

## Learning & Development Policy

Prepared by	Corporate Manager
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Corporate Fit	Internal Management Plan	✓
	Risk Register	✓
	Business Plan	✓
	Equalities Strategy	✓
	Legislation	✓

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乐意翻译

Our policies provide a framework to underpin our vision and values, to help us achieve our strategic objectives.

## Our Vision

Local people, local control.

By providing quality homes and services, we will create stronger communities and a better quality of life for our customers.

## Our Values

- Focused on the needs of our customers and communities.
- Supportive of our staff and Committee members.
- Responsible, efficient, and innovative.
- Open and accountable.
- Inclusive and respectful.
- Fair and trustworthy.

## Strategic Direction

**Consolidation and improvement:** Applicable to our core business as a landlord & property manager.

**Growth:** Through the new build opportunities, we are taking forward.

**Partnerships:** Where this can help to address shared goals and increase capacity and value.

**Resilience:** A key priority across all parts of our business.

## Strategic Objectives

**Services:** Deliver quality, value for money services that meet customers' needs

**Homes & neighbourhoods:** Provide quality homes and neighbourhoods.

**Assets:** Manage our assets well, by spending wisely.

**Communities:** Work with local partners to provide or enable services and activities that benefit local people and our communities as a whole

**Our people:** Offer a great workplace environment that produces a positive staff culture and highly engaged staff.

**Leadership & Financial:** Maintain good governance and a strong financial business plan, to ensure we have the capacity to achieve our goals.

## Our Equalities and Human Rights Commitment

We understand that people perform better when they can be themselves and we are committed to making the Association an environment where employees, customers, and stakeholders can be open and supported. We promote equality, diversity, and inclusion in all our policies and procedures to ensure that everyone is treated equally and that they are treated fairly on in relation to the protected characteristics as outlined in the Equality Act 2010.

## Privacy Statement

As data controller we will collect and process personal data relating to you. We will only collect personal information when we need this. The type of information we need from you will vary depending on our relationship with you. When we ask you for information, we will make it clear why we need it. We will also make it clear when you do not have to provide us with information and any consequences of not providing this. We are committed to being transparent about how we collect and use your data, and to meeting our data protection obligations with you. Further information about this commitment can be found within our full Privacy Statements.

## Policy Scope & Review

For the purpose of this policy the term Association will include all members of the Tollcross Housing Association Limited. Therefore, all employees, governing body members, volunteers, customers and other relevant stakeholders will be expected to adhere to this policy and/or procedure. All policies and procedures are reviewed every 3 years in line with best practice and current legislation. The Association reserves the right to make additions or alterations to this policy and procedure from time to time. Any timescales set out in this policy may be extended where required.

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## 1. Introduction

- 1.1. Managing employees' development is a continuous process and ensures that the performance of an employee contributes to the goals of their team and the Association's strategic objectives.
- 1.2. The following themes underpin our policy:
  - Continuous professional development - we face change throughout our working career. Some of these are internal (i.e. introduction of a new IT system) and some of these are external (i.e. change in legislation). However, when we face these changes or new challenges, we ensure we equip our employees with the relevant knowledge, skills and qualifications to allow them to carry out their role in a culture of continuous professional development.
  - Employee ownership – we encourage employees to take ownership of their own personal growth. Identifying opportunities to develop or undertake a qualification, to build their career with us. The emphasis on employee ownership allows the path to be chosen by the employee as we understand not every employee wants to take the same personal growth journey.

## 2. Performance Management

- 2.1. We promote a culture of positive performance management by making it part of the day-to-day conversation between employees and line managers and employee development is a core element of our performance cycle. Performance management is not a one-off process but a cycle that continues throughout an employee's career with the Association.
- 2.2. Developing means increasing the capacity to perform through training, identifying work that introduce new skills or higher level of responsibility, improving work processes, or other methods. Development efforts can encourage and strengthen good performance and help employees keep up with changes in the workplace.
- 2.3. It is important to note, that while we promote career development for our employees, requests for development must be clearly linked to the Association and to help us achieve our strategic objectives. The Association undertakes a range of learning and development activities that balance this requirement.

## 3. Responsibilities

- 3.1. Line managers have the responsibility to ensure that all employees are aware of the standards required of them in terms of work performance, meeting goals, and identifying development needs. In relation to developing, line managers must:
  - Promote a culture of learning and development, ensuring priority is given to allow employees to attend opportunities.
  - Regularly discuss learning and development as part of the 1-2-1 process.
  - Plan, agree and review learning and development requirements to ensure an employee can carry out their job role.
  - Identify essential learning and development required for an employee to carry out their job role and ensure that this is achieved.
  - Ensure value for money is achieved for any learning and development undertaken by ensuring that employees attend identified sessions (and reduce non-attendance).

