

TRAINING & DEVELOPMENT POLICY

APPROVED BY HHP BOARD:

EFFECTIVE DATE:



hebridean housing
partnership

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INTRODUCTION

- 1.1 This policy applies to all employees of Hebridean Housing Partnership.
- 1.2 It also applies to our Board Members, who will contribute to the identification of their training needs and participate in training as set out in the Code of Conduct for Board Members.

AIMS

- 2.1 One of our strategic goals is to be a good employer that attracts and retains high quality staff, we recognise the importance of training and development. Staff are our most valuable asset and are key to the delivery of a high quality service to our tenants.
- 2.2 The aim of this policy is to have a clear and consistent approach to training and development, which will maximise employees' personal and career development opportunities and enhance our Board Members skill set. This will in turn help us to meet our goals and maximise our performance.

POLICY PRINCIPLES

- 3.1 We are committed to the training and development of all our employees and Board Members. We will positively encourage equal access to training and development.
- 3.2 We are committed to the principles of lifelong learning and recognise that in times of change, the adaptability and flexibility of the workforce will help determine whether we thrive or fail. We will strive to:
 - offer consistently high quality and appropriate learning opportunities;
 - promote equality and widening of access to training and development opportunities;
 - increase the use of e-learning and opportunities to learn on-line;
 - Seek out news effective methods and forms of learning;
 - Prepare and deliver a well-planned out, organised and efficient training plan which will be within the training budgets;
 - seek opportunities to work with local training providers and the UHI North, West and Hebrides to provide training, where appropriate; and
 - work in partnership with other local agencies to develop the young workforce throughout the Outer Hebrides.
- 3.3 Training and development will be used as a means of supporting change and improving quality. It is important that the training and development of staff is considered as a

key tool for staff retention and also for the upskilling of individuals in preparation for moving into other roles, should such opportunities arise.

STAFF TRAINING PLAN

- 4.1 A rolling five year Training Plan will define how staff training needs will be met, the cost and how it links with the delivery of our strategic goals.
- 4.2 Our training needs are identified as a result of:
 - statutory requirements;
 - contractual requirements;
 - staff appraisals; or
 - discussions between the People Development Officer and individual Managers to establish where training and development could assist each section in achieving their objectives as set out in the Business Plan.
- 4.3 Responsibility for assessing an individual employee's training needs rests with their Line Manager and the Chairperson is responsible for the Chief Executive's assessment.
- 4.4 The Training Plan also takes into account training required as a result of contractual obligations. Such professional qualifications and the resulting Continuing Professional Development (CPD) requirements will be prioritised to ensure employees who have an increment bar placed on their salary scale can begin working towards their required qualification as soon as possible.
- 4.5 Progress towards meeting our training needs will be reviewed at Managers meeting on a quarterly basis.
- 4.6 The Training Plan will provide opportunities for employees to gain qualifications relevant to their role and allows for employee shadowing and coaching. It makes provision for a number of employees, across different departments, to pursue and obtain professional qualifications.
- 4.7 The Training Plan will be delivered through a mix of internal and external trainers. We want to continue to harness the skills, knowledge and experience of existing employees and ensure this is shared across the workforce. In some areas however, it will be essential that we use an external specialist to deliver training. This mix should ensure we receive training of the highest quality, whilst remaining cost effective.
- 4.8 As more training providers look to facilitate online and digital learning, we will continue to use this training method to maximise training opportunities

- 4.9 The People Development Officer will work to ensure feedback is collated and report to Executive team quarterly on the impact and effectiveness of training delivered.
- 4.10 Budgetary responsibility for training overall rests with the Chief Executive.
- 4.11 Responsibility for delivery of the Training Plan rests with the Chief Executive.

BOARD TRAINING PLAN

- 5.1 The Board Training Plan will support the requirement for the Board to contain the breadth of skills and knowledge required to make informed decisions on behalf of the organisation and tenants.
- 5.2 Board training needs are identified as a result of:
 - statutory requirements;
 - contractual requirements;
 - staff appraisals; or
 - Training needs analysis
 - Skill Gap analysis.
- 5.3 It is the responsibility of the Company Secretary to ensure that the Board receives adequate training.
- 5.4 All research and administration relating to the Training Needs Analysis process will be carried out by the Executive Office Team.
- 5.5 Budgetary responsibility for Board training rests with the Chief Executive

INDUCTION TRAINING

- 6.1 All newly recruited employees will receive general induction training. This will include:
 - an introduction to social housing;
 - an introduction to Hebridean Housing Partnership;
 - a shadowing opportunity with departments other than their own; and
 - refresher induction training provided by the People Development Officer six months after their employment start date.

