

## CIPD Candidate evidence matrix (EXAMPLE)

(CEM1)

| <b>Candidate name:</b><br>Lowri Ann Davies                                         |                                        |                                                                                         | <b>CIPD Membership/registration No.:</b><br>49370121 |                   |                         |
|------------------------------------------------------------------------------------|----------------------------------------|-----------------------------------------------------------------------------------------|------------------------------------------------------|-------------------|-------------------------|
| <b>Qualification title:</b><br>Developing Professional Practice in Human Resources |                                        |                                                                                         | <b>Unique Learner No. (ULN):</b><br>1104209          |                   |                         |
| Unit code                                                                          | Unit title                             | Evidence description                                                                    | Evidence reference number                            | Assessor initials | I/V initials if sampled |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Staff Structure 2020                                                                    | E001                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Code of Conduct Policy                                                                  | E002                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Induction Policy                                                                        | E003                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Learning and Development Policy                                                         | E004                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Witness Testimony – Line Manager                                                        | E005                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Management Team Meeting – Action Plan for Leadership Training                           | E006                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Supervision form (highlighted identifying performance and good practice from employees) | E007                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Leadership and management Programme 2019                                                | E008                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Poster advertising agile working from May 2020                                          | E009                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Spreadsheet of Managers Training from 2018 – 2020                                       | E010                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Spreadsheet of Managers current Qualifications                                          | E011                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Management meeting – Actions raised                                                     | E012                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | List of supervision meetings held in February 2020                                      | E013                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Manager Feedback from February Supervision Meetings                                     | E014                                                 | LD                |                         |
| 5ADCM                                                                              | Contributing to Coaching and Mentoring | Management Meeting Agenda March 2020                                                    | E015                                                 | LD                |                         |

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| 5ADCM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Contributing to Coaching and Mentoring | Post Coaching form                       | E016         | LD                |  |
| 5ADCM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Contributing to Coaching and Mentoring | Training content from Appraisals 2019.20 | E017         | LD                |  |
| <b>Candidate declaration:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                                        |                                          |              |                   |  |
| <ul style="list-style-type: none"> <li>• I confirm that the work/evidence presented for assessment is my own unaided work.</li> <li>• I have read the assessment regulations and understand that if I am found to have 'copied' from published work without acknowledgement, or from other candidate's work, this may be regarded as plagiarism which is an offence against the assessment regulations and leads to failure in the relevant unit and formal disciplinary action.</li> <li>• I agree to this work being subjected to scrutiny by textual analysis software if required.</li> <li>• I understand that my work may be used for future academic/quality assurance purposes in accordance with the provisions of the Data Protection Act 1998.</li> <li>• I understand that the work/evidence submitted for assessment may not be returned to me and that I have retained a copy for my records.</li> <li>• I understand that until such time as the assessment grade has been ratified through internal and external quality assurance processes it is not final.</li> </ul> |                                        |                                          |              |                   |  |
| <b>Signature:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                        | <b>L Davies</b>                          | <b>Date:</b> | <b>12/03/2020</b> |  |

## Notes on candidate evidence matrices

Candidates should be encouraged to develop a matrix indicating how their evidence relates to each unit/module and learning outcomes/assessment criteria. This helps advisors and assessors to support candidates to draw links between units and encourage cross-referencing and the possible multi-use of evidence.

Evidence matrices can be developed using the unit/module and learning outcomes/assessment criteria, giving candidates an opportunity to link their evidence to each outcome.

Another approach is to have a more generic form where candidates list evidence and tick relevant boxes to show coverage.

Whatever approach is employed candidates should be encouraged to complete these forms themselves and not expect assessors to do this for them.

Qualification: CIPD Diploma in Applied Human Resources

5ADCM – Contributing to Coaching and Mentoring within the Organisation

Word Count: 2628

Student Name: Lowri Ann Davies

Student Number: 1104209

CIPD Membership Number: 49370121

By signing below, I confirm that the work/evidence presented is my own, unaided work. I understand the regulations pertaining to candidate malpractice and the action that may be taken as a result.

Signed: L Davies

Date:

The Association was formed in 1979 and currently consists of 39 employees working across Head Offices, Sheltered Accommodation and Care Homes. It consists of two departments – Operations and Corporate Resources which is responsible for the running and growth of the organisation (E001).

**LO1 - Be able to assess the impact of coaching and mentoring activity within an organisation and make recommendations for further development.**

### **1. Overview of Coaching and Mentoring within the Organisation**

The Institute of Coaching shared that having an internal or external Coaching and Mentoring Programme can allow the organisation to identify strengths and weaknesses in their ability and encourage them to work with them to develop high performance individuals to progress within the organisation (2015). As it currently withstands, the culture of the organisation is based on values driven and employees are expected to have regard for the impact of their personal behaviour on the environment and the community in which they work. The Association is responsible for spending considerable sums of public money and it is essential that all these interested parties have confidence that we maintain the highest standards of conduct. The Code of Conduct Policy (E002) details the expectations of employees, and details any applicable policies and procedures on the staff portal.

As a HR Professional, we develop policies and procedures along with ensuring that we provide sufficient HR services to our staff members. As part of developing our staff members to ensure that they are fully equipped to complete their roles, we aim to provide suitable pathways to allow them to achieve their highest potential (Hayden and Haden 2019). One of these options is Coaching and Mentoring.

Over the years, the most common type of personal development was arranging external and internal training courses. Coaching and mentoring isn't fully engrained into the organisation and not considered a top option when line managers are approached by their staff members. When a new employee begins, as part of the induction, they shadow their new line manager, team members and come to grasp with work processes (E003). At this point, it is not considered as coaching within the Association as it isn't clear on which areas the staff member is lacking confidence or ability. As part of our performance requirements, within the first 3 months of their employment, it is asked that line managers meet with new staff members every month for supervision meetings. During these meetings, both parties are able to share their concerns and prepare an action plan for implementation. One of the actions that can arise from these meetings is arranging for a member of staff with expertise in chosen area, to guide and direct the new staff member to achieving their action and fulfilling their role (Clutterbuck, Megginson and Bajer 2016).

When discussing the organisation and its workforce, as a small business we didn't believe that we had the resources in house to be able to implement a full coaching programme. Within the learning and development policy, it referred to staff members requesting to the Director of Corporate Resources if they'd wish to participate in coaching, but no requests been had been made (E004). Following a discussion with my line manager, we believed that the reasoning for this was down to lack of advertising, utilising training as an avenue due to large budget and time constraints (E005). Coaching was perceived as a time consuming exercise and staff members did not wish to burden Senior Managers with their requests for expertise advice.

