



LEARNING & DEVELOPMENT POLICY & PROCEDURE

POLICY / PROCEDURE CONTROL DOCUMENT

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**1. Scope**

This Policy covers all staff and all learning, training and development activities.

The [Board Governance Policy](#) and the [Board Induction, Development and Appraisal Procedure](#) sets out Elim's approach to the Induction and Development of Board members.

**2. Purpose**

The aims of this Policy is to outline Elim's approach to learning and development and how learning is provided at Elim. The Elim Skills Academy has been created to provide learning and development at Elim. When you join Elim you will become part of the ESA, and a learning programme will be created which includes any mandatory or training you must undertake as part of your role. It will also enable you to access additional learning and development opportunities, including management development training, IT, digital and systems skills.

**3. Values and principles**

Our vision is to meet housing need and deliver homes that change people's lives. All learning and development activities will be delivered to support this vision and in accordance with Elim CARES values. Elim Housing staff, customers, Board and stakeholders have developed Elim CARES values that determine how we work together to deliver our services and achieve our business plan objectives and vision.



**CUSTOMERS FIRST**

Customers are at the heart of our services and decision making.



**ASPIRATIONAL & ACCOUNTABLE**

We are ambitious for our customers, staff and stakeholders. We work with integrity, learn from mistakes and do what we say we will.



**RESULTS DRIVEN**

We work hard and deliver great results for our customers and for Elim.



**EVERYONE'S VIEW MATTERS**

We listen to understand, improve and build our services.



**SUPPORTIVE**

We tackle challenges head on and inspire each other to achieve our potential.

#### **4. Equality & diversity**

Elim Housing Group works in a diverse society. We acknowledge that discrimination and prejudices exist. We are committed to ensuring that anyone; working with us, applying to work with us, receiving our services, or applying for services is not discriminated against in terms of disability, gender reassignment, marital or civil partner status, pregnancy or maternity, race, colour, nationality, ethnic or national origin, religion or belief, sex or sexual orientation, and age, as well as those with additional support needs.

Our aim is to make sure that our customers, staff, job applicants, and the communities we serve are treated fairly, equitably and with respect. We aim to create a working environment in which all individuals are able to make best use of their skills and talents, that is free from discrimination or harassment, and in which all decisions are based on individual merit.

Learning and development activities and opportunities will be offered fairly in accordance with your role and all staff will have equality of access to learning and development opportunities.

#### **5. Policy breach**

Staff who do not complete mandatory or compliance training will not be eligible for any bonus payments made.

You should not book other meetings or visits on a pre-booked training day. Attendees should attend training they are booked on and can only cancel in exceptional cases, for example ill health or emergency family events. Refusal to attend training or persistent cancellations may lead to disciplinary action or you may be required to reimburse any costs if payments have been made.

#### **6. Policy owner**

The Head of HR & OD is the responsible for this Policy and Procedure.

#### **7. Budget**

The Head of HR & OD is the learning and development budget holder. Any requests for charged training must be approved by her. Free training may be authorised by the line manager.

#### **8. Policy date and review**

This Policy was reviewed in August 2020.

#### **9. Approval**

ODC will be asked to approve this Policy and Procedure on 4 September 2020.

## 10. Learning & Development Policy

Elim is committed to developing and delivering an ongoing and evolving learning and development culture for our staff team and the Board to ensure we have the knowledge, skills, values and behaviours to deliver the business plan and a Customer First approach to delivering our services. Learning and development activities are to develop your skills and knowledge, give you the tools and techniques to manage all aspects of your role, for team building and to provide personal and career development opportunities.

The Elim Skills Academy has been created to deliver the learning and development opportunities you need to do your role and to develop your skills. Learning and development needs are captured in a [template](#) that lists all essential and desirable training by role. Individual learning and development needs identified at appraisals are also collated and recorded by HR. This is all reviewed and a training deliver plan created. You do not need to apply for this training, you will be advised when you are due it. The learning and development budget is limited, and mandatory and compliance training will need to be prioritised. Some training may not be authorised due to budgetary constraints and the priorities of Elim.

