



Belmont House, 57 Belmont Road, Cambuslang, G72 8PG
www.wwhc.org.uk E: enquiries@wwhc.org.uk T: 0141 641 8628

Policy Name	Staff Training and Development Policy
Policy Author	Depute Director
Approved by Sub Committee	N/A
Approved by Management Committee	January 2022
Latest date of Next Review	January 2025

West Whitlawburn Housing Co-operative will provide this policy on request at no cost, in larger print, in Braille, in audio or other non-written format, and in a variety of languages. Please contact the office.



Registered with the Scottish Housing Regulator No. 203
Registered Charity No. SCO38737, VAT Registration No. 180223636
Registered society under the Co-operative and Community Benefit Societies Act 2014

1. Introduction

West Whitlawburn Housing Co-operative (WWHC) strives to support its employees' development, at the same time ensuring that such development is relevant and supports the Co-operative's business.

WWHC aims to develop a well-trained, flexible workforce who are able to achieve and perform to the required standards.

2. Policy principles

WWHC's Training and Development Policy aims to:

- Ensure fairness, clarity and consistency for all WWHC staff members.
- Provide a framework for ensuring that the business as well as employees benefit from development activities undertaken.
- Promote a culture of sharing knowledge and skills with work colleagues.
- Assist WWHC's staff members with their continuous professional development.
- Assist with development discussions between staff and their line managers during appraisals.
- Promote consideration of alternative methods of training to attending courses and conferences.

All training and development activities, including conferences, courses, self-learning, job shadowing, reading and self-guided learning, attending sessions run by WWHC colleagues, etc. are ways of receiving training and development. Staff are encouraged to consider various methods of training, in light of their suitability for the purpose and to suit individual preferences.

3. Training and Development Plan

Each year the Co-operative will put in place a staff training plan, detailing all of the training needs identified, which will be prioritised for implementation. The most effective way of meeting the training need, will be identified (in-house training, external course, appropriate reading, open learning, project based etc.) and detailed in the plan.

In developing the training plan, information will be gathered from:

- Business/Internal Management planning processes – when action plans to achieve business objectives are developed.
- Management Information Systems – monitoring of performance indicators.
- Performance appraisals and target review discussions.
- Succession Planning
- Legislative changes

Allowance in the training plan will also be made for critical incidents – unforeseen events, which could give rise to training needs.

The training plan is a fluid working document, which will be developed on an ongoing basis as various needs are identified.

In November of each year, the actual and projected content will be used as the basis for setting training budget, taking account of carry forward commitments (e.g. longer courses).

4. Induction

All new staff will be provided with induction packages and training tailored to their needs. Appropriate evaluation of induction training will be conducted by line managers/Director.

An induction programme where new staff have introductory discussions with each section head to gain an overview of the Co-operative's work will be in place.

5. Training Needs

When a training need is identified, the line manager will raise for inclusion with the Director who is responsible for maintaining the overall staff training plan.

Line Managers are responsible for identifying appropriate training and method of receiving the training.

If a course is required where there are no standard courses available, specific requests should be made and tailored training investigated as appropriate.

- Senior staff are responsible for identifying staff training needs for input to the training plan.
- The Director and Depute are responsible for identifying senior staff training needs, for input to the training plan.
- The Chairperson is responsible for identifying the Directors training needs, for input to the training plan.

Prioritisation of Training Needs

The Director/Chairperson will be responsible for prioritising training needs as follows:

- E:** Essential that the requirement is met in order to achieve business objectives. Essential that the requirement is met in order to achieve or maintain required standards of performance
- D:** Desirable
- P:** Personal development plan need identified, not business related

Training needs will then be prioritised within the overall training plan, depending on business requirements.

Training needs identified due to unforeseen incidents will be prioritised and

added to the plan.

6. Vocational Training/Qualifications

Where the Management Committee has approved support and attendance for such courses, in line with E.V.H. Condition of Service, the conditions detailed in the Conditions of Service shall apply, extract attached at **Appendix 1**.

Staff wishing to request such assistance will

- 6.1 Submit a written request to their line manager giving full details of relevance, outcomes and management of the process.
- 6.2 Line managers must then complete an additional report making a recommendation to the Director.
- 6.3 The Director will then submit such requests with recommendations to Management Committee for consideration.

