Staff Development Policy

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External reference points	UK Quality Code June 2024 Principal 3: Resourcing delivery of a high-quality learning experience d. *Resources are allocated to ensure that staff receive ongoing professional development to support and enhance the delivery of a high-quality and innovative student learning and research experience.* Principal 11: Teaching learning and assessment c. *Staff involved in facilitating learning and supervising research are appropriately qualified and supported to enhance their teaching and supervisory practice.*

Version Control			
Previous Version	New Version	Date	Update/Notes
V1 (01/08/25)			

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1. Introduction

At Trent Education Centre (TEC) staff are regarded as the organisation's most valuable resource. The quality of academic and professional services delivered is closely tied to the growth and development of TEC's personnel. Development of an annualised continuous professional development (CPD) plan is one of TEC's Strategic objectives and this policy demonstrates that TEC actively promotes ongoing learning opportunities for every team member.

2. Purpose and Scope

Staff Development refers to the process of identifying the personal and professional training needs of all employees as they align with TEC's broader organisational goals. TEC considers and responds the training development of overall wellbeing of all its management, academic and professional service staff as well as its non-executive board and committee members. These initiatives may include:

- Conducting a skills audit to identify staff and stakeholder training needs
- Participation in workshops
- Mandatory training for all staff
- Induction and onboarding sessions
- Structured training programmes
- External training opportunities
- Membership or Professional and Statutory Regulatory Bodies (PSRBs).
- Hosting and attending conferences and other networking opportunities
- Mentoring and coaching relationships

3. Aims and Objectives

The overarching aim of Staff Development is to ensure that staff are able to improve and enhance their performance at work. This will help TEC achieve its objectives and increase the wellbeing of staff which enables TEC to prioritise employee motivation and individual career progression and TEC's sustainable growth in line with its Strategic Plan. The objectives of Staff Development include:

- Developing annualised CPD plans for all staff informed by observations of teaching and learning and staff appraisals as well as external compliance factors.
- Providing fully funded internal continuous professional development (CPD) workshops for all staff.
- Differentiating CPD for academic staff and professional service staff.
- Ensuring that all staff complete and update mandatory training in a timely manner as required by UK law and regulatory bodies.
- Ensuring there is a budget available for staff to access external training opportunities and qualifications.
- Helping employees build relevant skills and knowledge tailored to their individual roles and integrate these into their daily work.
- Addressing the specific priorities and requirements of TEC and particularly the needs of students.
- Align with curriculum development needs and plans.
- Reflect broader national priorities and demands related to professional development
- Ensure equal access to development opportunities for all staff, while acknowledging the unique training needs of individuals.
- Establish clear and consistent processes for evaluating development activities over short, medium, and long-term periods, and for sharing successful practices across the organisation.

4. Delivering Staff Development

4.1. Skills Audit

Prior to the development of the Annual Staff CPD Plan by the Head of Operations, the HR Manager conducts a skills audit of professional service staff whilst the Head of Higher Education conducts a skills audit of academic staff. The outcome of these skills audits along with feedback from the observations of teaching and learning, staff appraisals, staff surveys and staff requests for funded training and development (See SD1 form below) informs the development of the Annual CPD Plan.

4.2. Types of Staff Development

A broad range of staff development activities can be made available to staff if they meet the criteria discussed above including:

- In-house training workshops
- Accredited qualifications (both internal and external)
- Participation in conferences
- Membership of professional, statutory and regulatory bodies (PSRBs)
- Short courses tailored to specific needs

4.3. Monitoring and Evaluation

TEC evaluates the efficiency and effectiveness of staff development initiatives through feedback forms, monitoring of staff appraisals and annual monitoring reports on staff development and its impact on the student experience and TEC's progress towards meeting its strategic priorities. These insights inform decisions and improvements for future initiatives.

4.4. Contractual Qualifications

Newly appointed staff may be required to undertake a qualification as part of their employment terms.

- This requirement will be clearly stated in the job specification.
- It will be communicated during the interview process and confirmed in the formal job offer.
- The qualification may need to be completed outside of working hours.
- A completion timeline will be agreed upon between the individual and TEC.
- Support for such qualifications will be provided subject to budget availability.

4.5. Responsibility for Staff Development

Responsibility for staff development is shared across several roles:

- The Head of Operations has overall responsibility for creating staff development including the Annual CPD Plan and reports to the Executive Principal.
- The HR Manager is responsible for the implementation, and evaluation of the annual Staff Development Plan.
- Line managers are responsible for the specific training and development of their team members.