Since line managers have received Management and Leadership training, they have been closely monitored by their Senior Managers to ensure that all matters are dealt with in accordance with policies and good practice to ensure fairness across staff members (E006). As the line manager is most likely the individual that will understand the staff member and it's role best, during supervision and

other performance meetings, coaching can be built into these conversations and both parties are aware of the desired goals from this and the most suitable approach for the individual to learn (Hayden and Haden 2019).

Not only does our performance meetings identify concerns but are also able to share performance areas in which staff members have exceeded expectations (E007). Discovering a talent in an individual can allow the line manager and organisation to utilise their expertise by sharing their knowledge with others and reviewing their job role to meet the needs of the organisation.

## **2. Review of Coaching and Mentoring within the Organisation**

The organisation is based on a hierarchical structure with senior management agreeing all policies and procedures, future developments and planning (E001). This structure is more common in smaller organisations and will only have a few different levels. Everyone has a clear understanding of their role but as they work together in unison, there is more freedom to be flexible (Mind Tools n.d.). This description reflects one of our values of – ‘**Work together:** we recognise we are empowered and empower others by working together’. The benefit of this structure for a coaching and mentoring programme is having managers and senior managers in defined lines of responsibility being able to identify areas that require improvement to achieve the goals of their team to work as efficient as possible. Identifying problematic areas and securing coaching and mentoring initiatives to resolve these will make employees feel valued and loyal to the association (Long n.d.).

During the last year, all managers have attended Leadership and Management Training carried out by TSW, an external provider. Prior to agreeing a provider, the Association worked with three providers to develop a programme that was in line with the organisations mission, vision and values. The training was carried out over 2 days, three times during 2019 (E008). There are an additional three line managers within the organisation that were not included as part of the training as they are not responsible for a whole department. Coaching and Mentoring was not included as part of the training as it hadn't been considered a priority for its first introduction in to the workplace. Research has demonstrated benefits of coaching and mentoring from leaders in the workplace as they would have prior knowledge and understanding of the current workplace with employees feeling valued and committed from their line manager demonstrating the time to support their goals (Hayden and Haden 2019).

To move ahead with technology and secure the efficiency of the data that we collect from our stakeholders, the organisation is going agile with their front-line staff (E009). This proposes that Housing and Maintenance Officers will be based in our communities where our residents live, with tablets and phones accessing data on their tenancy management to deal with enquiries there and then. Currently, officers will need to prepare all this information in the office, visit the resident and then input all of this information into our electronic database. Moving forward, this is an example of how the organisation will be developing its business and services to stakeholders. Currently, within the organisation, a Task & Finish Group has been forged to undertake the above project. These groups are formed by including staff members that play a role in using these practices. It was suggested that coaching and mentoring be;

“A process by which the coach, through direct discussion and guided activity, helps an individual to solve a problem or do a task better than would otherwise have been the case”.

(Clutterbuck, Megginson and Bajer 2016).

Three managers sit in on the above task & finish group but none of them have received coaching and mentoring training to enhance the skills and ability of front-line officers.

### 3. Recommendations for Coaching and Mentoring within the Organisation

| Finding                                                                          | Recommendation                                                                       | Discussion with supervisor                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Benefits to organisation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Implications of pursuing                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Learning and Development Policy does not go into depth on Coaching and Mentoring | <b>Consider including coaching and mentoring as an initiative within the policy.</b> | During my last supervision meeting in January 2020, I discuss my findings and recommendations with the HR Manager. We had a lengthy discussion surrounding the possibility of expanding the Learning and Development opportunities within the organisation to include Coaching and Mentoring and the benefits of having internal coaches to develop and enhance an employee's knowledge. From this, it was agreed that these recommendations would be put forward to the next Executive Management Team meeting in April 2020 for discussion and approval (E005). | An alternative tool to develop the skills and knowledge of employees within the policy.<br>Ability to have more L&D areas to target the correct learning initiative for the development of the employee and ensuring that they achieve their end goal.                                                                                                                                                                                                                                                                      | The Association would need to approve the possibility of incorporating coaching within leadership training to ensure that there would be internal coaches available to provide this initiative to new employees.                                                                                                                                                                                                                                                                                                                                                                                         |
| No coaching and mentoring expertise within Task & Finish Groups.                 | <b>Include a coach in each Task &amp; Finish Group.</b>                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | It would allow the group to have a more structured process and have guidance in ensuring that they achieve the purpose of the group to their utmost potential. This would provide the organisation and the individual with tools to achieve their goals. Allowing an agile coach to sit on the T&F Group and to continue for 6 months after the live date would allow them to identify areas of strength and weakness by monitoring the success of the project and working with staff members to implement the next stages. | The Task & Finish Group meet on a bi-weekly basis to discuss the progress of the group and have provided training surrounding the forms and use of tablets. The next step is going live on 13/05/2020.<br>There would be a cost implication to hire a coach to spend 6-8 months within the organisation monitoring the project. A cost analysis on recruiting a full-time or part-time coachee would need to be conducted and submitted to board of management for approval. This cost could affect the £40,000 yearly training budget and effect the development of staff members in other departments. |

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| Coaching not included as part of Management and Leadership Training | <b>To include coaching as part of leadership training.</b> |  | <p>Including Coaching and Mentoring as part of leadership training will include additional skills i.e. building resilience, preparing for changes, improve daily performance, shaping individuals, creating new perspectives. These are all skills that can be shared and utilise during performance meetings, shadowing and our 'buddy up' style of learning.</p> <p>A CEO from Random Housing Group had included Coaching as part of their Leadership training. Employees shared that they felt valued, appreciated and loyalty towards the organisation. They have since included coaching as part of their culture which in turn, has positively impacted their obligations to the workplace (CIPD 2017).</p> | <p>During 2019, the cost of the training was £10,000 for 11 attendees. A sub-committee of the Board of Management received a quarterly update on its progress.</p> <p>The association would need to arrange an additional training course to cover the coaching aspects of the training. This would cost money and take managers away from their day-to-day duties.</p> <p>There would also be an implication on new managers being recruited into the organisation and ensuring that they would have identical training to current managers to ensure fairness and consistency amongst staff.</p> |
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## **L02 - Be able to support the implementation of coaching and/or mentoring programmes within an organisation.**

As noted within the above recommendations, it is clear that Coaching and Mentoring is not considered a large part of the Learning and Development programme within the organisation. Since discussing the positive impact these avenues can have on the development of individuals, a more proactive approach has been considered to promote these avenues and for management to buy in to these opportunities.

As a starting point, we carried out a basic skills audit for managerial and senior management roles within the organisation. We calculated this by reviewing their current qualifications and training that they had attended in the last 2 years (E010). It was agreed to only review training that was included in the last 2 years as this is when we would arrange for refresher training to be completed.

