



TOLLCROSS
housing association

Staff Training & Development Policy

Prepared By	Anne Fitzsimons, Corporate Services Director
Policy Created	February 2021
Date of Last Review	New Policy
Date of Current Review	8 th February 2021
Date of Next Review	February 2025
Reviewed By	Audit & Business Sub-Committee

CORPORATE FIT

Internal Management Plan	✓
Risk Register	✓
Business Plan	✓
Regulatory Standards	✓
Equalities Strategy	✓
Legislation	✓

On request, the Association can provide translations of all our documents, policies and procedures in various languages and other formats such as computer disc, tape, large print, Braille etc. and these can be obtained by contacting the Association's offices.

1. Introduction

- 1.1 The Association is committed to having well trained staff and ensuring there is every opportunity for ongoing training and development for all staff. Not only is the Association committed to providing training for specific jobs, but also to giving staff the opportunity to undertake training or courses of study that will lead to personal development to the benefit of the organisation.
- 1.2 This policy outlines the steps that the Association will take to ensure that staff undertake appropriate and effective training.
- 1.3 The Association is equally committed to ensuring a well trained Management Committee. This is done via annual skills analyses and an appropriate follow-up training programme. Committee training is discussed in the Management Committee Induction Programme.

2. Legal, regulatory requirements

- 2.1 There are no specific legal requirements surrounding training and development; membership of professional bodies may require continuous professional development (CPD) through training and other vehicles, but the Association does not have any posts where qualifications are a legal requirement.
- 2.2 Standard 6 of the Regulatory Standards of Governance and Financial Management requires the Committee and senior officers to “have the skills and knowledge they need to be effective”. There is also a regulatory expectations and it is good practice that this be extended to all of the Association’s staff.

3. Equalities

- 3.1 An Equality Impact Assessment (EIA) has been carried out when reviewing this policy. In line with good practice the completed EIA will be published alongside the Staff Training and Development Policy.
- 3.2 Where there is a need for follow-up action, the tasks and timeframe for achieving them shall be noted in the Equality and Human Rights Action Plan to ensure they are addressed.
- 3.3 We do not see this policy as having any direct impact upon the protected characteristics contained within the Equality Act 2010.

4. Implementing the policy

- 4.1 We will achieve the objectives of this policy in a number of ways, some of which are outlined in the remainder of this section.

- 4.2 The Association will:
- a) Provide personal specifications for every post
 - b) Provide job descriptions
 - c) Provide comprehensive induction training for new staff (Appendix 1)
 - d) Assess training needs on an ad hoc basis as part of one to-one meetings and, to ensure that the training and development undertaken is effective and that nothing is “missed”, an annual training needs analysis specifically for staff training shall be undertaken
 - e) Assess training needs as the organisation changes or new legal and regulatory requirements come into effect
 - f) Provide access to notices of ad-hoc sessions via the intranet
 - g) Ensure that all staff are aware of the Association’s positive approach to further education and modular courses (Appendix 2 contains additional information on further education)
 - h) Retain a record of training undertaken during employment (Appendix 3)
- 4.2 The above will be assessed and monitored as follows:
- a) Through one-to one-meetings on an ad hoc basis and more formally at the annual training analysis session
 - b) All staff will be required to complete pre and post-training evaluation (Appendix 4). This will be co-ordinated by the Corporate Services Assistant
 - c) The Committee will agree an annual training budget
 - d) The Audit and Business Sub-Committee will be notified of any further education funded by the Association
- 4.3 It will be the role of the line manager to oversee and agree an individual staff member’s training plan; ultimate responsibility for ensuring that staff participate in appropriate training will fall with the line manager. In practice, however, staff also have responsibility for highlighting courses that may be useful for their current posts or career development.
- 4.4 Approval to reserve places on training courses will rest with the line manager. In addition to the potential benefits of the course under discussion, the line manager will also check that the course can be accommodated within the agreed budget.

5. Policy review

- 5.1 This policy will be reviewed every four years, or earlier in line with legal, regulatory or best practice requirements. The next review will take place no later than February 2025.



TOLLCROSS
housing association

Tollcross Housing Association

Induction Pack

Name
Designation

Dear

Congratulations on your recent appointment to the organisation. We would like to take this opportunity to welcome you to your new position with us.

I am writing to outline the arrangements for your induction process so that we can make your transition to us as smooth as possible. As an organisation we recognise the importance of the induction process, and to emphasis this we generally provide some pre-induction support. This involves us sending you some information to look through before your first day with us in the hope that this will answer any queries you may have.

It includes information about the formal induction process that you will follow during your first few days in the organisation. We hope that this will give you an interesting insight and that you will enjoy reading about your new organisation and colleagues.

We sincerely hope you enjoy working with Tollcross Housing Association and look forward to you being part of our team.

Yours sincerely

Anne Fitzsimons
Corporate Services Director

1. Introduction

1.1 *History of Tollcross Housing Association*

Tollcross Housing Association Limited was formed in 1974 by local residents who were determined to improve housing conditions in the East end of Glasgow. At the time, the traditional sandstone tenements in the area offered very cramped housing conditions with poor services to tenants.

Over the first 15 to 20 years of the Association's existence we received government grant funding to upgrade these properties by amalgamating flats, providing high quality kitchens and bathrooms and energy efficient heating systems and double glazing.

In later years the Association moved on to provide new build development projects that both provided a better mix of rented accommodation in the area and helped regenerate the communities the Association operates in. The Association's aim is to provide high quality affordable rented housing and sustain local communities.