All learning and development activities delivered will incorporate the Elim CARES values and be designed and delivered in line with them.

Staff are required to attend any mandatory (compliance) and essential training required for their roles. You must make sure you are up to date with mandatory training to be eligible for any annual performance bonus arrangements. Regarding other learning and development identified at appraisal or one to one meetings, you are responsible for your own development and should be proactive in identifying learning and development needs and sourcing activities. This includes for conference and workshop attendance. You will need to complete the [learning and development request form](#) for this training. If there is additional development you would like not identified with your manager as essential, you should complete the [personal development form](#).

Managers should ensure that staff have sufficient time scheduled for them to complete mandatory and essential development activities. In addition, they should support other learning and development activities. It is recommended that one day per two months or half a day per month is set aside for this purpose.

At Elim learning and development is more than just attending training courses it encompasses a wide range of activities. These include, for example:

- Shadowing.
- Attending visits and meetings.
- Reading and researching (online and publications).
- HR Coaching and support.
- Line managers coaching and supporting staff.
- Sitting with an experienced person whilst they complete tasks.
- Working on new projects or specific work strands.
- Covering at other projects and with other client groups.
- Knowledge sharing and discussion.
- Face to face courses delivered by in house trainers.
- Picking up and supporting new tasks completion.
- Covering team members' work.
- Acting up and temporary promotions (trial period).

Other learning and development is provided individually or in groups face to face, (in person or virtually) or through online courses.

The **general training** provided for all staff is:

- Induction (including Elim CARES values).
- Health & Safety.
- Equality & Diversity.
- Management Development (for those with line management responsibilities)
- GDPR.
- IT, systems and digital.

Mandatory (compliance) training is provided for identified roles, for example:

- Safeguarding (children and vulnerable adults).
- Professional boundaries.
- Dealing with conflict, violence and aggression.
- Lone working.
- Fire risk awareness.
- Asbestos awareness.

(see [learning and development needs template](#) for the up to date required training for your role).

**Leadership and management development** modules and training:

- Effective Performance Management.
- Recruitment & Selection.
- Budget management.

**Business** areas:

- Specific training for professions or areas of the business, For example, employment law, housing law, domestic violence, drug and alcohol awareness, psychologically informed environment, housing benefit.
- IT and information systems and databases.
- Professional qualifications, for example AAT, CIPD, CIHM, RICS.

Elim **strategies and business plan**. For example:

- Customer involvement and engagement.
- Customer First service.
- Digital empowerment and upskilling.
- Commerciality.

**Career development and succession planning**. For example:

- Personal development courses online (Skillgate).
- Coaching .
- Opportunities to attend some management development modules (where possible).
- Conference and workshop attendance

## **Personal development fund**

There is a personal development fund available for all staff to apply for Elim to support their development including gaining qualifications and attending other training, conferences and events. Please use this [form](#) to apply and email it to HR. You will be asked to outline the details, how it will benefit you and Elim and you will need to get your line manager to complete their section before you email it to HR.

There will be an allocated budget set annually as part of the learning and development budget to finance staff personal development:

Criteria to assess applications will include:

- Benefits to individual and Elim of qualifications or training/development activity - Your plans for utilising and applying this learning or development
- Potential to utilise in career development and taking on specialist roles – Ideally this training will be to develop your current career at Elim and be relevant for the field you work in.
- Specialist areas and developing key skills
- Retaining and developing our staff
- Elim CARES values
- There are sufficient funds in the personal development fund to support it.
- You will be able to complete it successfully.
- Your day to day role, your ability to achieve your objectives, meet KPIs and the service you provide are not adversely impacted by your attendance.

