

TRAINING POLICY

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LANARKSHIRE
HOUSING ASSOCIATION LTD



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TRAINING POLICY

(*Note Lanarkshire Housing Association hereinafter referred to as LHA)

1.0 INTRODUCTION

- 1.1 LHA recognises the national importance of promoting equal opportunities and is opposed to discrimination in any form, be it direct or indirect. This policy should therefore be read in conjunction with the Association's Equality & Diversity Policy Statement.

2.0 GENERAL

- 2.1 LHA positively encourages staff training at all levels as an important factor in career development which will lead to a more effective and efficient service, boost staff morale and benefit the Association.
- 2.2 Training will reflect a structured and constructive approach and will be carried out in order to promote good practice. Training sessions will place no unjustified conditions upon individuals which may prevent them from playing a full part.
- 2.3 This policy should also be read in conjunction with **Annex A** which outlines LHA's Staff Development Guidance. This guidance is aimed at raising corporate standards to the level of *Investor in People* status or its equivalent.

3.0 TRAINING NEEDS

- 3.1 The Chief Executive, Directors and Managers have an obligation to assess performance, review training requirements and ensure an appropriate training programme is implemented with a view to enhancing the efficiency and effectiveness of the service delivery.
- 3.2 The Chief Executive will take account of the needs of employees at all levels in recommending an overall Training Budget to the Committee on an annual basis.
- 3.3 The priorities will be as follows:
 - a) meet statutory requirements
 - b) promote a higher standard of public service
 - c) effective use of new technology
 - d) implement improvements in procedures

- e) enhance employees' skills

4.0 INTERNAL TRAINING, SEMINARS, SHORT COURSES AND CONFERENCES

- 4.1 Each new member of staff will receive planned vocational training from a supervising officer which will cover the general Internal Management Plan of LHA and specific procedures relating to the individual's job description. Where appropriate this will also involve a tour of the Association's developments.
- 4.2 All staff are encouraged to develop their skills through self learning. This can take a variety of forms such as reading relevant material, attendance at forum meetings, seminars, conferences, etc.
- 4.3 Specific internal training events may be arranged on broad issues such as Health and Safety at work, for which external agencies may be employed within the confines of the overall budget.
- 4.4 Attendance at seminars, conferences or short courses will be subject to the approval of the Chief Executive. If it is desirable for more than one staff member to attend an approved event at the same time, this will require to be approved by the Chief Executive.

5.0 FURTHER EDUCATION (DAY/BLOCK RELEASE LEADING TO FORMAL QUALIFICATIONS)

- 5.1 In accordance with the assessment of needs the Director may recommend, or an employee may request, the opportunity of professional training through further education on a day or block release basis.
- 5.2 Day or Block release courses, and other forms of appropriate professional education, leading to a relevant qualification may be granted with the approval of the Human Resources & Equality Sub Committee when it is in the interests of both LHA and the employee(s).
- 5.3 LHA will consider funding and allowing leave of absence for an approved course of study on the conditions noted under paragraph 6, subject to budget approval.

6.0 CONDITIONS

- 6.1 Course Fees - LHA will pay in full the prescribed course fee for a duly authorised course of study. This will also apply to subscriptions or any other fees payable to a professional body for the duration of the course of study.

- 6.2 Examination Fes – LHA will pay for all examination fees and up to a maximum of one re-sit examination fee, should it be required. Any subsequent fees required for further re-sits will become the employee’s liability.
- 6.3 Text Books - LHA will pay a maximum of £100 per academic year (subject to regular review) towards the purchase of essential text books and these will become the property of LHA and be retained in the registered office as part of an information library source. Staff members undergoing further education will normally purchase books and claim reimbursement by providing a receipt to the Finance Manager.
- 6.3 Travel allowance - LHA will fund the difference between the staff member’s travel to work cost and the cost of any additional travel to a further education establishment at a rate equivalent either (i) public transport costs **or** (ii) the standard fuel/petrol rate as approved by Committee, whichever is appropriate.
- 6.4 Study Leave - LHA will grant study leave on the basis of one day per exam, plus the day of the exam itself. In the event of exam re-sits due consideration will be given to an additional day’s leave at the discretion of the Director.
- 6.5 Repayment of Fees - LHA specifically expects staff who are undergoing sponsored further education to give a commitment to remain in LHA’s employment for at least three years after successful completion of a course.
- 6.6 In the event that a staff member cannot meet the obligation to remain in LHA’s employment for a period of three years post qualifying he/she will be required to repay course fees as follows:

Date of leaving LHA	Repay Fees
<i>within 1 year</i>	<i>100%</i>
<i>within 2 years</i>	<i>75%</i>
<i>within 3 years</i>	<i>50%</i>

- 6.7 Should the employee elect not to complete the duly authorised course of study for any reason, the employee will become liable to repay to LHA all course and exam fees already paid to the course provider.

7.0 MANAGEMENT COMMITTEE

- 7.1 As part of the membership review process the Committee members will be asked to consider realistic means of ensuring all members are afforded the opportunity of gaining experience, skills and knowledge through organized seminars, conferences etc. Expenses will be paid to members in accordance with separate policy guidelines.

