



<b>Policy Name</b>	Training & Development Policy
<b>Policy Category</b>	Staffing
<b>Policy Number</b>	S10
<b>Date to Management Committee</b>	August 2021
<b>Previous Review</b>	August 2017
<b>Next Review Date</b>	August 2024
<b>Links to other Policies</b>	S20 Appraisal Policy and Procedure
<b>Consultation</b>	Staff, Committee

*This document will be made available in different languages and formats on request, including Braille and audio formats.*

## 1 INTRODUCTION

### Staff

It is recognised by the Association that the ongoing training of staff is an investment that the organisation should make in as structured and organised a way as possible in order to ensure that staff are fully equipped to carry out their day to day duties. The complexities of legislation and its regular changes require staff at all levels in the organisation to be up to date with relevant changes

### Committee

Similarly it is vital that the voluntary members of Management Committee are trained in order that they can fully carry out their statutory duties as Governing Body of the organisation. In the first instance members must be clear on their management responsibilities, with the objective being to develop knowledge beyond the minimum statutory

level and provide the Association with an informed and knowledgeable Governing Body that can apply control and clear direction.

## **2 RISKS**

The risk to the Association not investing in training and development of its staff would lead to the association having unskilled staff, stressed staff, high absence rate and high turnover of staff. Staff could be unmotivated and demoralised resulting in poor performance, poor customer service and unhappy customers.

The likelihood of this happening is low as the Association has been re-awarded Investors in People, targets, objectives and a training plan is set annually for every member of staff and progress is regularly reviewed. There is a dedicated training budget and a training plan. Personal development and further education is encouraged.

The risk to the Association of not investing in training for the Committee could result in poor Governance.

The likelihood of this happening is low as there is an Induction programme for all new members, training plan for all members and dedicated training budget for Committee Members.

## **3 AIMS AND OBJECTIVES OF THE POLICY**

- It is the primary aim of the Association to ensure that its staff and committee have the necessary skills to carry out their roles.
- In order to achieve the above, the Association will have a training budget and will use external and in-house training to ensure training needs are met. It will be the responsibility of the Senior Management Team (for staff) and Employment Sub Committee (for committee members) to ensure that the undernoted procedures are implemented and to ensure that staff and committee training needs are addressed.
- It will also be a specific aim of the training policy that the Senior Management Team will carry out an Annual Evaluation of staff's training requirements. This will be carried out as part of the Objective Setting Meetings which will be carried out annually. The Corporate Services / Compliance Officer will monitor and evaluate committee members training requirements.

## **4 PROCEDURES**

At the commencement of each financial year, the Association will allow for a staff and committee training budget to be included within the cash flow projection. The sum allocated will be based on a combination of historical spend and the training needs identified by the Senior Management Team and Employment Sub Committee.

Training will be delivered in a variety of ways:-

- i) In-house training
- ii) External training
- iii) Further Education

Further education will be evaluated on the basis of the organisation and individual's needs. The decision on whether a member of staff attends a Further Education course will be approved by the Employment Sub Committee based on recommendation from the Director.

## **5 TRAINING AVAILABILITY AND PUBLICITY**

All information received on training available will be made available to ALL members of staff and committee, including:

- a) half and one day events
- b) two or more day events
- c) conferences
- d) college/university vocational courses

Courses, etc available to Committee Members will in the first instance be summarised and recorded in the monthly correspondence report sent to all committee members and be tabled and recorded at Full Management Committee Meetings.

Courses, Seminars etc available to staff will be e-mailed to all staff, posted on the Staff Notice Board and discussed at Team Meetings and Staff Meetings.

### In-house Training

Where practicable tutors will be brought in to carry out training. There is the facility to set up an IT training suite within the office. Where appropriate training will be carried out by Knowes staff.

