



## LEARNING and DEVELOPMENT POLICY

### 1.0 INTRODUCTION

- 1.1 Almond Housing Association Limited (AHA Ltd.) is committed to developing, in a planned and structured way, the individual and collective knowledge and skills of all Board Members and employees, to maximise the mutual benefit to both AHA Ltd. and each individual.

In line with our Equality & Diversity Policy, this commitment applies equally to all Board Members and employees.

- 1.2 This policy is supported by detailed procedures.

### 2.0 RESPONSIBILITIES

#### 2.1 Board of Management

- To ensure that AHA Ltd. has approved a policy on learning and development that complies with current regulations, guidance and good practice.
- To monitor implementation of the policy through receipt of relevant reports, in particular ensuring that Board Members have the necessary skills and experience to undertake their responsibilities.
- To ensure, as part of the annual budget-setting process, that sufficient resources are allocated to learning and development.

#### 2.2 Management

- Chief Executive: Overall responsibility for implementing the policy and supporting procedures, ensuring that the learning and development needs of Board Members and employees are identified, and that appropriate learning and development opportunities are made available.
- Head of Corporate Services: Responsible for the day-to-day administration of the policy and procedures, for promoting a 'learning and development culture' within AHA Ltd., identifying suitable courses, seminars, training modules etc. and for advising Board Members and employees on suitable learning and development opportunities to meet identified needs.
- Heads of Section: In discussion with their staff, responsible for ensuring that their learning and development needs are identified and that, subject to the needs of the organisation, staff have appropriate opportunities to attend learning and development events.

#### 2.3 Employees

- To identify specific needs and take full advantage of learning and development opportunities, as part of personal development and for the wider benefit of AHA Ltd.

### 3.0 LEARNING AND DEVELOPMENT

3.1 AHA Ltd. will identify the organisation's learning and development needs through:

- for employees, the annual personal development and review (appraisal) programme;
- for Board Members, an annual evaluation of learning and development needs.

These annual reviews will form the basis from which specific learning and development areas will be identified and individual plans set.

3.2 As well as the identified needs of individuals, learning and development plans will take into account:

- the overall learning and development needs of AHA Ltd.;
- the availability of relevant professional and technical education and training, the outcome of which may be transferred to the workplace and which is designed to meet the Continual Professional Development (CPD) requirements of each individual;
- the availability and suitability of Post Entry Training facilities.
- the development of a 'learning culture', including the formulation of an in-house development and training programme led by existing employees;
- our future human resource needs, taking into account age profiling, existing skills mix and changing work requirements etc.
- consideration, in the light of available funds, of development activities in the broadest sense which are not immediately job related, based on the clear understanding of no time commitment during recognised working hours.

3.3 AHA Ltd. will use alternative forms of development as well as courses, conferences or seminars. These will include a variety of job assignments, self-study (including IT, reading and video packages), on the job coaching, shadowing, job enrichment, job rotation, mentoring etc.

3.4 The full participation of, and the taking of personal responsibility by, each person in this process will be encouraged, to achieve the objectives in their development plan and the overall learning and development aims of AHA Ltd.

### 4.0 REVIEW

4.1 The Head of Corporate Services will ensure that the Senior Management Team reviews this policy at least every five years.

<b>FIRST APPROVED IN</b>	<b>NOVEMBER 1996</b>
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