



LEVERN PROPERTY
SERVICES LTD



1986-2016: Celebrating 30 years working in the community

Group Policy on:	Training and Development
-------------------------	---------------------------------

Compliant with Regulatory Framework:	Standard 6; The governing body and senior officers have the skills and knowledge they need to be effective.
Compliant with Consultation with Staff :	Consultation complete
Compliant with Equal Opportunities:	Taken into account in policy development
Compliant with Internal Business Plan:	1.Strive for excellence across the organisation 2.Use leadership and development programmes to train our managers, staff and future leaders

Date Approved :	Sep 2019
Date for review:	Sep 2022

Responsible Officer:	Corporate Services Manager
-----------------------------	-----------------------------------

Version: Original February 2013,

Version 2 Jan 2019 for SMT review. V2 updated Sept 2019.

TRAINING & DEVELOPMENT POLICY

1. INTRODUCTION

Barrhead Housing Group (the Group) strives to support our employees' development, whilst ensuring that such development is relevant and supports our business as well as work colleagues. It is acknowledged that training and development are best self driven by individuals, although management have a role to play in encouraging individuals to take the initiative.

2. POLICY PRINCIPLES

The Group's Training and Development Policy aims to:

- Ensure fairness, clarity and consistency for all the Group's staff.
- Provide a framework for ensuring that the Group as well as its employees benefit from any development activities undertaken.
- Promote a culture of sharing knowledge and skills with and between work colleagues.
- Assist the Group's staff with their continuous professional development.
- Support the development discussion between staff and their line managers during appraisals.
- Promote considering alternative methods of training to attending courses and conferences.
- Promote training and development across FLAIR, including local delivery where commonality exists.

3. POLICY CONDITIONS

What counts towards training and self-development?

All training and development activities, including conferences (apart from the Group's own events), courses, self-learning, coaching, job shadowing, reading and self-guided learning, attending sessions run by the Group's partners will count. Staff are encouraged to consider various methods of training, in light of their suitability for the purpose and to suit individual preferences. Health and Safety and "how to" (operating new equipment etc) sessions will not be counted as personal development for the purposes of this policy. External work shadowing and secondment opportunities will also be considered, although any decision will be driven by the business needs of the Association.

4. Relationship with the Training Budget and Business Needs

Applications for training/conference fees to be subsidised fully or partially by the Group will be subject to:

- The availability of funds in the training budget
- An assessment of how training will benefit the employee and the Group; and,
- The range of requests for training made across the Group.

Training needs should be discussed between the employee and line manager during the course of the year, and should also form part of the appraisal process.

Training needs gathered from the appraisal process will be brought together by the Corporate Services Manager, to assist with the development of the training plan for the coming year. In relation to the identification of further education training activity, it will be the responsibility of the SMT to consider training needs/priorities, within the budget available and having regard to the business needs of the Group.

5. The Role of the Manager in the process

It is acknowledged that personal development is self-driven. However we also recognise the important role line managers have in encouraging and supporting staff to take the initiative. Staff members are required to discuss with their line manager how the training event they wish to undertake would benefit the Group and themselves. It may be that the training would benefit other colleagues or individual employees, increasing their efficiency and therefore making them more valuable to the Group.

6. Sharing the knowledge with work colleagues

It is acknowledged that there is a lot of specialised knowledge held amongst the Group's staff that could be better shared across colleagues and the Group. This policy aims to encourage colleagues to share their knowledge and skills with one another and it is proposed that this will be built into the Group's forward training plan activity. Gaining diverse knowledge and skills from colleagues can also effectively help in enhancing people's career prospects and employability.

Staff who attend conferences or training courses are therefore expected to make training material available to work colleagues. Such material should be copied to the Association's Corporate Services Manager, who will arrange for a library of training resources (accessible to all staff) to be held on the Corporate Drive [here](#)

7. Recording development activities undertaken and delivered

All employees are expected to record of all their supported training/development undertaken throughout the year - by completing pre and post development activity form (see appendices 1 and 2). These forms will detail the training undertaken, cost and the extent to which the training has supported the employee's development. This form will be used by the line manager in both the 121 and appraisal processes and in monitoring and approving requests for training throughout the course of the year. The form will also be used by Corporate Services to record the training undertaken across the Group in the course of any year.

Pre-development forms (Appendix 1) should be completed before the activity is undertaken, and post-development forms (Appendix 2) must be completed and returned to Corporate Services no later than 2 working days after the activity took place.

All employees are encouraged to discuss their training and development needs with their line managers regularly throughout the year, instead of leaving such discussions to the appraisal meetings. This is partly because the training budget is usually set by

the time appraisals are undertaken, so the identification of new training and development needs might not be able to be funded if left until the appraisal interview takes place.

8. Vocational Training, Qualifications and Costs

If staff want to take part-time vocational courses directly relevant to their career, they should discuss this with their line manager and see what help we can provide.

For appropriate courses (such as those leading to technical or professional qualifications), the Group may provide up to 100% of the cost or fees. We will pay the fees directly to the educational organisation or institution.

Rules which apply to this funding:

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 staff to refund the full or part of the cost of fees (as outlined in the undertaking attached to the policy – see conditions of service document) if they voluntarily leave their employment within those 12 months, if they or the training institution prematurely ends the course or if they are dismissed during that period.

If an employee withdraws from a course, they will have to repay the fees on the basis of the paragraph above, unless:

- They give us written justification and we agree that they withdraw from the course; or
- They have had to withdraw due to long-term sickness, maternity leave or redundancy.

9. The link with the appraisal process

In order to prompt a meaningful discussion between the employee and their line manager, training and development needs have been incorporated into the Group's appraisal form and appraisers and employees should work together to ensure an appropriate level of focussed employee development, reflecting the priorities of the Group.

10. Link to coaching

Coaching is an important and effective way to develop an employee, but requires time and commitment on the part of the Coach and the employee. Where this is being considered, coaching should be accompanied by a proper plan and expected outcomes and is best undertaken by someone other than the staff member's direct line manager, and sometimes from someone out-with the organisation. Coaching can be provided via a range of organisations including FLAIR/SFHA/CiH, and should be discussed in the 1st instance with the employees line manager.

Appendix 1

Pre-development Activity Form



Please complete and return to Karen Devon prior to development commencing

Name and role :

Development Activity and format (Course, seminar, on-the job etc.) :

Date :

What do you need to learn from this activity? Please give clear results/objectives

How do you think this will help you/your team and the Group?

Location :			
Date(s) :		Total Cost:	
Approved by :		Date :	
Passed to Corporate Services	Booked	Confirmed to delegate	

The development activity should be discussed with your line manager at your next 121 or appraisal

Signature:	
Date:	
Form emailed to Karen Devon:	