



Training & Development Policy

V1.0 November 2025

ELCAP wishes to demonstrate a positive commitment to the training and development of employees and work towards a consistent Charity wide performance management culture where every employee understands their contribution to the delivery of excellence for the Company.

ELCAP wishes to ensure that you are provided with the training and development you require to perform your roles successfully and develop your job-related knowledge and skills so that individual effectiveness is increased, and you make a valued contribution.

All training and development undertaken must be clearly focused on achieving the ELCAP's objectives, therefore training and development needs will be prioritised against the ELCAP's objectives and personal development for employees. You are therefore encouraged to identify your personal training and development needs in relation to the ELCAP's objectives.

Induction

Induction of an employee to a new role allows the opportunity to assess essential, job specific training needs. For new employees, training plans will be identified, and the appropriate training and coaching arranged so that they become productive as quickly and effectively as possible.

Each induction programme will be tailored to the individual employee.

Promotion

ELCAP has a policy of internal promotion wherever possible. You are encouraged to develop and take increased responsibility in line with business objectives. When you are promoted, appropriate training and development will support this appointment.

On the Job Training

It is often the case that new skills can be learned as part of on the job training by more experienced colleagues. This should be arranged and monitored in the same way that any other learning method in order to ensure consistency and equality of opportunity for the training and development of all employees.

External Training

From time to time, ELCAP may arrange external training which can range from short courses of a few hours' duration to courses lasting a few months which lead to a qualification.

Cost Reimbursement

Where academic or other external training is sponsored by the ELCAP, if you are attending such training with significant cost implications, you will be required, before starting the course, to sign an agreement stating that you agree to repay a proportion of the course costs if you leave ELCAP within 12 months of the end of the course.

This agreement to repay ELCAP will decrease by 1/12th of the course costs for each complete month that you stay in the employment of ELCAP following completion of the course. If you fail to complete or pass the course, you may be required to refund some or all of the costs.

Personal Development Plans

It is the ELCAP's intention that you have at least an annual performance review with your Manager. The purpose of this review is to discuss and review your performance, as well as highlighting your training and development needs. The discussion should include consideration of ways of meeting these needs and timescales for implementation.

Role of the Employee

Fundamental to this Policy is the fact that it is not only ELCAP that has responsibility for your development. You should take shared responsibility for your own individual effectiveness, personal and career development. You are actively encouraged to express your own preferences for training and development to link with the following guidelines:

- Objectives and outputs of training must link with business objectives.
- You can demonstrate that the training will add value to day to day business activities.
- The cost of the training fits within the existing annual training budget.

Routes to Training and Development

ELCAP recognises many routes to achieving its training and development objectives including day release, evening classes, public courses, job secondments, project work, attachments and inhouse courses. Other alternatives will be considered.

Evaluation of Training

The benefits of training activities undertaken should be reviewed within the relevant department following each activity. You are normally required to complete training evaluation forms as well as provide informal feedback. All training will be evaluated against the original training objectives and contribution towards business goals. Value for money and quality of the training will also be considered.