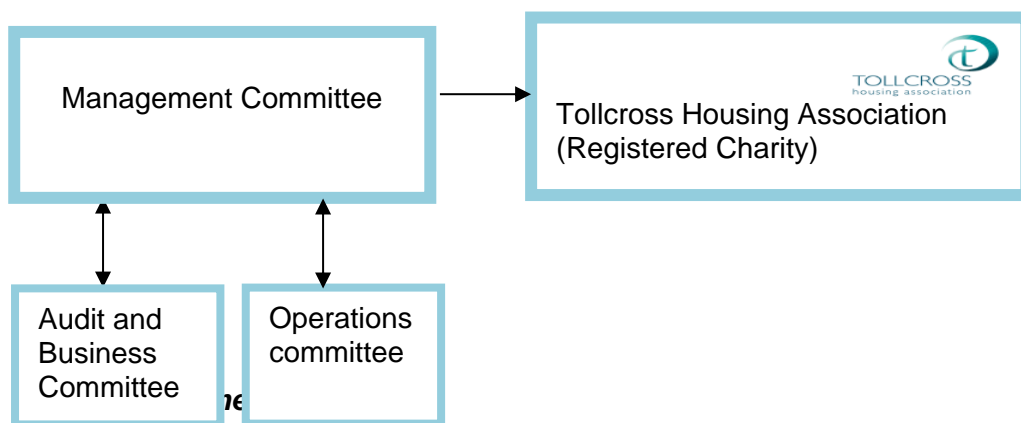
The Association currently owns and manages over 2200 houses and flats in Tollcross, Carmyle and Lilybank/Newbank. 1552 of these were acquired from the Glasgow Housing Association in June 2011. We also provide factoring services to 506 residential and commercial owners. In 2020 we set up a Subsidiary, Auchenshuggle Develops and this organisation manages the new 12 mid-market rented properties that were tenanted during October 2020.

The Association is managed by a voluntary Management Committee including local residents elected by its members at the Annual General Meeting. Anyone over the age of 16 can apply to become a member of the Association by completing an application form and making a £1 one-off payment. Members can attend the Annual General Meeting and those 18 and over can stand for election to the Management Committee.

1.2 *What do we do?*

- We rent good quality homes at an affordable rent.
- We let our homes to people in housing need and seek to identify new needs arising in the area.
- We provide a caring, efficient and responsive housing management and maintenance service to all our tenants.
- We pursue opportunities to build and develop more homes.
- We encourage tenants to actively participate in the management of their homes and the running of Tollcross Housing Association.
- We aim to provide equal access to all our services to all members of the community.

2. The structure of Tollcross Housing Association



The Board of Management has places for up to 15 members. There are 2 Sub-Committees dealing with issues in relation to Finance, Audit, Housing Service, Maintenance, Corporate Resources, and Building and Development. Committee Representatives are selected from the Management Committee.

The Office Bearers include the Chairperson, Vice Chairperson and Secretary who are elected at the first meeting after the Annual General Meeting to hold office until the conclusion of the next Annual General Meeting. The 15 members on the Management Committee are detailed below.

2.2 Committee Members

Andrea Bell (Chairperson)	Chris Elliot (Vice Chairperson)
Esther Skimins (Secretary)	William Dougan
John McMorrow (Co-optee)	Ellen Stewart
Ian Smith	Brian McNally
Agnes Phillips	Stephen Fleming
Theresa Findlay	Ellen Garscadden
Gwen Wilson	Geraldine Connolly

2.3 The core responsibilities of the Management Committee are to:

- Decide the Association's overall purpose and values, and help make sure these are achieved
- Decide and keep under review the Association's strategic direction and business objectives, taking account of its operating environment and the needs and views of its tenants and service users
- Approve and review policies and plans to achieve the Association's business objectives
- Ensure that the organisation has adequate resources to meet its objectives
- Identify the risks associated with the Association's strategy, and oversee how these are managed
- Decide on and keep under review the Association's partnerships with other organisations
- Establish relationships with senior staff that enable them to carry out their strategic and leadership duties.

2.4 Audit & Business Sub-Committee

2.4.1 The role of the Audit & Business Sub-Committee

- External and internal audit
- Risk management monitoring, and referral of any significant issues to the Management Committee
- HR policy workforce planning, senior staff recruitment and staff performance review process
- Health and safety
- Equalities

An ad hoc staffing committee is convened as required for grievance, disciplinary issues etc. requiring committee involvement

2.5 Operations Sub Committee

2.5.1 The role of the operations sub committee

- Approving the Association's policies for all housing management and repairs and maintenance services
- Monitoring the efficiency and effectiveness of these services, in relation to the Association's policies, service standards, budgets and performance targets
- Monitoring customer satisfaction and feedback relating to housing management and maintenance services, and agreeing changes in policy or strategy as required
- Agreeing and monitoring plans for service improvement
- Overseeing the development of the Association's asset management strategy
- Approving the Association's annual programme for planned and cyclical maintenance, within the budget set by the Management Committee
- Overseeing the Association's plans and performance in relation to the Scottish Housing Quality Standard
- Approval of the Association's policies relating to the development of new houses
- Approval of the Association's procurement strategies and methods
- Setting the Association's overall design and specification standards.
- Approval of design briefs for new housing
- Appointment of consultants and contractors for development and planned maintenance contracts, within the financial and other limits set by the Management Committee
- Monitoring the development and planned maintenance programmes in relation to the Association's budgets, grant allocations, policies and performance targets
- Ensuring that the Association meets the duties and requirements set out in the law and related good practice guidance.

