

Loreburn Group

Learning & Development Policy



Creating Great Places to Live

Policy	Learning & Development Policy									
Version Reference	1									
Approved by	MC			LET				MT		
Date of Approval	2019									
Review Period	Every 3 Years or as legislation or substantive changes occur									
Review Due	2022									
Policy Champion	Head of People & Culture									
Who this policy affects	Staff	<input checked="" type="checkbox"/>	Customers	<input type="checkbox"/>	Contractors	<input type="checkbox"/>	Members of the Public	<input type="checkbox"/>		
Where this policy affects	General needs	<input type="checkbox"/>	Sheltered	<input type="checkbox"/>	Supported	<input type="checkbox"/>	Offices/staff base	<input type="checkbox"/>		

1. Purpose of this Policy

This section applies to employees.

This policy has been developed in line with Loreburn's overall vision and strategy and reflects a belief in the need to develop all permanent and temporary employees, whether employed on a full-time or part-time basis. It is based on the principles that Loreburn:

- thinks of its workforce as an asset as well as a cost, and believes that it should invest in that asset;
- believes that all its employees have the potential to grow, both in their work role and personally, and it shall endeavour to provide opportunities for this growth;
- considers it appropriate to base such learning and development opportunities on the requirements of the business, and decisions about investment in staff learning and development will be made accordingly;
- believes that responsibility for learning and development should be shared between the organisation and its workforce;
- will ensure that appropriate procedures are in place to plan, deliver and evaluate learning and development activity;
- wants to empower its staff members to take some ownership of their own development, with support from their managers and the organisation as a whole;
- believes that its line managers have a key role to play in people development;
- works within recognised good practice guidelines, such as the national standard of Investors in People, to ensure that both the quality and quantity of learning and development is relevant and "fit for purpose";
- regularly reviews its overall level of investment in staff learning and development to ensure that adequate and appropriate resources are provided; and
- plans its learning and development activities in line with industry standards.

2. Learning and Development

2.1 Learning and Development Initiatives

Loreburn provides a range of learning and development opportunities to staff. These fall into four broad categories:

- **Programmes relating to the enhancement of skills for an employee's current position.** These include internal and external learning providing technical training, for example on the use of software packages, and specialist training relating to the skills that employees require for their job.
- **Programmes leading to a professional or academic qualification.** The organisation encourages employees who wish to do so to pursue continuous

professional development and where appropriate to gain further qualifications which are suitable to the needs of the business. The organisation will pay 100% of fees for approved courses. The organisation will approve courses of study such as SCQF, Higher National Certificate, Higher National Diplomas, the Master of Business Administration, professional accountancy qualifications, and membership of the CIPD, RICS and CIH.

- **Programmes that have a specific management or supervisory focus.**

These include internal and external learning on manager development, supervisory skills for line managers, and leadership development programmes.

- **Health and safety training.** This includes learning in manual handling, risk assessment, fire safety, first aid, and food and hygiene regulations.

Decisions on the suitability and applicability of programmes will be determined through the appraisal process, during which individual learning and development needs are identified. Progress on the acquisition of new skills and knowledge will be monitored throughout this process.

2.2 Roles and Responsibilities for Implementation

Both line managers and employees have a responsibility to implement learning and development initiatives. There will be an opportunity to discuss development needs through the appraisal process and agree appropriate courses of learning or study. Line managers should encourage their staff to undertake relevant programmes. Employees are expected to take up the opportunities provided and report back to their line manager on their applicability once completed.

Having completed any learning and development activity, employees have a responsibility to share their experiences with their colleague, either formally or informally. It is anticipated that this will lead to good practice and efficiencies across the entire organisation. Line managers should ensure that employees implement the skills that they have gained through learning and that learning is shared across the organisation where appropriate.

Line managers have a responsibility to monitor and evaluate the effectiveness of learning for employees who have undergone learning and development. Line managers should ensure that staff complete a learning and development evaluation form to give feedback on internal and external learning programmes. Managers can discuss the effectiveness of learning and development with the Head of OD & HR.

2.3 Planning and Implementing New Initiatives

Any new learning initiatives will be planned as a result of learning and development needs analysis activities, which in turn are part of the organisation's appraisal process. In addition, the organisation is committed to reviewing training initiatives so that relevant learning and development is provided for skills in specific job areas, where work procedures have changed, or where new standards are introduced. Managers should make the OD & HR department aware of any new requirements. Any new learning and development programmes offered to staff will be publicised

through the organisation's normal communication channels, including e-mail, OD & HR Updates and departmental meetings. The organisation will make use, where appropriate, of e-learning, and training will be provided to staff in how to access materials while at work and from home.

2.4 Individual Requests for Learning and Development

Employees can request learning and development at any time but this will usually be done within the appraisal process, as outlined above. Employees should channel requests through their line manager.

2.5 Monitoring and Evaluating Investment in Training and Development

The organisation firmly believes that it is critical to the success of both the planning and delivery of learning and development activities that the resources invested are monitored and the outcomes achieved are measured. Such outcomes may be demonstrated at an individual, departmental and corporate level. Outcomes will be measured dependant on the learning type. This may include for example, the volume of customer complaints, number of accidents reported, savings and other efficiencies made. Managers play an important role to play in this process and are expected to work with the OD & HR team to provide information as required. The organisation uses its evaluation findings for future business planning and the planning of continued investment in staff learning and development. Accordingly the evaluation findings will be shared with the EMT and OD & Staffing Sub Committee.

