

**University Hospitals of Derby and Burton NHS Foundation Trust
Equality, Diversity and Inclusion**

September 2023

Paper title: Guidance for Developing Our People (Training and Development) Guidance

Agenda item: [Leave blank – to be updated by meeting secretary].

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Paper type: For information

Organisational objective:

- Putting patients and communities first
- Right first time
- Invest resources wisely
- Develop and nurture colleagues
- Ensure improvement through effective partnerships

Executive summary:

- This paper presents an update and revision to the original Developing Our People Policy, which is now a guidance document to support non-medical colleagues to identify and access learning and development opportunities at UHDB.
- The guidance covers training and development from Trust Induction through the career journey to retirement.
- The guidance notes for managers and colleagues relating to study leave and commitment agreements are included as attachments to the guidance.

Implications for:

- Equality, diversity and inclusion** (if ticked, the paper content should outline how equity and health inequality implications for people from protected characteristics or who are under-represented have been considered)
- Sustainability** (if ticked, the paper content should outline the impact on the environment)
- Key risks** (if ticked, the paper content should outline these)

Recommendation

Trust Joint Partnership Forum are asked to receive the Guidance for onward governance and approval by People Culture Group.

TRUST GUIDANCE FOR DEVELOPING OUR PEOPLE (TRAINING & DEVELOPMENT)

Reference Number Pol/4241/2023	Version: Version 1		Status Draft	Author: Barbara Day Job Title: Head of Learning and Education
Version / Amendment History	Version	Date	Author	Reason
	1	October 2023	Barbara Day	Development of Guidance
Intended Recipients: This guidance applies to all employees of the Trust, excluding Medical and Dental staff and agency workers.				
Training and Dissemination: Guidance is launched and available through Net-i.				
To be read in conjunction with: Recruitment Policy, Medical Devices Training Policy, Blood Products Management Policy, Infection Control Policy, Manual Handling Policy, Patient Falls Prevention Policy, The Resuscitation Policy, ANTT policy, Mandatory Training Policy , Inclusion policy, Equality Standards				
In consultation with and Date: Medical Director for Medical Education - January 2023; People Policy Review Group - 3 rd Feb 2023/ 7 th May/2 nd June; Education and Planning Group - 7 th March 2023; People Services Senior Team - 13 th March 2023, Professional Lead for A&C- 21 March 2023				
PEIRA completed				
Approving Body and Date Approved			TDG 2023 and then every 3 years	
Date of Issue			October 2023	
Review Date and Frequency			For review October 2026	
Contact for Review			Chief People Officer or Head of Learning and Education	

**Trust Guidance for Developing
 our People (Training and
 Development)**

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Developing Our People Guidance (Training and Development)

1. Introduction

Developing Our People is one of University Hospitals of Derby and Burton's (UHDB) objectives and reflects the Trust's acknowledgement that the organisation is full of talented people committed to delivering the best healthcare. Our aspirations to embed a compassionate and inclusive culture into all we do will enable us to deliver exceptional care together and to be 'The Best Place to Work'. This person-centred guidance reflects the UHDB inclusion wheel as a tool to help colleagues to identify what support they need to meet specific individual learning and communication needs and outlines how the organisation intends to deliver this and support the People Strategy.

Having skilled, motivated well-supported and developed people is our greatest assurance to provide the necessary care to our patients now and in the future. To achieve this, we need to know where our talented people are and how best to develop them. By considering the value they bring to their current roles, how they can be most effective, and what will help them reach their future potential in the NHS, we can maximise the potential of our employees.

The Developing Our People guidance encompasses how as an organisation we support and develop our colleagues throughout their career with us, by creating a culture of shared learning, compassion, and inclusivity. It outlines the elements that contribute towards this and how they fit together to fulfil our aims throughout an individual's person-centred career journey, with fair access by monitoring protected characteristics with us from their induction, maximising their development opportunities, and finally to leaving the organisation through to retirement. Patient safety is the golden thread of learning that connects all colleagues, across all disciplines and roles, from apprentice and undergraduate right through to retirement. To reflect this, our patients are at the centre of education and training, and colleagues from all levels, sectors and disciplines have opportunities to be educated and trained together, driving the move towards integrated care and an open culture.

The guidance echoes the philosophy of our Inclusion policy in that as an organisation we are committed to ensuring all our employees can receive training, develop and progress to achieve their full potential to deliver excellent patient care.