3. Equality and Human Rights

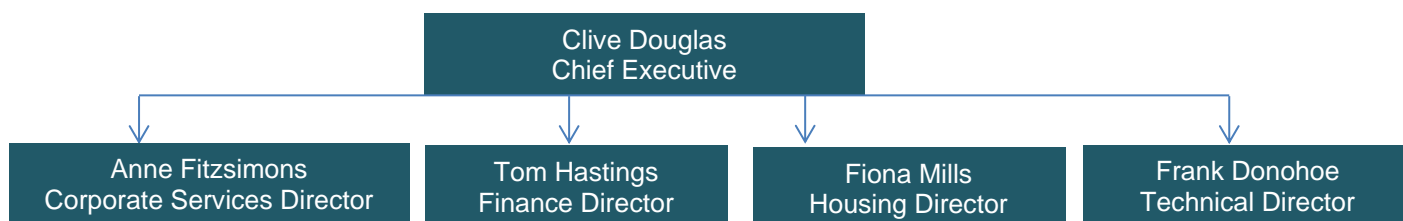
3.1 Promoting equality and human rights is one of the most important things we do. We aim to provide housing and other services to people fairly and equally and ensure that our staff receive training on equality and human rights issues. We also make sure that our staff understand the law, in particular the Equalities Act 2010, which helps organisations to understand what they can and cannot do.

4. Staff Members

4.1 The Chief Executive heads the Association and there are four main departments within the Association consisting of Housing Services, Maintenance, Finance and Corporate Services.

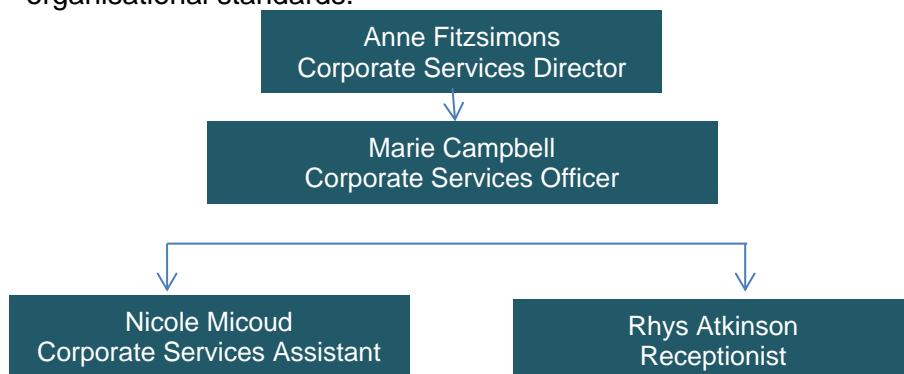
4.2 Leadership Team

The Leadership Team (LT) sets and implements strategic and operational objectives and structures. They are accountable to the Management Committee and implement policies and procedures approved by the Committee.



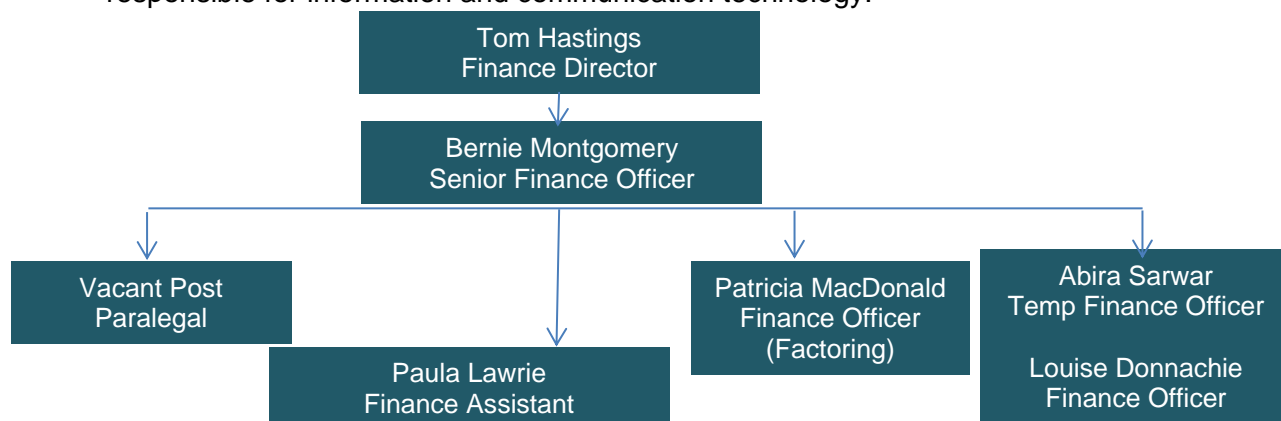
4.3 Corporate Services

The Corporate Services Department meets the administrative needs to all members of staff in relation to reception, telephones, typing, photocopying and personnel record keeping, is responsible for health & safety, human resources, policy and practice and organisational standards.