- 7.3 Attendance at external courses and seminars will be encouraged through the monthly Management Committee Agenda which will contain information on relevant events and booking arrangements.
- 7.4 Additionally the Association will undertake regular in-house training for Committee members.
- 7.5 New Committee members will be strongly encouraged to attend available induction courses and to meet with the Chief Executive and senior staff members who will be expected to provide background information on operational methods and policies.
- 7.6 A Committee Members Handbook will be issued and kept up to date.
- 7.7 The Committee's role as an Employer will be backed up by external expert advice from appropriate consultants and affiliated bodies.
- 7.8 An appropriate budget will be formulated annually which reflects the assessed needs of Committee members' training.
- 7.9 Induction procedures. Refer to paragraph 8.2 below.
- 7.10 Committee members will be surveyed regularly in accordance with the membership policy in order to ascertain opinions on the committee's effectiveness.

8.0 INDUCTION PROCEDURES

- 8.1 *Employees.* The Staff induction programme is set out in the *Personnel Guidance System*. It is designed to ensure that new members of staff receive adequate help to adjust to their new working environment and familiarise them with working practices so they become integrated into the team and productive as soon as possible. The appropriate line manager will complete a new Employee Induction Form and checklist to record conclusion of the programme.
- 8.2 *Committee Members.* It is recognised that there can be particular difficulty for new members, especially those who are not familiar with the workings of a committee. For this reason LHA has adopted a separate procedure to cover an appropriate programme of induction for new members (refer to *Management Committee Induction Procedures*). The promotion of committee members' participation is also encouraged through formal and informal social events by way of occasional formal ceremonies as well as more relaxed informal gatherings, subject to budget constraints and guidance on good practice.

9.0 RECORDS AND REVIEW PROCEDURE

9.1 Records of attendance at courses, seminars, conferences etc. will be maintained by the Corporate Services Director and will report regularly on budget against actual spend.

This policy will be reviewed every three years or as required by legislation or other circumstances, subject to the approval of the Management Committee.

STAFF DEVELOPMENT GUIDANCE

In recognition of the importance of staff development in ensuring quality service delivery to clients and customers this guidance sets out the key “rights and responsibilities” of all staff in relation to staff development and training.

ALL managers and staff have an important role to play in ensuring effective staff development; each individual has both entitlements and responsibilities in conjunction with the Association’s Training Policy.

Training is identified as planned or structured activity or approach designed to help an individual or group of people to allow more effective performance and results.

Training clearly includes:-

- learning new tasks
- on the job development
- work groups
- department meetings
- inter departmental meetings
- shadowing to acquire new ideas and new skills
- reading material
- internal and external training courses
- networking

Training & Development programmes will be assessed to clarify if results achieve both the Association’s and the individual’s aims and objectives.

SENIOR MANAGERS COMMITMENT

As a manager you have a responsibility to the Association to:-

- demonstrate commitment to develop all staff to achieve our business objectives
- identify and support development needs of staff in accordance with individual and departmental service aims and objects
- allocate and manage resources for staff development (financial and human resources)

- evaluate the effectiveness of the staff development programme in consultation with Chief Executive
- undertake annual staff appraisal and carry out follow up interviews as required
- agree and review annual staff development plans
- assist in evaluating the effectiveness of staff development
- recognise the achievements and progress of staff

STAFF DEVELOPMENT COMMITMENT

- The Association will provide development and training to enable staff to carry out their role competently and confidently to fully develop potential
- An annual staff appraisal will incorporate a personal development review meeting. Training/development needs will form the basis for the annual staff development plan
- A Record of Professional and Personal Development (RPPD) will be recorded. A plan of RPPD will be drafted planning activities to help meet identified needs
- Staff may discuss their development with their manager on a regular basis
- Staff will be encouraged to suggest ideas and give feedback on staff development issues and activities
- Access to staff development/training opportunities will be encouraged subject to relevance to post(s) and to the service/delivery

RESPONSIBILITIES

ALL STAFF have a responsibility to:-

- play an active and positive part in their own staff development
- contribute to identifying training needs in line with the aims and objectives of the Association
- maintain records of participation in all forms of staff development activity for the purpose of reviewing and planning your development and training needs as part of the RPPD process

SENIOR STAFF have a responsibility for:-

- staff development within their department
- plan and organise induction programmes for new staff

- organisation of planning and co-ordinating staff development/training activities
- provide ongoing advice, information and support to staff in respect of their development needs
- disseminate information on staff development opportunities and encourage participation in appropriate events, courses and meetings

NEWLY APPOINTED STAFF

Newly appointed members of staff are entitled to:-

- a planned induction programme to help them settle in to the work environment and become effective in their job as quickly as possible

STAFF TRANSFERS/PROMOTIONS

- a planned induction programme which will be offered to staff to adapt to a new situation as quickly and effectively as possible

PRE AND POST TRAINING AND DEVELOPMENT

- Pre Training Questionnaire will be completed to establish what is expected from a particular course to meet development needs
- Post course questionnaires or follow up discussions after training will be implemented to assess and evaluate the link between training and development of performance

TRAINING BUDGETS

- Cost and benefits of Training and Development of Employees will be measured annually in order to evaluate the investment in training and development
- Achievements will be assessed to allow improvement in future effectiveness
- Budget for Training and Development will be reviewed annually to reflect Training and Development Policy

LANARKSHIRE HOUSING ASSOCIATION LIMITED
TRAINING & DEVELOPMENT PLAN

DEPARTMENT _____

BUSINESS OBJECTIVE	SKILL NEED/GAP	WHO NEEDS	HOW/ WHAT ACTION	WHEN BY	POSSIBLE COST	OUTCOME