



## Wellbeing and Development Policy

Steps is committed to providing ongoing professional development opportunities to all staff. We have training and development guidelines and budget in place to ensure that this commitment is inherent within our business. We communicate training & development opportunities to staff at induction, and training & development is also an integral part of our appraisal system, with individuals and line management taking responsibility for identifying training and development opportunities. We are also strongly committed to Equal Opportunities, and in line with our Diversity and Equal Opportunities Policies and through ongoing support, we enable all individuals to take control of their training and development at Steps (both internal and external).

We are committed to offering internal development sessions, focusing on IT systems & software training, staff development & management, diversity & equal opportunity as well as innovation. We regularly assess the impact of the internal training to ensure that staff and Associates not only understand the principles but are actively implementing the actions generated from these sessions.

We train all our delivery staff in Feedback Skills, One to One Role Play and Interactive 'Forum Theatre' techniques. The CIPD has developed an Advanced Facilitation Skills Training programme exclusively for Steps Associates and core delivery staff. We also run 'Deciphering the Trainer Talk' – a training programme delivered by external consultants that keeps us in touch with current thinking in Organisational Development and Learning and Development.

Regular Associates Nights ensure we maximise our relationship with our Associate Team, listen to feedback and take collective responsibility for creating the most robust method to deliver programmes of the highest quality. Through these development evenings, we ensure all staff build their knowledge across a range of Steps programmes and projects, both in the public and private sector in order to add further depth to their facilitation skills and experience. Occasionally, external consultants will visit these sessions to deliver training on specific subject areas or with regard to particular training methods.

Steps has affiliations with a number of professional bodies, including CIPD Membership, and we use trade publications, forum memberships and online networking to keep abreast of current trends and relevant legislation. Regular skills audits keep us aware of the capabilities and experience of our delivery staff so that we can match these skills against client requirements in order to provide the most robust and dynamic delivery team.

Our core staff relationships, alongside our relationships with consultants, business partners and our Associate Team are a key part of our success and something we believe sets us apart, both in the quality of our people and the calibre of the service we provide to clients.

Through this policy, as well as a demonstrable commitment to our staff, we maintain a positive and pro-active approach to Continuous Professional Development.

### **Team Wellbeing**

At Steps, we recognise that our people are our business. Therefore we place huge value on team wellbeing initiatives that allow employees to socialise & interact. We have developed:

- A 'Ministry of Happiness' with responsibility for staff engagement & social activities
- Initiatives for health & wellbeing, including a company fruit bowl & regularly organised walks
- A policy regarding flexible working patterns
- A sabbatical policy - allowing employees to pursue their own interests
- Additional benefits, such as childcare vouchers, share options, holiday gifting etc.