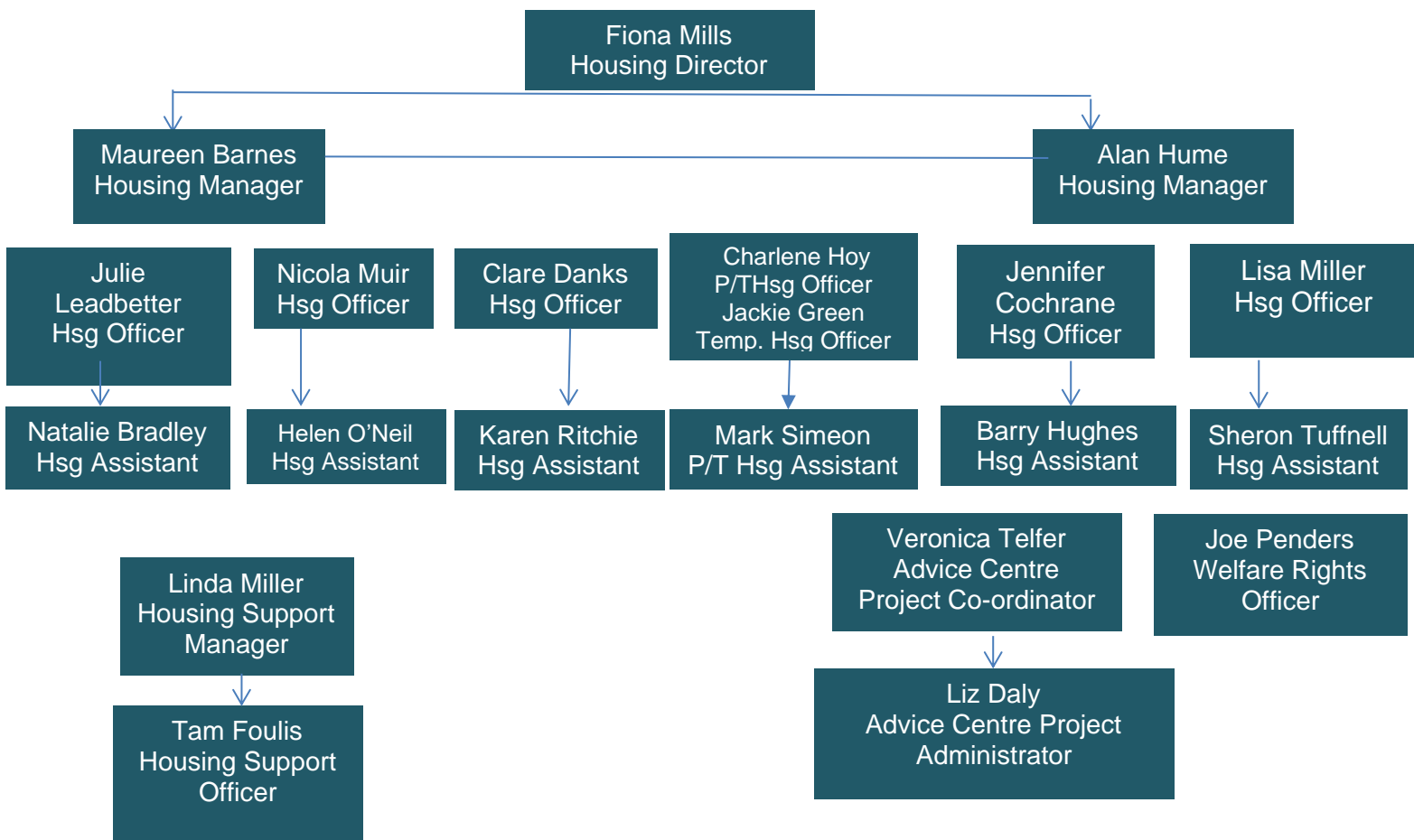
4.4 Finance Department

The Finance Department ensures that the Association operates economically, efficiently and effectively dealing with all aspects of financial control, financial reporting and monitoring, salaries, pensions, vat, income tax. The Department is also responsible for information and communication technology.