## **Staff Conference**

This is an annual mandatory event for all staff usually held in July and usually covers:

- Teambuilding activities.
- Elim CARES values.
- Business Plans and Strategies.
- Celebrating our successes.

## **Apprenticeships and Trainees**

Elim currently has one apprenticeship, the Trainee Housing Officer. They are supported through their Chartered Institute of Housing qualification (CIHM). Other apprenticeships and trainee roles may be created.

## **Evaluation and transfer of learning**

All learning and development activities should be evaluated to ensure they are effective, meet the learning objectives and business and personal development needs. Evaluation will typically be in a feedback form either on the day or within a week of the activity. Follow up evaluation questionnaires and surveys may be requested, and staff should complete these within the timescales set. Transfer of learning should be built into development activities. This may include action planning, questions concerning transfer and use of skills learned on evaluation forms, sharing your knowledge and learning with your manager and team, involvement in tasks or projects that utilise these skills etc.

LEARNING AND DEVELOPMENT PROCEDURE

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**1. Scope**

This procedure covers all Elim staff.

**2. Governing policy**

This procedure sits under the Learning & Development Policy

**3. Purpose**

This procedure outlines how staff can access learning and development opportunities.

**4. Learning and development needs identification**

Learning and development needs are captured in a [template](#) that lists all essential and desirable training by role. This will be reviewed regularly.

Further training needs analysis exercises may be carried out and you are required to complete any surveys to identify additional needs.

You are required to work with your manager to identify areas for development and learning. There are a number of opportunities to identify learning and development needs:

- Commencement of employment and during your induction.
- Induction meetings.
- Probation review meetings.
- Regular one to one meetings.
- Annual appraisal and mid-year appraisal review.

Learning and development needs should be noted on the relevant forms for these meetings and HR should be advised. HR will review all appraisal forms annually to collate and capture additional learning needs.

**5. Learning and development provision**

The [Elim Skills Academy](#) is used to deliver all of our learning and development provision. This includes all training provided by internal and external trainers and online modules.

- Induction – your line manager will organise your induction training.
- Mandatory (compliance) training will be organised by HR and you will be notified when you are due to attend, or complete online, a course.
- Essential role learning and development activities – if you are required to complete essential training or development activities, you will be notified by HR and asked to book yourself on a course or complete the online module or learning activity.



- Management development modules – if you are a manager you are required to attend management development modules. HR will book you on a session or course or you may be asked to select a date to attend.
- Business plans, strategies and other business needs – if you are required to attend training organised or to complete online modules as part of your role, HR will contact you to book you on the relevant activity.
- All staff are expected to attend the following learning and development activities and HR will contact you to book you on them:
  - Health & Safety,
  - Equality & Diversity,
  - Customer Involvement and service,
  - Other identified all staff learning and development events including Elim CARES values events and activities,
  - Staff Conference.

You do not need to complete a training request form or source your own training for the above listed provision.

Your training records will be automatically updated for the above training.

## 6. **Sourcing and applying for additional individual and team learning and development opportunities**

HR will be able to provide information on training and source some other development opportunities. In the first instance, please contact HR to enquire whether we have any recommended suppliers or identified options. In the case of HR not being able to provide any options, it is the responsibility of staff to work with their manager to source cost effective options for their own further additional learning requirements. Please outline the options in an email to [hr@elimhousing.co.uk](mailto:hr@elimhousing.co.uk) and complete the [Learning and Development Request Form](#)

HR will advise you whether this development can be supported and funded. Some activities may not be agreed or may be agreed for the next financial year depending on budgetary constraints and learning priorities identified.

You will be required to book yourself on any additional learning and development activities authorised. You are required to attend any training you are booked on. Cancellations after payment will only be supported in exceptional circumstances. You may be required to cover any training costs paid out or be subject to disciplinary actions if you do not attend a course you are booked on.

The same form should be used by the line manager to apply for funding for team development activities and training.