2. Purpose and Outcomes

Everyone has a part to play in ensuring that individuals are supported to their full potential and that they are skilled to carry out their duties.

The aims of this guidance are to:

- Outline best practice in which managers can provide support and development for their teams to ensure they are skilled, engaged, and motivated to contribute to excellent patient care.
- Outline the opportunities colleagues have to support their development in order to achieve their full potential.
- Outlines the processes in which talent management and succession planning occur to ensure we have the right people with the right skills in the right places to contribute to excellent patient care.

3. Recording and reporting training

All Individual training records are recorded on the Learning Management System (LMS). The LMS currently in use by UHDB is 'My Learning Passport'.

3.1 My Learning Passport

The 'My Learning Passport' is a visual record that colleagues and managers can access which outlines the requirements and compliance of individuals and teams to mandatory, essential to role and specialist training. Attendance at Trust and local induction is also recorded.

3.2 Compliance Reporting

Training compliance information is available on 'My Learning Passport' for individuals and their team leaders. Further information is also available on the 'Workforce Dashboard', details available are dependent upon level of access.

4. Induction

The induction process is an opportunity to welcome new starters into the organisation and create a sense of belonging to the organisation and the wider health and social care community. There are several stages to this, which include:

4.1 E-Induction

An e-Induction dashboard has been created within the Learning Management System to introduce new colleagues to UHDB at the earliest possible opportunity. The dashboard contains relevant information to new staff such as maps, the Trust Staff Handbook, codes of conduct and Induction programme information.

The site will enable new starters to access and complete some mandatory training through e-learning. All employed staff-groups have been included. For colleagues already recruited into the organisation access to this website is via

[My Learning Passport: \(mylearningpassport-uhdb.org\)](http://mylearningpassport-uhdb.org)

Colleagues recruited to work within the organisation but in an external capacity, such as contractors, will not need access to our Learning Management system.

Students joining the organisation to complete a practice placement will be required to access the Learning Management System to complete organisation specific training. Access to this is organised via the Practice Learning Support Unit (PLSU).

4.2 Trust Induction

Trust Induction, for most colleagues, is their first day at UHDB. The Trust Induction Day is an ideal opportunity for new colleagues to understand how UHDB works as an organisation and gain an understanding of our values, behaviours, and objectives through an interactive, two-way conversation.

All colleagues, including volunteers, will attend a full Trust Induction Day and are booked onto the day through the recruitment team. This may be face-to-face or virtual. Clinical Patient-Facing colleagues may be required to attend Trust Induction Day 2, where they will receive

specific, practical training to help to prepare them for their roles. Day 2 is also booked through the recruitment team during the recruitment process.

Trust induction programmes can be found on Net-I with details of who should attend the Induction Day 2.

4.3 Local Induction

The local induction process enables a conversation between the line-manager or delegated supervisor and the new starter, to provide support and check the learning and understanding gained from the Trust Induction process, address any deficits in learning, and orientate effectively to the working area. This must be completed by line managers within 14 days of new colleagues commencing their post with the Trust or within a new department and is divided into two sections: orientation and induction. Local induction requirements may vary dependant upon role and contract; details will be shared by the recruiting manager or department.

A checklist 'local induction' form is available on Net-I for a variety of staff-groups, which should be completed by new starters to confirm the matters discussed during Local Induction. Once completed, they should record this via their MLP by confirming the local induction has taken place.

Local Induction paperwork should be kept locally in personal files. Email confirmation of completion of local induction is automatically emailed to line manager to be kept as a record.

Further details regarding Local Induction and recording can be found via this link:
[https://neti.uhdb.nhs.uk/eandd-induction-local-induction.](https://neti.uhdb.nhs.uk/eandd-induction-local-induction)

5. Training and Education

Trust employees are given access to a wide portfolio of education and training opportunities throughout their employment journey at UHDB.

5.1 Mandatory Training

UHDB is committed to providing a safe environment for colleagues, visitors, and patients. A key element in achieving this is through the delivery of Mandatory training which reflects both national legislation and professional regulatory statutory standards. The Trust recognises that mandatory training supports the development of a highly skilled and competent workforce, contributing towards to the delivery of safe and high-quality service.

The UHDB Mandatory Training Matrix identifies which subjects are deemed to be mandatory for all staff working in health and social care settings and reflects those identified within the UK Core Skills Training Framework (CSTF). The CSTF includes nationally agreed learning outcomes and training delivery standards. This enables the record of compliance to be transferable to Health and Social Care partners within the Derbyshire Integrated Care System and neighbouring Trusts. The Mandatory Training Matrix can be found on Net-i.