From the qualifications register, a 100% of managers had a qualification that was necessary or higher than what was required from their roles (E011). More specifically, 70% of them had a qualification that related to their current role but the other three managers had attended necessary training courses over the last 3 years to provide them with the skills and ability to fulfil their roles in line with job descriptions.

To begin promoting this potential avenue, it was clear that buy in would be needed from managers to understand the benefits of using internal coachees and mentors to develop individuals. As all managers attend a monthly Management Team Meeting, my line manager and I prepared a short verbal presentation on the benefits of using this method with examples of how it could be implemented instead of using external and internal training (E005). Overall, feedback was positive but concerns had been raised from not having the appropriate training and time to undertake this additional learning and development work.

Before being able to fulfil our recommendation of arranging Coaching Training for all managers, we suggested gauging the interest from our employees and their interest in receiving Coaching and Mentoring instead of the traditional external and internal training that has been used for years within the Association.

During all supervision meetings in February 2020, line managers were requested during the 'Training and Development' sub-heading within the form to provide an overview of the verbal presentation that HR had provided during the last Management Team meeting and compare the possibility of implementing Coaching and Mentoring against any skills or goals that had been noted at the previous and current performance meeting (E012). As we ask our managers to complete supervision meetings every 8 weeks, only 10 of these were held in February out of a potential 31. We believed that a return rate 32% was enough for us to base our findings (E013). Feedback received was positive and employees were overall happy with the ability to work closer with senior managers, build relationships and gain further knowledge from them (E014).

To be able to implement this as a provision within the organisation, the Executive Management Team will need to approve our above recommendation of authorising Coaching Training for Management. From this, the skills identified from employees during performance meetings will be compared against our skills analysis which will identify the most appropriate manager to undertake. This will also be included on the Management Team meeting agenda for full discussion with an opportunity to review progress (E015).

Managers would be the only candidates selected to carry out the training to review the effectiveness and then take into consideration the roll out of this for more staff within the organisation. As part of their training, coachees would need to build on skills from asking the correct questions, listening, building relationships, discovering the strengths of individuals and remaining focused on the end goal.

To review the progress of implementation and reviewing its effectiveness, a post coaching questionnaire will be circulated to all staff that have undertaken coaching with a member of staff and this feedback will be presented to the Management Team meetings with a specific agenda item gather feedback from coacher (E016).

During the appraisals that were completed in January 2020, the content of them referred to shadowing other members of staff within the organisation and understanding their roles in achieving success (E017). This does link with mentoring and receiving expertise knowledge from them to develop yourselves. It does appear as a common trend and succession planning can take a higher force in moving the organisation forward by reviewing the skills and knowledge of our current workforce.

## Bibliography / Referencing

CIPD (2017) *Coaching: It's a culture thing*. Available at: <https://www.cipd.co.uk/podcasts/coaching-culture>. (Accessed: 14 February 2020).

CIPD (2018) *Learning and Development*. Available at: <https://peopleprofession.cipd.org/profession-map/specialist-knowledge/learning-development>. (Accessed: 14 February 2020).

CIPD a (2019) *Reverse mentoring: the motives*. Available at: <https://www.cipd.co.uk/news-views/nutshell/issue-86/reverse-mentoring>. (Accessed: 3 March 2020).

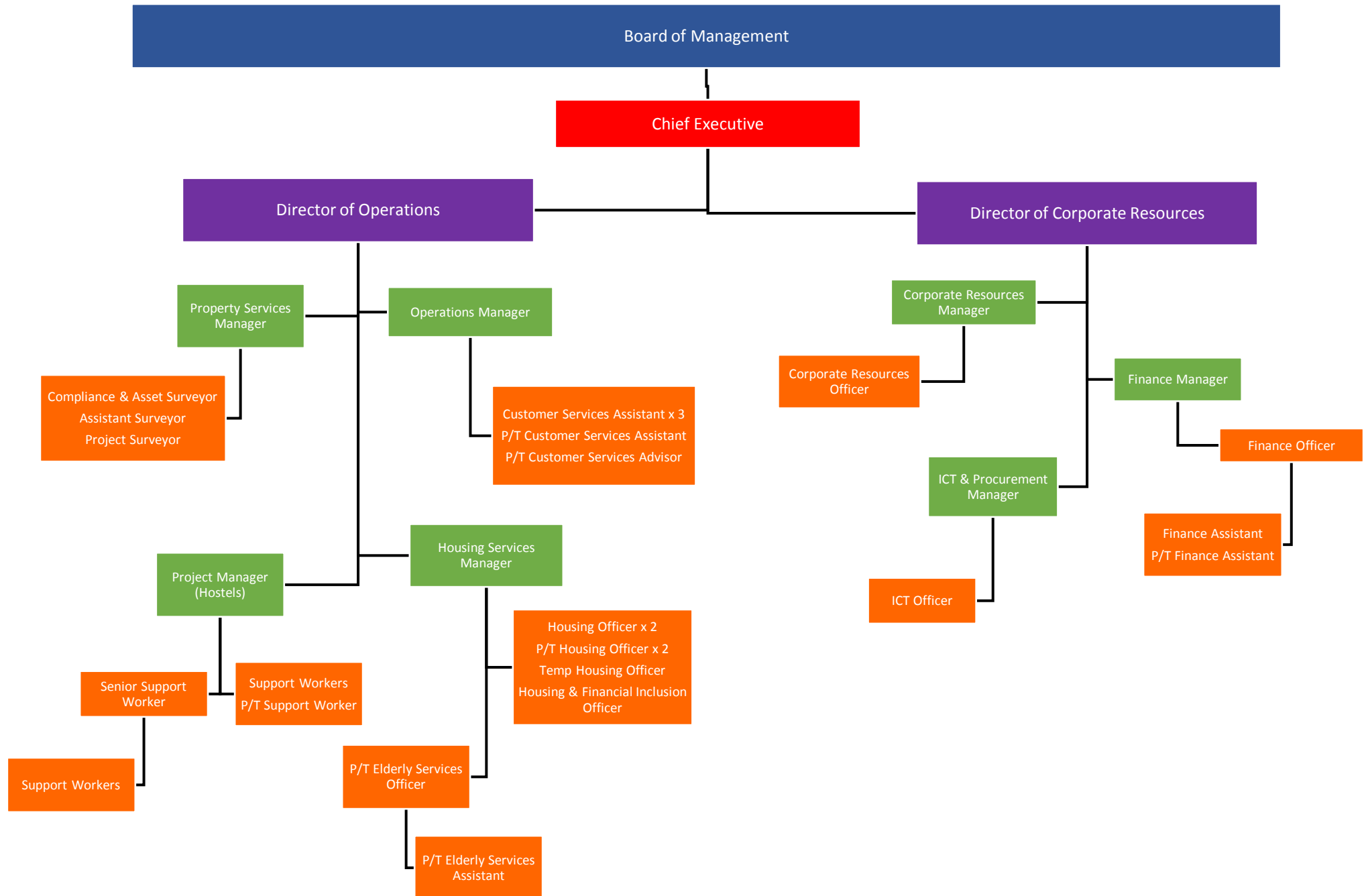
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Hayden, D. and Haden, S. (2019) *Coaching and Mentoring*. Available at: [https://moodle.uwtsd.ac.uk/pluginfile.php/321960/mod\\_resource/content/1/coaching-mentoring-factsheet\\_20190903T123004.pdf](https://moodle.uwtsd.ac.uk/pluginfile.php/321960/mod_resource/content/1/coaching-mentoring-factsheet_20190903T123004.pdf). (Accessed: 3 March 2020).

