



53 Ballindalloch Drive, Glasgow G31 3DQ

ORGANISATIONAL TRAINING & DEVELOPMENT PLAN 2022/23

CA/MAY.22/REF P51



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www.milnbank.org.uk

A registered Scottish Charity No.SCO39891 Registered: Scottish Housing Regulator.
Registration No. HCB 161 SC Registered: Financial Conduct Authority - 1818 R(S).
Registered under the Co-operative and Community Benefit Societies Act 2014.





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Appendix C



53 Ballindalloch Drive, Glasgow G31 3DQ

TRAINING & DEVELOPMENT **POLICY 2022/23**

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1. INTRODUCTION

The purpose of this Policy is to ensure that all employees are equipped with the knowledge, skills and experience which will enable them to carry out their jobs to a competent standard. Milnbank Housing Association (MHA) recognises that its employees need to be equipped for changes which take place in their jobs due to new technology, new working practices and procedures within the Housing Sector. It also recognises that education and training play a valuable part in the development of personal potential. With these factors in mind, this policy is designed to be an integral part of the Staff Job Review process. The Objective of the policy is to ensure that training provided within the Association is planned, takes account of individual requirements, and is directed towards achieving the Association's business objectives in the most effective way.

2. STRATEGIC PERSPECTIVE

As outlined within the Business Plan 2020/23, MHA has a longstanding commitment to training and has supported a number of staff in achieving professional qualifications over the years, through our comprehensive Training & Development Policy which, when translated into practice, is a key element of providing Committee Members and Staff with the skills and knowledge necessary for the effective running of the Organisation. The primary purpose of the training function will be the foundation towards the ultimate realisation of the Association's Key Performance Indicators (KPI's). Consequently, in order to place this into a strategic context, the undernoted principles have been established: -

- The training provision will be focused on the specific needs of the Organisation identified through the Business Plan and its members which will be determined by the findings of a Training Needs Analysis (TNA) conducted annually.
- Personal Development Plans will be developed for staff who choose to be part of the formal job review process. Staff Development Reviews will be conducted no less than once per year and will be held in conjunction with regular workplace support sessions.
- An organisational Training & Development Plan shall be developed and reviewed on an annual basis.
- Training will be properly resourced through the availability of a detailed and categorised training budget, agreed annually by the Management Committee.
- All new members of staff and Committee will be required to undertake an induction programme on joining the Association. In recognition of MHA's commitment to young employees, through the

Investors in Young People accreditation, a tailored induction and work plan is implemented, upon commencement of employment, to support their learning. This induction will seek to familiarise individuals with the Organisation's purpose, objectives, policies and procedures and specifically, it will seek to explain how their role contributes to these.

- The training function will ultimately be the responsibility of the Corporate Services Manager. However, the Corporate Services Administrator deals with the operational aspect of the function. The effectiveness of it will be closely monitored by the Management Committee.

2. DEFINITION OF TRAINING

Training is defined as "*the action of teaching a person a particular skill or type of behaviour*" and MHA's commitment to providing training opportunities for anyone connected with the Organisation is to enhance their skills and knowledge for the benefit of the individual and equally, the Association. Types of training include: -

- Seminars and courses arranged by recognised training providers, or agencies involved with the Housing Association movement.
- Attendance at conferences of Organisations with an interest in housing related issues.
- Attendance at further education establishments in pursuit of formal academic qualifications.
- Training sessions arranged in-house on specific subject matters and/or the Association's own policy development and review schedules.

To facilitate a comprehensive range of training options, the Association affiliates to recognised training providers. For example, Scottish Housing Associations Resources for Education (SHARE).

The Agencies, which organise training seminars or briefing sessions, referred to above will normally be the Scottish Housing Regulator, Glasgow City Council, Scottish Housing Network or the Chartered Institute of Housing. However, the list of training providers and relevant agencies is not exhaustive and attendance at events arranged by others will be considered when appropriate.

It is acknowledged that attendance at conferences may be limited depending upon the number of places available, either by limits imposed, or financial constraints. In determining who should represent the Association:

- (a) The order of priority shall be Committee Members, then staff.

- (b) In the event of more delegates than places being available for conferences, the selection criteria shall be:
 - A ballot shall be held to determine attendance.
 - Members who are granted a Leave of Absence during the calendar year will not be eligible to attend.
- (c) Upon notification of Committee Members having to stand down and seek re-election to the Management Committee, participation in any training event or attendance at conferences will be dependent upon those members being re-elected.
- (d) For staff, attendance will form part of their agreed training and development plan.
- (e) Prior to any training/academic course being booked, the request must be approved by the relevant line manager in the first instance. Afterwards, details of the course should be sent to HR for approval. As HR are responsible for monitoring and recording the annual Training Budget spend, all bookings for Staff/Committee training must be undertaken by HR.

