



EMPLOYEE SKILLS DEVELOPMENT POLICY 2025

1.0 INTRODUCTION

The Association considers that training and development makes a vital contribution to the achievement of its aims and objectives and in the maintenance of effective, well-motivated and informed employees.

The Association is committed to making available appropriately funded facilities and opportunities which will enable employees to acquire the skills, knowledge and attitudes necessary to perform their respective duties and responsibilities effectively.

The Association will undertake to meet the relevant training needs of employees and assist those who wish to develop their career in housing.

In addition to budgetary provision being made annually for general skills development, the Association will support individual employees wishing to pursue particular relevant qualifications by contributing towards the costs of such courses. The training and development requirements of employees will be assessed on an ongoing basis. In addition, a formal training and development plan, tailored to the performance requirements of individual employees and the objectives of the Association, will form an integral part of the annual appraisal and 1-2-1 system operated by the Association.

This policy applies to all employees. Responsibility for training and development will be delegated to the Chief Executive/Departmental Directors, as appropriate, and monitored.

Budgets for training and development will be set annually and taken into account in the annual budget and cash flow statements. Departmental Directors will have responsibility for department budgets and will prepare Departmental Training and Development Plans that have considered the development and training needs of the department.

In formulating Personal and Departmental Training and Development Plans, managers and employees will give consideration to external qualifications and standards (such as SVQs) and utilise them where it is relevant and appropriate.

The Association requires new employees to undergo a process of induction training. The induction process will commence on the first day of employment and follow the format recommended by EVH (and approved by the Board of Management) and will conclude with the formulation of a development plan agreed with their line manager which will be incorporated into the annual performance review process.

2.0 POLICY OBJECTIVES

2.1 The objectives of this policy are:

- ✓ To ensure that the Association has sufficiently skilled, experienced and suitably qualified employees to meet the needs and objectives of the Association and to ensure continuing effectiveness in providing a good quality service to the Association's customers;
- ✓ To provide opportunities to acquire new skills required when employees move into new or different areas of work;
- ✓ To assist employees to develop their potential consistent with the requirements of both the Association and Scottish Government / Scottish Housing Regulator;
- ✓ To ensure that there is an equality of opportunity for employees to obtain systematic and regular skills development in accordance with this policy;
- ✓ To meet the training and development requirements of employees in the most effective way by using a variety of internal and external skills development methods and opportunities;
- ✓ To encourage employees to improve their performance and advance their careers;
- ✓ To review the effectiveness of the Association's investment in training and development and thereby continuously improve the value received from that investment.

3.0 DEFINITION OF SKILLS DEVELOPMENT

3.1 The term skills development is intended to reinforce the position that what is required is more than just the attendance at internal and external training courses.

It therefore encompasses the following activities:

- ✓ Skills developed at formal employee training sessions
- ✓ Skills obtained through non-Association related activities
- ✓ Participation at Seminars
- ✓ Participation at Conferences
- ✓ Induction Training
- ✓ Professional Courses and Further Education
- ✓ Work shadowing
- ✓ On-the-job coaching / mentoring

Annual performance reviews will detail expected skills development activities for the year, and progress will be discussed at 1-2-1 meetings throughout the year.

4.0 FURTHER EDUCATION SUPPORT AND REPAYMENT OF FEES

Prior to setting the budget on an annual basis, the Chief Executive shall remind all employees of the application process for funding of further education courses. Any employee wishing to undertake such courses should submit a formal application to the Chief Executive using the Further Education Request Form. The Chief Executive shall discuss any applications with the relevant Departmental Director, and budget provision shall be made in instances where an application is approved.

The eligible costs which the Association will fund will include the following:

- ✓ Course fees;
- ✓ Course materials (up to £100 per year subject to invoices);
- ✓ Annual subscriptions (one only).

Subsistence costs and additional travelling costs are expected to be at the employee's expense, but will be considered in exceptional circumstances on a case-by-case basis by the Departmental Director and Chief Executive.

Fees paid by the Association for employees to pursue specific relevant training qualifications require to be regarded as a loan as per the Association's Terms and Conditions of Employment.

This loan, however, will be written off 12 months following the relevant course/examination.

The Association will have a right to require the employee to refund the full or a proportion of the cost of fees where the employee voluntarily leaves their employment within those 12 months, or where the employee or the training institution prematurely terminates their course or where the employee is dismissed summarily from their employment. Any repayment will be calculated on a pro rata basis.

5.0 POLICY REVIEW

This policy will be reviewed at least every 5 years.

Anne Smith
Chief Executive

24th February 2024

Policy Review Consultation Process

Considered by the Senior Management Team	24 th February 2025
Considered by the HSEHR Committee	6 th March 2025
APPROVED BY THE BOARD OF MANAGEMENT	27th March 2025
Date of Next Review	February 2030