- 3.2. Employees have responsibility for their own personal growth and should positively engage with the learning and development process. Employees must:
- Actively engage in the learning and development discussion as part of their 1-2-1.
  - Participate in the development and review of their own personal learning and development plan. Ensuring agreed activities are achieved.
  - Undertake essential learning and development identified by management, as required for their job role, in the required timeframe.
  - Ensure continuous professional development, in line with the job role, and actively pursue learning and development to maintain their professional membership.
  - Review and self-reflect on any learning and development opportunities undertaken.
  - Ensure value for money is achieved for any learning and development undertaken by attending activities identified (and booked), and engaging with the learning opportunity.
- 3.3. The corporate team will work with managers and employees to ensure opportunities are identified and undertaken, they will:
- Develop a programme of corporate learning and development, in line with the strategic objectives of the Association.
  - Support managers in identifying and sourcing essential and desirable learning and development for job roles.
  - Monitor and review the learning and development budget, ensuring value for money is achieved.
  - General administrative support for the learning and development process, including but not limited to sourcing providers, booking training and conferences, arranging in-house training programmes, and arranging course evaluations.
  - Providing regular reports to management, on trends, budget spend and any other key information.
  - Build partnerships with key learning and development providers, ensuring that they provide high quality learning experiences for employees.

#### **4. Learning & Development Categories**

- 4.1. We undertake 5 core learning and development streams to ensure that all employees are able to carry out their role effectively and efficiently, and in line with the Association's strategic objectives, they are:
- 4.2. Corporate – maintenance, improvement and broadening of knowledge and skills relating to a core commitment or initiative of the Association. This identifies the expected standard required for employees within a particular subject area, which is relevant Association wide and mandatory for all employees (e.g. EDI, Complaints, etc.).
- 4.3. Statutory – maintenance and update of key legislative, policy, and regulatory requirements. This identifies essential learning and development required of all employees and is mandatory (e.g. health & safety).
- 4.4. Job Role – essential to the ability to carry out a job role. This can include statutory specific for departments or teams, and any other framework to ensure the job role can be carried out. This may include new start induction programme to bring all employees to the same level of knowledge and skills. Managers will identify learning and development requirement

for specific job roles. These opportunities are generally mandatory for those who hold that particular job role, and developmental for those who do not.

- 4.5. Employee Specific – learning and development specific to an employee should support their continuous professional development and ability to carry out their job role. This may also include support for their professional membership (as per section 7). These requirements should be identified through discussions with the employee and line manager.
- 4.6. Qualification Sponsorship – gaining a qualification may be an essential requirement for a job role, and as such the Association would pay for this qualification. However, we also promote the sponsorship of qualifications for employees who wish to develop further. Further details of this process can be found in section 6.

## 5. Attendance & Accountability

- 5.1. A significant investment of time, money and resources occurs when learning and development opportunities are arranged. Late cancellations or non-attendance at events, means that this investment is lost or another employee missed their opportunity by the slot being taken.
- 5.2. Therefore, it is expected that all employees manage their workload and time to ensure that they attend opportunities booked. It is the responsibility of the employee to notify the corporate team when they will be unable to attend.
- 5.3. Late cancellations and non-attendance will be notified to the line manager. Persistent late cancellations and non-attendance may be escalated via the Association's Disciplinary Policy.
- 5.4. When a programme of mandatory learning and development has been arranged within a set timeframe, employees must ensure they complete it within the timeframe.
- 5.5. Where mandatory learning and development has been identified for a specific job role, and is required by law or a regulatory body, the employee must ensure that they complete it within the timeframe. Failure to do so may result in their inability to continue within their job role and may be escalated via the Association's Disciplinary Policy.

## 6. Qualification Sponsorship

- 6.1. We operate a yearly application process for qualification sponsorship for our employees. Due to the high level of demand for this we require employees to apply for the sponsorship with the support of their line manager. The Leadership Team will review and agree on applications received.
- 6.2. The application requirement can be seen in appendix 2. However, before completing the form an employee and line manager should consider the following:
  - Does the qualification match the development need? Think about the link to the current job role and how it would be beneficial.
  - What impact will the qualification have on free time? Think realistically beyond the class room to the time needed for reading and assignments.
  - Will they be able to balance work, home and undertaking a qualification? Returning to education can throw off this balance, it is important to be able to accommodate a change of focus.

- 6.3. It is important to note, that entering into an agreement for qualification support, includes a commitment from the employee that they will complete the qualification and remain in employment with the Association for a period of 24 months at the completion of the qualification. Failure to adhere to this commitment may result in a requirement to repay the financial assistance received. Full details of this can be found in appendix 3.
- 6.4. Where undertaking a qualification impacts negatively on an employee performance or attendance, support may be withdrawn. This will be discussed with the employee and line manager in advance of any decisions being made. Withdrawal may also occur for matters of misconduct resulting in a disciplinary sanction.

