid, Fire Warden, Data Protection training, etc.



- Provide advice (internal or external resources and expertise), assistance and support to Line Managers to enable them to fulfil their training responsibilities.
- Enable Line Managers to effectively evaluate the development and training of their staff and take the relevant action when necessary. Action arising from the identification of staff development and training needs will normally be agreed between the individual member of staff concerned and their Manager.

#### **4 Costs and Terms of Training**

- Staff should have successfully passed their Probation period before paid training is approved.
- The CEO will approve all costs of training over £100.
- In the case of training costing over £1,000, a business case will need to be made by the member of staff or their Line Manager, for Trustees to approve. Trustees will decide terms of repayment should the member of staff leave St Andrew's Club before the benefit of any training has been received by the Club.

#### **5 Evaluation**

Evaluation of staff development and training is the responsibility of each Line Manager. Supervision should be used as an opportunity to review the development and training that has taken place and evaluate how useful it has been, how it has impacted on the staff member's work and how the learning could be shared with the others in the organisation. The Performance Development and Review/ Appraisal procedure provides an opportunity for every member of staff to meet with their Line Manager, to discuss their work performance, objectives for the next 12 months and their professional development needs. This supports the allocation of funding for staff development purposes.

#### **6 Review**

It is recommended that this policy is reviewed on an annual basis.

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