All Mandatory Training is recorded on the Trust's learning management (LMS) system, this can be viewed independently through means of the 'My Learning Passport', information about which can be found on Net-I via the following link:

<https://neti.uhdb.nhs.uk/eand -mandatory-training>

The Education and Planning Group and the Operational Training Review Group provide the governance structures around the development of mandatory training within the Trust,

reviewing existing and additional mandatory training to ensure that it is fit for purpose. This is done in collaboration with the mandatory training leads. Compliance is reported monthly to the People and Culture Improvement Group, the workforce dashboard, senior teams in each Business Unit/Division, and bi-monthly to the Education and Planning Group.

5.2 Essential to Role and Specialist Training

'Essential to Role' training is that which is required by individual departments department and/or professional regulatory statutory body and is compulsory for specific staff-groups or roles. It is essential to enable you to carry out your duties safely, effectively, and efficiently, which will help you maintain your competencies to the required standards. Training needs will vary according to profession and area of work. All training and development needs are systematically identified through service planning, performance, and development review.

Essential to Role and Specialist Training is required because: -

- Without such training the individual would be unable to carry out the full range of duties within their role
- The training has been designated as necessary as a result of learning from incidents, complaints, adverse events, and positive feedback.
- It ensures safe practice or compliance with health and safety procedures.

It is essential that managers clearly identify the training requirements for their teams. All Essential to Role and Specialist Training of both a face to face and digital format, is recorded and reported on the Trust's learning management system and can be viewed independently through means of My Learning Passport.

Further detail regarding Mandatory, Essential to Role and Specialist Training can be found on Net-I and My Learning Passport via the following link: [Mandatory training | z UHDB Intranet](#)

5.3 Clinical Skills – Extension to Scope of Practice.

Further Clinical Skills training is available for specific staff-groups, including registered and non-registered, such as Healthcare Support Workers, Nursing, Midwifery, Advanced Clinical Practitioners, Allied Health Professionals and Medical colleagues.

The Professional and Practice Development Team, and the Clinical Skills and Resuscitation Team support the design, development, assessment, delivery, and evaluation of clinical practice skills training curricula which have been identified as essential to Trust service delivery, and which include, but are not exclusive to:

- ANTT
- Cannulation
- Central Venous Access Devices
- Central Venous Access Devices (update)
- ECG
- Infusion Therapies
- Infusion Therapies (update)
- Venepuncture/phlebotomy
- Seasonal Ward Training

Guidance on access to clinical practice skills training is available on Net-I via the following link: [My Learning Passport : Search results \(mylearningpassport-uhdb.org\)](#)

5.4 Competency Documents

These are related to training that is required by your department and/or professional regulatory statutory body and which is compulsory for specific staff groups or roles. Assurance of competency is essential to enable you to carry out your duties safely, effectively, and efficiently, which will help you maintain your competencies to the required standards. Competency requirements will vary for groups of staff according to profession and area of work.

A wide variety of competency documents relating to specific roles and skills are available on Net-I and are devised in collaboration between subject experts and the Learning and Education Department.

6. Personal & Professional Development

6.1. Work Experience & Industry Placements

By offering work experience, University Hospitals of Derby and Burton is creating partnerships with our local community, improving opportunities for young people, and helping to address issues of inequality of opportunity and access to healthcare.

UHDB offers a variety of work experience options including Prince's Trust, Project Search, HOSPEX, and T-Level qualifications.

Further information, advice and guidance can be found on Net-I via the following link:

[Work experience | z UHDB Intranet](#)

6.2 Apprenticeships and Vocational Training:

The Apprenticeship and Vocational Development Team is responsible for coordinating, facilitating, and delivering a high standard of occupational (vocational) training and qualifications, and apprenticeship-based training to our workforce across the organisation.

There are many learning and development opportunities available, some of which are designed for particular roles or for people at certain stages in their career, and others are available to everyone. To ensure equality and accessibility across the Trust, our educational opportunities include a wide range of classroom training, practical hands-on workshops, and e-learning options.

All our education and training is developed and delivered to the best standards to ensure we provide the best possible educational experience.