HR can provide support for the design and delivery of team building sessions, including as a qualified practitioner in providing Myers Briggs Types Indicator (MBTI) and strengths deployment inventory (SDI) personality profiling. Please contact HR to discuss further.

Free training or very low cost (under £50) can be authorised by the line manager at one course per person per financial year.

## 7. **Training records**

Staff must use the 'Training History' section on their cascade record to record additional learning and development activities undertaken.

## **8. Evaluation and transfer of learning**

All staff must complete an evaluation form and any follow up evaluation surveys or questionnaires on any learning and development activity they complete. The standard form is [here](#). The online or e-learning evaluation form is [here](#). There are more bespoke forms for some mandatory and essential learning activities, including the management development modules.

## **9. Professional qualifications funding**

Elim recognises the importance of individual learning and growth and continuing professional development (CPD) and will consider supporting staff wishing to undertake a recognised course of study that is directly related to their job role. Support may be financial (paying some or all of the course and/or exam fees) and/or time (day release or study leave). Please consider if you can attend this course out of work hours (online, evening or weekends). Where a day release course is approved, the employee may be required to work some extra hours up to a maximum of their normal contracted weekly hours.

Support for undertaking a qualification will be given if the following criteria are met:

- There are sufficient funds in the learning and development budget to fund it.
- The qualification is an essential requirement for the role.
- Your day to day role, your ability to achieve your objectives, meet KPIs and the service you provide are not adversely impacted by your attendance.
- The qualification is at the appropriate level for your role, experience and skills and you will be able to complete it successfully.
- Business, service and contract delivery requirements are not adversely impacted.

Staff undertaking approved training courses may be eligible for up to five days study leave in any twelve months which may be given for study or exams. Study leave must be agreed with and authorised by the line manager and Head of HR & OD.

## **10. Personal development fund**

A small [Personal Development Fund](#) has been set up to support individuals who wish to develop their skills further. This may be training for personal or career development.

Applications will be reviewed under the following criteria are met:

- There are sufficient funds in the personal development fund to support it.
- Ideally this training will be to develop your current career at Elim and be relevant for the field you work in.
- Your plans for utilising and applying this learning or development.
- You will be able to complete it successfully.
- Your day to day role, your ability to achieve your objectives, meet KPIs and the service you provide are not adversely impacted by your attendance.

You should discuss this with your manager, get their approval on a completed Personal Development Fund form [insert link] and then email it to [hr@elimhousing.co.uk](mailto:hr@elimhousing.co.uk). You will need to set out a case for Elim funding this training and how you will use it.

## **11. Repayment on leaving Elim**

Where Elim provides financial support for member of staff to complete a recognised qualification or through the person development fund and that member of staff leaves, the following fees will be deducted from their salary:

- Within one year of completing the qualification (or module for module-based delivery qualifications), 50% of the fees, and any associated costs, will be repayable.
- Within two years of completing the qualification, (or module for module-based delivery qualifications), 25% of the fees, and any associated costs, will be repayable.

Any member of staff wishing to request support for individual training must complete [the request for academic support/financial support agreement form](#), and send it to their line manager and the Head of HR & OD to consider the request.

## **12. Professional membership requirement**

Elim will fund one membership of a Professional Institution if it is a requirement of the role. Individuals must provide a receipt and evidence of valid membership.

## **13. Travel / subsistence / accommodation**

Staff are responsible for making their own travel and accommodation arrangements when attending an event or course. Costs for travel, accommodation and subsistence should be claimed by submitting expense claims in accordance with the Association's expenses claims process. Staff are required to bear the value for money in mind when making travel and accommodation arrangements. Travel costs incurred from obtaining individual qualifications will not normally be met.

## **14. Part-time staff**

Wherever possible, training will be organised to accommodate the hours of part-time staff. Where this is not possible, and training is only available on a day that is not a normal contracted working day, staff may be required to temporarily change their normal working days/pattern.

## **15. Monitoring**

This policy and procedure will be monitored by OLT and the ODC.

