Association of Business Recovery Professionals
Training and Development ('T&D') Committee

Terms of reference

Background:
The R3 Training Academy was set up in 2020 to establish R3 as the go to training provider for the restructuring, turnaround and insolvency profession. Delivering a full range of training to the R3 membership and the wider profession, meeting R3's mission to deliver expert training, by the profession for the profession, raising technical and ethical standards across the profession, and promoting best practice. The provision of training is recognised as a key source of income for R3 and the training programme delivered by the Training Academy should deliver a strong financial contribution for R3.

The Training and Development Committee ('T&D') support the Training Academy team providing expert knowledge and insight into the training and development needs of the R3 membership and the wider profession, contributing to the development of training courses to be delivered through the Training Academy by recommending course content and expert speakers.

There is a further committee, Training and Development Executive Committee ('Exec'), which provides oversight and strategic support to the Training Academy, which is subject to separate Terms and Conditions.

Objectives

The Committee will:

1. Discuss and provide ideas for topics, and content, for courses, seminars, briefings and webinars to populate R3's programme of training.
2. Review and consider the most appropriate method of delivery for each different topic, including online courses, webinars, seminars, briefings or workshops.
3. Subject to Exec Committee agreement to the topics being included in the R3 Programme of Events, each member of the Committee will agree to be a course director and take responsibility for that course (subject to the terms of the R3 Course Director Guide).
4. Course directors will share experiences and feedback following their individual course presentation/delivery.
5. Review and provide feedback to the Training Academy team on the quality and content of new courses being delivered to ensure a consistency of standard across al training offerings, and to review older/existing courses to identify where updates are required to existing content.
6. Undertake such other activities as the Exec Committee require.
7. Contribute to R3's position at the forefront of restructuring, turnaround and insolvency practice.

Interaction with other R3 Committees

1. The Chair of T&D will also be chair of the T&D Exec Committee and a serving member of R3 Council.
2. T&D will execute the programme of courses agreed by the T&D Exec committee.
3. GTC, STC and SPG committees will be encouraged to feed ideas for training courses and member development needs into the T&D Committee for consideration when planning future courses.
4. T&D Committee will be mindful of any strategy set by the Membership Committee with regards to the attraction and retention of members.

Committee Membership:
Chair: The Chair of the T&D Committee is appointed by Council and must be a serving Council member at the time of appointment. The Chair will ordinarily serve a term of 3 years and may serve for a period of a further 3 years, at the discretion of Council.

The Chair has the following responsibilities:

- Act as Chair of T&D Exec Committee
- Implement the strategies and policies agreed at T&D Exec Committee as appropriate to T&D
- Approve the agenda and minutes of each meeting
- Draft and present the T&D reports to R3 Council
- Meet with the Training Manager prior to each T&D meeting to discuss and agree the agenda.
- Lead discussions at Committee meetings and undertake allocated action items
- Attend and represent T&D at other R3 national committee meetings as appropriate
- Review membership of the Committee on an annual basis
- Attend relevant R3 stakeholder events
- Act as an R3 spokesperson

Composition: The Committee will consist of a maximum of 20 members, including the Chair, drawn from the R3 membership and will aim to comprise a balanced mix of practising IPs from a range of size and of firms and specialisms, solicitors and others working within the insolvency profession, with relevant insolvency knowledge and experience. No more than two members may come from the same firm at the same time. Committee members will ordinarily serve a term of 3 years, although may serve for such longer period as the Chair may permit.

New members and co-optees: Any invitations for new members to join the Committee must be agreed by the T&D Chair and approved by R3 Council. Members will be chosen based on enthusiasm, active engagement with R3, and specialist expertise. Members may also be chosen to fill a recognised gap in the knowledge, expertise or contact base of the Committee.

Membership will be reviewed on an annual basis, taking into account member engagement throughout the preceding year. The Chair reserves the right to ask a member to stand down from the committee where that member is deemed not to be performing the member's

responsibilities as outlined in this document. Members are to provide the Chair with six weeks' notice, if they wish to stand down.

Participation: Members are expected to attend and participate in all meetings, where this is reasonably possible. Members are not to send a proxy in their place to a meeting. Failing to attend three or more meetings in a row will result in their membership automatically being revoked. The T&D Chair retains the discretion to disapply this rule where they see fit. Any decision by the Chair to dismiss a committee member shall be subject to the committee member's right to appeal in writing to ExCo, whose collective decision shall be final.

R3 will reimburse all reasonable travel expenses, in line with the relevant R3 policy. The reimbursement of reasonable hotel accommodation costs incurred in connection to T&D meetings will be paid at the Chairs' discretion and subject to the prior approval of R3's CEO.

Members are to treat the agenda papers and minutes of the meetings as confidential and not for wider distribution.

Role of the Secretariat: The Committee is supported by the R3 Training Academy Team, and in particular the Training Manager who will draft and circulate the agenda, any meeting papers and minutes, in consultation with the Chair. The Head of Technical, Training and External Affairs should endeavour to attend all committee meetings, and the CEO is at liberty to do so.

Operational:
Meetings will ordinarily be held three times a year either in person or via Teams as agreed by the T&D Chair. Timings of these meetings should reflect timings of the T&D Exec Committee meetings.

The agenda and agenda papers will be circulated to members at least five working days before a meeting. Minutes will be circulated to members within 15 working days of a meeting.

There will be a show of hands in the event that unanimity cannot be reached on a point of discussion. R3 will take into account the result of any such vote but will not necessarily be bound by it.

Out-of-session
Ad hoc meetings may be held out-of-session, if and when appropriate. Members will be given at least one week's notice, where reasonably possibly, prior to the scheduling of an out-of-session meeting.

Papers may be circulated to members out-of-session, if and when appropriate, for members' action, feedback or information.

Budget

No specific budget is allocated for T&D meetings. If funds are required for T&D activities, the Chair(s) and T&D Secretariat are to provide a proposal to the R3 CEO in the first instance for approval.

Conduct: All committee members are to act as membership ambassadors and advocates of R3.

Review

These Terms of Reference will be considered for relevance at the first meeting of the Committee each year. A full review of these Terms of Reference will take place two years following their endorsement.

January 2026 (date for review January 2028)