Institute of Coaching (n.d.) *Benefits of Coaching*. Available at: <https://instituteofcoaching.org/coaching-overview/coaching-benefits>. (Accessed: 15 February 2020).

Long, N. (n.d.) *Organizational Benefits of Coaching and Mentoring*. Available at: <https://smallbusiness.chron.com/organizational-benefits-coaching-mentoring-10077.html>. (Accessed: 5 March 2020)

Mind Tools (n.d.) *Organisation design*. Available at: [https://www.mindtools.com/pages/article/newPPM\\_95.htm](https://www.mindtools.com/pages/article/newPPM_95.htm). (Accessed: 5 March 2020)



## **BRO MYRDDIN HOUSING ASSOCIATION**

### **CODE OF CONDUCT**

#### **1. INTRODUCTION**

The purpose of this code is to provide a clear framework within which employees of the Association are expected to conduct themselves with honesty, integrity, respect, and dignity for fellow employees, tenants and others who have contact with the Association. The behaviour of employees is central to the continued success of the Association.

This code should be read in conjunction with the statement of terms and conditions of employment issued to all employees on commencement of employment and periodically updated as necessary.

Employees should also ensure they have read and understand all employee related policies and procedures. These include policies on:

Code of Governance  
Absence  
Raising grievances  
Supervision  
Health & Safety  
Gifts & Hospitality  
Disciplinary Procedure  
Data Protection Policy  
Bullying and Harassment Policy  
Whistleblowing Policy  
ICT Security Policy  
(Any other policies: Dignity at Work, etc.)

Failure to comply with any policy or procedure may result in disciplinary action up to and including dismissal.

#### **2. PRINCIPLES**

Employees are expected to have regard for the impact of their personal behaviour on the environment and the community in which we work.

The Association is responsible for spending considerable sums of public money. It is essential that all these interested parties have confidence that the Association maintains the highest standards of conduct in financial matters and seeks to reach high standards of probity.

Stringent procedural and audit arrangements are in place and employees are expected to ensure that decision making is open and fair.

This code covers some of the most important issues which are likely to arise and gives a framework of guidelines, but is not intended to be exhaustive.

#### **3. EQUALITY OF OPPORTUNITY**

The Association's commitment to equality of opportunity is expressed in its core values;

*'We value the uniqueness of individuals, welcome difference and diversity, act with integrity and are approachable and respectful'.*

The Association has committed itself to providing a supportive environment where respect is shown to all, and where all employees, regardless of their gender, race, ethnic background, culture, (dis)ability,

sexual orientation, age, religion, socio-economic status, their association with others or any other factor are encouraged to perform to their potential.

The Association is proud to be an equal opportunities employer. This means that decisions concerning recruitment, promotion, dismissal or any other aspect of employment will be based on the needs of the business and not any assumptions based on sex, race, age, disability, gender reassignment, sexual orientation, married or civil partnership status, pregnancy or maternity, religion or belief. This is an important commitment which all employees are expected to share.

Employees are encouraged to raise with management any discriminatory behaviour assumptions or attitudes they encounter at work and are entitled to do so free from any reprisal providing they are acting in good faith.

All employees are entitled to a working environment free from bullying and harassment. The association takes all allegations of such conduct extremely seriously and will not tolerate harassment or bullying behaviour. Complaints will be dealt with under the Complaints Policy.

#### **4. HEALTH AND SAFETY**

The Association will act positively to minimise the incidence of all workplace risks as required by the Health and Safety at Work Act 1974 and other associated legislation.

All activities should be carried out with the highest regard for the health and safety of all employees, residents, visitors and the public at large. Our aim is excellence in health and safety, by means of continuous improvement of standards, and comprehensive use of risk assessments so as to systematically remove the causes of accidents/incidents and ill-health.

Employees must report all accidents, incidents or near misses which take place during working hours in accordance with the policy.

#### **5. PERFORMANCE**

The Association expects individuals to follow all reasonable rules and instructions given by those supervising or managing their activities and/or work areas.

Employees must obtain permission before carrying out any function other than that for which they are employed (natural functions excepted).

All employees are expected to attend work unless authorised not to do so e.g. agreed holidays, medical appointments, absence through sickness, attendance on training etc. Unauthorised absence will render the employee liable to disciplinary action, which could lead to dismissal.

All employees are required to have a responsible attitude towards time keeping. You will be expected to be ready to start work at the commencement of your normal working day. Persistent lateness will render the employee liable to disciplinary action, which could lead to dismissal.

#### **6. CONFLICTS OF INTEREST**

The highest standards of behaviour are also expected in all areas of the Association's work, especially where individuals are in positions to make decisions which may have significant impact on others. In all such cases it is important that decisions are taken in a fair and balanced way that could stand up to external scrutiny. Conflicts of interest should be identified so that individuals are not involved in decisions where their actions could be seen as biased.

## **7. ACCESS TO CONFIDENTIAL INFORMATION**

Although the Association always aims to conduct its business in an open fashion there will be times when individuals, through their positions, become aware of confidential information, either about other individuals or in connection with the Association's activities. Individuals should be aware of the need to keep such matters confidential and to respect the proper channels of communication for such information.

## **8. DATA PROTECTION**

The Association holds and processes information about employees, residents, applicants and other data subjects, administrative and commercial purposes. When handling such information, the Association and all employees or others who process or use any personal information, must comply with the Data Protection Principles which are set out in the Data Protection Act 1998. Any doubts about data protection issues should be referred for guidance to the Director of Corporate Resources who acts as Data Protection Officer for Bro Myrddin Housing Association.

*(See also the Association's Data Protection Policy)*

## **9. HARASSMENT AND BULLYING**

The Association values the diversity of employees and those with whom we conduct business and is committed to enabling everyone with whom we work to participate without fear of harassment, bullying or intimidation.

