

COMPANY NAME:

Hillcrest

POLICY NUMBER:

OD 01

POLICY TITLE:

Learning and Development Policy

This document can be produced in different formats, for example, in larger print or audio-format, and in other languages, as appropriate. We promote equality through seeking to eliminate unlawful and unfair treatment on the ground of any protected characteristic, as appropriate.

Underpinning and Supporting Documents

This policy should be read in conjunction with the following documents:

Other Policies:

- People and Organisational Development Strategy
- HR 08 Recruitment and Selection Policy
- HR 19 Secondment Policy
- HR 22 Probationary Contracts Policy and Procedure
- HR 25 Performance at Work Policy

Compliance:

- Scottish Social Services Council (SSSC)

Legislation:

- Health and Safety at Work Act 1974
- Equality Act 2010

Best Practice:

- The Advisory, Conciliation and Arbitration Service (ACAS)
- Chartered Institute of Personnel and Development (CIPD)
- Brightmine, formerly XpertHR

1. Policy Statement

Hillcrest recognises that continuous learning and development are essential to the success of both our people and our organisation. It is committed to fostering a culture of lifelong learning that empowers employees and Board Members to grow professionally and personally throughout their time at Hillcrest.

This Learning and Development Policy reflects our dedication to creating an environment where individuals are encouraged and supported to enhance their skills, knowledge, and competencies. Hillcrest believes that investing in our people not only strengthens individual performance but also drives innovation, improves service delivery, and contributes to the achievement of our strategic objectives.

Hillcrest's approach is aligned with the People and Organisational Development Strategy, which emphasises the importance of building a skilled, resilient, and engaged workforce. It also supports the Young Workforce Development Strategy by ensuring that learning opportunities are inclusive, accessible, and tailored to meet the needs of younger individuals within our services, helping them to thrive and reach their full potential.

Through a structured and inclusive approach to learning, Hillcrest aims to ensure that all staff and Board Members have access to high-quality development opportunities that are aligned with organisational priorities and individual aspirations. This includes mandatory training, role-specific development, leadership programmes, and broader personal development initiatives.

This policy outlines the principles, responsibilities, and procedures that govern learning and development at Hillcrest. It serves as a framework to guide the planning, delivery, and evaluation of learning activities across the organisation, ensuring consistency, fairness, and impact.

2. Principles

- **Commitment to Learning:** Hillcrest is a learning organisation that values continuous development. It is committed to equipping employees and Board Members with the knowledge, skills, and behaviours needed to perform effectively and adapt to change in a dynamic environment.
- **Investment in People:** Hillcrest values its workforce as a key asset and is committed to their ongoing development. Accessible, inclusive learning opportunities that support continuous growth are provided. This approach recognises the need for varied methods and styles, particularly for groups such as young people, to ensure meaningful and effective learning.
- **Strategic Alignment:** All learning and development activities are designed to support Hillcrest's strategic goals. This ensures that individual growth contributes to improved organisational performance, innovation, and service excellence.
- **Shared Responsibility:** Learning is a collaborative process. Hillcrest provides the structure and support, while employees and Board Members are encouraged to take ownership of their development and actively engage in learning opportunities.
- **Structured Approach:** Learning and Development activity is delivered through a planned, transparent, and data-informed process. This ensures consistency, fairness, and alignment with both organisational needs and individual aspirations.
- **Managerial Support:** Line managers play a vital role in enabling employee development by fostering a supportive learning environment. They are expected to actively encourage and facilitate learning opportunities, helping staff apply new skills and knowledge in the workplace to maximise the impact of development activities.
- **Quality Standards:** Hillcrest are committed to delivering high-quality learning experiences. All Learning and Development activities are designed recognising current best practice to ensure relevance, accessibility, and effectiveness to meet the diverse learning needs of our workforce.
- **Evaluation and Impact:** All learning activities are regularly evaluated to assess their effectiveness and impact. Feedback and performance data is used to ensure continuous improvement and alignment with predetermined outcomes.
- **Partnership:** Hillcrest operates an Organisational Development Partnership Model to ensure consistent and strategic support across all areas of the organisation. This model fosters close collaboration with managers and teams, enabling tailored support that aligns with both departmental goals and organisational priorities.
- **Learning Management System (LMS)** MyLearning is Hillcrest's designated LMS, serving as the central platform for managing and recording all employee learning activity. All training and development undertaken by staff will be documented within MyLearning.
- **Funded Learning Opportunities:** Hillcrest is committed to maximising access to high-quality learning by actively seeking and promoting funded development