## **16. Procedure owner**

The Head of HR & OD is responsible for leading on compliance with the procedure and procedure review.

## **17. Procedure date and review**

This procedure was revised in August 2020 and will be reviewed again in August 2023.

## LEARNING &amp; DEVELOPMENT SKILLS PLAN

Skills/Roles	Area Manager	Team Leader	Assistant Team Leader	Supported Housing officer	Housing officer	Supported Housing Administrator	G&T Manager	G&T Housing Officer	Surveyor	Estates Officer /Maintenance Operative	CSM Officer	CSBA Assistant	Cleaner	Head of Operations	Head of Housing	Head of Asset Management
Induction	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Fire Safety Awareness	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Lone Working	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	
Professional Boundaries	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	
Safeguarding (Adults)	E	E	E	E	E	E	E	E	E	E	E	E	E*	E	E	
Safeguarding (Children)	E	E	E	E	E	E	E	E	E	E	E	E	E*	E	E	
Dealing with violence, conflict & aggression	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	
Equality, Diversity & Inclusion.	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Health & Safety	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Mental Health Awareness	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Universal Credit/Benefit	E	E	E	E	E	E	E	E	E					E	E	
Housing Law/Court cases	E	E	E	E	E	E	E	E	E					E	E	
Domestic Violence	E	E	E	E	E	E	E	E	D	D	D			E	E	
First Aid	E	E	E	E	E	E			D							
Management Development - Recruitment & Selection	E	E	E				E		E					E	E	E

Skills/Roles	Area Manager	Team Leader	Assistant Team Leader	Supported Housing officer	Housing officer	Supported Housing Administrator	G&T Manager	G&T Housing Officer	Surveyor	Estates Officer /Maintenance Operative	CSM Officer	CSBA Assistant	Cleaner	Head of Operations	Head of Housing	Head of Asset Management
Management Development – Effective Performance	E	E	E				E		E					E	E	E
QL Training	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Driving safely **	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
Risk Assessments	E	E	E	E	E	E	E		E	E	E		E	E	E	E
Manual Handling	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E	E
COSHH										E			E			
Working at heights										E			E			
Legionella's Awareness									E	E		E	E			D
Asbestos Awareness									E	E	E					D
Duty to Manage (Appointed Person) Asbestos									E							
BOHS P405 The Management of Asbestos in Buildings																E
Gas Awareness									E		E					E
CDM Awareness									E		E					E
Electrical Safety Awareness									E	E	E					E
Lifting Operations & Equipment Regulations (LOLER)									E		E					E
Pressure Vessels Awareness									E	D	D					D



Skills/Roles	Chief Executive	Director of Operations	Finance Director	Head of HR & OD	HR Coordinator	Group Finance Business Partner	Assistant Accountant	Purchase Ledger Clerk Officer	Income Finance Assistant	Communications Officer	IT & Digital Officer	Development & Asset Management Officer	PA & Office Manager	Head of Development
Manual Handling	E	E	E	E	E	E	E	E	E	E	E	E	E	E
COSHH														
Working at heights														
Legionella's Awareness	E	E	E											
Asbestos Awareness	E	E	E											
Duty to Manage (Appointed Person) Asbestos														
BOHS P405 The Management of Asbestos in Buildings														
Gas Awareness														
CDM Awareness														
Electrical Safety Awareness														
Lifting Operations & Equipment Regulations (LOLER)														
Pressure Vessels Awareness														

### Key

Online and e-learning options should be considered in the first instance for all essential needs.

E = Essential      D = Desirable      \*E - learning only required      \*\* E - learning course for those driving as part of their duties

Appointed First Aiders will receive first aid training.

Appointed Fire Wardens will receive Fire Safety and Fire Warden training.

Mental Health First Aiders will receive training.

Individual learning, training and development needs are identified as part of the appraisal process and are captured in the appraisal form and will be developed into a report.