Everyone in the Association is responsible for ensuring that their own behaviour, whether intentional or unintentional, does not constitute harassment. The Association will take action against inappropriate behaviour which shows lack of respect for others or which leads people to feel uncomfortable or threatened.

*(See also the Association's Bullying & Harassment Policy)*

## **10. RELATIONSHIPS WITH OTHER EMPLOYEES**

The Association does not concern itself with the private lives of its employees unless they affect its proper operation or reputation. An employee may not be directly involved in the recruitment of relatives or those with whom they have a close personal relationship. Where employees who are relatives or who have a close personal relationship are both employed in the Association it will not be appropriate for a supervisory, assessing or authorising relationship to exist between them. Employees must inform their line manager if an intimate relationship develops at work, which will be kept in the strictest of confidence.

The above is in compliance with Paragraph 2 of Schedule 1 to the Housing Act 1996 Act and the additional Determination issued in September 1996 which accompanies the Act.

## **11. SMOKING**

Smoking (which includes the use of e-cigarettes and other similar devices) is not allowed in any of the Association's premises. Any employee found smoking on Association premises (or outside of designated areas where appropriate) will be subject to disciplinary action, which may result in their employment being terminated without notice or payment in lieu. If an employee is excluded from any of our customers sites for smoking, such an act will be considered to have taken place on the Association's premises and the employee will be subject to disciplinary action as if the smoking had

taken place at the Association's premises.

## **12. MISUSE OF DRUGS AND ALCOHOL**

As stated in the Association's statement of terms and conditions of employment, The Association forbids the use of, possession, concealment, transportation, promotion or sale of alcohol and prohibited substances by an individual employed directly or indirectly regardless of site location.

Prohibited substances are defined as

- i. Any substances which an individual may not sell, possess, use or distribute under applicable law.
- ii. Any other legal but unlawfully used substances e.g. prescription drugs obtained or used without permission or such drugs not being used for their originally intended purposes.
- iii. Any solvent including glue used or intended to be used for the purpose of intoxication.

Any employee found to be under the influence of drugs or alcohol whilst engaged in the activities of the organisation, including whilst driving on Association business, shall be liable to summary dismissal.

Anyone suspected of using drugs or alcohol may be required to undergo a medical examination in order to ascertain whether there is a problem in relation to drink and drugs which is affecting your ability to work. You may be suspended from work until the problem has been resolved. The Association will decide whether you will be required to undergo a programme of rehabilitation or whether abuse of alcohol or drugs should be treated as a disciplinary matter.

## **13. GAMBLING**

Gambling activities should not be conducted on the Association's premises. However discretion may be used in relation to small occasional raffles, national lottery syndicates, occasional sweepstakes etc.

## **14. CONDUCT OUTSIDE WORK**

The Association does not seek to dictate how employees conduct themselves in their personal lives. However, unlawful or other inappropriate conduct by employees which may jeopardise The Association's reputation or position will be dealt with under the Association's *Disciplinary Procedure*.

## **15. DRESS CODE**

The Association does not seek to dictate the dress code of its employees, other than those who are provided with protective clothing. However employees must ensure that their dress is appropriate for the situation in which they are working and that they present a professional image.

This may reflect their ethnicity and lifestyle, but should not be provocative or cause offence to those with whom they have contact or constitute a health & safety hazard.

From time to time charity 'dress down days' may be agreed, on these days a more relaxed attitude to dress will be applied.

## **16. USE OF EQUIPMENT FOR NON-WORK PURPOSES**

Employees should not use the Association's facilities and equipment for personal use without the express permission of the Chief Executive or her nominee.

## 17. PRIVATE TELEPHONE CALLS

Employees may use the Association's facilities to make private calls for essential or urgent matters only on the approval of the employee's line manager. Staff are reminded that all calls received or made from internal extensions will be recorded.

*(Refer to ICT Security Policy)*

The use of personal mobile phones is not permitted during working hours except in cases of an emergency. In these instances personal mobile phones should not be left on loud audible ring tone when in the office.

To avoid distracting others, Association mobile phones should be answered immediately on receipt of calls and no mobile phones should be left unattended unless switched to silent.

## 18. USE OF IT AND INTERNET

Employees may use the Association's e-mail facilities for essential or urgent matters only on the approval of the employee's line manager.

The Association's internet facilities are available to assist employees during the course of the duties. However, personal use of the internet must be restricted to lunch breaks or outside normal working hours.

Users of IT facilities must behave reasonably towards other users and the facilities. Users who do not behave reasonably and appropriately may be subject to disciplinary action in accordance with relevant procedures.

*(See also the Association's ICT Security Policy)*

## 19. RAISING MATTERS OF CONCERN

Individuals have a right and a duty to raise any matters of concern which they may have. This should normally be through their line manager but in circumstances where this is not appropriate they may approach another senior officer or the Chief Executive in confidence.

No individual who expresses their views in the public interest and in line with this guidance will be penalised for doing so.

*(See also the Association's Whistleblowing Policy)*

## 20. BREACHES OF THIS CODE

A duty of mutual trust and confidence is implied in all contracts of employment. This code of conduct has been drawn up to provide a single source of guidance for employees. While it is not itself a contractual document, all the conditions of employment that are covered in the Code are part of your contract of employment with The Association and breaches of them may result in disciplinary action up to and, including dismissal. In some instances, breaches of the contract of employment may also lead to criminal prosecution.

*(See also the Association's Disciplinary policy regarding Gross Misconduct)*

|                                                   |                                        |
|---------------------------------------------------|----------------------------------------|
| <b>Version</b>                                    | <b>3</b>                               |
| <b>Date of Policy</b>                             | <b>July 2018</b>                       |
| <b>Date approved by Executive Management Team</b> | <b>July 2018</b>                       |
| <b>Next review date</b>                           | <b>July 2021</b>                       |
| <b>Responsible person</b>                         | <b>Director of Corporate Resources</b> |





# **BRO MYRDDIN HOUSING ASSOCIATION**

## **INDUCTION POLICY**

|                             |                                    |
|-----------------------------|------------------------------------|
| <b>Version</b>              | <b>3</b>                           |
| <b>Date of Policy</b>       | <b>February 2020</b>               |
| <b>Date approved by EMT</b> | <b>24 February 2020</b>            |
| <b>Next review date</b>     | <b>February 2023</b>               |
| <b>Responsible person</b>   | <b>Corporate Resources Manager</b> |

## **Introduction**

The Association strongly upholds that all staff members and workers entering the workplace, regardless of permanent/temporary positions must receive a timely induction which is considered a vital aspect of recruitment and integration into the working environment. Research has shown that tailor-made induction programmes increase staff member retention and can go some considerable way towards alleviating the anxiety and stress of starting a new job.

