

Educ8tions Ltd.



Learning and Development Strategy
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Change Mechanism

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Introduction

The Learning and Development Strategy has been developed to support the achievement of the Training Centre's Strategic Plan, its associated strategies and the ongoing development of the Training Centre.

In order to achieve the Training Centre's vision we need to make significant changes in the way we engage with and utilise the individual and collective capabilities of our people. This strategy, together with the Human Resource Strategy, describes those changes and outlines how learning and people development will help us capitalise on the value which our people create for the Training Centre.

This strategy provides the framework for the development of the Training Centre's people over the next five years. It will be reviewed annually to ensure its objectives remain aligned to the Training Centre's needs.

Background

The Training Centre of Educ8tions Ltd. is a small private organisation that has few employed staff, but instead reach for the self-employed members to fill required posts. The preponderance of our teaching and learning is done via e-learning, we have devised many websites that contain the necessary help, guidance and resources for both staff and learners to use. We try to be as inclusive as we can be, catering for people with learning difficulties, varying learning styles, people who are less familiar with the English language and for the less physically-able to name just a few. Although we are a relatively new Training Centre we pride ourselves in being up-to-date with the latest technologies and ways of learning to be able to extend ourselves to as many people as possible.

These reforms have provided the foundation for the subsequent development and implementation of an ambitious strategic plan with a vision to be, by 2019, "an outstanding Training Centre renowned for the quality of its engagement, humanity, global reach, innovation and education".

In order to achieve the plan, the Training Centre has implemented an extensive programme of organisational development which will underpin the achievement of the five strategic goals identified in the Strategic Plan.

Who Will Deliver This Strategy?

This Strategy will fall to the responsibility for the Director of Learning and Development, it is their role to implement and disseminate the Strategy to the company.

Human Resource Development

The purpose and vision of the HRD function is: Director of Business Development



Statement of Purpose

To encourage and enable our people individually and collectively to capitalise on the wealth of their talents and capabilities in pursuit of the Training Centre's mission, vision, values and goals.

Vision

To create an inspirational and innovative learning and development culture which is central to the Training Centre's success and highly regarded by our people.

Scope of this Strategy

This strategy is applicable to all Training Centre staff.

People Development – the Way Forward

Drawing on the challenges faced by the Training Centre outlined in its strategic plans, this Strategy identifies six areas which will support the delivery of the Training Centre's strategic ambitions:

- Developing Individual, Collective and Organisational Capability
- Creating Outstanding Leadership and Management
- Managing Strategic Planning, Change and Transition
- Developing Digitally Literate Staff
- Fostering Organisational Values and Professional Practice
- Embracing Diversity and Supporting a Workplace Free from Discrimination

Developing Individual, Collective and Organisational Capability

Where we want to be:

The highest standards of professional practice

Strong academic and professional standing evidenced through possession of appropriate qualifications and membership of professional bodies

Professional and corporate support services working in partnership with the academic community through the delivery of high quality business and customer services

An integrated culture of learning which connects the Training Centre's strategy with learning and learners. A culture of self-managed learning underpinned by personal development planning

Effective and timely learning and development interventions appropriate to the needs of individuals, teams and the Training Centre.



How we will measure this:

Percentage of staff with essential qualifications/membership of appropriate professional bodies
Production of an annual Training Centre Development Plan with agreed priorities

Return on investment measures appropriate to development interventions

Creating Outstanding Leadership and Management

Where we want to be:

Our leaders provide strong vision and clear direction through their expertise in strategic planning and its implementation

Our People have clear understanding of how they can contribute towards meeting the vision and aims of the Training Centre

Authentic leadership values including trust, integrity and mutual respect are applied consistently throughout the Training Centre

Transactional management is balanced with the need to build strong relationships and engage in effective dialogue

Leadership standards supported by an engaging leadership style.

How we will measure this:

Staff Satisfaction with the leadership and management. Percentage of staff engaged at work

Percentage of leaders with a Leadership Development Plan

Percentage of leaders classified as effective at leadership

Managing Strategic Planning, Change and Transition

Where we want to be:

A leadership community mature in their strategic and operational planning capability

A workforce which is fully engaged in delivering the strategic priorities of the Training Centre and able to respond to the needs of a rapidly evolving environment;

Leaders and managers able to lead their teams through change and transition;
Staff positively engaged with the process of change, working together for the advancement of the Training Centre.



How we will measure this:

Staff satisfaction with the management of change

Percentage of staff who understand the Training Centre's Strategic Priorities

Developing Digitally Literate Staff

Where we want to be:

An academic and wider community who optimize the use of digital learning tools to support an outstanding student learning experience

The Training

Centre make effective and appropriate use of emerging technologies to support innovative and creative learning and teaching practice

Digital technologies are used effectively to enhance the quality of our business processes and working practices

Effective and timely learning and development interventions appropriate to the needs of users

How we will measure this:

Percentage of modules in the virtual learning environment

Percentage of staff engaging with digital literacy learning and development interventions
Traffic flow to virtual learning environment modules

Percentage of staff who meet the professional standards for digital literacy requirements

Fostering Organisational Values and Collaborative Working

Where we want to be:

Organisational values which are highly visible in working practices throughout the Training Centre

A strong culture of cross Training Centre collaborative working and internal partnerships to support the advancement of the Training Centre

Communities of good practice and professional networks to provide opportunities for developing and sharing expertise and influencing practice and direction within and beyond the Training Centre



How we will measure this:

Percentage of nominations and numbers of staff recognized annually for displaying the Training Centre's values

Arrangements for return on investment measures will be produced to measure the value added from communities of good practice and professional networks

Embracing Diversity and Supporting a Workplace Free from Discrimination

Where we want to be:

A work environment which resonates positively in the daily experiences of our staff

A culture in which conversations around equality and diversity are open, positive and progress the agenda of diversity, humanity, fairness and respect

Learning and development interventions which underpin the Training Centre's position on equality and diversity

Our People are intolerant to discrimination, harassment and bullying, and actively seek to value diversity and difference in all its forms.

How we will measure this:

Levels of staff engagement with equality and diversity learning and development interventions

How We Will Deliver the Strategy?

Structure and Operating Model

Review our structure and operating model taking into consideration the delivery of the Learning and Organisational Development Strategy and the wider needs of the Training Centre's transformation agenda.

Strategy and Governance

Establish clear governance arrangements to manage projects arising from this strategy. Establish data management, measurement and reporting requirements including key performance indicators for our strategic objectives and to assess the impact of our learning and development interventions.

Learning Delivery



Review our learning and development interventions to ensure they are fully aligned to support the Strategic Plan, core competencies, statutory and regulatory compliance and change and transition capabilities.

Transform our delivery methods to move to a comprehensive flexible and user-friendly range of blended learning solutions utilising technology to support e-Learning interventions where appropriate.

Communication, Information and Networking

Develop our use of learning communities to foster individual and collective learning and sharing of knowledge and good practice across the Training Centre.

Review Date	Reviewer
January 2015	Scott Halliday, Learning and Development Manager
January 2016	Scott Halliday, Learning and Development Manager
January 2017	Scott Halliday, Learning and Development Manager
January 2018	Scott Halliday, Learning and Development Manager
January 2019	Board of Directors