



# Cloch Housing Association

## Staff Training & Development

<b>Policy Name</b>	Staff Training & Development
<b>Policy Category</b>	Corporate & Governance
<b>Policy Number</b>	069
<b>Approved by</b>	Board or F&CS Sub-Committee
<b>Responsibility of</b>	Corporate Services
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<b>Equalities Impact Assessment Required</b>	Yes
<b>Link to other policies</b>	n/a
<b>Consultation</b>	No
<b>Need for Procedure</b>	No

## **1. PURPOSE OF POLICY**

- 1.1 To ensure that all employees are equipped with the knowledge, skills and experience to enable them to carry out their jobs to the highest standard.
- 1.2 To ensure that staff are treated fairly when considered for training opportunities.

## **2. INTRODUCTION**

- 2.1 Cloch Housing Association believes that the training and development of all its staff is important and contributes towards the achievement of its aims and objectives and maintains the motivation and effectiveness of staff.
- 2.2 The Association wishes to make available to staff appropriately funded training opportunities which relate directly to their work and career in order to improve their job performance and the service provided by the Association or which will help to develop their skills, experience and knowledge.

## **3. OBJECTIVES**

- 3.1 To ensure that the Association has sufficiently trained, experienced and suitably qualified employees to meet its needs and to ensure its continuing effectiveness in providing a quality service.
- 3.2 To provide training to enable employees to perform their current job effectively.
- 3.3 To optimise the development of individuals within and for their post.
- 3.4 To provide training which is planned and directed towards achieving the objectives of the Association in the most effective manner.
- 3.5 To link the training and development needs coming from Staff Appraisals and their reviews to the Training Plan and budget setting.
- 3.6 To provide the means of gaining new skills in entering new or different areas of work.
- 3.7 To treat every member of staff fairly when accessing training.
- 3.8 To meet employee training and development needs in the most effective way by using a variety of internal, external and online training methods.
- 3.9 To offer Modern Apprenticeship opportunities.
- 3.10 Promote a culture of sharing knowledge and skills with colleagues.

## **4. DEFINITIONS**

4.1 The term “training” encompasses the following:

- a) On-the-job training
- b) Induction
- c) Skills training
- d) External Courses (including online courses and webinars)
- e) Internal Courses
- f) Further Education
- g) Professional Courses
- h) Conferences
- i) Seminars and Forums

4.2 The term “development” covers the following:

- a) All items in 4.1 above
- b) Internal placements/secondments
- c) Continuing professional development
- d) Inclusion in working parties
- e) Projects
- f) Covering for colleagues
- g) Shadowing colleagues
- h) Mentoring

## **5. PRIORITIES**

5.1 It is important that all members of staff are treated fairly when accessing training and development opportunities. However, it is recognised that the Association has a limited budget for training and therefore the Association needs to prioritise training when demand exceeds our ability to provide training.

5.2 The priorities listed below give a range of areas where priority would be given over individual preference and personal development. Each priority is, in its own right, a necessary part of running the business and therefore it is not possible to list them in a distinctive order.

Priority Training and Development that will assist with the following area of business:

- a) Cloch Housing Association’s legal obligation.

- b) Cloch Housing Association's business objectives as defined in our Business Plan and Strategic Delivery Plan
- c) Customer Service Standards
- d) Employees have the necessary skills to carry out their jobs effectively.
- e) Health & Safety Training

## **6. RESOURCES**

6.1 To ensure we can offer full training and development opportunities the Association can offer a range of resources to help staff to access training.

- a) Set budgets every year to capture the current training plans and the needs of the departments. The budget also allows for two modern apprenticeships in any one year.
- b) When required, allow time off during working hours to attend courses.
- c) Provide an allowance for manuals and books
- d) Provide time off for exams (as outlined in EVH Terms & Conditions)
- e) Provide internal training as well as sending staff to external training
- f) Provide support from other staff in the form of shadowing/mentoring etc.
- g) Allow staff to use internet resources and take part in internet training where appropriate.

## **6. RESPONSIBILITIES**

### **7.1 The Individual**

All members of staff are offered opportunities to discuss training and development with their line manager at staff appraisals and one to one meetings/reviews. They should take every opportunity to inform their line manager if they feel they need/would like to take part in training or access a development opportunity.