2.6 Coaching and Mentoring

Loreburn encourages line managers to provide coaching and mentoring support for staff who are undergoing learning and development. Managers have a responsibility to ensure that the skills and knowledge of more experienced staff members are shared with more junior employees to ensure that learning occurs in a planned way. The provision of external coaching and mentoring support will be considered as part of individuals personal development plans as needs are identified.

2.7 Recording of Learning and Development Activities

Following appraisal, a copy of the approved personal development plan is placed in the employee's personnel file. This information is collated annually to form the basis of the organisation's forward learning and development plan. All training attended will be recorded by OD & HR team. On completion of any internal or external course the employee will complete a course evaluation form and return this to the OD & HR team. Analysis of the evaluation forms gathered will be undertaken by OD & HR team and used within the overall evaluation of learning and development.

2.8 Equal Opportunities

Decisions relating to learning and development should be made fairly and consistently, and equality of opportunity should be provided for all staff in this area.

2.9 Induction training

All new members of staff [and all those changing job role] will receive an induction on their job role. The organisation provides full programmes of general induction training and health and safety induction training, which are set out in the new colleague induction process.

2.10 Conditions for Undertaking Courses of Vocational Training / Further Education / Qualification

Employees wishing to pursue training directly relevant to their career development within Loreburn can discuss with their line manager assistance that may be available.

Loreburn's expectations in terms of personal commitment and achievement will be made clear at this time. The granting of any form of support is discretionary.

For appropriate courses (such as those leading to approved technical or professional qualifications), up to 100% financial assistance may be given with approved costs and fees.

Where demand for assistance exceeds the funding available, the budget may be divided between applicants, taking into account the overall costs and fees of the courses applied for. Employees should note that as a consequence of this a personal financial contribution may be required.

If you resign during training for which the organisation is paying or within three months of the date of completion of training for which the organisation is paying, you will be required to repay the full cost of the training.

Following this period, the organisation operates a sliding repayment scale, so that the amount that the employee is required to repay is reduced by one twelfth at monthly intervals. Once the employee has completed one year's service from the date of the end of the training, he/she will not be required to repay any of the costs of the training should he/she resign.

Any such financial assistance will also be repayable by employees in full to Loreburn under the following circumstances:

- Where the employee or training institution prematurely terminates their studies.
- Where the employee is dismissed from their employment, for whatever reason, with exception of a compulsory redundancy situation.

The organisation reserves the right, on the employee's resignation, to require him/her to repay the employer for training costs that he/she owes from his/her final salary payment.

Employees receiving support will be required to sign a declaration confirming their agreement to these conditions.

2.11 Paid Study or Exam Leave

Leave of absence with pay may be granted to employees to enable them to sit examinations for their approved course. Authorisation must be sought from the department manager who will liaise with the HR Representative.

Requests by employees to take annual leave around the time of examinations will be given priority.

2.12 Professional Membership Fees

Loreburn will meet employees' annual fees for membership of approved professional institutions subject to the following criteria:

- Membership must be directly relevant to the requirements of the post and the work of Loreburn.
- Only one set of fees will be reimbursed where the employee is a member of more than one body.
- Receipts for claims are submitted to and endorsed by the department manager.

3 Complaints

Loreburn has a commitment to valuing complaints and ensures the organisation benefits from feedback to identify areas for change or improvement.

Loreburn has a Complaints Policy which ensures there are robust and effective procedures in place for complaints to be properly managed and acted upon.

Anyone dissatisfied with the outcome of their complaint having exhausted Loreburn's complaints procedure has the right to refer the matter to the Scottish Public Services Ombudsman.

4 Equality, Diversity & Inclusion

Loreburn aims to ensure that equality, fairness, dignity and respect are central to the way we work and how we treat our customers. We support diversity and uphold equal opportunities in all areas of our work as an employer and service provider.

Loreburn will not discriminate against tenants, staff, visitors, suppliers or others based on their age, sex, sexual orientation, race, disability, religion or belief, marital status, pregnancy and maternity or gender reassignment (collectively referred to as 'protected characteristics' in the Equality Act 2010).

5 Risk Management

Loreburn has a Risk Management Strategy, Policy and Procedure. These documents set out how the organisation will manage risk as an integral part of its governance and management systems, ensuring risks are identified, evaluated and controlled effectively.

Identifiable risks arising from this policy will be monitored and managed by the internal processes set out herein and by regular review of this and all other associated policies and procedures, ensuring risks are mitigated and Loreburn complies with all legislative requirements and regulatory and best practice guidance.

6 Responsibilities Chart

The below chart illustrates the responsibilities of all staff pertaining to this policy:

Responsibilities	Man. Comm.	CEO	LET	Managers	Assistant Managers	All Employees
Approve Policy	X					
Lead by example in application of Policy	X	X	X	X	X	
Take proactive steps to resolve issues	X	X	X	X	X	X
take ownership of issues that are impacting on you and seek redress at an early stage						X
To co-operate in the application of the policy						X

1. Policy Review

The Policy Champion is the Head of People & Culture.

This policy will be reviewed by the Policy Champion every 3 years or sooner as required due to legislative or regulatory change.

Policy Assessment Checklist

Health & Safety Assessment

Does this policy have the potential to affect:

Lone Working	No
Safety and/or wellbeing of customers	No
Safety and/or wellbeing of employees	No
Have the above items been considered in the preparation of this policy?	Yes

Comments:

Equality, Diversity & Inclusion Assessment

Does this policy have the potential to affect:

Staff's rights to equal opportunities	No
Tenants' / Customer's rights to equal opportunities	No
Tenants' / Customer's ability to access to homes and/or services	No
Have the above items been considered in the preparation of this policy?	Yes

Comments:

Agile Working Assessment

Agile working requirements have been considered and addressed in the preparation of this policy:	Yes
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