7. Billy Hunter Training Budget

In recognition of the tremendous contribution of Billy Hunter to the Co-operative and his commitment to training and development, WWHC have a Billy Hunter Training Budget in his memory.

Applications for training/conference fees to be funded fully or partially by WWHC will be subject to availability of funds in the Billy Hunter Training budget.

8. Training Outcomes

The Co-operative aims to get good value from training and will review and evaluate training outcomes.

- Line managers will discuss with staff.
- The Director will discuss training outcomes with committee members.
- The staff training plan will be monitored monthly at senior staff meetings.
- The committee training plan will be monitored monthly at management committee meetings.
- Training records will be collated annually for reporting to the Director and Management Committee.

9. Sharing Knowledge

It is acknowledged that there is specialised knowledge held amongst WWHC's staff which could benefit colleagues and the business when shared.

This policy aims to encourage colleagues to share their knowledge and skills with each other.

Gaining diverse knowledge and skills from colleagues can also effectively

help in enhancing people's career prospects and employability.

Where required, staff members should aim to share their knowledge for the greater benefit of the staff group in a semi-formal, structured and prepared manner. Various items of refresher training can be covered in this manner and will be appended to monthly staff meetings as required.

A record of training delivered internally will be kept and used as part of the overall annual training assessment. Record of training and development delivered form – **Appendix 4.**

10. Performance Management

Appraisers and staff should work together in achieving a level of focused development, all of which should be driven by the staff appraisal system, which in turn should heavily reflect business priorities.

Formal performance and development reviews will be carried out every six months by line managers, (Chairperson will review Director annually) with the following objectives:

- 10.1 To discuss and agree personal job objectives and future priorities
- 10.2 To review past work performance
- 10.3 To discuss career development
- 10.4 To identify any training needs to help improve/maintain performance

These formal reviews are in addition to ongoing continuous performance appraisal, providing every day feedback and dealing with situations as they arise.

Line managers (Chairperson) will carry out performance and development reviews in line with the following procedure:

- Arrange review date and time, giving at least 1 weeks' notice
- Issue review points to be considered and discussed as attached.
- Record the agreed action plan outcome of the review and issue to staff member
- Agree date of next review
- Take follow up action as required

Action plan outcomes will be reviewed at the next performance and development

In order to prompt a meaningful discussion between the staff member and their line manager as well as to help achieving the targets set by this policy, information on staff training and development activities have been incorporated into WWHC's standard appraisal form, attached at **Appendix 2.**

11. Recording training

All staff should keep their own simple record of WWHC supported training/development carried out throughout the year.

Record of training and development undertaken form – **Appendix 3**

This will also be used by the relevant appraiser in performance management and monitoring and approving requests for training throughout the course of the year.

The training records will be collated annually by the Project Officer (Corporate Services) for reporting to the Director and Management Committee.

Committee training records will be maintained by the Project Officer (Corporate Services).

WWHC employees are encouraged to discuss their development with their line managers regularly throughout the year, rather than leaving such discussions to the appraisal meetings only.

12. Senior Officer Training and Development

The Scottish Housing Regulator Regulatory Standards of Governance and Financial Management requires that:

Regulatory Standard 6: The governing body and senior officers have the skills and knowledge they need to be effective.

Guiding Standard 6.7 :The governing body is satisfied that the senior officer has the necessary skills and knowledge to do his/her job. The governing body sets the senior officer's objectives, oversees performance, ensures annual performance appraisal and requires continuous professional development.

It is for the Chairperson and Director to discuss and agree training needs as part of the annual appraisal process with the Director reporting back to the Chairperson/Management Committee.

13. Review

This policy will be monitored annually and reviewed at least every 3 years.

:

Terms and Conditions of Service (Extract)
Appendix 1

B 4

Training and development

1. General

We are fully committed to developing all of our employees. Through the regular appraisals, you will be aware of how your work as an individual contributes to the organisation achieving our overall aims. We will encourage you to carry out training which relates directly to your work and career so you can improve your job performance and the service we provide.

You should read the full policy statement.

2. Vocational training and qualifications

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

2.1 For appropriate courses (such as those leading to technical or professional qualifications), we can 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 you to refund the full or part of the cost of fees (as outlined in the undertaking attached to this policy) if you voluntarily leave your employment within those 12 months, if you or the training institution prematurely ends your course or if you are dismissed during that period.

