

Date Issued	August 1996
Last Reviewed	November 2024
Department	HR
Title	Staff Training and Development
Objective:	To describe the arrangements for providing training to staff members
Responsible	Chief Executive
Next Review Date	November 2029

1.0 Introduction

Separate Staff Training and Development Procedures support this policy.

- 1.1 We consider that the training and development of our staff is an essential part of achieving our aims and objectives and in the maintenance of effective, well motivated employees.
- 1.2 We acknowledged that training and development are often self driven by individuals and encourage individuals to take initiative in identifying personal training needs. Management and the business plan also have a role to play in identifying areas where training is required.
- 1.3 We aim to make available appropriately funded training facilities which will allow employees to acquire and maintain the aptitude, skills, knowledge and qualifications necessary to perform their duties and responsibilities effectively. We will also try to meet the training needs of employees wishing to develop their careers.
- 1.4 This Policy applies to all members of staff. The Chief Executive and Line Managers will take account of the needs of employees at all levels when considering their Departmental Training Plans and budget requirements.

2.0 Policy Objectives

- 2.1 We aim to:
 - Ensure that we have sufficient trained, experienced and suitably qualified employees to meet our needs and to ensure the Group's continuing effectiveness in providing a good quality of service to our customers
 - Provide the necessary training to enable employees to perform their present jobs effectively

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- Ensure fairness, clarity and consistency for all Group staff members
- Provide a framework for ensuring that the business as well as employees benefit from development activities undertaken
- Promote a culture of sharing knowledge and skills with work colleagues
- Improve skills required when employees move into new or different areas of work
- Assist employees to develop their continuous professional development (CPD) consistent with the needs of both ourselves and the employee
- Ensure that there is equal opportunity for employees to obtain systematic training in accordance with our policy
- Meet the training and development needs of employees in the most effective way by using a variety of internal and external training facilities

3.0 Training Priorities

We will try to meet the needs of individual employees as far as possible. We will give priority to any training which is necessary to ensure that:

- Our legal obligations are met
- A high standard of service is provided to all of our customers
- Employees have the skills required to do their job effectively
- New procedures can be implemented
- New technology/equipment within the office can be operated effectively and safely

The purpose of our Staff Appraisal system is to:

- Give direction to the job and to relate it to our organisational priorities
- Set the work priorities, targets in relation to the above and monitor performance throughout the year
- Provide feedback on overall performance
- Identify training needs and support arrangements to assist the member of staff in undertaking their duties
- Provide an opportunity for staff to contribute to the Group's development
- Build good relations between staff and managers
- Ensure equality of opportunity

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We set our training budgets annually to ensure we are able to support the training requirements of our staff as far as we can.

4.0 Further Education

- 4.1 Any request from a member of staff for enrolling in further education and requiring financial support, must be authorised by the Management Committee / R3 Board (as appropriate).
- 4.2 Further information regarding vocational training and qualifications can be found in our Terms & Conditions.

5.0 Payment of Training and Qualifications

- 5.1 For appropriate courses (such as those leading to technical or professional qualifications), we can provide up to 100% of the cost or fees. We will pay the fees directly to the educational organisation or institution.
- 5.2 Rules which apply to this funding:

We treat the fees paid as a loan. We will write off the loan 12 months after finishing the relevant course or examination. We will ask you to refund the full cost or part of the cost of fees if you voluntarily leave your employment within those 12 months, if you or the training institution prematurely ends your course or if you are dismissed during that period.

- 5.3 The form at **Appendix 1** must be completed once the payment of the course has been agreed. The Manager should upload the signed form to the employee's documents section on People HR.
- 5.4 If you withdraw from a course, you will have to repay the fees on the basis of 2.1.1 above, unless:
- You give us written justification and we agree that you withdraw from the course
 - You have had to withdraw due to long-term sickness, maternity / adoption leave or redundancy

6.0 Policy Review

- 6.1 The Chief Executive is responsible for ensuring that this policy is reviewed at least every five years by the Management Committee.

Appendix 1

Undertaking to repay a loan for professional or vocational training fees

I,..... , agree that I will continue working for you,,
for 12 months after completing any course you have paid the fees for.

If I leave your employment or am dismissed before the end of 12 months after completing the course or if I leave the course (or the institution makes me leave), I will refund you an amount to cover the period of service I would be due to work. This will be worked out using all money loaned to me for the course of studies.

I agree that you may take any amount I owe from my salary or other payments due to me under my contract of employment.

Signed Date