### External Training

Based on each member of staff and committee member's individual needs, external training will be provided by the following training agencies:

- SHARE
- SFHA
- Shelter
- CIH Scotland
- Legal Services Agency
- Employers in Voluntary Housing
- Other recognised training agencies

## **6. VOCATIONAL TRAINING/QUALIFICATIONS**

Employees wishing to pursue part-time vocational courses directly relevant to their career development with the Association will be given the opportunity to discuss and submit a request to the Director who will submit their request with a recommendation to the Employment Sub-Committee to agree any assistance which can be given.

At the Committee's discretion, appropriate courses (such as those leading to technical or professional qualifications) up to 100% financial assistance may be given with approved costs and fees.

The fees are to be regarded as a loan. The loan will be written off 12 months following the relevant course/examination. The Association will have a right to require the employee to refund the full or a proportion of the cost of fees (as outlined in the undertaking appended to this policy) where the employee voluntarily leaves employment within those 12 months, or where the employee or the training institution prematurely terminates their course or where the employee is dismissed summarily from their employment.

Withdrawal from a course will result in repayment of the fees paid unless:

- i) the employee, on presentation of written justification, has obtained the committee's agreement to withdrawal
- ii) the employee has had to withdraw due to long term sickness, maternity leave or redundancy.

Leave of absence with pay will be granted to employees to enable them to sit examinations for courses approved by the Employment Sub Committee. Such leave with pay will include the previous half day (where the examination itself lasts half a day) or the previous day (where the examination is over a full day). Request by employees to take Annual Leave around the time of examinations will be given priority and considered sympathetically.

## **7. PROFESSIONAL MEMBERSHIP FEES**

The Association will reimburse annual fees paid by employees for membership of professional institutions subject to the following criteria.

- a) Membership must be directly relevant to the work of the Association.
- b) Only one set of fees will be reimbursed where the employee is a member of more than one institution.
- c) Invoices and claims are to be submitted to and endorsed by the Finance Committee.

## **8. CONFERENCES**

Employment Sub Committee will agree committee delegates for annual conferences in line with budget provision. Director will agree staff delegates for annual conferences.

## **9. STAFF ANNUAL TRAINING REVIEWS**

The principal mechanism for identifying and agreeing training and development needs is through a regular training review process.

## **10. COMMITTEE REVIEW**

The Committee will undertake an annual performance review.

## **11. APPEAL PROCEDURE**

In the event that an employee is dissatisfied with a decision made regarding a training request, the first stage of appeal is to the Director. If the applicant is still dissatisfied, further appeal can be made to the Employment and General Purposes Sub Committee.

## **12. EQUALITIES COMMITMENT**

Knowes Housing Association Ltd is committed to tackling discrimination on the grounds of sexual or marital status, racial grounds or grounds of disability, age, sexual orientation, language, social origin or of other personal attributes, including beliefs or opinions such as religious beliefs or political opinions. To this end no person will be discriminated against through application of this policy.



**UNDERTAKING TO REPAY LOAN FOR PROFESSIONAL/VOCATIONAL  
TRAINING FEES**

I,....., in consideration of having been granted facilities in terms of the Association's Training & Development Policy to undertake an approved course of studies, do hereby agree and undertake to remain in the service of Knowes Housing Association for a period of 12 months following the completion of my course.

**Course Details**

**Course** .....

**Length of Course** .....

**Approximate Cost of Course** .....

In the event of my voluntarily leaving the employment of or being summarily dismissed before the expiry of the said minimum period, or of my terminating my studies before completing the course, or of the training institution terminating my studies because of my performance on the course I undertake to refund to Knowes Housing Association an amount proportional to the unexpired portion of the contracted minimum period of service calculated on the basis of all monies loaned to me in respect of the said course of studies by Knowes Housing Association.

I hereby agree that such sums as may be refundable by me in respect of the above undertaking may be deducted by my employer from salary or other payments due to me under my contract of employment and to pay back any balance due.

**Signed**..... **Date**.....

**Witnessed** ..... **(on behalf of Association)**

**Authorised at Management Committee Meeting held on** .....

**Chairperson/Secretary** .....