opportunities. The Organisational Development team will proactively identify and pursue suitable funded learning initiatives through a range of sources

- **Leadership:** Hillcrest is committed to nurturing strong, values-driven leaders at all levels of the organisation. The Hillcrest Leadership Programme provides structured, high-quality development that equips current and aspiring leaders with the skills, confidence, and insight needed to lead effectively and support our strategic vision.
- **Equality, Diversity, and Inclusion:** Hillcrest is committed to ensuring that all Learning and Development activities are inclusive, equitable, and accessible to everyone. The organisation embraces diversity by recognising and valuing different backgrounds, experiences, and learning needs, and actively works to remove barriers to participation and progression.
- **Supporting Young People:** Hillcrest is committed to creating meaningful learning and development opportunities that support the growth and potential of young people. Tailored approaches to meet their unique needs are employed, ensuring that learning is engaging, accessible, and contributes to their personal and professional development within the organisation.
- **Annual Review:** The Organisational Development team will actively support the delivery and evaluation of the My Annual Review (MAR) and Employee Performance & Development Review (EPDR) processes across all Hillcrest Companies. This includes collaborating with internal stakeholders to ensure that personal development plans arising from these reviews are effectively actioned, enabling meaningful growth and development opportunities for all employees.

3. Responsibilities

Managers:

Managers have a pivotal role in enabling and supporting learning. Their responsibilities include:

- **Fostering a learning culture:** Create and maintain a supportive environment that encourages continuous development.
- **Facilitating opportunities:** Actively promote and enable access to learning activities for their teams.
- **Applying learning:** Help employees integrate new skills and knowledge into their roles.
- **Collaborating:** Work closely with the Organisational Development team to ensure tailored support aligned with departmental and organisational goals.
- **Using MyLearning:** Ensure all staff training and development is recorded in the Learning Management System.
- **Supporting young people:** Adapt learning approaches to meet the unique needs of younger staff members.

- **Championing inclusion:** Ensure learning is equitable, accessible, and inclusive for all team members.
- **Reporting:** Regularly reporting on team training to drive compliance.

Employees:

Employees are required to:

- **Mandatory Training:** Undertake all allocated training within the relevant timescales.
- **Own their development:** Take initiative in identifying and engaging with learning opportunities.
- **Align learning with goals:** Choose development activities that support both personal aspirations and organisational objectives.
- **Engage with MyLearning:** Use the LMS to track and manage their learning activities.
- **Provide feedback:** Contribute to the evaluation of learning activities to support continuous improvement.
- **Embrace diversity:** Participate in inclusive learning experiences and respect diverse learning needs.
- **Utilise funded opportunities:** Take advantage of funded learning initiatives promoted by Hillcrest.

Organisational Development Team:

The Organisational Development Team has the following responsibilities:

- **Strategy:** Align L&D activity with strategy and organisational goals.
- **Collaboration:** Collaborate with managers and relevant stakeholders via the Organisational Development Partnership Model to tailor support.
- **Learning Design and Delivery:** Design and deliver quality learning programmes, including leadership development.
- **Manage MyLearning:** Ensure the LMS is fully maintained and ensure accuracy of data input and output.
- **Funded Learning:** Source and promote funded learning opportunities.
- **Evaluation:** Evaluate learning impact using feedback and performance data to continuously improve learning resources.
- **EDI:** Ensure inclusion and accessibility in all L&D activities.
- **Young People:** Support young people with tailored, engaging development approaches
- **Monitoring and Reporting:** Using data to monitor and report on training compliance and metrics
- **Support:**
 - Supporting Managers and Teams to drive a culture of Learning and Development accountability in Hillcrest.

