



# Training & Development Policy

Approved by the Board:  
February 2025

# Training & Development Policy

## Learning and Development Purpose:

Learning & Development (L&D) at Vp Plc supports all employees to attain, build and demonstrate the behaviours, knowledge and skills needed in their role, and in their longer term career development. It supports and drives employee performance and contributes towards objectives within the People Strategy and thereby the Business Plan.

L&D provides development and training as people move through and around the organisation. This includes Induction, Role Development, Management & Leadership, Succession Planning and some on-line compliance education. L&D is both tactical and strategic; a positive driver of employee engagement and organisational culture, helping to ensure that colleagues who join Vp are able to grow and realise their potential, through the provision of fit-for-purpose, engaging Learning and Development.

L&D at Vp is designed to support the people strategy, ensuring we are active sponsors of equality and diversity, providing an inclusive approach to L&D.

## I. Principles of Learning: 70:20:10

At VP Group, we believe in a well-rounded approach to learning:

- 70% Practical Learning: Through hands-on experiences and on-the-job activities.
- 20% Social Learning: Encouraging collaboration, teamwork, and knowledge sharing.
- 10% Formal Education: Participating in structured courses, workshops, and seminars.

Vp adopts a blended approach to learning, with formal classroom-based opportunities supported and reinforced by readily available digital resources.

### Available learning and development

Vp Group recognises there are various learning styles and encourages learners to focus on the best method for their individual development.

- **Formal training courses:** both internal and external training courses take place where there is a specific need for certain knowledge and skills or where there is a mandatory requirement. The L&D team plan these courses in line with the organisation's training curriculum and have established a selection of preferred suppliers.
- **Digital resources:** delivered via the Vp Learning Management System (LMS) 'Academy', the business creates and curates digital learning content that supports professional growth, and enables mandatory and compliance-based learning. We aim to provide this content in a choice of alternative formats, ranging from interactive sessions through to passive knowledge factsheets.
- **Individual and group coaching** is used both formally and informally. Mainly used for on-the-job training, informal coaching supports individuals to grow skills and behaviours in specific areas and is largely delivered by line managers and leaders. Whilst formal coaching is used primarily for leadership development, our aim is to provide a coaching approach to leadership, fostering open communication across teams and ensuring colleagues are able to learn and develop from their managers.
- **Away-days** give teams an opportunity to work on a particular topic together, develop relationships and review progress. Typically, a member of the Senior Leadership Team will submit a request for an away day supported by the Learning & Development team and / or preferred suppliers. The L&D Team will then assist in planning and delivering the event. These are to develop team capabilities, and are different to team-building events. When determining such events, there is an emphasis on ensuring clear outputs and a link to the business strategy.
- **Early Careers** activities are actively supported through Apprenticeships and our Commercial Graduate programme.

## **2. Managerial Support and Responsibilities**

Managers at Vp actively support their teams' development:

- Coaching and mentoring team members, discussing performance and development, then co-creating objectives to boost growth.
- Encouraging participation in relevant training opportunities.
- Recognising and utilising on-the-job learning experiences.
- Providing guidance with HR support on suitable development options. Primary responsibility for learning and development rests with the employee and their line manager.

The L&D Team provides advice and guidance to individuals and teams, ensures learning and development is in line with best practice and delivers value for money; and manages the corporate learning and development plan.

### **Pre and Post Attendance Conversations**

Managers are encouraged to have meaningful conversations:

- Pre-attendance: Clarify objectives, set expectations, and discuss the relevance of development opportunities to job responsibilities.
- Post-attendance: Encourage knowledge application, discuss insights gained, and identify further support if needed.

## **3. Company Sponsored Development**

Wherever possible we will aim to support team members with training and qualifications that will enhance their performance and development. Training Agreements are available and can be secured should funding for external professional development be required. (See Training Agreement for procedure)

## **4. External Fees and Cancellation**

If external training fees apply, these will be charged directly or via an internal cross charge to the relevant business area.

Any cancellations must be communicated promptly to both Line Manager and HR Manager.

Cancellation costs will be charged back in full to the relevant business areas, ensuring responsible use of resources.

## **5. Equality, Diversity, and Inclusion (ED&I)**

We are committed to a diverse and inclusive learning environment. All learning opportunities at Vp are accessible to everyone, fostering a culture of respect and understanding.

This policy aims to empower every member of the Vp team, ensuring accessible, practical, and impactful learning opportunities for personal and professional growth.

# Vp Behaviours



<p><b>WE LEARN</b> We develop ourselves and others by looking for opportunities to develop and grow</p> <ul style="list-style-type: none"><li>• Learn and encourage others to learn</li><li>• Ask for focused feedback and act on it</li><li>• Develop our own skills and support others to grow</li><li>• Share learning to empower each other to improve and grow</li></ul>	<p><b>WE ADAPT</b> We adapt to our changing world by listening, understanding and using our influence</p> <ul style="list-style-type: none"><li>• Challenge the status quo, be constructive and solve challenges</li><li>• Step outside of our comfort zone and find new ways to add value</li><li>• View issues from other perspectives, seek understanding</li><li>• Embrace change, be agile, and be curious</li></ul>	<p><b>WE CARE</b> We treat our colleagues, customers and communities with respect and fairness, so we can deliver the best results</p> <ul style="list-style-type: none"><li>• Create positive and memorable experiences</li><li>• Place customer needs at the heart of everything we do</li><li>• Anticipate customers future needs and identify solutions</li><li>• Deliver what we promise</li></ul>	<p><b>WE ACHIEVE</b> We plan and prioritise to succeed in all that we do with focus and accountability</p> <ul style="list-style-type: none"><li>• Understand what success looks like and focus on achieving goals</li><li>• Be focused on constructive and agile solutions</li><li>• Show courage, care, and confidence in actions</li><li>• Focus on finding ways to improve value</li></ul>	<p><b>WE TRUST</b> We build trust by being authentic, honest, fair, and professional, empowering people to do their best work</p> <ul style="list-style-type: none"><li>• Be accountable and take responsibility for our actions</li><li>• Delegate to others and provide support where needed</li><li>• Have confidence in our own and our colleagues' abilities</li><li>• Recognise strengths in others and when to let them lead</li></ul>	<p><b>WE INCLUDE</b> We create a fair and inclusive environment where everyone matters, and every contribution is valued</p> <ul style="list-style-type: none"><li>• Respect people's similarities and differences</li><li>• Be aware and respectful of your impact on others</li><li>• Embrace diversity as a force of strength, fairness, and opportunity</li><li>• Recognise and appreciate people's efforts and contributions</li></ul>
---	---	---	--	---	---

This policy is reviewed regularly to ensure its applicability and effectiveness.

Signature 

Name Anna Bielby

Position Chief Executive Officer

Date February 2025

---