

# Training and development policy

## 1. Overview

To ensure that the HealthBus Trust can deliver the appropriate service to its patients, other stakeholders and those who commission our services and to achieve its objectives, it is essential for the HealthBus Trust that all employees are highly motivated and fully trained to perform their roles to the highest levels. The HealthBus Trust believes that a well-motivated and highly trained workforce will improve the services provided by the HealthBus Trust.

Accordingly, the HealthBus Trust has devised a policy for staff training and development, the general terms of which are set out below.

You should also refer to your contract of employment, which contains various specific recommendations for training and appraisal.

The HealthBus Trust recognises that its employees are its principal asset. The HealthBus Trust shares responsibility for the development of relevant skills and the acquisition of appropriate qualifications with its employees.

Subject to budgetary and other constraints, the HealthBus Trust will support staff in the pursuit of relevant qualifications, and it will also provide relevant training and development opportunities. Training and development will be provided in several ways, the key points of which are set out below.

## 2. Induction

At the commencement of employment, staff will be given comprehensive induction training. The purpose of the induction training is, amongst other things, to welcome you to The HealthBus; to introduce you to your work colleagues and relevant partnering teams; to assist you to familiarise yourself with your new surroundings; to provide you with details of the employer's policies; to provide you with details of the employer's procedures; to make you fully aware of the needs of your job and how your job fits within the employer as a whole; and, to commence training you on any systems you may have to use during the course of your employment. If you have any queries, questions or concerns during your induction training, you should raise such matters with the person providing you with the training or, if appropriate, with your Line Manager.

## 3. Plans for training and development.

On an individual level, you will be subject to regular appraisals (normally annually, although reviews may be more frequent in your first year of work with the HealthBus Trust), at which your performance will be the subject of discussion.

It should be appreciated that the purpose of an appraisal is not normally to deal with any disciplinary matters (although this may arise in some circumstances), but to assist you in your role, and to consider whether any ongoing training or development may assist you with that role, or any new role. The appraisal will discuss with you any possibilities that might be available to you in accordance with this policy.

#### 4. In-house and external training

The HealthBus believes that training is important in many ways: to maintain existing skills; to gain new skills; to obtain new knowledge; to understand any advances which might have been made in your field; and, to develop members of staff both in their job roles and personally. To do this, The HealthBus will organise, as and when required and subject to budgetary and other constraints, a comprehensive range of relevant training programmes in what it considers to be appropriate areas.

Sometimes, this training may be of a technical or specialised nature whilst, at other times, it may be of a more general nature. Such training may be delivered by work colleagues or by outside personnel or bodies, via online services, or other ways. You are expected to attend such training, even if it takes place outside of your normal working hours or days and you should appreciate that it may be necessary for training to take place at short notice. You should also understand that training may sometimes have to take place before the normal working day begins, after the normal working day ends or during lunch or other breaks. In such cases, you will be expected and required to attend such training.

#### 5. Training leading to professional or academic qualifications

Where possible, The HealthBus Trust will encourage or assist Employees who wish to undertake such qualifications to do so. In certain circumstances, the employer may require you to undertake such qualifications, and some Employees will, as part of their professional requirements, be required to be appropriately qualified in their chosen fields and to continue to remain so qualified. This will include, for example, salaried GPs and Nurses. Whilst such matters are entirely at the discretion of the employer, it may be possible for Employees to receive examination leave, study leave, and even assistance with payment of relevant fees or provision of textbooks and the like. As set out above, these matters are entirely at the discretion of the employer.

#### 6. Examination leave

The employer may grant either paid or unpaid leave on the day of an examination, as well as additional leave by way of revision for any examination. Whether to grant such leave and, if granted, how long such leave may be, are entirely at the discretion of the employer.

## 7. Study leave

Whilst Employees are normally expected to study in their own time, subject to the absolute discretion of the employer, it may be possible for study leave to be granted. The employer also reserves the right to determine how and where such study leave may be spent, and the subjects of such study leave.