5. CPD Planning

5.1. Development opportunities will be prioritised based on the following criteria:

- They are legally mandated or required by regulation
- They are essential for individuals to perform their roles effectively
- They offer strong value for money and a clear return on investment
- They are expected to have a positive and significant impact on:

    - The individual
    - The team of staff and other stakeholders
    - The students and their learning journey and experience
    - Meeting TEC's organisational objectives

5.2. Budget Allocation

The annual allocation of staff Learning and Development budget will be distributed per capita across all study centres according to needs. This approach follows the principle of allocating funds based on local needs and priorities

5.3. Collaborative Planning

- Planning for each year's CPD needs will involve input from:

    - HR Manager
    - The Executive Principal
    - Head of Compliance
    - Head of Quality
    - Programme Leaders
    - Head of Operations

6. Learning and Development Budget

Funding for staff development at TEC is allocated by the Senior Management Team (SMT) following recommendations from the HR Manger regarding all mandatory training requirements, the Head of Higher Education, Head of Community Learning and Head of Operations for all other continuous professional development needs as detailed in the annual CPD plan.

Any additional course costing over £1,000 will be discussed and agreed upon at Senior Management Team meetings. All other courses will be approved locally, within the limits of the allocated budget.

Where possible, TEC will support funding applications based on the following guidance, subject to available funds:

- If the qualification is listed in the job specification, it will be fully funded.
- If the qualification, course, or workshop is identified as a priority by TEC it will be fully funded.
- If the qualification, course, or seminar is considered beneficial to both the individual and the organisation in the long term, TEC will contribute an agreed percentage of the costs such as 60%, and the individual will pay remainder such as 40%. If the staff member agrees to contribute, the cost may be spread over a period of up to one year. TEC will pay the full amount upfront, and the individual's portion will be recovered through an interest-free staff loan scheme via payroll.
- If the qualification is relevant to the role but not essential, it will not be funded. However, salary sacrifice may be considered, subject to HMRC regulations. Further details on salary sacrifice for training are available from HR.

In cases where funding is full or partial under the second and third scenarios, support will be provided by TEC if the budget allows. However, there may be occasions when funds are insufficient, and applications will need to be resubmitted in the next academic year.

Whenever course fees exceed £1,000 and are paid by TEC, staff will be required to sign a training agreement. This agreement includes a commitment to repay the course fees if the staff member leaves TEC within an agreed period of completing the training or fails to complete the course. This period will be a minimum of one year and may be up to three years depending on the cost incurred by TEC for the training. All final decisions about funding will of CPD will be taken by the SMT apart from mandatory training.

7. Application Process for CPD

7.1. Step 1: Identifying and Submitting the Request

When a staff development need is identified, the individual must complete a Staff Development Form (SDF). The form should include:

- A clear description of the development need
- Its alignment with strategic priorities
- Estimated cost
- Proposed impact

The applicant must also explain:

- How they plan to apply the learning
- How they will share the knowledge with others

The line manager must provide a supporting statement and confirm that the rationale for the development is sound.

7.2. Step 2: Committee Review and Decision

The completed SDF is submitted to the HR Manager. It is then forwarded to the Senior Management Team which will choose one of the following options:

	Option	Description
1	Fully fund the request	Applies to courses listed in the annual training plan or aligned with strategic goals. Must offer value for money, return on investment, and be essential for the staff member's role.
2	Partially fund the request	Applies to courses that meet strategic goals and offer value but are not essential. May still be considered by the committee.
3	Support without funding	Applies to useful but non-essential courses. Support may include study time, at the line manager's discretion.
4	Defer decision	Used when more information is needed or the course is relevant but not urgent for the current academic year.
5	Decline support	Applies to requests that do not meet any of the above criteria.
6	Recommend salary sacrifice scheme	Suggests alternative funding through the salary sacrifice programme.

7.3. Step 3: Communication of Decisions

- The Senior Management Team will communicate its decision to the individual and their line manager or the HR Manager.
- If the application is deferred or declined, a clear explanation will be provided.
- The line manager or HR Manager is expected to discuss the outcome with the individual.
- If approved, the HR Manager will arrange the booking of the training, event, or learning activity if necessary.

8. Appendix 1: Staff Development Application Form

Staff Development Application Form	
Staff Name	
Staff Job Title	
Line Manager's Name	
Date	
Give a clear description of the development need. If it leads to a qualification give the full details.	
Explain how it aligns with TEC's strategic priorities (see the Strategic Plan).	
Do you need to take time of work for this training and if so, given date and times?	
What are the costs of the training?	
What costs would you like TEC to fund?	
How do you think this training will help you in your role or in any future role at TEC?	