



Training and Development Policy

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1. Policy Objectives

- 1.1 To support the achievement of organisational objectives by providing access to training and education to all members of staff and the governing body.
- 1.2 To provide a broad range of training and education opportunities within available resources.
- 1.3 To encourage and promote individual personal development and to maximise the potential of each individual's contribution to the Association's activities.
- 1.4 To enable learning requirements, provisions and outcomes to be monitored regularly within an accountable transparent system.
- 1.5 To ensure that resources utilised for training and education represent value for the organisation.
- 1.6 To comply with the Regulatory Standards of Governance and Financial Management issued by the Scottish Housing Regulator on 1st April 2019

2. The Association's Mission and Organisational Objectives

2.1 Mission Statement reviewed April 2019:

'Yorkhill Housing Association aims to provide quality, sustainable and affordable social housing along with responsive effective local service provision'

2.2 Organisational objectives confirmed April 2019:

- *Local control and accountability*
- *Efficient and viable management*
- *Provision of affordable rented accommodation*
- *Quality management and maintenance service provision*
- *Equal Opportunities for all personnel, clients and customers*

The Association will assist individuals to contribute to the achievement of these objectives by providing training opportunities to all staff and committee members over a range of functions.

2.3 To achieve its objectives, the organisation aims to:

- *provide guidance and support for specific disciplines*
- *encourage personal effectiveness*
- *raise awareness of general and specific housing issues*
- *obtain appropriate advice and information on legislative changes*
- *improve administrative, planning and management skills*
- *increase motivation of professional and voluntary personnel*
- *promote awareness of organisational culture, roles and functions*
- *instruct and educate on the use of information technology*
- *implement effective appraisal systems for staff and committee to support and assist the organisation's training and development objectives*

3. Methods of Training Provision and Delivery

The Association aims to promote a learning culture within the organisation, and in this context, recognises that there are opportunities for ongoing learning processes within the operational environment which will complement more formal arrangements.

'**Training**' will therefore encompass a range of definitions:

- *seminars and workshops arranged by external providers*
- *in-house sessions with in-house or external delivery*
- *induction courses for new staff and committee*
- *'on the job' training and supervision by colleagues*
- *staff and committee external networks*
- *briefing or awareness sessions as part of committee meetings*
- *residential and non-residential attendance at conferences*
- *modular sessions for committee members leading to accredited vocational qualifications*

- *approved study courses for staff leading to professional qualifications involving part-time attendance at an educational establishment, or distance learning, or a combination of both*
- *vocational training for staff involving continual assessment in the workplace, leading to accredited vocational qualifications*

4. Assessment of Training Requirements

Organisational training needs will be assessed annually by the Chief Executive in conjunction with other members of the Senior Management Team.

- *evaluation of monitoring data collected throughout the year*
- *identification of specific requirements and aspirations arising from the appraisal processes for staff and committee*
- *feedback from individual staff members and sections during the course of routine or special operations*
- *committee discussions on routine or special issues*
- *responses to training needs surveys distributed to staff and committee*

Priorities and targets will be agreed between staff and committee, and progress against these monitored.

Quarterly reports will be presented to the Governance and Finance Sub Committee or other appropriate group as determined by the Management Committee.

5. Allocation of Resources

The Chief Executive and SMT will prepare an annual Training Programme based on the training needs assessment (TNA).

The Programme will detail how resources are to be allocated.

Management Committee approval for the programme will be required prior to the start of the financial year.

Budget provision will be made under three cost centres, namely:

Education – for courses that will lead to a recognised qualification

Training - for opportunities to improve skills, knowledge and awareness

Conferences – to promote knowledge and awareness of business related issues beyond the local context

5.1. Education

The Association is keen to encourage individuals to obtain appropriate professional qualifications recognising that effective personal development increases motivation and enhances performance.

The Management Committee in its role of employer recognises its obligation to provide staff undertaking educational studies with committed support.

Where the Management Committee has approved a course of study for a member of staff, the following will apply:

- 5.1.1 *The Association will pay fees for modular attendance, part time attendance, day release or block release as appropriate to the course and will meet all costs in relation to assessments, examination fees and accreditation.*
- 5.1.2 *The employee will be granted paid leave for attendance during normal working hours.*
- 5.1.3 *Payment for attendance outwith normal working hours may be granted at the discretion of the Chief Executive.*
- 5.1.4 *The employee will be granted paid leave to attend examination sittings.*
- 5.1.5 *Paid study leave will be granted at the rate of one day per examination.*
- 5.1.6 *Staff who are undertaking distance learning courses will be granted 3 hours of study time each week.*
- 5.1.7 *Employees working towards vocational qualifications at SVQ level I, II and III (or equivalent) will normally be granted full training, preparation and assessment time during working hours, within the supervision of the Chief Executive or delegated manager*
- 5.1.8 *Arrangements for employees working towards levels IV and V will be agreed between the employee and the Chief Executive, subject to final approval from the Management Committee.*
- 5.1.9 *The Association will pay for essential course material on the understanding that any such material remains the property of the organisation.*
- 5.1.10 *Arrangements for repayment of fees to the Association should an employee leave the organisation will vary according to the level of investment and the time periods involved. Generally, and in accordance with the Conditions of Service, employees will be expected to remain in the organisation's employment for a full year following completion of a course year, otherwise full repayment of fees to the Association will be required.*

5.2. Training

The provision made for training is based on the assessment of organisational needs with a per capita allowance for budgeting purposes.

