



Group Staff Learning & Development Policy

Approved: March 2024
V.02 (Code: Staff 09)

Shettleston Housing Group

Shettleston Housing Group (SHG) comprises:

Parent

Shettleston Housing Association Limited (SHA)

- Registered Scottish Charity, No. SC036687
- Registered with the Scottish Housing Regulator under the Housing (Scotland) Act 2010, No. 183
- Registered under the Co-operative and Community Benefits Act 2014, Registered No. SP1884RS
- Property Factor Registered No. PF000226
- Authorised by the Financial Conduct Authority, No. FRN730115

Subsidiary Companies

Upkeep Shettleston Community Enterprise Limited (Upkeep)

- Company Registration No. SC277511 (Scotland)

East End Housing Development Company Limited (EEHDC)

- Company Registration No. SC293302 (Scotland)

Our Vision, Mission Statement and Values

Vision Statement

'Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life chances.'

This statement is the foundation for SHG's commitment to its residents and the communities they live in.

This commitment is also demonstrated in SHG's values which were agreed following discussions with the Management Board and Staff. These values are fundamental to how we carry out our day-to-day activities.

Our values are:

- ♦ Customer service
- ♦ Teamwork
- ♦ Make a difference in the community
- ♦ Fairness

Equality & Diversity Statement

We will ensure that this policy is applied fairly and consistently. In implementing this policy, we will not directly or indirectly discriminate against any person or group of people because of their race, religion/faith, gender, disability, age, sexual orientation or any other grounds. Our commitment to equal opportunities and fairness will apply irrespective of factors such as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, or other personal attributes.

This policy and any other SHG publications is available in other formats e.g. other languages, Braille, large print, audio.

Group Staff Learning and Development Policy

1. Introduction

1.1 Shettleston Housing Group (SHG) committed to the development and nurturing of the skills and abilities of individual staff. The Group takes the view that through such development it will be better able to serve the needs of its customers and the wider community it seeks to serve.

1.2 SHG is committed to the professional and personal development of all our staff and Board members and will encourage them to build knowledge, skills and behaviours to enable them to perform their role effectively and maximise their contribution to the success of the organisation.

2. Aims of the Policy

2.1 This policy aims to:

- Ensure fairness, clarity and consistency of Learning and Development (L&D) opportunities for all staff in accordance with SHG Equality and Diversity Policy.
- Promote a culture of sharing knowledge and skills between colleagues and peers.
- Develop the full potential of individual members of staff, particularly those who have had less opportunity to gain formal qualifications and those who require to develop further knowledge and skills appropriate to their post.
- Ensure staff learning and development are underpinned by our commitment to continuous improvement and learning through the annual staff appraisals.
- Support staff in pursuing continuous professional development which enhances their ability to carry out their responsibilities and/or supports their career development.
- Ensure that training and development is used to support a process of succession planning to prepare the organisation for changes in leadership.
- Ensure that talent from within our own organisation is identified, nurtured, and retained to prevent loss through turnover and recruitment from elsewhere.

3. Responsibilities

3.1 SHG believes that staff development is the most effective when the individual takes responsibility for identifying any opportunities or potential for self-development which will enhance work performance through increased skills and knowledge.

- 3.2** It is acknowledged that personal development is self-driven however we also recognise a motivational role of Line Managers who should encourage staff to take the initiative. Line Managers can help by assisting staff members to identify learning and development needs and ensure that they review these with staff members on a regular basis. This should be captured within the annual appraisal document and through regular 1-2-1 meetings.
- 3.3** All staff members are responsible for attending and completing learning and development activities as required.
- 3.4** The Corporate Services Team will facilitate the following in relation to Learning and Development activities:
- Manage the centralised budget for L&D and ensure consistent allocation.
 - Provide an effective administration service which maintains records in accordance with legislation and good practice.
 - Co-ordinate and book L&D activities, ensuring they are in line with agreed budget provisions.
 - Co-ordinate the evaluation of all L&D activity.
 - Provide feedback to external providers on learning experiences and effectiveness.
 - Develop and maintain the Learning Management System (LMS) IHASCO.

