



**GLEN HOUSING
ASSOCIATION**

LEARNING & DEVELOPMENT POLICY

POLICY NO. 36

Date of Review	November 2025
Date of Next Review	November 2030
Regulatory Standards of Governance and Financial Management	RS 6: The governing body and senior officers have the skills and knowledge they need to be effective. Guidance: 6.2; 6.5; 6.7

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INTRODUCTION

Glen Housing Association is a dynamic and people-friendly organisation which strives to support its employees' and Board Members' development, at the same time ensuring that such development is relevant and supports the business as well as work colleagues. It is acknowledged that training and development are best self-driven by individuals, although management and the business policy have a role to play in encouraging individuals to take the initiative.

This policy should be read in conjunction with the Association's Terms & Conditions of Employment, Section B4 Training & Development.

1. POLICY PRINCIPLES

Glen Housing Association's Training/Learning and Development Policy aims to:

- Ensure fairness, clarity and consistency for all Glen Housing Association's staff & Board Members in accordance with our Equality & Diversity Policy.
- Provide a framework for ensuring that the business, as well as employees and Board Members, benefit from development activities undertaken.
- Promote a culture of sharing knowledge and skills with work colleagues.
- Assist Glen Housing Association's staff members with their continuous professional development.
- Assist a development discussion between staff and their Line Managers during their Personal Review meetings.
- Promote considering alternative methods of training to attending courses and conferences.

2. POLICY CONDITIONS

2.1 Training Parameters

This policy introduces clear parameters for staff and management to follow in terms of the expected and allowable level of personal development. **No reasonable requests for training will be refused** is the norm adopted by Glen Housing Association.

2.2 What counts towards learning and self-development?

All learning and development activities including conferences, courses, self-learning, job shadowing, reading and self-guided learning and attending sessions organised by Glen Housing Association will count. Staff and Board are encouraged to consider various methods of training, in light of their suitability for the purpose and to suit individual preferences.

3. RELATIONSHIP WITH THE TRAINING BUDGET

Applications for training/conference fees to be subsidised fully or partially by Glen Housing Association will be subject to availability of funds in the training budget.

4. THE ROLE OF THE MANAGER IN THE PROCESS (STAFF)

It is acknowledged that personal development is self-driven, however we also recognise a motivational role of the Line Managers who should encourage their staff to take the initiative. Staff members are required to discuss with their Line Manager how the training event they wish to undertake would benefit the business. It may be that the training would benefit other colleagues or individual employees, increase their efficiency and thus making them more valuable to the business. The Record/ Evaluation of Learning & Development forms (Appendix 1 & 2) will prompt employees to think in these terms when planning their development.

5. SHARING THE KNOWLEDGE WITH WORK COLLEAGUES

It is acknowledged that there is a lot of specialised knowledge held amongst Glen Housing Association's staff that could better benefit colleagues, Board Members and the business, were it to be shared. This policy aims to encourage colleagues to share their knowledge and skills with each other. Each staff member should aim to provide colleagues with approximately 1 half day of their time each year to share knowledge for the greater benefit of the Association. Senior staff will be expected to do more than the minimum. Such activities should be semi-formal (e.g. not just sending round a paper picked up on travels), structured and prepared.

Gaining diverse knowledge and skills from colleagues can also effectively help in enhancing people's career prospects and employability.

Although all staff will be encouraged to attend the session run by their colleagues, such attendance will be voluntary. This is to reflect the fact that some of our development gains may not be relevant to all colleagues. The demands of the business at any given time must also be accounted for.

6. RECORDING DEVELOPMENT ACTIVITIES UNDERTAKEN AND DELIVERED

All staff should keep their own simple record of Glen Housing Association supported training/development tackled throughout the year. The Record/Evaluation of Learning & Development forms (App 1 & 2) complement this policy. These forms will also be used during the Personal Review meetings and to monitor and approve requests for training throughout the course of the year. Glen Housing Association employees are encouraged to discuss their development with their Line Managers regularly throughout the year, rather than leaving such discussions to the more formal annual Personal Review discussions only.

Board Members will have the opportunity to discuss their training and development requirements during their annual Individual and Collective Board Review meetings.

7. THE LINK WITH THE PERSONAL REVIEW PROCESS (STAFF)

In order to prompt a meaningful discussion between the staff member and their Line Manager as well as to help achieve the aims set by this policy, reference to Learning and Development activities have been incorporated into Glen Housing Association's Personal Review form (Appendix 3). Appraisers and staff should work together in achieving a level of focussed development – all of which should be driven by the Personal Review system, which in turn should heavily reflect business priorities.

8. LINK TO 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).

9. POLICY REVIEW

This policy will be reviewed on a 5 yearly basis.

Appendix 1

Record & Evaluation of Learning and Development Undertaken

Employee's name

Covering period from *mm/yyyy to mm/yyyy*

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

Appendix 2

Record & Evaluation of Learning and Development Delivered

Employee's name
Covering period from *mm/yyyy to mm/yyyy*

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

PERSONAL REVIEW DISCUSSION

Name: _____ **Date of discussion:** _____

Think about:

- Is Glen making the best use of your skills and abilities?
- What have been the benefits of any Learning and Development undertaken in the last 12 months?
- Is there anything you would like to undertake during the next 12 months?
 - Work related
 - Personal Development
 - Study
- Any areas you would like more training/development in?
- How do you feel about decisions made by the Association during the last year or so; about how we are going forward, what we are involved in etc.?
- Is there anything you can think of that would help the Association to improve the services we/you provide?
- Is there anything that you think I, as a Manager should:-
 - stop doing
 - start doing
 - continue doing
 - am I meeting the Management Charter?
- What do you think are your main contributions with regard to Glen's Values, Strategic Priorities and Service Standards?
- How do you think this Personal Review works for you?