

CLYDESDALE HOUSING ASSOCIATION LIMITED

Policy: Learning and Development Policy

Date: 28/09/22

Lead Officer: Chief Executive

Review Date: 24/09/25

Regulatory Standard **Standard 4 & 6:**

Standard 4 - The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.

4.1 The governing body ensures it receives good quality information and advice from staff and, where necessary, expert independent advisers, that is timely and appropriate to its strategic role and decisions. The governing body is able to evidence any of its decisions.

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

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.

Clydesdale Housing Association will provide this policy on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages.



1. Introduction

Clydesdale Housing Association (the Association) is committed to excellence in people development in order to improve how we work and achieve excellence.

The Association aims to create a culture of learning and development (L & D) throughout where individuals take responsibility in partnership with the Association for their L & D needs. The Association recognises the need to develop its people so that they are fully equipped to deliver our business objectives; both now and however they may change in the future.

The Association recognises that effective learning and development offers benefits to the individual and the Association as a whole, which ultimately contribute to the achievements of the Association's objectives. These benefits include:

- Higher standards of work performance
- Greater understanding and appreciation of factors affecting work performance
- Sharing of ideas and dissemination of good practice
- Effective management and implementation of change
- Encouragement of team spirit
- Increased motivation and job satisfaction for the individual
- Greater understanding of the Association's business

2. Policy Principles

The Association aims to ensure that:

- Stated objectives are met
- Career development is provided for all
- Development needs are identified as part of the business planning process and reviewed regularly
- Each member of staff understands what his or her work role involves
- Each person is developed to enable them to achieve their work objectives
- Staff are prepared and equipped to deal with changes in the Association
- Each individual is encouraged to develop his or her potential

3. Policy aims

The Association's L & D policy aims to:

- Ensure fairness, clarity and consistency for all Association 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 Association staff members with their continuous professional development.
- Assist a development discussion between staff and their line managers during appraisals.
- Promote consideration of alternative learning methods

4. Policy Objectives

To ensure that the Association has people with the appropriate knowledge, skills and behaviours to meet its business objectives in both the short and longer term and to allow our people to achieve their potential and career aspirations.

5. What counts towards training and self-development

L & D can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. It encompasses a range of activities including, for example, involvement in various projects, attendance at L & D courses, work shadowing, formal study, coaching and mentoring.

The Association believes that L & D is a continuous process. There is an expectation that staff will keep abreast of developments within their own area of expertise, and all staff are encouraged to undertake development activities throughout their working lives.

6. The role of the line manager

The Association's approach to the provision of L & D is to consider the development needs identified and how these should be met. This is in line with our definition of L & D, focusing attention on the activities that add value to the business, enabling the Association to meet its strategic objectives.

The responsibility for identifying L & D needs and carrying out the agreed L & D activity is shared between the line manager and staff. The Association will encourage and support appropriate L & D. Reasonable time and financial support may be allocated.

Line managers are responsible for providing support and guidance in relation to the L & D of those reporting to them, particularly in relation to the identification of L & D needs and making sure that appropriate action can be taken as a result.

Each member of staff is expected and encouraged to take ownership and responsibility for their personal L & D needs in relation to their work, within the framework of support provided by the Association. This includes analysing one's own skills, aptitudes and potential development needs, as well as having a positive attitude and proactive approach to L & D.

The Association is committed to the creation of L & D opportunities for all staff, and will work to ensure equality of opportunity across all L & D activity.

The Association will monitor and evaluate L & D activity so as to continually learn and improve provision. All staff are expected to participate in the evaluation of L & D.

The Association's L & D policy provides the framework within which decisions can be made and supported with regard to the development of individuals and groups within the organisation.

7. Budgets

Applications for L & D fees to be subsidised fully or partially by the Association will be subject to availability of funds in the budget and relevance to Business Plan objectives.

8. Sharing the knowledge

It is acknowledged that there is a lot of specialised knowledge held amongst the Association's staff that could better benefit colleagues and the business were it to be 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.

9. Recording training

All staff should keep their own simple record of the Association's supported training/development tackled throughout the year. Forms are provided to complement this policy/included in the appraisal document. This will also be used by the relevant appraiser in monitoring and approving requests for training throughout the course of the year. Staff are encouraged to discuss their development with their line managers regularly throughout the year, rather than leaving such discussions to the appraisal meetings only.

10. The appraisal processes

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, the targets for training and development activities have been incorporated into the Association's appraisal form. Appraisers and staff should work together in achieving this level of focussed development – all of which should be driven by the staff appraisal system, which in turn should heavily reflect business priorities.

11. Coaching

Coaching is the highest form of internal training/support. It should not be discounted but it should not be entered into glibly. Where contemplated it should be accompanied by a proper plan and expected outcomes and is best led by someone other than the staff member's direct line manager (though it is subject to the line manager's approval).

12. Links with other Policies and Plans

The L & D Policy forms part of a group of performance management policies and plans as follows:

- The Recruitment and Selection Policy and Procedures;
- Diversity and Equality Policy;
- The Performance Management Policy;
- The Staff Appraisal Policy;
- The Business Plan.

13. Policy Review

This Policy and associated procedures, will be reviewed every three years or sooner in the event of changes in legislation, organisational structure or other material reason.

Approved by the Committee of Management on:	
Signed:	Signed:
Secretary/Chairperson	Senior Staff Member