



TRAINING POLICY

**The Policy was reviewed by
The Management Committee
At the meeting held on 30/10/2018
Next review date October 2023**

1. POLICY OBJECTIVES

The Association is committed to having well trained staff/committee members who have the necessary skills and knowledge to enable them to operate effectively in their respective roles. Staff/committee members will be encouraged to undertake training which can be role specific or related to personal development.

2. STAFF TRAINING

Staff members will be given regular information on training courses provided by training organisations who we are affiliated to:

- SHARE
- SFHA
- EVH
- Glasgow and West of Scotland Forum of Housing Associations

These organisations provide a full range of training courses/events but we will also consider training opportunities offered by other training providers. We can also organize in house training where appropriate. Training can be defined as any activity which helps an individual improve their knowledge and skill set and includes, training courses, seminars, conferences, online learning.

Staff members will identify any areas that will help improve performance, aid personal development, and improve knowledge, skills, and attitude. Training is an ongoing process and will be adapted to respond to changing needs demands and circumstances. Staff members will identify relevant training courses and the Association will set an annual training budget to cover the cost of training needs.

Staff training records will be maintained.

3. STUDYING FOR QUALIFICATIONS

The criteria for studying for vocational training/professional qualifications is outlined in the EVH terms and conditions of employment. Courses considered appropriate to the needs of the Association include:

- SNC/HNC Housing Administration
- Diploma in Housing Studies
- SNC/HNC Accountancy
- Block management courses offered through SHARE, leading to an accredited certificate.
- European Computer Driving Licence

No more than 2 members of staff will be given time off for day release in any one year. Staff may be required to repay a proportion of course fees if they leave their employment within 12 months of obtaining their qualification.

4. MANAGEMENT COMMITTEE.

New Management Committee members will be provided with an induction folder and will buddy up with an existing committee member for the first few months. All committee members will be provided with a copy of the DRUMCOG training plan.

The Association will carry out an annual effectiveness review to ensure that:

- The Management Committee operate effectively as a unit and have the necessary skills to ensure effective governance.
- Individual committee members are confident that they have the necessary skills to fulfill their role
- We undertake effectiveness reviews for longer serving committee members

The annual review and assessment process will highlight any skill gaps that exist. We will use a standard template to assess individual and collective skill levels and a copy of this is appended to the policy. The annual review will be carried out in June/July each year. Long serving committee member reviews will be carried out when a committee member has been on the committee for 9 years, and every 3 years thereafter. Reviews will be carried out by the Director as it is considered appropriate to our size, scale, and structure. There are a number of external consultants who can also undertake performance reviews as appropriate.

5. POLICY REVIEW

The Policy will be reviewed every 5 years, but the review cycle may be brought forward to take account of regulatory changes or best practice recommendations.

**KINGSRIDGE CLEDDANS HOUSING ASSOCIATION
COMMITTEE SKILLS PRO FORMA – EXISTING SKILL**

SECTION 1 GOVERNANCE	VERY CONFIDENT	CONFIDENT	FAIRLY CONFIDENT	NOT CONFIDENT	NOT REQUIRED
Roles and responsibilities of committee members					
How staff and committee roles differ					
Familiarity with Associations area of operation					
Being an effective committee member					
Asking the right questions					
Tenant participation, involving the community and capturing feedback					
Target setting and performance monitoring					
Agreeing objectives for the Association and developing the business plan to achieve them					
Identifying and managing risk					

SECTION 1: GOVERNANCE	VERY CONFIDENT	CONFIDENT	FAIRLY CONFIDENT	NOT CONFIDENT	NOT REQUIRED
Appraising the Director					
Code of Governance, managing conflicts of interest, openness and accountability, respecting confidentiality					
Dealing with conflict					
Equal opportunities, equality and diversity					
Scottish Social Housing Charter					
The Role of the Regulator and Regulatory standards of Governance and Financial Management					

SECTION 2: PERSONAL DEVELOPMENT	VERY CONFIDENT	CONFIDENT	CONFIDENT	NOT CONFIDENT	NOT REQUIRED
Assertiveness, speaking out challenging views and expressing different viewpoints					
Chairing skills and controlling meetings					
Presentations and public speaking					

