

LEARNING AND DEVELOPMENT POLICY

The Learning and Development (L&D) Policy in NIRAS-LTS International (hereafter NIRAS-LTS) is to support growth of the individuals in our team to ensure effective performance towards our business goals. We want our talented people to be performing at their best, with the right knowledge, skills, & behaviours to do their jobs well.

As an organisation, we are committed to excellence in the services we deliver, exceeding client expectations and taking responsibility to achieve meaningful development impacts. We believe that effective L&D plays a vital role in achieving this and in the achievement of our strategic goal.

1 Scope

This policy covers the whole of NIRAS-LTS, including its regional offices and remote workers. It is applicable to all permanent, full-time or part-time employees. Employees on short-/fixed-term contracts might access L&D if needed, at their manager's discretion. Sub-contractors might access L&D if needed, at the project manager's discretion.

This L&D Policy should be read alongside NIRAS-LTS's Annual L&D strategy, which sets out the priorities and plans to contribute to the overall annual business plan for the company.

2 Principles

NIRAS-LTS sees L&D as an important part of the overall business strategy, and all L&D activities should be aligned to strategic priorities for the company and treated as a strategic investment.

NIRAS-LTS is committed to the continual improvement of what we do and the consequent need for Continuous Professional Development (CPD) for all our staff. We encourage all staff to take responsibility for driving their own development.

We advocate the use of a 70:20:10 model (see box) as the basis for a diverse and tailored range of L&D opportunities. While some elements of CPD need to be common across the staff, every individual will also need specific L&D in relation to their role and stage of career.

In this context, we are committed to a culture of coaching for performance, and see the role of line manager as crucial in developing our staff.

L&D is about individual growth, but also about building company capabilities. As such, sharing learning across the company is advocated, not just the seeking of external inputs.

Our Annual L&D Strategy will be based on a review of company L&D needs and appraisal of L&D experience.

Learning and development is not all about training courses. Research shows learning to be a social process, best rooted in shared reflection on problems and solutions. Learning and development comes through a mix of:

- Experience and opportunity to practice, with constructive feedback – most effective
- Interaction – important
- Formal teaching and self-study – needs to be applied in order for meaningful learning
- Newer or less experienced staff may need a higher ratio of formal development opportunities.

3 Responsibilities

NIRAS-LTS recognises that every part of the organisation has a part to play in ensuring the effectiveness of its approach to L&D.

NIRAS-LTS supports collaboration between employees, managers and our L&D and HR Coordinator to build a culture of continuous improvement. The main roles and responsibilities are set out here:

- The **NIRAS-LTS Executive Team** has overall accountability for the effectiveness both of this policy and the Annual L&D Strategy. The Board commits to regularly reviewing progress with L&D and to include L&D on its regular agenda.
- **Individuals** – Every member of NIRAS-LTS staff has responsibility to proactively seek learning opportunities, manage their own development, and maintain a record of L&D inputs. Individuals are encouraged to identify their own learning needs, learn through a wide range of methods and apply it to their work. They are encouraged to reflect on learning and share it with colleagues (e.g. through Slack, BBLs, internal training, in market, bid and project teams, writing bulletin articles).
- **Line managers** – NIRAS-LTS believes that every line manager throughout the organisation has a key part to play in contributing to the working of this L&D policy. Line managers will be provided with learning and support to enable them to deliver on this responsibility and it will be included within the performance criteria for every line manager's role. Responsibilities will include:
 - Assessing the performance of staff members (through a 360 process as required) and providing regular feedback to support their growth and identify development needs;
 - Discussing and supporting development needs of the people they manage, ensuring staff members take up appropriate learning and development opportunities, and encouraging staff to reflect on their learning, share this with colleagues and apply their learning;
 - Using a coaching approach, help staff to work through challenges and identify L&D needs and solutions for themselves.
- The NIRAS-LTS Executive team will identify/agree the arising company L&D needs which can be addressed by internal training/CPD (regular core knowledge exchange sessions, managed by the L&D Lead).
- The NIRAS-LTS L&D lead and HR Coordinator will update the information available on the relevant Slack channel as a library of potential external L&D inputs, and the HR coordinator will maintain a register/record of participation in core knowledge exchange sessions.

3.1 Principles

NIRAS-LTS commits to offering:

- Internal sessions for all staff covering core knowledge exchange
- Each year, the Executive Team will determine the training budget available to staff and the number of paid personal development days for every staff member for individual L&D, on the approval of their line manager. Higher costs or greater time commitments need to be agreed by the Executive Team.
- Specific needs as identified in the Annual L&D Strategy.

NIRAS-LTS is fully committed to valuing the contribution of a diverse workforce in providing its services.

All NIRAS-LTS's L&D activities will be carried out in accordance with our Health and Safety Policy.

NIRAS-LTS is committed to working within the requirements of the GDPR and FOI Act, as set out in its Data Protection Policy. All staff should maintain a current CPD record and to contribute to maintaining up-to-date and accurate records of all

qualifications, professional memberships and mandatory training records for inspection and registration purposes.

Patrick Abbot

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