

**Date Issued** December 1997

**Last Review Date** February 2020

**Department** Management

**Title** Management Committee / R3 Board Members' Training

**Objective** To ensure our Management Committee and R3 Board members have the skills, knowledge and experience to enable them to effectively manage our business

**Responsible** Chief Executive

**Next Review Date** February 2025

## **1.0 INTRODUCTION**

We believe that the training of our Management Committee and R3 Board Members is an essential part in achieving our Aims and Objectives and, in the Management Committee's and R3 Board's role as employer, ensuring our employees remain well motivated.

We aim to make available appropriate resources to enable our Management Committee and R3 Board Members to carry out their duties and responsibilities effectively.

This policy applies to all Management Committee and R3 Board Members and potential Members.

## **2.0 POLICY OBJECTIVES**

- 2.1 To ensure that we have a good mix of skills & experience on our Management Committee and R3 Board to carry out our Aims and Objectives.
- 2.2 To provide the necessary training to enable Management Committee and Board Members to perform their duties effectively and to a high standard.
- 2.3 To ensure that there is equal opportunity for Management Committee and R3 Board Members to obtain systematic training in accordance with our policy.
- 2.4 To meet the training needs of Management Committee and R3 Board Members in the most effective way by using a range of internal and external training facilities.

2.5 To optimise the personal development of Management Committee and R3 Board Members to enable them to develop their full potential

2.6 To ensure the process of succession planning is undertaken to enable preparation for future changes of leadership within the Management Committee / R3 Board.

### **3.0 RESPONSIBILITIES OF MANAGEMENT COMMITTEE / R3 BOARD MEMBERS**

We expect our Management Committee and R3 Board Members to share the following responsibilities:

- To set our strategic aims and objectives
- To exercise control and set excellent standards of governance
- To formulate policies and plans to achieve these objectives
- To ensure our tenants and customers receive the highest standards of service and full opportunities to participate
- To ensure that there are clear delegated authorities to staff
- To ensure there are sound financial and other Risk Management controls in place
- To approve and monitor our performance in relation to plans, budgets and other key decisions
- To direct our employment and training practices to ensure an efficient and effective workforce
- To ensure that our affairs are conducted lawfully in accordance with accepted standards of performance and propriety

Management Committee and R3 Board Members are expected to participate in training and development activities relevant to our business to enable them to fulfil their responsibilities.

### **4.0 TRAINING PRIORITIES**

We will endeavour to meet the training needs of individual Management Committee and R3 Board Members as far as possible. Priority will however be given to ensure that:

- Members have the skills required to carry out their duties
- Good practice is followed in managing and developing our staff
- Our legal obligations are met

## **5.0 TRAINING NEEDS ASSESSMENT AND ANNUAL TRAINING PLAN**

We will, on an annual basis, carry out an audit of our existing skills and experience to:

- Identify any imbalance or lack of particular skills or expertise which can assist and inform recruitment and succession planning for the Management Committee and R3 Board
- Compare existing skills and experience against the basic skills / experience required for being on the Management Committee or R3 Board, to help identify relevant training for incorporation into the Training Plan

Following completion of the training needs assessment, an annual Training Plan will be developed identifying individual and group priority training requirements.

## **6.0 TRAINING RESPONSIBILITIES**

- 6.1 Our Chief Executive has overall responsibility for co-ordinating our training requirements and for identifying training budget requirements for incorporation into our annual budgets.
- 6.2 Management Committee and R3 Board Members are responsible for identifying and liaising with the Chief Executive and Chair regarding their individual training requirements.
- 6.3 Our Chief Executive and Chair are responsible for ensuring that the content and quality of the Members' training plan enables us to meet our objectives and to ensure a high standard of conduct by our Members.
- 6.4 Our Chief Executive will ensure that appropriate training information is routinely circulated to Management Committee and R3 Board Members, and is authorised to approve training requests from Members.

## **7.0 MONITORING AND EVALUATION OF TRAINING**

- 7.1 The responsibility of monitoring and evaluating training lies jointly with our Chief Executive and Management Committee / R3 Board Members.

7.2 Our administration staff are responsible for issuing course booking / appraisal forms for completion by Management Committee and R3 Board Members and recording the training outcomes into the relevant training plan.

7.3 Following the completion of a training activity, the Management Committee or R3 Board Member will be responsible for completing and returning training feedback forms (Appendix 1) on the effectiveness of the training undertaken; i.e. were the learning objectives achieved; has the knowledge and/or skills acquired improved performance or enhanced personal development. The Member should also consider how best to pass on the knowledge and/or skills to other relevant Members. This may take the form of a written or verbal report to Members.

## **8.0 TRAINING PROVISION**

8.1 The most common forms of training available to all Management Committee and R3 Board Members are as follows:

- An Induction process for all new members (including provision of an Induction Pack)
- In-house Training
- External Training
- On The Job Training (with other Members or shadowing staff)
- Pairing (where an existing Management Committee or R3 Board Member will work closely with a new or inexperienced Member to build up their skills and knowledge)
- External Networking through attending external training sessions, conferences and seminars
- Further Education

## **9.0 POLICY REVIEW**

9.1 Our Chief Executive will ensure that this Policy is reviewed at least every five years. The absence of such a review will not cause this policy to lapse.

## Management Committee/R3 Board Training Evaluation Form

This form must be completed after each training session attended. Please discuss any aspects of the training with the Chair prior to sending the form to the Executive Support Officer/Assistant.

|   |                                     |
|---|-------------------------------------|
| <b>Name:</b>  |                                     |
| <b>Title of Training Course/Conference</b>  |                                     |
| <b>Date &amp; Venue</b>   |                                     |
| <b>Training Organisation</b>  |                                     |
| <b>Was this identified at your Appraisal</b>  | <b>Yes/No</b>                       |
| <b>What were the 3 main learning outcomes from this training:</b>                                       | 1.<br>2.<br>3.                      |
| <b>Describe how you can apply these outcomes to your role</b>   |                                     |
| <b>On a scale from 1-5 (1 being poor – 5 being excellent) how satisfied were you with the training?</b> | <b>1 2 3 4 5</b><br>(please circle) |
| <b>Would you recommend this training to another Management Committee / R3 Board Member</b>              | <b>Yes/No</b>                       |
| <b>Any other relevant comments</b>  |                                     |
| <b>Signed by Management Committee/R3 Board Member</b>   | .....                               |