Further information, advice and guidance can be found on Net-I via the following link:

[Education and development | z UHDB Intranet](#)

6.3 Preceptorship Programmes

The period of time following registration as a health care professional, whether transitioning from student to newly qualified registrant on completion of an education programme or following an extended break from practice, can be a challenging time requiring support and guidance. It is essential that as an organisation we recognise this and provide the necessary support to ensure that we address the retention issues of this workforce, which is reflected in the Trust's values and behaviours.

All newly qualified Nursing, Midwifery and Allied Health Profession registrants are automatically entered onto the UHDB Preceptorship Programme relevant to their profession, which is a minimum of one year and reflects the National standards. The profession specific Preceptorship Programme details and progress are recorded on My Learning Passport and further details can be found on Net-I via the following link:

[Multi-Professional Preceptorship Workshops | z UHDB Intranet](#)

During this time, we will provide preceptees with:

- A minimum of 12 months preceptorship structured programme consisting of a combination of study days, interprofessional forums and progress interviews to make the transition from a student into an accountable and confident registered practitioner.
- Support from a dedicated Preceptor, the Practice Learning Support Unit, and Clinical Educators within each Division and Business Unit
- A lanyard to denote that the member of staff is Newly Registered and part of a preceptorship programme.
- An induction programme including essential to role training.
- IT training
- Divisional specific/specialist training

6.4 Organisational Development (OD)

The Organisational Development team at UHDB provide a wide array of opportunities, aimed at all roles and professional groups within the Trust, with the aim to develop the organisation through developing our people. The offer includes the following:

- Leadership and management development
- Compassionate & inclusive culture programme including expectations for UHDB leaders and comprehensive training for all planned in continuous improvement
- Developing self and teams
- People and team diagnostics
- Coaching and mentoring
- Staff engagement - including the national staff survey.
- Appraisals
- Succession planning and talent management
- Facilitation

A group of Lead Ambassadors work with OD to support cultural change within UHDB.

Further information can be found on Net-I via the following link:

[Organisational Development | z UHDB Intranet](#)

A wide range of other training and development is offered across the organisation to support the development of leadership skills and behaviours such as finance training, people management training.

More details on our compassionate and inclusive culture programme can be found on Net-I using the following link

6.5 Appraisals

Quality appraisals are the cornerstone to creating positive attitudes, motivating colleagues, and facilitating their development, all of which results in colleagues working more effectively and driving improvements in patient care. Appraisal is a vital tool to help maximise potential and encourage employees to take ownership for their own development.

This appraisal and development review is an opportunity to help gather and discuss any evidence around performance and behaviour, how UHDB values are demonstrated, identify

any development needs, and plan the next year's focus through agreed objectives. Appraisal also supports individuals to understand how they contribute to UHDB priorities and how their role is essential. It also facilitates the decision for an individual's pay progression. Further information can be found via the following link: [Appraisals | z UHDB Intranet](#)

6.6 Mid-Career Planning

Most careers are a journey through stages of development: entry-level, mid-career, senior-level, and retirement. Mid-career is the point that is past entry-level, yet far from retirement, and is the professional stage in which you have earned experience and expertise but still have many years left in your career to gain more experience, advance your qualifications, pursue leadership roles and potentially earn a higher salary.

In support of this, UHDB are committed to helping colleagues to find opportunities to refine their expertise and further advance their careers. Opportunities include access to: Secondments, career conversations, rotation opportunities and retire and return options. There is also the opportunity to work across different sites of the organisation, either within the same speciality or to experience a different field. Managers have a suite of support offers to enable cross-site working as a development opportunity, which may include the potential for funding of travel expenses, allocation of supervisory/mentor support, and transfer without or without individual Business Units.

Further details of which can be found on Net-i

6.7 Preparation for retirement

Preparation for retirement is the stage in which we provide support to our colleagues to ensure that they are fully prepared for the transition, and as an organisation we maximise the transfer of skills that an individual has gained whilst in our employment.

UHDB is committed to supporting our colleagues to prepare for retirement and as such offers regular 'Preparation for Retirement' study days, offering support and advise including:

- Understanding your NHS and state pension
- Estate Planning
- Independent Financial Advice
- Psychology of Retirement

Further information regarding the Preparation for Retirement courses, 'Normal Age Retirement' and 'Flexible Retirement' can be found on Net-I via the following link:

[General and flexible retirement | z UHDB Intranet](#)

7. Managing Performance & Supporting Staff (Capability)

University Hospitals of Derby and Burton NHS Foundation Trust aims to provide the highest quality standards of health care within available resources. The contribution and performance of each employee is crucial to achieving this aim. The Trust will therefore encourage and ensure attainment of the highest possible standards of performance by all employees and address appropriate areas of unsatisfactory performance.