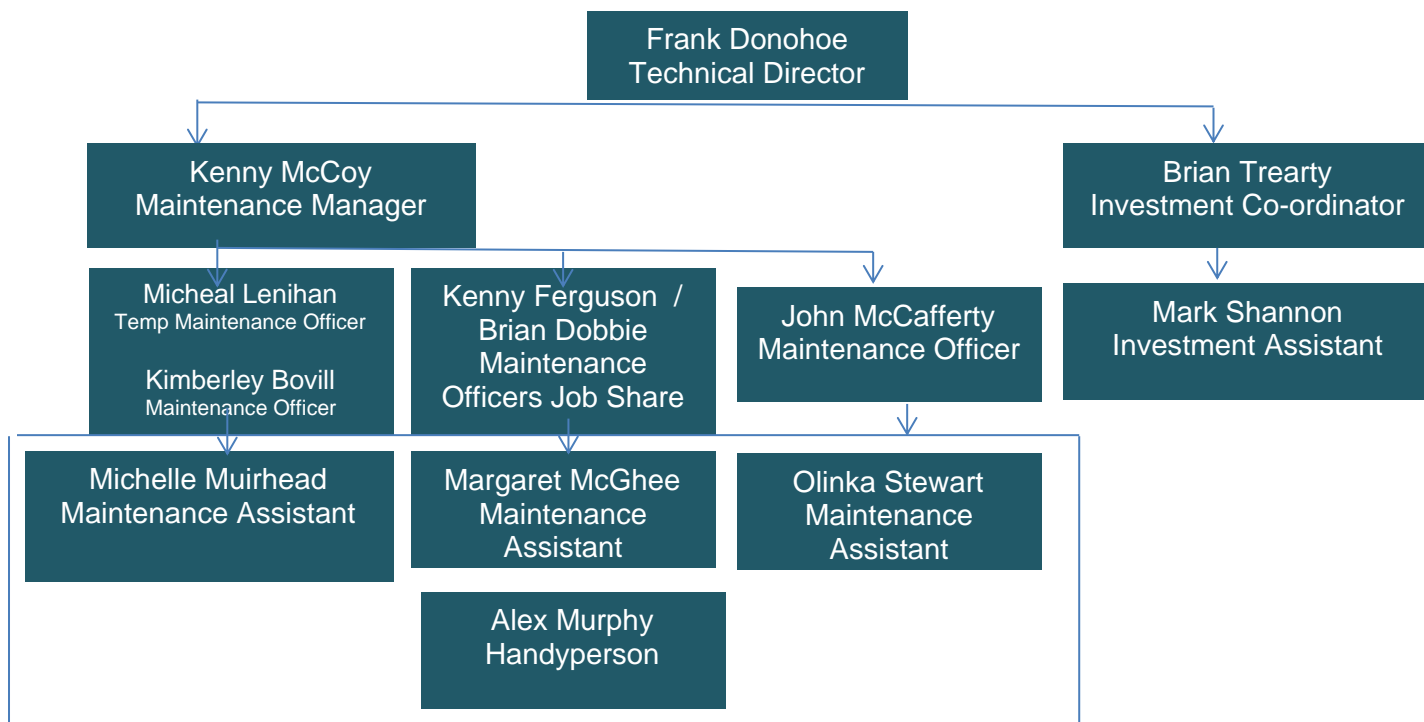
4.5 Housing Services

The Housing Services Department provides a range of services to tenants, owner-occupiers and sharing owners. The key functions of this department include rent accounting, rent arrears and rent setting, estate management, allocations, voids, relets, housing benefit, welfare benefits and tenant participation.



4.6 Maintenance Department

The Maintenance Department provides a range of services to tenants including major and cyclical repairs, improvements and medical adaptations.



5. Introduction to the job

5.1 Once you start at Tollcross Housing Association, you'll do most of your learning on-the-job. But to make sure you're always developing new skills and moving in the right direction, you'll also have more structured training. This will be a real mixture of things, including:

- **Attachments** - This is where you shadow one of your colleagues to see what it takes to be part of the team.
- **Workshops** - These will be mixtures of one to one learning and hands-on tasks. Some may not take long; others could be a couple of days.
- **Self-directed learning** - We'll give you a set of policies, procedures etc. covering the technical parts of your role. It's up to you to find time to read them.

6. Introduction to Personnel Issues

6.1 Contacts

Clive Douglas is the Chief Executive of the Association and Anne Fitzsimons is the Corporate Services Director. Clive and Anne are responsible for all personnel issues throughout the Association, and all queries should be addressed to Anne in the first instance.

Anne is also responsible for administering personnel issues throughout the Company. Anne will arrange your Induction and arrange appropriate documentation and equipment for you, e.g. guillotine, copier, printer.

6.2 *Contract of Employment*

Your Contract of Employment will have been issued to you prior to your start date with the Association. Also enclosed would have been a copy of the Employee Guide, which lays down your Terms and Conditions of Employment, as well as all of Tollcross Housing Association's Procedures. These will be outlined to you throughout your Induction.

6.3 *What We Require From You*

In order to set up your personnel file and ensure efficiency, the Corporate Service Director will provide you with the following documentation to complete and return:

- Personal Details Form
- Immigration Statement
- Disclosure of Interest Form

In addition, you will also provide the Corporate Services Director with:

- P45 (if not available, complete a P46 form).
- Evidence of Main Qualifications
- Driving License
- MOT Certificate and Insurance Certificate (if using own car for business).

6.4 *Other Members of Staff*

On your arrival your Line Manager will welcome you to the Association and arrange for you to meet your team and colleagues within the Association. Your Line Manager will also arrange a visit to the offices to meet the staff.

The Corporate Services Director will arrange your Induction and organise someone to show you around your office, outlining fire exits, the door entry system, photocopying facilities, toilets and the kitchen facilities. You will also be made aware of the Health and Safety Board members, fire wardens and first aiders within the Association.

6.5 *The Corporate Services team will also ensure that the following are prepared for your arrival:*

- Work Station
- Computer with Password and E-Mail Access
- Telephone/Extension Number
- Stationery
- Key Policy Documents.

6.6 The Corporate Services Director will arrange to outline key policy documents to you, including the Internal Management Plan, Equality & Human Rights Policy, Health and Safety Policy, Data Protection Policy & Procedures, Information Security Policy, Payments & Benefits Policy, Gifts and Hospitality Policy, Corporate Clothing & PPE Policy, Financial Procedures & Regulations, ICT Acceptable Usage Policy, Leave Policy, Complaints Handling Procedure, Stress Management Policy & Risk Assessment, Aggression & Violence at Work Policy & Risk Assessment, Transport Policy, Mobile Phone Policy, Absence Management Procedure, Staff Training and Development Policy, Whistleblowing Policy and Dignity At Work Policy. These and other company policies are located on the electronic server at <G:\Corporate Library\Policies & procedures>

6.7 Pension

As a new member of staff you will have the option to join the Pension Fund. Forms are available from the Finance Director.

6.8 Staff Development & Performance Review

Staff development needs will be evaluated through your regular one to one meetings with your Line Manager, but you should endeavour to be aware of your development needs at all times and you are expected to contribute to your own development

6.8.1 Purpose of performance review

Staff performance review is a continuing process. Its success relies on a commitment by both job holders and line managers to providing effective feedback against agreed goals, and to attending one to one reviews

6.8.2 The performance review process and organisational goals

Tollcross Housing Association's performance review framework translates strategic plans and targets into responsibilities, goals and plans for each job holder. Therefore, if the individual responsibilities of each job holder are fulfilled and the goals achieved, the organisation's objectives will be met.