## 7.2 Line Managers and Director

7.2.1 Line Managers and Director are responsible for ensuring their staff are adequately trained and can access training and development opportunities where appropriate. This responsibility includes:

- a) Identifying training needs.
- b) Coordinate cover in their section when a staff member is attending training.
- c) Monitoring the value and effectiveness of training
- d) Promoting training and development to their team either as individuals or as part of developing the team.

7.2.2 Should changes in working practices be required the Director and Line Manager must consider whether fresh training needs are likely to arise.

## 7.3 The Board

The Board should ensure that they are setting budgets that will match training plans and support the training and development of staff.

## **8 ACCESSING TRAINING**

8.1 It is important that all staff have equal access to request training and have all requests considered given the priorities and resources stated above.

8.2 The induction of new staff members or staff who have been promoted should include a discussion on skills requirements and assess skills gaps.

8.3 Conferences and seminars will be considered where this will benefit both the Association and the individual.

8.4 The Association will allow paid leave for attendance on external workshops in relation to professional and vocational qualifications.

8.5 External short courses may be used where the need is specialist and in-house delivery not appropriate or available.

8.6 In line with EVH Terms and Conditions the Association is willing to consider giving assistance to employees to pursue part-time vocational courses directly relevant to their career development.

- 8.7 These courses may normally lead to a professional qualification and may be by day release or by online courses. In all cases, approval for attendance will be subject to organisation and budgetary constraints and can only be given by the Director following Board approval.
- 8.8 At the Board's discretion up to 100% financial assistance may be given with approved costs, fees and paid Leave of Absence in accordance with the Conditions of Employment will be granted.
- 8.9 A book/materials allowance will be made available at the discretion of the Director.
- 8.10 Expenses for travel to and from an external course will be paid as per the Association's Expenses Policy.

## **9. CONDITIONS OF PAYMENT FOR VOCATIONAL COURSES**

### **9.1 Vocational/Professional Qualifications**

9.1.1 If the employee resigns from their post with the Association during the academic year for which financial assistance was granted or within one year of completion of the course they will be required to repay these fees paid by the Association for their most recent year of study.

9.1.2 Repayment Rules are the same as those found in your EVH Terms and Conditions, namely:

*"We treat the fees paid as a loan. We will write off the loan 12 months after finishing the relevant course or examination. We will ask you to refund the full cost or part of the cost of fees (as outlined in the undertaking attached to this policy) if you voluntarily leave your employment within those 12 months, if you or the training institution prematurely ends your course or if you are dismissed during that period."*

*If you withdraw from a course, you will have to repay the fees on the basis of 9.1.1 above, unless:*

- *you give us written justification and we agree that you withdraw from the course; and*
- *you have had to withdraw due to long-term sickness, maternity/adoption leave or redundancy."*

## 9.2 Professional Subscriptions

The Association will reimburse annual fees paid by employees for membership of a professional institution in accordance with EVH Terms and Conditions, as may be amended from time to time.

## 10. PROCEDURES

10.1 Procedures for requesting and booking training courses will be maintained by the Corporate Services Section. Line Managers are responsible for ensuring they authorise training and understand the content and value of the courses being attended by their staff.

## 11. EVALUATION

11.1 It is important that both the employee and the Association know that the courses/training/development have been value for money and the employee has learnt/gained knowledge that they would not otherwise have gained. Also, we want to ensure that the training was relevant to the job you do or are being trained up to do. We want to evaluate the training agency to make sure they too are offering us Value for Money. To ensure this can be evaluated, staff are required to report back to the next staff meeting on the quality of the training.

## 12. TRAINING RECORDS

12.1 All training records are held on the Training Database. Digital copies of records will be held in the employees file.

12.2 The Training Database will be used to create a Staff Training Plan each year prior to the budget setting process starting.

## 13. TRAINING REPORT

13.1 Once a year, a full training report will be given to the Finance & Corporate Services Sub-Committee showing:

- Spend
- Satisfaction with course, training provider, extent of knowledge gained, usefulness of training in the future.



14. **REVIEW OF POLICY**

- 14.1 This Policy will be reviewed every 3 years along with all relevant procedures and forms and presented to the Finance & Corporate Services Sub-Committee.