The Trust has established a process for individual supportive reviews, incorporating individual Supportive Improvement Plans for all employees. It is intended that this process should provide the basis for identifying and meeting employee development needs to ensure that all employees develop the competencies to fully and effectively perform their role within the Trust.

The UHDB Managing Performance & Supporting Staff Policy can be accessed by the following links: [Click here to open Policy](#)

[Click here to open Example of performance improvement plan](#)

8. Educational Guidance

8.1 Supernumerary Time

The UHDB Standardised Supernumerary Guidance provide recommendations for the management and monitoring of supernumerary periods applied, through a standardised approach of time allocated to staff at UHDB. This approach will enable managers and colleagues to have a collective understanding of what supernumerary is and align with national quality board (NQB) standards, whilst providing a common working methodology in its application.

It is therefore important that supernumerary management and application delivers a consistent approach for all clinical areas across UHDB, to ensure fairness and equity for our colleagues. *(The guidelines are currently awaiting upload to Net-i)*

8.2 Study Leave (for non-medical colleagues)

UHDB recognises the value of continuing development, education, and training, which ultimately contribute to the provision of excellent patient care, and it is important that any planned time away from practice is appropriate and in line with trust requirements.

For colleagues to attend development opportunities there is often a cost and a requirement to attend learning within normal working hours. Therefore, request for study leave and financial support from the Trust are required to follow the standardised practice.

Through the application of this guidance and associated advisory notes, a consistent approach to study leave and identification of development opportunities will occur, which will ensure that all colleagues are supported appropriately, and our services continue to improve because of their new knowledge and understanding.

Principles of Study leave and associated HR advisory notes for non-medical colleagues can be found on Net-i

8.3 Commitment agreements

For certain courses and under certain circumstances, colleagues may be asked to sign a commitment agreement prior to any funding or study leave being approved.

A commitment agreement is a formal document whereby UHDB agree to fund specific education or training programmes, and the colleague receiving the funding agrees to remain with the organisation for an agreed time.

There may be financial consequences should this agreement be breached within the agreed time.

Details of specific agreements are currently held locally and will be shared by the line manager or training lead. This should be read in conjunction with the HR advisory notes on commitment agreements.

8.4 Funding guidance (for non-medical colleagues):

UHDB supports colleagues to embark on continual professional development to maintain and develop their skills, which ultimately contribute to the provision of excellent patient care.

For colleagues to attend development opportunities there is often a cost and a requirement to attend learning within normal working hours. Therefore, request for financial support and study leave from the Trust are required to follow the standardised practice.

For funding for training and development to be approved, at least one of the following criteria must be met. It must:

- Support the Trust towards meeting its statutory obligations and business objectives.
- Assist the colleague in carrying out their duties.
- Help the colleague to achieve their professional and personal development plans at the same time as Trust, ward, or departmental business objectives.

In all cases, colleagues must gain approval for funding from managers before they commit themselves to training and development activities. Funding cannot be guaranteed if approval is sought retrospectively.

There are various sources of funding available to support training and development needs that are essential for service delivery and for professional and personal development. An annual Training Needs Analysis for non-medical colleagues is submitted every Autumn by line managers/ professional leads.

Individual funding allocation is dependent on the amount allocated to each organisation each financial year.

Details of the different non-medical [training and education funding sources](#), and on the application process, can be found on Net-I.

8.5 EDI Assurance

We monitor EDI data associated with access to funding and provided annually to the People and Culture Group, Education & Planning Group.

We utilise the networks to optimise staff engagement, disseminate opportunities for training, alternative methods of delivery and access to funding.

9. Monitoring Compliance and Effectiveness

The key requirements will be monitored in a composite report presented on the Trust Monitoring Report Template

Monitoring Requirements	Effectiveness of this guidance will be via review of compliance rates for the following: <ul style="list-style-type: none"> • Training compliance, including mandatory and essential to role • Apprenticeship data • Education and training funding allocation reporting • Annual Training Needs Analysis
Monitoring Method	Data will be analysed, and reports presented to the Trust Education and Planning Group, which reports to the People and Culture Improvement Group. They will evaluate the effectiveness of this guidance by reviewing adherence to good practice standards set out within the guidance.
Report prepared by	Head of Learning and Education
Monitoring Report presented to	The Education and Planning Group and the People and Culture Improvement Group
Frequency of report	Annual Summary Report