- 6.2 All employees newly recruited or transferred between departments will receive:
- a detailed introduction to their own department as determined by their Line Manager
 - refresher induction training provided by the People Development Officer six months after their employment start date.
- 6.4 All new Board Members will receive induction training. This will include:
- HHP's aims & objectives;
 - The role of the Board, Committees & Working Groups;
 - Code of Conduct for Board Members;
 - Decision Time;
 - Disclosure of Interest; and
 - Payments & Benefits
- 6.5 The Recruitment policy should ensure that when a new employee is recruited, they have the necessary skills to perform the duties of the post effectively. However, we recognise skills need to be sharpened so all employees will have their training needs assessed regularly at 1 to 1's and their annual appraisal.
- 6.6 All employees will receive annual mandatory online training in Health & Safety. It is the responsibility of the employee to ensure that this is kept up to date and the responsibility of Line Managers to oversee the training and ensure it is undertaken.

EMPLOYEE PERFORMANCE APPRAISAL

- 7.1 An effective Performance Appraisal process is critical to both employees and managers.
- 7.2 Our Performance Appraisal takes place in two ways:
- a) Monthly One to One's
 - b) Annual appraisal
- 7.3 The outcome of an employee Performance Appraisal will be documented and once it is agreed by both employee and Line Manager, it will be recorded on the online HR system. This includes any objectives and/or deliverables which will be agreed upon. A key part of the appraisal will be reviewing how the job competencies have been achieved over the past year.
- 7.4 Following on from the annual Performance Appraisal, there will be monthly one to ones; four of which are used to review progress on the objectives and deliverables, in line with the quarterly reporting to the Board on progress of the Business Plan.

PERSONAL DEVELOPMENT

- 8.1 All employees should:
- take responsibility for their own personal development;
 - participate in the employee Performance Appraisal process;
 - identify their strengths and weaknesses and how they can build on these;
 - set themselves clear, achievable and realistic, yet challenging, objectives to work towards as part of their personal development;
 - consider the needs of their team, as well as the wider organisation and our tenants when creating personal objectives; and
 - ensure they develop the skills required to achieve their objectives and deliverables as set out in their Performance Appraisal.
- 8.2 As part of our commitment to equal opportunities, we will ensure that staff and Board Member undertake awareness training every 3 years in relation to disadvantaged groups and groups with protected characteristics.

MANGEMENT RESPONSIBILITES

- 9.1 Managers have a responsibility to ensure appropriate training and development opportunities are made available to all employees.
- 9.2 Managers should:
- make arrangements for the employee Performance Appraisal and subsequent one to one reviews in a timeous and organised manner ;
 - involve employees in identifying their own development needs and assist them in identifying their own strengths and weaknesses;
 - ensure that employee objectives and deliverables are clear, relevant and achievable;
 - balance the needs of the Partnership with the aspirations of individual employees; and
- 9.3 All training and development needs should be jointly agreed by employees and Managers.
- 9.4 Any training and development needs that are identified must be communicated to the People Development Officer.

- 9.5 There will be occasions where the budget is insufficient to deliver all the training needs in one year. Executive Team in discussion with Managers will agree which training needs should be prioritised and advise the People Development Officer.

PROFESSIONAL MEMBERSHIP FEES

- 10.1 Our Expense Policy details the arrangements for payment of membership of professional institutions.

FURTHER EDUCATION AND VOCATIONAL TRAINING

- 11.1 Employees will be encouraged to consider a range of training and development opportunities, such as:
- internal training;
 - external training courses;
 - mentoring and coaching;
 - conferences and seminars;
 - vocational qualifications; or
 - further education qualifications.
- 11.2 Employees wishing to pursue a part time vocational qualification directly relevant to their career development with the Partnership will be given the opportunity to discuss with their Line Manager whether any assistance can be given.
- 11.3 Attendance on further education courses will be at the recommendation of their Line Manager and the Executive Team.
- 11.4 In order to qualify for any of the financial assistance, it will be necessary for an employee to complete a Training & Development Agreement Form (Appendix 2) and gain their Line Manager and Directors' authorisation for the course and dates of study.
- 11.5 Continuity of any financial assistance will be subject to satisfactory performance on the part of the employee concerned.
- 11.6 Attendance at any course of study will be subject to the needs of the service. An employee may have to reschedule attendance if service delivery provision will be affected.
- 11.7 All fees paid by the Partnership towards professional, vocational or further education qualifications are investments in our employees. Should an employee resign from their position within 36 months (12 months for graduate trainees) following completion of

the relevant course and/or examination, HHP reserve the right to recover this investment from the employee.