## **Objectives**

- Ensure that new staff members are introduced into the Association in an organised and consistent manner.
- Enable them to settle quickly and become productive and efficient staff members.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Reduce costs associated with repeated recruitment, training and lost production.

## **Overview of Induction**

Preparations should be made for the arrival of the new entrant well in advance i.e. provide desk, equipment, security pass, keys etc.

The following is an example overview of what would be included within the first week of their induction and is not an exhaustive list;

- Meet with line manager to discuss general information and welcome to the Association.
- Meet with HR to discuss terms and conditions of employment, health, safety and wellbeing, office facilities, completion of necessary forms.
- Equality and Diversity.
- Meet with Finance to discuss Pension and Expenses.
- Meet with ICT to provide an ICT induction.
- A tour of the workplace to meet all staff members.
- Complete mandatory training.
- Overview of schedule 1.
- Familiarisation with policies and procedures.
- Shadow colleagues and other related departments.
- Understand work processes.
- Regularly meet with line manager.

The Induction is a very useful way of ensuring that information is imparted to new staff members when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered. Line Managers should ensure that these matters have been properly understood whilst the induction is being completed.

At the end of the process, the induction form should be signed by the relevant parties and placed in the staff members personnel file. No probationary period can be successfully completed and staff member confirmed in post until the Induction form has been completed.

### **Ongoing Induction Process**

Induction can be considered to end when the individual becomes fully integrated into the organisation. There is no set timescale within which this will happen and follow up is essential.

### **Equality & Diversity**

The Association is proud to continue with its commitment for being an equal opportunities employer, appointing staff to roles on merit regardless of sex, race, religion or belief, age, marriage or civil partnership, pregnancy/maternity, sexual orientation, gender reassignment or disability.

We will seek continual improvement through recruitment and career development processes to ensure that equal opportunities, including gender pay considerations, continue to be at the heart of the business for all current and future staffs.

### **Monitoring**

This policy will be reviewed every 3 years.

## **BRO MYRDDIN HOUSING ASSOCIATION**

### **TRAINING & DEVELOPMENT POLICY**

#### **1. INTRODUCTION**

It is the Association's policy to develop the skills and knowledge of employees by providing resources and facilities for training and development. The training provided will be relevant to the job and aim to improve the individual's performance and to support the successful achievement of the organisation's strategic aims and Business Plan objectives.

The Association will also aim to create a culture where employees are motivated to continuous self-development and to improve their own performance and reach their full potential.

#### **2. RESPONSIBILITIES**

The Director of Corporate Resources is responsible for co-ordinating training and development by providing a framework that will include:

- identification of training and development needs
- creation of a training plan
- designing and implementing the training programme
- monitoring and evaluating the effectiveness of the training.

##### **Line Manager**

The Line Manager is responsible for ensuring that the employees under his/her management are adequately trained for the job and will assist in the process through:

- recruitment and selection
- induction
- employees appraisal
- general supervision and control.

##### **Employees**

Employees are responsible for co-operation with the Association and Line Manager by accepting training offered and by adopting a self-development approach.

#### **3. EQUAL OPPORTUNITIES**

The Association has an equal opportunities policy which aims to treat all employees fairly. In accordance with this policy each employee will be allowed equal access to training, but each application for training must take into consideration the needs of the section, the department and the Association and also whether funding is available.

#### **4. INITIATIVES**

The Association will take part in a variety of initiatives to ensure that training is available not only for the existing workforce, but also for outside individuals who may become future employees.

##### **NATIONAL INITIATIVES**

##### **Apprenticeships and training**

In certain circumstances, the Association will consider employing trainees as apprentices, provided they are following, or plan to follow, a course of study to acquire recognised qualifications.

##### **Investors in People**

Investors in People is a National Standard which provides a framework for improving business

performance and competitiveness, through the planned approach to setting and communicating business objectives and developing people to meet those objectives. The result is that what people can do and are motivated to do, matches what the organisation needs them to do.

### **National Vocational Qualifications (NVQs)**

The Association is committed to giving employees the opportunity to gain recognised qualification relevant to their work and experience in the workplace. Where it is appropriate, employees will be expected to work towards achieving appropriate NVQs.

### **Work Experience**

From time to time the Association will arrange for work experience students from local schools universities or colleges to spend a short time working in different departments. The cooperation of managers and other employees is requested in making sure such visits are useful and as pleasant an experience as possible for the placement. The Director of Corporate Resources will agree with each departmental Director, in advance, a suitable plan of work and the manager will be asked to complete a form detailing the tasks completed.

## **5. RESOURCES**

### **Training Budget**

A training budget will be determined, on an annual basis, on the number of employees and the needs of the Association and the individual to achieve organisational goals.

The training needs identified will be analysed and priority given to those needs which:

- will help the Association fulfil its aims and objectives for the year ahead
- is in the medium to longer term interest of the Association

### **Training Facilities & Equipment**

The Association provides appropriate training facilities and equipment to enable the training and development of employee. These include:

- a room made available for training
- facilities including touch screen, flip charts and easels, television and DVD player
- library of books, DVDs and audio tapes
- training manuals developed in-house or purchased off-the-shelf
- facilities for making handouts
- ample supplies of stationery items for use by trainees.

## **6. LEVELS OF TRAINING**

Whilst committed to training and developing its employees, the Association has limited resources with which to achieve this. Accordingly, the Association will only provide training that is appropriate to the individual and the organisational needs.

Short courses will only be selected for individuals where it is thought that it will improve that individual's work performance.

In the case of long-term courses such as evening class, day release or courses aiming for professional qualifications, the Association will only fund those that are appropriate to the job and the level of responsibility that employee has. It will not fund beyond this level.

The employee has no automatic right to this training and each application will be treated on its merit taking into account budget limitations and the effect on the individuals, the department and the Association's work.

## 7. TRAINING COSTS

Where the Association has given authorisation to attend a course, whether it is short-term or long-term the following costs will be paid for, or reimbursed by the Association:

- **Course Fees**

The full fees for the approved course will be paid by the Association.

- **Student membership fees**

Student membership fees of professional institutions will be paid by the Association.

- **Examination fees**

The examination fee, including exemption fees where applicable.

- **Re-examination fees**

The Association *may* also pay the cost of re-examinations but on one occasion only. In the case of financial difficulty the Association may make available an interest free loan normally repayable, over a twelve-month period to assist the employee to complete that stage of their examination if they are required to resit more than once.