4. Staff Appraisals and Training Plans

- 4.1** The appraisal process is designed to identify L&D requirements for staff members and create an individual Training Plan for each staff member.
- 4.2** S.M.A.R.T objectives aligned to SHG's strategic objectives should be set for each staff member and used to assess the performance of staff members throughout the year.
- 4.3** Progress of Individual Training Plans and objectives set should be reviewed throughout the year.

5. Induction Training

- 5.1** All new members of SHG will undergo a comprehensive Induction Programme.
- 5.2** A wide-ranging Induction checklist has been developed and forms the basis of the induction programme the new start will complete in the first few weeks of employment. On completion the checklist will be signed by the staff member, the Corporate Services Manager and relevant manager and will be retained within the personnel file.
- 5.3** The Staff Handbook will be included as part of the Induction Programme.

6. Methods of Training

- 6.1** We recognise that individual learning styles will be different and that individuals learn in a variety of different ways. We recognise that development and training activity will include more than just attendance at paid for external courses and includes any expenditure of time and other resources on specific activities (e.g. informal on-the-job training including coaching and shadowing, attendance at conferences and networking events, e-learning and in-house briefings on a particular issue) that is aimed at ensuring that all members' learning and development needs are met.
- 6.2** We will encourage our staff to share their knowledge for the greater benefit of the group. Gaining knowledge and skills from colleagues/peers encourages the development of a coaching culture and can also help to enhance career prospects and employability.

7. Professional Qualifications and Subscriptions

- 7.1** SHG will re-imburse annual fees for membership of professional bodies in line with EVH Terms and Conditions.
- 7.2** Requests for specific professional qualifications will be reviewed and assessed as part of the appraisal and budget setting processes. Requests from staff members should be supported by their line manager and the benefits to the organisation and individual summarised on the appraisal documentation.
- 7.3** Members of staff receiving support from SHG in relation to formal qualifications do so on the understanding that assistance is conditional upon:
- Satisfactory attendance and performance on the course of study
 - Holiday leave is taken in those periods which correspond to holidays at the institute providing the course.
 - In the event of not achieving a pass in the examination(s) then any resit is at the staff member's own expense and time.
 - Undertaking the normal weekly workload associated with their post.

8. Reimbursement of fees for formal qualifications

- 8.1** Where a staff member leaves the organisation prior to completing the course, or within two years of completing the course they may be liable to pay back costs as follows:
- Staff member leaves prior to the completion of the course of study – 100% repaid.
 - Staff member leaves within one year of completion of the course of study – 100% repaid.
 - Staff member leaves between one and two years of completion – 50% repaid.

- 8.2** Outstanding course fees may be deducted from any final salary payment due or over an agreed timescale.
- 8.3** Where a staff member is required to undertake a course of study which the organisation requires them to do to meet legislative/regulatory requirements, the staff member will not be required to refund course fees.

9. Monitoring and Evaluation

- 9.1** We are committed to monitoring and evaluating the effectiveness and outcome of L&D activities and the resources that have been invested in it.
- 9.2** All learning and development activity will be evaluated to ensure that appropriate development activity had been undertaken.
- 9.3** Evaluation information will be used to review and improve the quality of the L&D activity.
- 9.4** Evaluation will be used to ensure staff members are benefiting from these activities to improve overall effectiveness at work, and to ensure that the financial commitment made by SHG to develop its staff is well invested.

10. Data Protection

- 10.1** The organisation will treat personal data in line with our obligations under the current data protection regulations and our own Privacy Policy. Information regarding how your data will be used and the basis for processing your data is provided in SHG's employee privacy notice.

11. Related Documents

- 11.1** This policy relates to the following documents:

- ◆ Staff Handbook
- ◆ SHG Equality & Diversity Policy
- ◆ Recruitment & Selection Policy
- ◆ Appraisal Documentation
- ◆ Induction Programme