Document Governance and Management

Author/ Lead:	Gary McLean, Organisational Development	
Version number:	3	
Current version referred for approval to:	18/08/2025	
Current version approved on:	08/10/2025	
Date of next review:	08/10/2030	
Date of Equality Impact Assessment:	18/08/2025	
Date of Privacy Impact Assessment:	Click here to enter a date.	N/A ☒
Date of Environmental Impact Assessment:	Click here to enter a date.	N/A ☒

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Learning and Development Procedure

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1. Introduction- Learning and Development

At Hillcrest, Learning and Development (L&D) is a cornerstone of our commitment to continuous improvement and organisational excellence. Overseen by the Organisational Development team, L&D forms a key element of our broader Organisational Development Strategy. We are dedicated to identifying, designing, and evaluating learning opportunities that align with both our strategic objectives and the evolving needs of our workforce.

Our approach ensures that every L&D initiative is purposeful and impactful—equipping employees with the skills, knowledge, and competencies necessary to thrive in their roles and contribute meaningfully to Hillcrest's success. Through this policy, we affirm our commitment to fostering a culture of learning that supports individual growth and drives collective progress.

2. Partnership Model

To ensure consistent and strategic support for Learning and Development (L&D) across Hillcrest, we operate an Organisational Development Partnership Model. This model is designed to embed L&D support within all areas of the organisation through close collaboration between Organisational Development Partners, managers, and teams.

Each Organisational Development Partner is assigned specific areas of responsibility and acts as the primary point of contact for advice and guidance on all matters related to Learning and Organisational Development. Partners will engage regularly with their allocated teams to:

- Identify learning needs and opportunities
- Support the planning and implementation of L&D activities
- Ensure alignment with departmental goals and organisational priorities taking a data driven approach
- **Managers Responsibilities:**

Managers are expected to actively engage with their designated Organisational Development Partner to ensure their teams receive the necessary support. This includes:

- Communicating team development needs
- Collaborating on L&D planning and delivery

- Supporting the evaluation of learning outcomes

This collaborative approach ensures that all employees are given the best opportunity to succeed in their roles and contribute to Hillcrest's strategic aims

Details of Partner allocations can be found on the [Organisational Development SharePoint page](#).

3. Induction

Hillcrest is committed to providing a structured, informative, and supportive induction for all new employees that enables them to integrate effectively and understand their responsibilities within the organisation.

- **Induction Overview**

Induction at Hillcrest provides:

- An introduction to Hillcrest's values, structure, and strategic goals.
 - Role-specific guidance and expectations.
 - Awareness of organisational policies, systems, and culture.
- **Induction Components**
 - Welcome to Hillcrest
 - Virtual Induction
 - Local Induction

- **Welcome to Hillcrest Induction**

All staff must attend the 'Welcome to Hillcrest' induction session within 12 weeks of their start date. Sessions can be booked using the [Course Booking Form](#) (Appendix 4)

- This session covers:
 - An overview of the organisation
 - Company History
 - Introduction to the company values and expectations
 - Overview of employee benefits
- **Virtual Induction**

Effective from January 2026, all new employees will participate in a Virtual Induction on their first day of employment. This induction serves as a formal introduction to Hillcrest and is designed to:

- Familiarise new employees with the organisation's structure and key teams.
- Provide essential corporate information to support their integration.
- Offer an overview of Hillcrest's mission, values, and operational context.

This initiative ensures a consistent and informative onboarding experience, supporting employee engagement from Day 1.

- **Local Induction**

To ensure a consistent and structured onboarding experience across all areas of the organisation, a standardised Local Induction Template is issued to each department. This template provides a framework for managers to tailor induction content specific to their operational area, ensuring relevance and accuracy of the information. Managers are responsible for populating the template with appropriate local information and delivering the induction in a timely and effective manner.