3. IDENTIFYING TRAINING NEEDS

Training needs are identified in four main areas:

- 1) Training to optimise the development of individuals
- 2) Initial on the job training, supplemented over a period with formal training to assist and encourage staff to perform their duties effectively
- 3) To update skills and knowledge of all employees
- 4) To ensure the Association's employees have the relevant skills required to achieve business goals and objectives.

4. TRAINING RESPONSIBILITIES

All members of staff have a responsibility to take the initiative in enquiring about training where they feel they have particular needs and to undertake any training that may be provided.

Line Managers are also responsible for ensuring their staff are adequately trained. This responsibility includes identifying training needs, accepting the need to release staff for any necessary off the job training or seminars and monitoring the effectiveness of training. If changes in working practices are planned, managers should consider whether fresh training needs are likely to arise. Details of forthcoming training events should be notified to staff as they are received.

Similarly, all Committee Members have a responsibility to play an active and positive part in their own development by undertaking an

annual skills audit, completing their learning logs and making a positive effort to attend in-house training/briefing sessions.

5. RESOURCING THE TRAINING FUNCTION

Given the priority, within the organisation, that appropriate training enjoys, the Management Committee is committed to ensuring that sufficient resources are made available in order that the function succeeds in enhancing the skills and knowledge of Committee Members and Staff. Consequently, a TNA will be prepared annually to inform the Committee's decision on an adequate training budget each financial year. This document will form the basis of the Organisational Training & Development Plan.

The provision of any costs related to academic study and/or fees pertaining to membership of professional bodies (e.g. The Chartered Institute of Housing, CIPD etc.) will be met by the Association. If an employee is a member of more than one professional institution, reimbursement is limited to the fee payable to the principal institution.

Access to formal academic study will only be permitted on completion of the relevant probationary period (if applicable) agreed by the Committee. Should an employee leave the course without adequate reason or leave MHA within the study year, he/she may be required to repay the year's fees. Where an employee terminates their employment with MHA within one year of completing the course, the Association will claim back 1/12th of the course cost each month worked afterwards.

All employees must be prepared to sign a standard Salary Deduction for Academic Study Agreement prior to the commencement of any formal academic study sponsored by the Association ([Appendix 1](#)).

Academic Study will normally take the form of evening courses. However, a request for attendance via day or block release will be assessed on an individual basis by the relevant line manager and Corporate Services Manager. It is recognised that day release is only likely to be granted in exceptional circumstances. In addition, no more than 2 members of staff shall be permitted to undertake further education on a day release basis at any given time. Time off to attend courses during working hours will be granted where there is a legal requirement for an employee to hold a relevant qualification.

6. RECORD OF TRAINING

Training records for all Staff and Committee are held in a central training and development folder updated and maintained by HR. To monitor the budget, monthly reports on the training spend are sent to HR from the Finance Assistant.

7. SUMMARY

MHA adopts a comprehensive approach to training and development. The Association will seek to have a well-informed, and knowledgeable Committee capable of dealing with all aspects of the Association's work together with dealing with the changing environment in which it operates. Furthermore, it will encourage and support the personal and career development of its staff and ensure an appropriate staff structure exists to deliver the Business Plan objectives. Therefore, the Training & Development Policy is regarded as an essential component in achieving the Association's goals.

8. REVIEW

The Training & Development Policy will be reviewed on an annual basis or as otherwise requested by the Management Committee.

9. DATA PROTECTION

MHA controls the personal information that we collect, this means that we are legally responsible for how we collect, hold and use personal information. It also means that we are required to comply with the General Data Protection Regulations (GDPR) when collecting, holding and using personal information.

SALARY DEDUCTION FOR ACADEMIC STUDY AGREEMENT

Name of Employee: _____

Course Details: _____

In line with the deductions clause set out in your Statement of Particulars of Employment, Milnbank Housing Association has the right to make the following deductions from your salary:

- a) The full cost if you withdraw from the course without adequate reasons
- b) The full cost if you terminate your employment within the study year
- c) Where you terminate your employment with MHA within one year of completing the course, the Association will claim back 1/12th of the course cost each month worked afterwards.

The deduction will take place no earlier than your next pay day (TBC) and will be for a, b or c highlighted above, although depending upon your circumstances, the Association may exercise their right to make a series of deductions on each subsequent pay day until the value of £(insert amount) is fully repaid.

Should you terminate employment while any outstanding amount remains, the Association reserves the right to recover the outstanding amount from your final salary.

This term of your employment is without prejudice to any deductions which may have to be made from your salary in accordance with a statutory requirement or court order, or which are made in consequences of a disciplinary decision against you, or which are in respect of any other contractual arrangements or any other arrangements authorised by you for payments of sums to third parties.

Your signature of this agreement confirms your understanding and authorisation of the aforementioned deductions being made from your salary for the reason(s) stipulated above.

Signed: _____ (HR Representative) Date: _____

Signed: _____ (MHA Employee) Date: _____