6.8.3 How the Associations organisational goals are translated into individual goals, responsibilities and plans



7. Administration Issues

7.1 Annual and Flexi Leave

7.1.1 All requests for leave exceeding 1 day must be made at least five working days previously and authorised by your Line Manager. Such leave will be granted on shorter notice subject to office cover and workload commitments.

7.2 All leave requests must be made using the time and recording system.

7.3 If flexi time is part of your contract, section heads may authorise, as a privilege but not as a right, time off in core time of up to 2 full days each period providing the member of staff requesting the time off has sufficient flexitime credit to cover the absence. Authorisation will not be given where the employee has a debit balance or the

authorisation would result in a debit balance. Please note this is pro rated for part time staff.

7.4. Security

7.4.1 Money or valuables should not be left on the premises. If this becomes necessary you must arrange for these to be left in a locked cupboard. If you open doors or windows, please ensure these are closed before you leave.

7.5 Telephone Guidelines

7.5.1 Your Line Manager will organise training on the telephone system.

7.5.2 Please ensure your voicemail is changed if you are on leave or out of the office.

7.6 Staff Register

7.6.1 All staff must operate the daily staff register. You must ensure that you tick in and out when leaving the office (for any reason) for the purpose of fire safety and security. Registers are located at different points in each office.

7.7 Mail Collection

7.7.1 Royal Mail collection times may vary from office to office so your Line Manager will make you aware of the arrangements within the your office.

7.8 Office Equipment and Supplies

7.8.1 Please ask a member of the Corporate Services Team should you wish the use of an item of equipment, e.g. laptop, binder, etc.

7.9 Domestic

7.9.1 The staff kitchen provides a cooker, fridge, microwave oven. Staff should ensure that they clear up dishes etc. following use.

7.9.2 Fresh cold tap water is available in each of the offices.

7.10 Uniform

7.10.1 The Association operates a uniform policy and the colours are navy and white. A copy of this policy will be provided to you as part of the induction and you will be expected to adhere to this policy.

7.11 Sustainable Development

7.11.1 Tollcross Housing Association is committed to promoting and sustaining the environment or future generations. With this in mind the Association discourages the use of disposable plastic cups and accordingly glass tumblers available for general use. The Association's waste collection provider, Viridor, one of the UK's leading recyclers, provides the Association with an extensive range of recycling and resource recovery services.

8. Health and Safety

8.1 Tollcross Housing Association is fully committed to meeting its responsibilities under the Health & Safety at Work Act 1974, the Management of Health & Safety at Work Regulations 1999, and associated protective legislation, both as an Employer and as a Company. To achieve those objectives it has appointed designated members

of staff to be responsible for health & safety issues; to keep workplace health & safety and welfare procedures under constant review; to liaise with the Health & Safety Executive wherever necessary; and to keep the Association abreast of new legislation, EU Directives, in order to ensure on-going compliance with the law.

8.2 Your Line Manager will arrange your Health and Safety induction as per Appendix 1.

9. Introduction to IT Issues

9.1 Tollcross Housing Association has a network server. All workstations are installed with Windows 2013 client software.

9.2 On arrival you will be given a user id and password to login to the system. You may be prompted to change your password when you have accessed the system for the first time.

9.3 Please refer to the ICT Acceptable Usage Policy for further IT instructions and speak to the Finance Director/Senior Finance Officer if you have any queries.

10. Introduction to Finance

10.1 Expenses

10.1.1 Your expenses are paid through your salary on the 25th of each month. You should complete your expenses form and submit it to the Finance Department timeously each month to allow these to be included. Your expenses forms can be found on the server.

HEALTH AND SAFETY INDUCTION CHECKLIST
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Name:

Job Title:

Department / Unit:

Start date:

When the health and safety induction training is completed, the relevant box(es) should be ticked. For Items not covered, comments should be recorded giving reasons and date for completion. The new employee and person providing the induction should both sign the form and keep a copy.

Health and Safety Policy & Information	Yes	No	Comments
1.1 Has the Association's Health and Safety Policy been explained to the new starter and a copy provided?	<input type="checkbox"/>	<input type="checkbox"/>	
1.2 Have they been given a copy of the Offices Health and Safety Information Handbook?	<input type="checkbox"/>	<input type="checkbox"/>	
1.3 Have they been given an opportunity to read and sign the employee H&S Responsibilities?	<input type="checkbox"/>	<input type="checkbox"/>	
1.4 Have they been made aware of the Office's H & S Board members?	<input type="checkbox"/>	<input type="checkbox"/>	
1.5 Have they been made aware of the location of the nearest health and safety / fire safety notice board?	<input type="checkbox"/>	<input type="checkbox"/>	
1.6 Have they been made aware of where the H&S control manual is located (hard copy & electronic)?	<input type="checkbox"/>	<input type="checkbox"/>	
2. Emergencies and Fire Arrangements	Yes	No	Comments
2.1 Has the new start been informed of the procedure to follow on discovering a fire or hearing the fire alarm, including where the fire escape routes and fire exits are in the building?	<input type="checkbox"/>	<input type="checkbox"/>	
2.2 Have you explained where the fire assembly point is and the role of Fire Wardens / Marshals?	<input type="checkbox"/>	<input type="checkbox"/>	
3. Welfare Facilities	Yes	No	Comments
3.1 Have you pointed out the location of the toilets, washing facilities, kitchen & rest areas, etc (as appropriate)?	<input type="checkbox"/>	<input type="checkbox"/>	