From March 2026, all local induction progress will be recorded in MyLearning, Hillcrest's central learning management system, to support tracking, compliance, and continuous improvement.

- **Manager Responsibilities**

Managers play a critical role in delivering an effective local induction experience for new employees. Each manager is responsible for:

- Customising the Local Induction Template to reflect the specific needs and operations of their area.
- Ensuring that all relevant local information, procedures, and team introductions are included.
- Delivering the induction in a timely, engaging, and supportive manner within 6 months of the employee start date.
- From March 2026, monitoring induction progress in MyLearning, to ensure accurate tracking and compliance with organisational standards.

This approach supports a consistent and high-quality onboarding experience across all areas of Hillcrest.

4. Learning Needs Analysis

A comprehensive Learning Needs Analysis (LNA) will be conducted and reviewed on a regular basis to ensure that all Hillcrest employees are provided with relevant and targeted training and development opportunities. This process is designed to support employees in performing their roles effectively and in alignment with organisational goals. The LNA will be led by the Organisational Development Team, with input from Managers and Subject Matter Experts (SMEs), and will be formally approved by the Hillcrest Management Team.

Data gathered during Learning Needs Analysis (LNA) reviews will be recorded in the Learning Management System (LMS). This ensures accurate and up-to-date reporting can be accessed and shared with relevant stakeholders to inform strategic planning and resource allocation.

Managerial Responsibilities: To maintain the validity and relevance of LNA data, any changes in circumstances—such as role changes, team restructures, or emerging development needs—must be communicated promptly to the assigned Organisational Development Partner. This enables timely updates to the LMS- MyLearning and ensures that learning interventions remain aligned with current organisational and individual requirements.

5. Learning Management System- MyLearning

Hillcrest's designated Learning Management System (LMS), **MyLearning**, serves as the central platform for managing, recording, and tracking all employee learning activities. It supports a consistent and transparent approach to learning across the organisation.

All training and development undertaken by employees must be documented within MyLearning. This enables:

- Employees to monitor their individual learning progress
- Line managers to oversee team engagement, track compliance with mandatory training, and identify development needs
- Organisational reporting and analysis of learning trends

The platform hosts a wide range of eLearning modules, including those that meet mandatory training requirements and others that support broader development aligned with both organisational and individual learning needs.

- **Managers Responsibilities:**

- Managers are responsible for regularly reviewing their team's training records within MyLearning to ensure compliance with mandatory training requirements.
- Reports generated from the LMS should be used to monitor progress and address any gaps in learning.
- Any anomalies, access issues, or technical problems with data or courses within MyLearning should be reported to the Organisational Development team by emailing mylearning@hillcrest.org.uk. For urgent matters, managers should contact any member of the Organisational Development team by telephone.

6. Training Requests and Booking Procedure

The Organisational Development Team is responsible for the coordination and scheduling of all training courses across Hillcrest. To ensure fair and consistent access to learning opportunities, clear booking procedures are in place and communicated to all managers.

- **Mandatory, Instructor-Led Training:**
These sessions must be booked using the [Course Booking Form](#) (Appendix 4). This ensures accurate tracking and allocation of places for essential training.
- **Non-Mandatory or Ad Hoc Learning Requests:**
Employees or managers wishing to request additional learning or development opportunities should complete the [Training Request Form](#). (Appendix 5) Once fully completed, forms should be submitted to the Organisational Development Team by email to LandDCourses@hillcrest.org.uk

These procedures help ensure that all training is planned, resourced, and delivered in a timely and organised manner, supporting both individual development and organisational priorities.

7. Training Cancellation Procedure

To ensure the effective use of training resources and maximise participation, it is essential that any cancellations are communicated promptly and appropriately.