Appendix i: Governance structures: Key Responsibilities and Duties

9.1. Chief People Officer

Has responsibility for ensuring implementation and monitoring of compliance for HR policies and procedures. This work is maintained by partnership working and reported to the People and Culture Improvement Group, with formal assurance through the People & Culture Committee

9.2. Assistant Director of People Planning and Development, and the Head of Learning and Education

1. Have the responsibility for ensuring implementation and the monitoring of compliance for the Trust's education and training framework and guidance (excluding medical colleagues, Consultants & Drs in training).
2. Co-ordinate the development of the Trust Education Enabling Strategy

9.3. Executive Medical Director

1. Has overall responsibility for the education and training of all medical colleagues employed by the Trust.
2. Ensures medical colleagues can access leave to support revalidation, professional and study leave is managed in accordance with national guidance.

9.4. Medical Director for Medical Education

Responsible for overseeing the quality of training delivered to postgraduate doctors in training according to the educational contract.

9.5. Divisional/Business Unit Management Teams

1. Have a responsibility to ensure systems are in place locally to support learning and development.
2. Identify broad areas of need and skills gaps.

9.6. Department/Divisional/Business Unit Managers

1. Have a responsibility to ensure all colleagues are aware of the mandatory/role essential training required and the frequency they are to attend.
2. Ensure that appraisal meetings are held annually with colleagues to evaluate performance and identify training and development needs.
3. Follow the procedure and timescales for colleagues' right to request learning and development.
4. Provide support and advice, access, and release to agreed learning and development opportunities and evaluate application of learning.
5. Monitor compliance and follow up non-compliance with those colleagues that fail to attend and take necessary action.

9.7. Employees

Have a personal responsibility to achieve and maintain their competence to meet the requirements of their role. They should assess their own abilities, recognise their limitations, and discuss development needs with their manager. They should actively contribute to the appraisal process, participate in learning & development opportunities, attending mandatory/role essential training and any other development identified in their Personal Development Plans, applying their learning back into the workplace. Employees have a right to request training, expect appropriate support and raise any concerns about

learning and development with their manager. Monitoring of personal training compliance can be done through the Learning Management System ('My Learning Passport')

9.8. Education and Planning Group

This group contributes to the strategic direction for education, training and development in the Trust and monitors implementation of key objectives. It leads and co-ordinates organisation wide education, training, and development. The committee provides assurance and evidence to assist in meeting national, regional, and local educational standards. It monitors compliance of associated policies, frameworks, and guidelines, and ensures plans are implemented to address deficiencies to meet CQC Standards. The committee reports to the People and Culture Improvement Group

9.9. Medical Education Group

This group contributes to the strategic direction for education, training, and development for doctors in training, locally employed doctors and SAS doctors in the Trust and monitors implementation of key objectives. The committee provides assurance and evidence to assist in meeting national, regional, and local educational standards. It monitors compliance of associated policies, frameworks, and guidelines, and ensures plans are implemented to address deficiencies to meet CQC Standards. The committee reports to the People and Culture Committee.

9.10. Operational Training Review Group

A formal sub-group of the Education and Planning Group. It is the operational group where proposed new training needs are evaluated, and current training is reviewed.

9.11. People Services Advisory Team:

Have a responsibility to provide all parties with support and advice to ensure the guidance is applied fairly and consistently.

9.12. Learning and Education Teams

- Professional and Practice Development
- Practice Learning Support Unit
- Flexible Staffing Training Team
- Mandatory Training and Induction Team
- Work Experience Team
- Apprenticeship and Vocational Development team
- NCORE
- Postgraduate Medical Education Team - including doctors in training.
- Resuscitation and Simulation Training Team

Further information and contact details of each of the teams are available on Net-i via the following link. [Education and development | z UHDB Intranet](#)

9.13. Union Learner Reps

The purpose of union learner reps is to promote, encourage and support employees and employers around lifelong learning opportunities both in and out of the workplace. Further information on education and learning opportunities offered by Unions can be found on Net-I via the following link:

[Trade Unions | z UHDB Intranet](#)

9.14. The Workforce Guidance Review & Approval Process

The recognised formal committees and forums are responsible for the approval, review and monitoring of this guidance are as follows:

- Trust Delivery Group
- People Policy Review Group
- Staff Network Groups
- Education and Planning Group
- Trust Joint Partnership Forum
- People and Culture Improvement Group
- People and Culture Committee