The following subject headings will be used to assess and analyse training:

<i>Finance</i>	<i>Administration</i>
<i>Housing Management</i>	<i>Governance and Compliance</i>
<i>Maintenance</i>	<i>Information Technology</i>
<i>Factoring</i>	<i>Management Skills</i>
<i>Health and Safety</i>	<i>Employers' Issues</i>
<i>Equal Opportunities</i>	<i>Housing Support</i>

- 5.2.1. *The Chief Executive is responsible for implementation of the Training Programme and is authorised to approve or decline requests from staff and committee members in respect of training events. This authority may be delegated by the Chief Executive to appropriate staff.*
- 5.2.2. *The Chief Executive will arrange for appropriate administration support for routine implementation of the processes required by this policy.*
- 5.2.3. *Priorities and targets will be monitored by the Chief Executive and appropriate staff in relation to resources. Rota systems will be established if required.*
- 5.2.4. *The Association will fund fees, travelling expenses, and where appropriate meals, for staff and committee members attending training events or conferences outwith the local area.*
- 5.2.5. *Travelling expenses within the Glasgow area may be re-imbursed at public transport rates or standard mileage rates for approved car owners.*
- 5.2.6. *Travelling expenses outwith the Glasgow area will be re-imbursed at the level of second-class rail travel.*
- 5.2.7. *In certain circumstances where long distances are involved, air travel may be authorised by the Chief Executive and one office bearer.*
- 5.2.8. *The Association will meet accommodation costs where overnight stay is required.*
- 5.2.9. *Receipts are required for all expense claims.*

5.3 Conferences

The Association recognises that investment in conference attendance brings a range of benefits back to the organisation including:

- *information and guidance from workshops*
- *increased awareness of policy and campaign issues*
- *reassurance and advice from peer groups on common problems and pressures*
- *increased knowledge on specialised issues*
- *fresh ideas for strategies and operations*
- *new relationships and contacts with others within the social housing sector*

A significant proportion of the training budget is therefore allocated to conference attendance throughout the year. The allowance is based on a per capita attendance of one conference a year. Actual attendances by individual members may be varied at the discretion of the Chief Executive where resources permit.

5.3.1. The Training Programme will detail the conferences approved by the Management Committee, with the number of places to be allocated in respect of staff and committee for each.

5.3.2. The Chief Executive is responsible for implementation of the Conference programme and is authorised to approve attendance requests in accordance with levels previously approved by the Management Committee.

5.3.3. Where required, a rota system for attendance will be agreed by Committee and maintained by the Chief Executive.

5.3.4. Procedures governing costs and expenses for conferences are the same as those described in relation to training events. These procedures are fully compliant with current SHR/SFHA guidance on payments and entitlements

6. Monitoring and Evaluation

The Association aims to ensure that its investment in its human resources benefits the organisation and the people who have undertaken training.

Determination of value will not depend solely on cost factors, as the evaluation process will include some quantitative measurements that can be related to post training performance.

The Chief Executive will be responsible for overall co-ordination of the monitoring and evaluation processes, but participation from all individuals is essential to make these processes meaningful.

6.1 Monitoring

The following information will be recorded for monitoring purposes:

- *training events*
- *training subjects*
- *costs*
- *budget provision*
- *training providers*
- *training attendance*
- *personal evaluations*
- *training requests*

This information will be used to monitor budget provision and targets. Reports will be presented quarterly to Committee.

6.2. Evaluation

The evaluation process will include analysis of information collected to:

- *assess and compare costs between providers*
- *assess previous budget provision against actual expenditure*
- *assess previous budget provision against actual demand*
- *assess learning outcomes of individuals*
- *measure work performance before and after training*
- *review requirements, targets and resources for year ahead*

All individuals participating or attending training will be asked to complete a personal evaluation survey. This will seek subjective and quantitative information on various aspects of the training provided to support the criteria described above.

All participating individuals will also be issued with a learning log to record progress against training targets and objectives.

Staff and committee members who have attended training events or conferences will verbally report to the following appropriate staff or committee meeting.

Information collected and recorded throughout the year will be collated by the Chief Executive and used in the annual analysis.