- **Travel and Out of pocket Expenses**

The cost of transport will only be paid where the travel costs involved exceed those normally incurred in travelling from home to work. (Refer to Expenses & Subsistence Policy)

- **Books**

Within reasonable limits the Association will meet the costs of essential books. However applications must be made in writing to the Director of Corporate Resources, prior to the purchase of the books. The request must be supported by the course reading list. If approved, the employee must produce receipts before the costs will be reimbursed. The employee should first check whether a book is available from the Association's own resources before considering making a book purchase. All books purchased for the student by the Association remain the property of the Association. On completion of the course; if any book is no longer needed or the student leaves the Association's employment the books should be returned to the Director of Corporate Resources for deposit in the training library. The Association reserves the right to deduct from the employee's salary the cost of books or other study material purchased and not returned.

## 8. TIME OFF FOR STUDY AND EXAMINATIONS

Any time off for attendance at classes, examinations or final revision leave must be agreed with the line manager prior to the time off being taken.

### **Attendances of classes/day release**

Where an employee has been given permission to attend a long-term training programme, time off will be granted with pay. This should normally not exceed one day in any one week. Where attendance at day release courses would seriously affect a department's performance, employees may be required, if the option is available, to study by correspondence course or at an evening class.

### **Final revision leave**

Employees will be given a half day final revision leave for each examination that lasts more than two hours. Additional study leave may be taken with prior authorisation but this must be taken from annual leave entitlement or any outstanding time off in lieu.

### **Examination leave**

Employees will be given time off with pay to sit the examination. If it is a morning examination the employee must return to work in the afternoon or take annual leave, lieu time or flexi-time. If it is an afternoon examination the employee may use final revision leave or take annual leave or lieu time. If, given the location of the examination centre and the employee's normal place of work, it is not reasonably practicable to return to work, employees will be allowed time off with pay.

## 9. REWARD

There is no automatic entitlement to any salary increase as a consequence of successful completion of a formal qualification.

## 10. TRAINING AGREEMENT

Some training courses involve a high level of investment of time and money. To safeguard this investment, the Association may require employees undertaking a long-term training course to sign a Training Agreement, confirming their agreement to repay part or all of the costs incurred if a course is not completed, or if leaving the Association within the Compulsory Service Period (ie a period after completing the course equal to the length of the course).

Example of how proportional repayment of fees will be calculated:

$(\text{Length of course}) - (\text{Years service after completion}) / (\text{Length of course})$

$(5-0)/5 \times 100 = 100\%$

$(5-1)/5 \times 100 = 80\%$

|                                |   |      | Length of course |      |      |      |      |
|--------------------------------|---|------|------------------|------|------|------|------|
|                                |   |      | 1                | 2    | 3    | 4    | 5    |
| Years Service After Completion | 0 | 100% | 100%             | 100% | 100% | 100% | 100% |
|                                | 1 | 0%   | 50%              | 67%  | 75%  | 80%  |      |
|                                | 2 |      | 0%               | 33%  | 50%  | 60%  |      |
|                                | 3 |      |                  | 0%   | 25%  | 40%  |      |
|                                | 4 |      |                  |      | 0%   | 20%  |      |
|                                | 5 |      |                  |      |      |      | 0%   |

## 11. IDENTIFICATION OF TRAINING NEEDS

A training need can be an organisational or an individual one. In the case of the organisation, it can be shortcomings in being able to meet short-term and long-term objectives. In the case of the individual, it can be the fact that the employee is not fully equipped, in terms of knowledge, skills or attitudes, to meet the requirements/ competencies of his/her job.

### Identification of Training Needs

In order to measure training needs it is necessary to identify the following:

- The desired performance of the organisation and its shortfalls in meeting its objectives due to training deficiencies.
- The training needed in each job to enable that function to be carried out efficiently and effectively.
- The expected contribution and present capability of every member of the workforce.

### Sources for Identifying Training Needs

The identification of training needs is an on-going process aimed at continuous improvement. There are a number of avenues through which these needs can be identified.

- the recruitment and selection process
- from induction
- from employees appraisal
- from supervision and normal observation by line managers
- from job descriptions and person specifications

- from the business plan which may highlight where there are shortfalls in skills or work performance to achieve company goals
- from a review of departmental goals and effectiveness
- from complaints
- from internal and external audit
- by the introduction of new Association initiatives such as Investors in People or Customer Care programmes
- by the introduction of new policies and procedures, new working methods or new equipment through new legislation on health and safety, etc
- through new requirements imposed on the Association from funding bodies, regulatory bodies, outside agencies.

### **Analysis of Training Needs**

The analysis of training needs is one of the most important stages in the training process. The need should be clearly defined need before any training is carried out.

It is essential that any course selected is not only relevant to the individual and the job but also pitched at the correct level and delivered in the most appropriate method for that individual. This should take into account that each person learns in a different way and the ability of the employee to put the information learnt to practical use.

## **12. THE TRAINING PROGRAMME**

A Training Plan will be developed from the Training Needs Analysis and comprise of relevant training to meet the needs of the Association and the employees, and aims for continuous improvement in performance.

This plan will be produced annually and updated as necessary throughout the year. The Director of Corporate Resources will be responsible for producing the plan following consultation with Members of the Executive Management Team (EMT).

The plan which will comprise the following:

- details of each department's training requirements
- Specification for each item of training which will identify the standard and level of training required, the performance expected of the trainee at the end of each training programme and the conditions in which the trainee will be expected to perform.

### **The Training Programme**

The training programme will take into account:

- the training budget and how it can be spent to best effect
- the best time for releasing employees from their jobs for training
- the urgency with which the training is needed
- the availability of training resources
- the person or organisation responsible for the training
- the duration of the programme
- the location or venue where the training will be delivery
- the target date for completion

The programme also needs to take into account the requirements, fears and aspirations of the individuals so those who are concerned about the training activity can have the opportunity to voice their concerns and be reassured before undergoing training.

## **13. EVALUATION OF TRAINING**

Whether training is being carried out in-house or by external providers it is essential that there is an evaluation process to ascertain if the training was effective and resulted in improved performance.

The trainee needs to complete an electronic course assessment form to give his/her views on the training but the line manager needs to assess the impact of the training on the department or Association.