- **Notification of Cancellation:**
If an employee is unable to attend a scheduled training course, either the employee or their line manager must notify the Organisational Development Team as soon as possible.
 - **Standard notice:** Email Landdcourses@hillcrest.org.uk

- **Short notice:** In addition to email, contact the Organisational Development Administration Team by telephone.
- **Non-Attendance Follow-Up:**
If a registered participant does not attend a course without prior notice, the course facilitator will inform the Organisational Development Team. A member of the Team will then contact the employee's line manager to:
 - Confirm the reason for non-attendance
 - Ensure the wellbeing of the employee is considered
 - Discuss any necessary rescheduling or support
- **Reason for Cancellation:**
A reason for cancellation or non-attendance must be provided. This information is used to:
 - Maintain accurate training records
 - Monitor and report on cancellation trends
 - Identify and address any organisational or operational barriers to participation

This procedure supports a culture of accountability and ensures that learning opportunities are accessible and effectively managed across the organisation.

8. Reasonable Adjustments for Training Participation

Hillcrest is committed to ensuring equitable access to learning and development opportunities for all employees. We recognise that individuals with physical or mental impairments, health conditions, or injuries may face practical challenges when participating in training activities. To foster an inclusive and supportive learning environment, reasonable adjustments will be made wherever possible to accommodate individual needs.

- **Procedure for Requesting Adjustments:**
 - Employees requiring adjustments must inform the Organisational Development Team in advance of attending training.
 - [The Reasonable Adjustments Form](#) (Appendix 2) should be completed by the employee, with the Manager's Comments section filled in by their line manager.
 - The completed form must be submitted to LandDcourses@hillcrest.org.uk at least two working days prior to the start of the course.

- Upon receipt, the Organisational Development Team will notify the course facilitator, who will assess the request and implement any feasible adjustments.

This process ensures that all employees can engage fully in learning activities and that facilitators are prepared to support diverse needs effectively.

9. Evaluation and Feedback of Learning Activities

Hillcrest is committed to ensuring that all learning and development activities are subject to meaningful, consistent, and collaborative evaluation. This process is designed to assess the quality, relevance, and impact of learning interventions and to support continuous improvement across the organisation.

All learning activities will be evaluated against the following criteria:

- **Valid** – aligned with clearly defined learning outcomes and professional standards
- **Achievable** – realistic and accessible for all participants
- **Relevant** – directly applicable to individual roles and organisational priorities
- **Current** – reflective of the latest knowledge, skills, and industry practices

This structured evaluation approach ensures that learning initiatives contribute effectively to Hillcrest's strategic objectives and support ongoing organisational development.

- **Participant Responsibilities:**

To support the evaluation process, all participants—whether attending in-person training or completing eLearning—are encouraged to complete any evaluation documentation provided. Participant feedback is essential for:

- Assessing the impact and effectiveness of learning activities
- Identifying areas for improvement
- Informing the design and delivery of future learning interventions

- **Feedback Mechanisms:**

The Organisational Development Team will implement structured feedback mechanisms for all learning activities. Feedback will be gathered from:

- Participants
- Facilitators
- Relevant stakeholders

Feedback may be collected through various methods, including:

- Surveys
- Focus groups
- Reflective evaluations
- One-to-one discussions

All feedback will be treated confidentially and used constructively to:

- Identify strengths and areas for development
- Enhance future learning provision
- Ensure learning remains impactful and aligned with organisational goals

10. Designing Bespoke Learning Solutions

The Organisational Development Team can design and deliver a wide range of tailored learning and development solutions to meet specific team or organisational needs. To ensure the most effective intervention is developed, it is essential that the Organisational Development Team receives clear and detailed information about the request.

When submitting a request, please consider and include:

- The objectives of the training
- The problem or challenge the training aims to address
- The preferred method of delivery (e.g. in-person, eLearning, blended)
- What success looks like upon completion

Providing this information enables the Organisational Development Team to design a learning solution that is purposeful, relevant, and aligned with both team and organisational goals. To support the request, a [Learning Design Request Form](#) (Appendix 8) should be completed and submitted to LandDCourses@hillcrest.org.uk. If you would like support and guidance on the form, please contact your Organisational Development Partner.