7. Personal Protective Equipment	Yes	No	Comments
<p>7.1 Have you informed them of any activities for which personal protective equipment or other safety equipment is required (and why it must be used)?</p> <p>7.2 Has the necessary personal protective equipment (PPE) been issued and its proper use, storage and maintenance explained?</p> <p>7.3 Have you explained the procedure for reporting defective or damaged PPE and obtaining replacements?</p>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<p>8. List here any health and safety training needs identified (including timescales for attendance) and any additional H&S information required by / for the new starter:</p>			
<p>Declaration</p>			
<p><i>I certify that the above health and safety induction subjects have been explained:</i></p> <p>Induction conducted by: _____ Date _____ <i>(please include job title)</i></p> <p>Employee / trainee signature: _____ Date _____</p>			

Appendix 2



TOLLCROSS
housing association

Employee Induction Checklist

Name:

Department:

Name of Line Manager:

Start Date:

Area of Induction - Day 1	Tick when complete	Notes
<ul style="list-style-type: none"> • introduction to colleagues • Welfare facilities – toilets, kitchen etc. • health and safety – induction programme • data protection policy & procedures (DPO shall go over DP/GDPR essentials) • tour of office(s) • office equipment (e.g. fax, photocopier) • Uniform policy • Identity badge • Documents requested (e.g. P45 etc.) 		

Area of Induction - First week could include	Tick when Complete	Notes
<ul style="list-style-type: none"> • training in use of computer systems • training in use of telephone system • reading of Association policies and procedures • formal meeting with Line Manager to identify learning needs • Visit other offices (if applicable) • Hours of duty, core hours and flexible working • Team and office cover • Postal systems – internal and external • Sickness and injury reporting • Job description and work duties • Expectations and priorities 		

Area of Induction - First week could include	Tick when Complete	Notes
<p>Reading over/View following policies and confirm understanding by ticking when complete</p> <ul style="list-style-type: none"> • GDPR - Data Protection - See training Module ..\..\Tollcross GDPR Refresher Training_2020-05-27.pptx • Internal Management Plan • Equality & Diversity Policy • Health and Safety Policy • Data Protection Policy & Procedures • Payments & Benefits Policy • Gifts and Hospitality Policy • Corporate Clothing & PPE Policy • Financial Procedures & Regulations • ICT Acceptable Usage Policy • Leave Policy • Complaints Handling Procedure • Stress Management Policy & Risk Assessment • Aggression & Violence at Work Policy & Risk Assessment • Transport Policy • Mobile Phone Policy • Absence Management Procedure • Staff Training & Development Policy • Dignity At Work Policy • Whistleblowing Policy 		

Area of Induction – First month could include	Tick when complete	Notes
<ul style="list-style-type: none"> • equal opportunities • attendance and participation in staff meeting • consideration of mandatory training needs • Details of one to one meetings with line manager • Internal management plan • Board and committee structures • Financial procedures – petty cash, expenses etc. 		

4. Other Comments/Notes

4.1 At the end of 3 Months

Meet with Corporate Service Director to determine whether Induction Programme is complete or if there are still outstanding items. Agree an action plan to deal with any outstanding items.

If Induction Programme is complete, discuss possible courses of action in relation to future development of the job role.

1. Introduction

- 1.1 Tollcross Housing Association is fully committed to the development of all members of staff. Staff will be aware of how their work as an individual contributes to the achievement of overall objectives through a number of different mechanisms, such as contributing to the internal management plan, the asset management plan, participation in working groups, attendance at Committee/sub-Committee meetings, individual team meetings and full staff meetings.
- 1.2 This appendix outlines the Association's policy on supporting further education and outlines some important procedural considerations.

2. Day release

- 2.1 Should a staff member wish to undertake a day release course, they should make a formal request to their line manager in the first instance.

Approval for attendance on a day release course will rest with the appropriate departmental Director and the Audit and Business Sub-Committee shall be informed of the outcome of any request.
- 2.2 There must be a clear business case made in support of undertaking the course and it must be relevant to the staff member's current post or another post that they could conceivably undertake within the Association.
- 2.3 The line manager/Director must be satisfied that the absence required to attend classes will not adversely affect the Association's day-to-day operations.
- 2.4 Where a request for further education support is granted, the Association will cover the cost of the course fees, travel/subsistence and any specialist equipment required (in the case of specialist equipment, this will remain in the ownership of the Association).

- 2.5 The Association will also allow paid leave for attendance on day release courses and for attendance at examinations, plus, where it is a mandatory element in the course, up to one week in any year for attendance on a block study course. Paid study leave of one day per examination will also be allowed.
- 2.6 The Association will meet the cost of any professional membership required in order to undertake the course.

3. Non-day release

- 3.1 Approval for undertaking a non-day release course (for example, a correspondence course or one where classes are outwith the staff member's normal working hours) will rest with the departmental Director. Should a staff member wish to undertake a non-day release course, they should make a formal request to their line manager in the first instance.
- 3.2 There must be a clear business case made in support of undertaking the course and it must be relevant to the staff member's current post or another post that they could conceivably undertake within the Association.
- 3.3 As with a day release course, the Association will cover the course fees, travel/subsistence and any specialist equipment required (in the case of specialist equipment, this will remain in the ownership of the Association).
- 3.4 The Association will allow paid leave where required examinations are scheduled to take place during the staff member's normal working hours. Paid study leave of one day per examination will also be allowed.
- 3.5 The Association will meet the cost of any professional membership required in order to undertake the course.

4. Resits

- 4.1 The Association will pay the fee for one resit but the staff member will be required to use time taken from annual leave, flexi or TOIL. Thereafter, fees will become the responsibility of the staff member and the time taken off can be from annual leave, flexi or TOIL.

5. Mentors

- 5.1 All employees studying for a recognised qualification will have regular meetings with a designated person within the Association who will monitor progress and provide guidance to help the student to complete the course.