SECTION 3: FUNCTIONAL KNOWLEDGE	VERY CONFIDENT	CONFIDENT	FAIRLY CONFIDENT	NOT CONFIDENT	NOT REQUIRED
Overview of Housing Management issues					
Allocations					
Arrears Management					
Welfare Reforms, universal credit					
Rent setting and affordability					
Estate Management and Neighbour disputes					
Assessing tenant satisfaction					
Overview of maintenance including legal responsibilities					
Reactive maintenance, right to repair and adaptations					
Long term maintenance planning					
Appointing and managing consultants and contractors					
Basic Housing Association Finance					
Financial planning, budget – setting and monitoring					
Treasury management (borrowing and investment)					
Understanding Housing Association Accounts					

KINGSRIDGE CLEDDANS HOUSING ASSOCIATION

GOVERNING BODY PERFORMANCE REVIEW

LONG SERVING MEMBERS

The questions/pointers outlined below will be used to steer the discussion at the meeting between a long serving committee member wishing to stand again for election and the Director. The questions should be used as prompts which will be used to feed into an overall assessment in each of the following areas:

- Objectivity
- Independent challenge
- Continued effectiveness

The questions do not need to be answered individually but the discussion will be used to demonstrate evidence of compliance to help comply with Regulatory Standard 6.2

NAME	
NUMBER OF YEARS SERVICE	
DATE ASSESSMENT COMPLETED	

DISCUSSION PROMPTS OBJECTIVITY	OVERALL ASSESSMENT/EVIDENCE OF COMPLIANCE
<ul style="list-style-type: none"> • What measure do you have in mind to avoid long-standing relationships clouding your judgement. For example, ensuring that your relationship with committee colleagues and the Director remain business like? • How do you avoid bringing your personal feelings into play when taking decisions that affect the Association? • What standards of scrutiny do you apply to facts and evidence placed in front of you by staff members? • How do you come to a view on whether reported performance is good or bad? • How do you maintain a working knowledge of the Association's operational/strategic aims and objectives? 	

DISCUSSION PROMPTS INDEPENDENT CHALLENGE	OVERALL ASSESSMENT/EVIDENCE OF COMPLIANCE
<ul style="list-style-type: none"> • How do you hold the senior officer and staff to account? • Do you still know and accept the Association’s mission statement, values and objectives? • How do you think you can actively participate in taking these forward? • Do you still feel as enthusiastic over your role as when you first joined us? • Do you still feel that you make the same level of contribution to discussions as you did in your early days? • Do you remain confident in constructively challenging views you do not agree with? • Do you feel you can make challenges in a non- confrontational manner? • Do you feel that your input into discussions is overall appropriate and relevant? • Do you feel that you have sufficient knowledge of our activities to allow you to participate in discussions and decision making? • Have you any awareness of the process and outcomes in terms of the appraisal of the Director? 	

DISCUSSION/PROMPTS CONTINUED EFFECTIVENESS	OVERALL ASSESSMENT/EVIDENCE OF COMPLIANCE
<ul style="list-style-type: none"> • Do you feel that you still ask the right questions at the right time? • How do you go about ensuring that you do sufficient background reading to keep you up to date with current issues? • Do you network with other people outwith your organisation and what can you learn from this? • Do you think your personal impact has waned through time or are you still up for the challenge? • Do you feel that you bring any skills or experience that would be missing from/lacking on the committee if you were to leave? • What are the biggest challenges that you think we will face in the years ahead? • Do you still look for ways to improve your own effectiveness as a committee member? • Would the committee be weakened if you were to leave? • What motivates you to continue as a committee member? 	

DISCUSSION PROMPTS CONTINUED EFFECTIVENESS	OVERALL ASSESSMENT/EVIDENCE OF COMPLIANCE
<p data-bbox="311 313 750 414">TRAINING AND DEVELOPMENT NEEDS FOR OBJECTIVITY</p> <p data-bbox="311 817 750 918">TRAINING AND DEVELOPMENT NEEDS FOR INDEPENDENT CHALLENGE</p> <p data-bbox="311 1366 766 1467">TRAINING AND DEVELOPMENT NEEDS FOR CONTINUED EFFECTIVENESS</p>	