## **7. Professional Membership**

- 7.1. Employees, who are subject to continuous professional development requirements of a professional body membership, must maintain this membership where it is an essential part of the job role. This includes discussing development requirements with their line manager.
- 7.2. We will offer financial assistance in maintaining these memberships by reimbursing the annual fees required (net of tax). Subject to the following criteria:
  - Membership must be directly relevant to the job role or beneficial to the work carried out by the Association;
  - Only one set of fees will be reimbursed where the employee is a member of more than one institutions;
  - Agreement is received from the employees' line manager.

## Appendix 1 – Equality & Human Rights Impact Assessment

<b>Policy</b>	Learning & Development		
<b>EIA Completed by</b>	Corporate Manager	<b>EIA Date</b>	April 2025
<b>1. Aims, objectives, and purpose of the policy / proposal</b>			
The aims of the policy is to provide clear understanding of the Association's commitment to learning and development, and what our employees can expect.			
<b>2. Who is intended to benefit from the policy / proposal?</b>			
All employees.			
<b>3. What outcomes are wanted from this policy / proposal?</b>			
Increased learning and development activities for all employees.			
<b>4. Which protected characteristics could be affected by proposal?</b>	<input type="checkbox"/> Age	<input type="checkbox"/> Gender reassignment	<input type="checkbox"/> Religion or belief
	<input type="checkbox"/> Disability	<input type="checkbox"/> Marriage & civil partnership	<input type="checkbox"/> Sex
	<input type="checkbox"/> Race	<input type="checkbox"/> Pregnancy and maternity	<input type="checkbox"/> Sexual orientation
<b>5. If the policy / proposal is not relevant to any of the protected characteristics listed in part 4, state why and end the process here.</b>			
The policy relates to all employees – any barriers faced by employees would be addressed to allow active participation.			
<b>6. Describe the likely impact(s) the policy / proposal could have on the groups identified in part 4</b>			
<b>7. What actions are required to address the impacts arising from this assessment? (This might include; collecting data, putting monitoring in place, specific actions to mitigate negative impacts).</b>			
<b>8. Consider the impact and actions to be considered for the following Human Right articles:</b>			
<b>Article 6: Right to a fair trial</b>			
Everyone should be given the opportunity to participate effectively in any hearing of their case and present their side.			
Impact: n/a	Actions:		
<b>Article 8: Right to respect for private life, family life &amp; the home</b>			
Everyone has the right to access and live in their home without intrusion or interference.			
Impact: n/a	Actions:		
<b>Article 14: Prohibition of discrimination</b>			
Everyone has equal access to the other rights contained in the Human Rights Act.			
Impact: n/a	Actions:		

## Appendix 2 – Sponsorship for further education application

### Part A – Employee

Name:	
Job Title:	
Qualifications held:	
Previous sponsorship:	
Qualification:	
Provider:	
Total fees:	
Start date:	
Duration:	
Attendance:	
Core subjects:	

### Application Statement

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### Part B – Line Manager

Line Manager:	
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### Statement of Support

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### Impact Review

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## Appendix 3 – Employee commitment for qualification sponsorship

When the Association agrees to sponsor a qualification for an employee, the employee must sign an Employee Commitment statement, detailing what they would be accountable for financially if they fail to meet this commitment. A summary of the agreement is as follows:

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I am fully aware of the potential costs associated with the aforementioned programme of study. I agree that on the completion of the said programme of study I will remain and continue in the service of the Association for a period of 24 months.

Should I, during my period of study, complete one of the following actions:

- (a) leave the service of the Association
- (b) terminate my studies
- (c) take any action which compels the Association to dismiss me from their service
- (d) be dismissed from the service of the Association for reason of indiscipline or misconduct
- (e) fail to make satisfactory progress and/or attendance
- (f) do not complete direct study work and other key work components such as, though not exclusively, portfolio development, to a satisfactory standard

**or** within 24 months following the completion of the programme of study, complete one of the following actions:

- (a) leave the service of the Association
- (b) take any action which compels the Association to dismiss me from their service
- (c) be dismissed from the service of the Association for reason of indiscipline or misconduct

I agree to repay to the Association, if required by them, the financial assistance paid to me or on my behalf by the Association. The amount to be repaid will be reduced by 1/24 for each complete calendar month worked following the completion of the course. The costs to be repaid may include:

- (a) all course fees for the programme of study including examination fees;
- (b) any financial assistance made by the Association towards the cost of essential text books;
- (c) any financial assistance made by the Association towards the cost of preparing a thesis;
- (d) any other expenses, such as travelling expenses;
- (e) any expenses incurred by the Association in recovery of financial assistance.

In this connection I authorise the Association to deduct the said amount in full from my next available pay or final pay, if appropriate.