6. Repayment of course and examination fees

- 6.1 In any of the following circumstances, where financial assistance was granted the Staff member will be required to repay up to 100% of the course and examination fees paid by the Association: -
- a) You leave your employment before the end of the 12 months after completing the course.
 - b) If you are dismissed from employment before the end of the 12 months after completing the course.
 - c) If you leave the course.
 - d) If the Course provider makes you leave the course.
- 6.2 This will be tiered as follows and contained within the agreement signed by the Association and staff member (see template agreement letter below): -
- a) Leaving within three months of completion, repayment in full will be required by the Association
 - b) Leaving within three to six months of completion, 75% of the cost will require to be repaid
 - c) Leaving within six to nine months of completion, 50% of the cost will require to be repaid
 - d) Leaving within nine to twelve months of completion, 25% of the cost will require to be repaid
- 6.3 The payment due will be deducted from the final salary payment or, subject to a signed agreement from the staff member, within three months of the employee's official leaving date. Where the sum owed is greater than the final salary payment, the staff member will be required to pay the full amount due within three months of their official leaving date.

Template Agreement between Tollcross Housing Association and Staff member

[Date]

Private & Confidential

Name & Address

Dear

Tollcross Housing Association Limited [Course Title]

Tollcross Housing Association is committed to the on-going professional development of all staff throughout the organisation and supports employees to attain formal professional and job related qualifications. This usually involves meeting some of the cost of training provided as well as giving paid time off work for course assessor contact, if necessary. We believe that this is an important investment in the future of our employees and the Association.

I am delighted to confirm that Tollcross Housing Association shall support you as a candidate on the ['Course Title'] course (the course), facilitated by [Course Provider]. This letter outlines our commitment in respect of this and our expectations of you. This is subject to your agreement with the following conditions.

Tollcross Housing Association will pay the cost of the course (the Course Cost) which is charged by the Course provider on a credit basis. In this case the total course cost will be [outline course costs (cost per year and number of years)].

1. The date the course commences is [date].
2. You are expected to complete all requirements of the Course within the deadlines set by the Course provider, which includes all course work, assessments and required reading.
3. You are required to update Tollcross Housing Association on your progress as and when requested to do so by the Association. As a minimum this will form part of regular one-to-one sessions with your Line Manager.
4. You should be aware that by meeting the Course Cost Tollcross Housing Association is making an investment in your future employment. This is significant and in line with your terms and conditions of employment you shall be asked to repay all or a proportion of the Course Costs, in line with the Staff Training and Development Policy, should any of the following apply: -

- a) If you leave your employment before the end of the 12 months after completing the course.
 - b) If you are dismissed from employment before the end of the 12 months after completing the course.
 - c) If you leave the course.
 - d) If the Course provider makes you leave the course.
5. You agree to the deduction from any sums due to you by Tollcross Housing Association of such sums as are necessary to give effect to these conditions. Your signature on this document denotes your written consent to such deductions being made. Should your final salary be less than the amount due you agree to repay any outstanding balance immediately upon demand by us and this amount shall be recoverable as a debt.

I trust that you agree to attend the Course and should be grateful if you would sign and return the enclosed copy of this letter to indicate your acceptance.

I would like to take this opportunity to wish you every success in completing the Course. I hope you find the training, information and skills learned on the course useful in your on-going work with Tollcross Housing Association.

Yours sincerely

Anne Fitzsimons
Corporate Services Director

I agree that I will continue working for you, Tollcross Housing Association Limited, for 12 months after completing the '[Course Title]' (the Course) you have paid the fees for.

If I leave your employment or am dismissed before the end of 12 months after completing the course or if I leave the Course (or the Course provider makes me leave), I will refund you an amount to cover the period of service I would be due to work, as outlined within the Association's Staff Training and Development Policy, a copy of which I have received. This will be worked out using all money loaned to me for the course of studies.

I agree that you may take any amount I owe from my salary or other payments due to me under my contract of employment.

Signed Date

**Tollcross Housing Association
Staff Training & Development Policy
Appendix 4 - Training Evaluation**

Employee		Line Manager	
Course Title		Provider	
Course Date		Course Venue	
Cost		If session is CIH, is employee a member?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Purchase Order No.			

PRE-EVALUATION

To help staff decide whether a course is beneficial to both them and the organisation, the business priorities within the Internal Management Plan should be considered. The monthly training programme should also be considered to avoid duplication.

1. Has this training been identified within the organisational staff training plan?
Yes <input type="checkbox"/> No <input type="checkbox"/>

2. What are the learning outcomes for this course?

3. How will this learning help you in your job?

4. What Business Objective will be met? (refer to Internal Management Plan)

Date Course Requested:		Line Manager Authorisation	
Date Course booked:		Booked by:	

**Tollcross Housing Association
Staff Training & Development Policy
Appendix 4 - Training Evaluation**

POST EVALUATION

After your training course, please complete the following questions honestly. This will help us evaluate the training process. For example, the benefits of using a particular training provider; help us identify if others would benefit from attending and to check if we are obtaining value for money.

5. Did the training course meet your needs – briefly explain your answer
Yes <input type="checkbox"/> No <input type="checkbox"/> Partly <input type="checkbox"/>

6. Please explain how you will apply your new learning to your job

7. Is there any further training you would like/required to follow on from this training?
Yes <input type="checkbox"/> No <input type="checkbox"/>
If yes, please provide brief details

Date of Post Evaluation Meeting:		Further Meeting Required?	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date CSD updated Employee Training Record			