If you withdraw from a course, you will have to repay the fees on the basis of 2.1 above, unless:

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

2.2 We will give you paid leave to sit examinations for courses approved by the Management Committee. This leave with pay will include the previous half-day (if the examination lasts half a day) or the previous

day (if the examination is over a full day).

If you ask to take annual leave around the time of examinations, we will give this priority and consider your request sympathetically.

3. Professional membership fees

We may refund annual fees you pay for membership of professional institutions depending on the following conditions.

- Your membership must be directly relevant to your job
- We will only refund one set of fees if you are a member of more than one institution.
- You will need to give us receipts for the fees.
- We will make payments after tax.

Undertaking to repay a loan for professional or vocational training fees

I, _____, agree that I will continue working for you, West Whitlawburn Housing Co-operative, for 12 months after completing any course you have paid the fees for.

If I leave your employment or am dismissed before the end of 12 months after completing the course or if I leave the course (or the institution makes me leave), I will refund you an amount to cover the period of service I would be due to work. This will be worked out using all money loaned to me for the course of studies.

I agree that you may take any amount I owe from my salary or other payments due to me under my contract of employment.

Signed _____

Date _____

**West Whitlawburn Housing Co-operative Limited
Appendix 2**

Staff Appraisal Form: Team

Name: _____

Date of Appraisal: _____ Date form to be returned: _____

Reference Period: From _____ To _____

Please take time to complete this form prior to your appraisal date. The appraisal meeting is a constructive two way discussion between you and your line manager based on the last period's objectives and your overall performance over the period. The purpose of your appraisal is to help your development within the organisation.

All of the points will be discussed with your line manager at your appraisal meeting.

1. Roles and Responsibilities		
Please describe your main duties and responsibilities you have in the day to day activities in your role as well as the standards of performance required from you, as you understand them.		
2. Targets and Objectives		
Please list your main targets and objectives as agreed at your catch up meetings and comment on how you feel you performed against these. Comment on whether targets and objectives were achieved, partly achieved or not achieved. Comment on what things you have done well in your job and what things you could have done better.		
Target\Objective	Comments	Manager's Comments
3. Feedback for Line Manager, Difficulties and Obstacles		
List any difficulties you have encountered in your job and how you could be helped to do the job better. (This could be with the job itself, equipment, other staff, your line manager, other managers etc.).		
Feedback for line manager :		

--

4. Wellbeing

Please make any comments on your own wellbeing over the period and in general that you **wish to share** in confidence with your line manager.
What about your wellbeing during the reference period, in particular in relation to your work? Is there anything you want to discuss?

5. Team Working

Please list how you may have helped your team improve over the period.

Do you think the way the team works can be improved in any way?

6. Your Overall Performance

Please list below the main skills and competencies you feel you require to perform your role within the organisation and comment on your actual performance against them. If you feel there is room for development, try to think about any form of training and support that could help you do this.

Skills\Competency Required	Fully Effective	Room for Development	Training\Support requirement

7. Career and Personal Development

Please list/attach all training or learning events you have attended in the reference period. Have you had the opportunity to learn new things?

What do you hope to achieve over the next six months in your job? Please highlight any learning you would like to help you in your career development and how you would like this training to take place.

8. Employee's Overall Comments

Manager's Overall Comments

Appraiser's Signature Date

Appraisee's Signature Date

**Record of training and development undertaken
Appendix 3**

Employee's name

Covering period from *month year* to *month year*

Dates	What did you do and why?	What was the method of the training/development?	How did 1) you and 2) business benefit from this?	How have/will you use this? Any further action?

Record of internal training and development delivered
Appendix 4

Covering period from *month year* to *month year*

Date	What event/activity did you organise for your colleagues?	Who was involved?	How did the colleagues and the business benefit?	Any further training needs identified?

Equality and Diversity Compliant	Yes
Equality Impact Assessment required	No issues identified
Data Protection (GDPR) compliant	Yes
Health & Safety compliant	Yes
Training requirements	Highlighted at staff meeting
Regulatory Framework Assurance Information Bank Updated	GS 6.7
Policy Implementation	
Reporting arrangements Management Committee	Annual out turn report – overall Director report – appraisal process
Policy register updated	
Published on Website	
Publicity material issued	N/A
Related Policies	Staff terms and conditions