

Training and Development Policy

Introduction

The Butler Trust is committed to developing good practice in correctional settings. The values of developing good practice also apply to the ongoing professional development of staff within the Butler Trust.

The Butler Trust recognises that staff development can be achieved through a wide range of methods such as on the job learning, new projects and challenges, knowledge sharing with colleagues, job shadowing, mentoring and coaching, and self study, as well as courses, conferences, seminars and other training events.

The Butler Trust is a charity and is accountable to its funders and key stakeholders for ensuring the efficient and effective use of its resources. Staff development has an important contribution to make to this, but also has cost implications of its own, in particular in the case of participation in external training and events, and there is no automatic entitlement to attend external training or events.

The organisation is committed to ensuring equality of learning opportunity, hence no employee will be excluded from learning on the grounds of gender (including gender reassignment), age, marital status, disability, racial grounds (race, colour, nationality - including citizenship - ethnic or national origin), sexual orientation, religion or belief, responsibility for dependants, trade union membership or employment status. Part time and fixed term employees will have equal access to learning and development opportunities appropriate to their post.

This policy covers the Trust's approach to addressing training and development needs and covering, or contributing to, the costs of doing so.

Identifying and prioritising development needs

Line managers are responsible for assisting staff members to identify development needs and for ensuring that they review these with staff on a regular basis during support and supervision sessions, and in particular through the annual appraisal process. Staff members are encouraged to be proactive in helping to identify their development needs.

Development needs may be categorised in terms of importance as follows:

- essential – there is a legal or compelling operational requirement for the need to be addressed;
- non-essential – addressing the need would be likely to lead to material improvements in operational efficiency and/or effectiveness.

Addressing development needs

The Trust has an obligation to seek the most cost effective method to address a given development need.

All expenditure and time away from the office must be approved by the person's line manager. Any expenditure of over £100 or more than one staff day away from work (whether outside the office or on in-house training) must be approved by the Director.

The Trust will endeavour to ensure that all needs assessed by the Director as essential are addressed, including, where necessary, by organising in-house training or allowing staff to

attend external courses and events. In such cases, the Trust will fund any associated costs in full and will treat staff involvement as paid working hours. There may be occasions, however, where there are overriding reasons why a particular need can not be addressed, for instance if the costs involved would be unaffordable.

The Trust will also endeavour to meet non-essential development needs where resources allow and where the costs involved, in terms of staff time and expenditure, are more than outweighed by the expected benefits to the Trust.

The Trust may support attendance at external courses and events to address non-essential needs, and staff members may submit an application for such support using the attached form. There is no automatic entitlement for support from the Trust, however, and an application may be rejected for a number of reasons, including (but not limited to):

- the application does not relate to an identified development need or the relevant need is assessed as of too low a priority to merit the costs involved;
- the cost to the Trust of the course / event (when fees, expenses and staff time are taken in to account) would exceed the likely benefit to the Trust;
- the training / event proposed does not present value for money / the related need could be addressed more cost effectively;
- there are insufficient funds available for the learning and development to be supported by the Trust;
- the time required to participate in the training / event may adversely impact on the individuals' ability to carry out their daily duties or otherwise impact on the Trust's work;
- the applicant for training already has the required competences for their job / their previous level of education, training and development is adequate for the role.

Staff members would be expected to reimburse the total cost¹ of any non-essential training or events where and in so far as this exceeds £500, if they did not attend the event / complete the course as agreed, or they leave the Trust within six months of the event / completion of the course².

Michael Spurr
Chair

Simon Shepherd
Director

October 2025

Conference/external training application

Name:	
Details of proposed conference/external training:	
Date/s:	
How will the course / event contribute to the effectiveness and/or efficiency of the Butler Trust:	
Total cost of the external training or conference itself, together with associated travel costs*:	
Total time commitment (days) – inc course attendance, study time (inc home study) etc*:	
Total funding sought:	
Total paid leave sought:	

Signature:

Date:

* If the application is for a course over more than one year, please detail for each 12 month period concerned (eg when giving costs for a two year course, give costs for year 1 and year 2 separately).