

## **Policy for professional development of employees**

### **Our vision for professional development of employees**

Juice aims to ensure all staff have good access to learning and development opportunities that match the skills, knowledge and behaviours of their respective job roles. This applies equally to both delivery staff working directly with employers and apprentices as well as administration staff who support the back-office functions of the business.

Furthermore, it is an explicit requirement of the company that every member of staff is engaged in some form of continuous personal development at all times. This underpins our overall objective that we continually strive to improve the quality of our teaching, learning and assessment.

### **How we will improve our employees**

We take a proactive approach to developing our employees in three key areas:

- their sector expertise, skills and performance
- their teaching and training knowledge, skills and performance
- their general skills and performance

We shall achieve this by:

- agreeing an appropriate training and development budget each year that fully supports high-quality learning for all staff;
- arranging for all apprenticeship delivery staff to return to their respective industries for a minimum of ten days per year to refresh and update their vocational skills, knowledge and behaviours;
- ensuring that each member of the Juice delivery team is working towards either a relevant qualification or professional recognition that underpins the skills, knowledge and behaviours required of the apprenticeship standards they each deliver;
- supporting each member of the coaching and training team to achieve, as a minimum, a level 3 teaching qualification or a suitable coaching qualification;
- using the analytical data gathered through our continuous improvement processes (e.g. observations of teaching and learning, learner and employer feedback, performance targets etc.) to personalise individual support and development for each member of the Juice team;
- allowing and encouraging all delivery staff to actively participate in end point assessment, and to bring their experiences and knowledge back to the company to inform our continuous improvement processes;
- collating and circulating to all staff key market intelligence that arises out of Ofsted reports, ESFA circulars, the DfE FE/HE Regional prevent team, trade press, AELP, news stories and all other relevant sources that inform our thinking in respect of apprenticeship delivery in the occupational sectors we work in;
- ensuring all delivery staff achieve appropriate safeguarding, British Values and Prevent Duty certificates and maintain their knowledge through regular updates;
- encouraging all team members to attend relevant networking events, workshops, masterclasses, conferences, exhibitions, and research projects;
- providing external mentors to staff that would benefit from this, particularly if they move into new job roles within the organisation;

- holding monthly performance reviews with each member of the delivery team and recording agreed actions that aim at developing their skills, knowledge and behaviours;
- building sufficient time in to weekly diaries to allow delivery staff to reflect on their own performance and development needs;
- gathering the entire team together to attend a quarterly conference that focuses on improvements and personal development.

### **Embedding learning into our professional lives**

Juice regards the continuous professional development of all its staff as an essential feature of our ongoing drive for delivering outstanding apprenticeship programmes. In addition to mandatory training, we encourage all staff to identify additional new development opportunities they believe will enhance their skills and knowledge. The company will look favourably at all requests for development that are clearly linked to enhanced performance. Furthermore, we will celebrate all new achievements and successes of staff in the development of their skills, knowledge and careers, and share all new learning among the team so the benefits of development are tangible, immediate and far-reaching.

### **Ensuring learning meets employee, customer and organisational needs**

Juice uses an up-to-date skills matrix that clearly sets out the learning objectives that need to be met by staff in their respective job roles. These objectives are reviewed at least every six months. They are identified through widespread research that includes:

- the apprenticeship standards we deliver;
- the sectors we work in and the professional bodies and standards representing those sectors;
- the particular needs of our employers and apprentices;
- the requirements of external stakeholders such as the ESFA and Ofsted;
- professional standards and qualifications promoted by teaching and assessing bodies such as The Education and Training Foundation and The Assessors' Guild;
- best practice developments and initiatives in teaching and learning;
- the strategic and operational needs of Juice.

### **Monitoring professional development**

We monitor our skills matrix at least quarterly to ensure good engagement and progress of our staff. We evaluate the impact that new learning has made on our business and on the experiences of our apprentices and employers. The Juice board reviews effectiveness of this policy and has final oversight of all professional development activities.

### **Responsibility for this policy**

The Managing Director has overall responsibility for promoting and ensuring the effectiveness of this policy. It is also the personal responsibility of each member of the Juice team to take ownership of their own development, and to bring to our attention any development opportunities they would like to engage in.

### **Review of this Policy**

The effectiveness and validity of this policy was last reviewed in January 2026 and revised as appropriate. This policy will expire 31st December 2026 and will be reissued 1st January 2027 after appropriate review.

Policy signed:

A handwritten signature in black ink, appearing to read "Matt Trott".

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**Matt Trott – CEO & Founder**  
Jan 26