11. Qualifications

- **Required Qualifications:**

Each post must have clearly defined qualification requirements, as outlined in the Person Specification for the position. These may be determined by industry standards or external regulatory bodies.

Where a Person Specification states that a qualification is required, Human Resources (HR) will validate the qualifications in iTrent. If there is any doubt in the authenticity of the qualifications HR should contact L&D for support.

If the required qualification is not held, the manager must notify the Human Resources (HR) and the Organisational Development Teams. This will be recorded on the individual's learning record as a development need.

Ordinarily, staff must satisfactorily complete their probationary period before being supported to undertake a qualification.

All staff undertaking a qualification must sign a Funding Repayment Agreement. This is issued by the Organisational Development Team and must be agreed by the staff member and their line manager prior to commencement of the course.

- **Other Qualifications (Professional Development):**

Staff wishing to pursue a qualification not required for their role but beneficial for professional development must complete the Application for Professional Development Qualifications (including request for financial assistance)(Appendix 3)

The completed application form should be submitted to the staff member's line manager for consideration, including details such as:

- Total cost
- Required study time
- Attendance commitments
- Level of funding requested (up to a maximum of 75%)

The line manager, in consultation with the Head of Service, will review the application and provide a decision.

If not approved, the employee will be informed of the reason.

If approved, the manager will forward the signed Application Form to the Organisational Development Team who will:

- Record the qualification on the individual's learning record
- Produce a Funding Repayment Agreement (including salary deductions where applicable)
- Contract with the learning provider and notify the staff member

12. Leadership Development

Hillcrest is committed to developing strong, compassionate, and effective leaders who support our mission of helping people live better lives. Our leadership development approach focuses on attracting and nurturing individuals who can inspire and empower their teams while driving our organisational vision and values.

We support leadership growth through succession planning and talent development, ensuring a pipeline of individuals ready to step into leadership roles. All development activities are aligned with the Hillcrest Leadership Framework, which defines the behaviours and expectations we value in our leaders.

A core element of our offer is the in-house Hillcrest Leadership Programme, delivered at least twice a year. This programme enhances skills in communication, change management, strategic thinking, and innovation, and is based on the [Hillcrest Leadership Framework](#) (Appendix 9) and the 'Insights Discovery' model. Applications should be submitted by Line Managers to the Organisational Development Team.

Leaders are expected to model Hillcrest's values and foster a culture of inclusion, integrity, and accountability. To support this, we offer coaching, mentoring, and other development opportunities aimed at building resilience and adaptability.

We also ensure leaders are equipped with the tools and training needed to make informed decisions and create a supportive environment that promotes well-being, psychological safety, and continuous growth.

13. Continuous Professional Development

CPD can take many forms, including but not limited to:

- **Formal Learning:** Classroom-based training, distance learning, eLearning, webinars
- **Informal Learning:** Reading (books, journals, internet), podcasts, video/film/TV

- **Experiential Learning:** Work shadowing, secondments, observation, action learning sets
- **Collaborative Learning:** Professional discussions, seminars, working groups, networking
- **Reflective Practice:** Guided reflection, coaching, mentoring, research
- **Recording and Evidencing CPD:**

Some roles at Hillcrest, particularly those requiring professional registration (e.g. with the Scottish Social Services Council), must evidence CPD in line with regulatory requirements. Where a specific format is not prescribed, employees are encouraged to use Hillcrest's Learning Management System (MyLearning) to record and track their CPD activities.

Evidencing CPD is considered good practice and can support:

- Professional registration and compliance
- Career development and progression
- Completion of the annual appraisal process

Employees should ensure their CPD records are kept up to date and reflect meaningful learning that contributes to their role and the wider organisation.