- 11.8 We have the right to require an employee to refund the full, or a proportional, amount of the cost of fees where the employee voluntarily leaves their employment or is dismissed from their employment within those 36 months.
- 11.9 Likewise, if an employee is dismissed from the course of study by the training provider due to poor performance or behaviour, the employee will be liable to refund the full cost of fees.
- 11.10 Should an employee wish to withdraw from a course of study, they may apply to the Chief Executive, providing written justification for their reasons. This will be treated in confidence, and it will be at the Chief Executive's discretion if permission will be granted. If so, there will be no requirement to refund fees paid. This will only be in exceptional circumstances.
- 11.11 Where financial assistance has been given for the full purchase cost of reference books or materials, these will become property of the Partnership.
- 11.12 Employees undertaking examinations related to approved qualifications will be granted leave of absence with pay in accordance with the Special Leave policy.
- 11.13 Where an employee finds it necessary to re-sit an examination, Special Leave will not apply.

LEARNING OPPORTUNITIES FOR YOUNG PEOPLE

- 12.1 We are committed to providing learning opportunities for young people of the Outer Hebrides as outlined in our Apprenticeship Scheme.
- 12.2 We understand that apprenticeships provide young people and others wishing to re-train with the opportunity to study towards a nationally recognised qualification while gaining hands-on experience of the housing sector through on-the-job training.
- 12.3 A Modern Apprentice may take time off during working hours in order to work towards their qualification units and meet with their assessor or learning provider to discuss their qualification. The amount of time that will be permitted will be agreed when qualification units are being selected with their Line Manager and Executive Office, before their qualification commences.
- 12.6 We will work with our contractors to promote the provision of apprenticeship opportunities within their organisations.

- 12.7 We will establish a connection with local schools and provide training to students at secondary school level.

TRAINING & DEVELOPMENT MONITORING

- 13.1 In order to assess the impact of training and development opportunities and improve future effectiveness, we will:
- continually review employee training requirements through the Performance Appraisal process;
 - establish in advance the anticipated benefits of training;
 - undertake post training evaluation; and
 - assess the contribution of training and development to the achievement of the goals set out in the Business Plan and our overall performance.
- 13.2 The Board will receive an annual report on expenditure of training budget, an evaluation of the outcomes of the Training Plan and how completed training has contributed towards achievement of Business Plan objectives. This information will be provided to Executive Team on a quarterly basis.

RELATED POLICIES & PROCEDURES

- 14.1 The following policies and procedures are referenced as part of this Policy:
- Special Leave Policy
 - Staff Expenses Policy
 - Board Expenses Policy
 - Grievance Procedure
 - Code of Conduct for Board Members
 - Apprenticeship Scheme

REVIEW

- 15.1 The Board will review the Policy every three years.

INTERPRETATIONS & ABBREVIATIONS

The following interpretation and abbreviations are used in this policy:

WORD	INTERPRETATION
<i>HHP or Partnership</i>	Hebridean Housing Partnership
<i>Board</i>	Means the Board of the Hebridean Housing Partnership
<i>Board Members</i>	All Members of the Board including co-opted Members
<i>Executive Team</i>	The Chief Executive, Director of Operations, Director of Finance & Corporate Services
<i>Director</i>	Director of Operations, Director of Finance & Corporate Services
<i>Management Team</i>	All Managers of HHP
All references to the masculine gender in this policy shall read as equally applicable to the feminine gender	



HHP is a registered society under the Co-operative and Community Benefit Societies Act 2014, Registered Number: 2644R(S), Registered Office: Creed Court, Gleann Seileach Business Park, Willowglen Road, Stornoway, Isle of Lewis HS1 2QP. It is a charity registered in Scotland, Charity Number: SC035767, registered as Registered Social Landlord with the Scottish Housing Regulator, Registration Number: 359 and registered as a Property Factor, Registration Number PF000183

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