## 8. Workplace support

Depending upon the nature of the professional and/or academic study, the employer may, whenever possible and relevant, although this remains at the employer's absolute discretion, provide work-based study support facilities and guidance. Where relevant and appropriate and, again, at the employer's absolute discretion, the employer may also endeavour to provide active management support to Employees in furtherance of their professional and/or personal development.

## 9. Fees

Where appropriate and relevant, and subject to budgetary constraints, the employer may agree to pay an employee's fees or part thereof in respect of any professional and/or academic qualifications. Although subject to the absolute discretion of the employer, it may be possible for the employer to reimburse approved tuition fees, any related cost thereto, and any examination costs incurred in undertaking a relevant professional course or academic qualification. Should the employer agree to any such arrangement, employees will normally be required to pay any fees directly to the appropriate institution, and seek reimbursement, although this, too, is subject to the absolute discretion of the employer. Employees should appreciate that no re-imburement will be provided if prior approval has not been obtained from senior management prior to enrolment upon any professional or academic course. Where the employer has determined that you must obtain a professional and/or academic qualification, the employer will normally reimburse any fees and examination costs regarding such qualification. Again, such matters must be clarified with senior management prior to enrolment on any such course.

## 10. Promotion or awards in connection with professional or academic qualifications

The HealthBus Trust will not, as a matter of routine, make any financial reward or promote you following success in any professional and/or academic qualifications, such being at the absolute discretion of the employer. However, The HealthBus Trust strongly encourages you to gain appropriate qualifications and, subject to budgetary and other constraints, will always consider whether the attainment of any professional and/academic qualifications may be the subject of any discretionary award or may lead to your advancement within your employment. Any such discretionary awards or advancement could only be made on

successful completion of any appropriate professional and/or academic qualifications and, if such discretion were to be exercised in an employee’s favour, it would be subject to completion of any examinations or the attainment of any professional qualification, rather than being made on a partial or ongoing basis.

**11. Monitoring and evaluation**

In all cases, whether in-house or external, Line Managers will monitor and evaluate the effectiveness of training and development of Employees, both on an individual and, where appropriate, departmental, or wider basis. Training can be expensive and time consuming, and all employees who undertake training will be expected to contribute to any review process there may be on the part of management. Implementing training Where employees are in receipt of training and development, whether in-house or external, they will normally be required to assist in the provision of training to other work colleagues, either senior, on the same grade, or junior. This is often referred to as the 'cascading' of knowledge. Employees should appreciate, therefore, that not only may they be required to provide feedback to their managers, but that they might also be required to develop and assist with further internal or external training programmes and with the implementation of skills and knowledge that employees have gained through any training and development they may have undertaken. In respect of this, managers will, where necessary, provide any coaching or mentoring. All employees should appreciate that they have a responsibility to ensure that the skills and knowledge they have developed and attained should be shared with more junior staff.

**12. Conditions of financial support**

Employees should appreciate that, should an employee not devote him or herself conscientiously and diligently to any training or professional or academic qualification towards which the employer has made a financial or other contribution, whether direct or indirect, or for which the employee has been granted time off or, if an employee fails to complete the course or leaves the employment of The HealthBus Trust prior to completion of any such training or study, The HealthBus Trust reserves the right to require that any monies it may have provided or expended on any such training, professional or academic qualification should be reimbursed to The HealthBus Trust by the Employee concerned.

**13. Equal opportunities**

The HealthBus Trust sets out that all training and development will be considered on a fair and reasonable basis and, that, as an equal opportunities employer, such training and development will be available to all employees in accordance with the requirements of the Equality and Diversity Policy and any relevant legislation.

#### 14. Changes to this policy

The HealthBus Trust reserves the right to review and update this policy on a regular basis, and to make any changes which are deemed appropriate. Any such changes will be advised to you accordingly.

Policy last reviewed by A M Wathen 19/06/23

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