14. Financial Support for Training

Hillcrest is committed to supporting employee development through the provision of funded training opportunities, subject to the following conditions:

- **Mandatory Training:**
The cost of training identified as mandatory for an employee's role will be fully met by Hillcrest. However, all such training must be approved in advance by the employee's line manager and may be subject to a Funding Repayment Agreement (FRA) being in place.
- **Travel and Accommodation:**
Any associated travel and accommodation expenses will be reimbursed in accordance with Hillcrest's Mileage, Subsistence and Other Expenses Policy and Procedure.
- **Developmental Training:**
Employees may apply for support to attend training courses that enhance their knowledge and skills beyond mandatory requirements. In such cases, all costs and the funding source of the training, as well as any FRA, must be agreed in advance with the employee's line manager, prior to any bookings being made by the OD Team

- **Employee Contributions and Funding Repayment Agreements (FRA):**

For certain development courses, employees may be required to contribute to the cost of training as well as enter into a [Funding Repayment Agreement \(FRA\)](#) with Hillcrest. The FRA will be activated under the following circumstances:

- The employee leaves Hillcrest within the agreed repayment period.
- The employee fails to complete the training.
- The employee refuses to apply the skills or knowledge gained through the training in their role.

These measures ensure that training investments are aligned with organisational needs and are used effectively to support both individual and Organisational Development.

15. Funded Learning Opportunities

Hillcrest is committed to maximising access to high-quality learning by actively identifying and promoting funded development opportunities. The Organisational Development Team will proactively seek out suitable initiatives through a variety of sources, including:

- Government-funded training schemes
- Professional bodies and sector-specific programmes
- National and local funding support initiatives

These opportunities will be aligned with organisational priorities and individual development needs, ensuring equitable access and value for investment. Where appropriate, employees will be supported in applying for and participating in funded programmes that enhance their skills, knowledge, and contribution to Hillcrest's strategic goals.

- **Participation and Compliance:**

In most cases, funded learning opportunities require formal registration and post-activity evaluation to ensure appropriate use of funding. Participants must:

- Engage fully with the registration and evaluation processes
- Provide any required feedback or documentation
- Ensure all personal data shared complies with GDPR requirements

This procedure helps Hillcrest maintain accountability, secure future funding, and continuously improve the quality and relevance of its learning provision.

16. Young People

Hillcrest recognise that young people are key to the success and growth of the organisation, and we remain committed to investing in and developing meaningful career opportunities in this group.

- **Work Experience Placements**
 - Placements are coordinated in partnership with local schools, colleges, and universities.
- **Modern Apprenticeships:**
 - Apprentices are supported with the goal of progressing to permanent position. This however does not guarantee continued employment on completion of the apprenticeship
- **Graduate Apprenticeships:**
 - Hillcrest are committed to supporting a small number of graduate apprentices
- **Mentoring and Buddy System**

All young people are assigned:

- A **mentor** for the first 6 months (mentor training provided).
 - A **buddy**, ideally a peer-level young staff member, to support integration.
- **Young Person Group**
 - Hillcrest hosts the young person's group which is open to all staff under the age of 25.
 - Provides a platform for collaborative projects that contribute to organisational improvement.
- **Reverse Mentoring**
 - Hillcrest is committed to developing a reverse mentoring programme to enable young staff to share insights and perspectives with senior colleagues.

- **Commitment to Opportunity**
 - Hillcrest is committed to offering meaningful development opportunities for young people.

17. Appendices

1. Training Attendance Record-Under Development
2. Reasonable Adjustments Form
3. Application for Professional Development Qualifications (including request for financial assistance)
4. Course Booking Form
5. Training Request Form
6. Funding Repayment Agreement
7. CPD Recording Guide- MyLearning- Under Development
8. Learning Design Request Form
9. Hillcrest Leadership Framework

Procedure Document Governance and Management

Author/ Lead:	Gary McLean, OD Partner
Version number:	4
Document Retention Period:	5 years
Current version approved: on:	18/08/2025
Procedure approved by:	Head of HR & OD
Date of next review:	18/08/2030
Date of Equality Impact Assessment	18/08/2025