The Group is committed to investing in its employees, and recognises the importance of an informed, competent and motivated workforce. The skills, knowledge and professionalism of its employees are highly valued.

**OBJECTIVE**
To ensure that at all times the Group has adequate resources of people with the necessary knowledge, skills, experience and attitudes to achieve present and future business plans.

**INDUCTION**
When new employees are recruited, the Group will aim to help them adjust to their new environment as quickly and as easily as possible so that they become integrated and productive members of the organisation at the earliest opportunity. The employee will normally take part in the Corporate induction day, typically within 4 weeks of joining the Group.

**EMPLOYEE DEVELOPMENT**
Identification of development needs will be based on corporate, departmental and team priorities linked to individual roles, responsibilities and competencies and to that end employee development opportunities will be provided to ensure that high performance standards can be achieved. The Group is committed to continuous improvement and encourages employees to develop themselves and will assist with that process where it also benefits the organisation.

**IMPLEMENTATION**
Implementation will be accomplished through a variety of mechanisms, corporate core programmes such as workshops and seminars as well as departmental coaching activities which will play a fundamental role, as will provision by local colleges, universities and private training providers.

**RESPONSIBILITY**
Standards of performance required within the Group are determined through consultation between the Training Department and Departmental Heads. The primary responsibility for training and developing individual employees or teams rests with their immediate line management.

**COMMITMENT**
Successful training and development requires dedication to its achievement from all concerned. While the Group is anxious to develop individuals to their maximum potential and to give them roles which will fully utilise their talents, the Group recognises competence is achieved with appropriate training, underpinned by practice and experience.