### **Evaluation of Training**

Each line manager is responsible for evaluating the training that has taken place. This should take into account:

- did the training activity cover the learning it was supposed to cover
- can the trainees now complete the task/role successfully
- did the participants feel that the training was useful
- is there an improvement in work performance

### **Measuring improvement**

The outcome of many training activities can be measured directly, such as fewer mistakes or complaints. In other areas it is more difficult to measure improvement. However, measures of improved performance may include:

- lower employee turnover and absenteeism
- fewer disciplinary matters
- less use of the grievance procedure
- better use of policies and procedures
- greater input in team meetings
- better interdepartmental relationships
- increased speed of work, organisation and communication

### **Lack of Improvement**

If there is no discernable improvement in performance the line manager needs to consider whether:

- the job is badly designed
- the organisational structure needs to be changed
- the training was poorly identified and delivered in an inadequate way
- the employee lacks the ability or motivation to change behaviour

### **Action Plan**

The line manager should take any necessary action to improve any situation resulting from a lack of improvement and should seek alternative methods to change behaviour (see also capability policy)

## **14. RECORDS**

### **Application for permission to attend long-term course**

Each employee who wishes to attend a long-term course should make an application on the Association's electronic training request form and must be approved by the Director of Corporate Resources.

### **Course Evaluation Forms**

Employees attending external training courses, will be required to complete an electronic post training form and may forward course notes to the Director of Corporate Resources.

The questionnaire will be used to ascertain whether the course was:-

- Beneficial
- At the correct level for individual
- Suitable structured

- Tutored competently

The Purpose is to build up a record, for future reference, of the suitability of courses, standard, level of training tutors and locations in order that courses may be selected for individuals with greater precision.

Employees undertaking a professional qualification or on day release will report on a yearly basis.

### **Training Records**

The HR Department will maintain a record of all training undertaken by each employee.

### **Record of Achievement**

The Association will encourage employees to maintain a Record of Achievement which can be a record of all training undertaken, qualifications and certificates awarded and significant improvements the employee has achieved.

## **15. RECRUITMENT AND SELECTION**

The Association has a separate Recruitment and Selection Policy which covers training on recruitment to which employees should refer.

## **16. INDUCTION**

As above see separate policy.

## **17. EMPLOYEES APPRAISAL**

As above see separate policy

As part of its programme of employee development, the Association requires all employees to be appraised by their manager on an annual basis.

The purpose of the appraisal is to review the performance of employees over the previous year and provide a more formal opportunity for the line manager and employee to review current and future activities, needs and goals. All appraisals will be treated as confidential.

The appraisal is an optimistic, forward-looking system for identifying training needs and setting goals. It has nothing to do with the Disciplinary or Grievance procedures and should not be linked to salary increase.

The two main purpose and objectives of the appraisal process are to:-

- Improve job performance, by mutually identifying problems and opportunities and agreeing an action plan to tackle these.
- Maximise potential in the present job and any future job or role within the Association by helping to identify and harness individual talents.

## **18. METHODS OF TRAINING**

In addition to Induction and On-the-Job Training, the Association will utilise a variety of methods to achieve an effective workforce.

### **(a) In-House Training**

The Association will consider and undertake a variety of training methods to improve performance. These can include the following:

#### **Assignments & projects**

The setting of a practical task to enable the employee to develop skills and also to provide the

Association with a concrete outcome.

### **Coaching**

On-the-job training by colleagues and line managers. All members of staff are expected to co-operate in training newcomers to the Association and those who have changed jobs. The Director of Corporate Resources will give advice and training where necessary to anyone who wishes to acquire coaching skills.

### **In-House courses**

Periodically, short in-house courses are arranged, usually targeted at a group of employees where specific knowledge or training is required. Information on these courses will be issued to appropriate employees. Suggestions for additional courses are welcomed.

### **Mentoring**

Mentoring, where the employee is provided with a person, probably not his/her own manager, who offers an opportunity for discussion of work problems and career initiatives.

### **Miscellaneous methods**

There are several miscellaneous methods that can be included in the training programme, included guided reading, TV and radio programmes, books and journals which can all be effective in education, training and developing the employee.

### **Reading**

The Association has a small selection of books, manuals and magazines which can inform and develop the employee.

### **Secondments - internal**

Secondments involve taking on a post in another department or on another site to learn new skills and develop fresh insights. It also gives an opportunity for the host to have the work looked at from a fresh viewpoint which can help identify problems and provide solutions. If secondments are to work effectively, however they need to be properly managed. The secondee must have clear goals and targets and must know what happens at the end of the secondment. The host must be briefed before the secondment and must prepare a programme that offers real opportunities for growth.

### **Shadowing**

Shadowing, where the trainee sits alongside another person, usually senior job in order that lessons may be learnt. Clear goals should be set for the outcome from such involvement.

### **Team briefing**

The employee should be able to attend regular team meetings with his/her department or section to be able to learn of developments and offer some contribution to the team.

## **(b) External Training**

### **External Courses, Conferences and Seminars**

The HR Department keeps details of courses, seminars and conferences run by outside organisations. Information will be circulated to 'EMT' in order that they can match courses with the needs of their employees. Employees will be allowed to attend the courses provided there is adequate provision in the budget.

On receipt of details on courses the HR Department will:-

- circulate to the appropriate Person
- await response as to whether any member of staff should attend
- Member of staff to complete electronic training request form and submit for approval by line manager

- Line manager to receive email notification of training request and choose to approve or decline based on purpose of training and if it meets both employee and employer objectives
- Member of staff and Human Resources receive email confirming outcome of request
- If approved, Human Resources to book training and notify individual that a provisional booking has been made and that further details will be forwarded when received from course organiser.
- enter details in courses register
- if required - obtain details of transport and book overnight accommodation.
- on receipt of course details, retain copy for file and forward original to person attending.
- if for some reason the individual does not attend course make a note in Courses Register and on personal file.

### **(c) Secondments – External**

Applications from employees for secondments to external bodies where it is considered that the experience would be beneficial to the Association and the individual.

## **19. LONG-TERM TRAINING**

### **Applications**

Employees may be eligible to receive assistance from the Association to enable them to follow a course of study leading to a qualification or to improve or learn a new skill. Such a course must be of benefit to both the employee and to the Association and applications must be approved by the employee's line manager.

Applications to undertake a particular course of study should be made via the staff portal giving the reasons for wishing to undertake the particular course. You may send a copy of the prospectus and details showing the duration of the course, the costs of tuition and examination fees, entrance fees and annual subscription to the professional body where appropriate, to your line manager. Where possible the employee should give the name of the college where day release is involved, the day of the week the course takes place and the dates of the terms.

All requests should be made as early as possible prior to the beginning of the academic year in Sept/ October.

On receiving a request, the manager will discuss the proposal with the individual. If the course is approved, the employee will receive an email confirming this.

Each application for professional training is treated on its merits, bearing in mind the short and long term needs and requirements of the organisation.

### **Day Release & Evening Class**

Day release will be considered for employees wishing to follow a recognised course of study related to their work. Applications should be made in writing in advance of the beginning of the academic year to the Director of Corporate Resources, giving reasons for wishing to undertake the course of study, with a supporting note from their line manager

### **Correspondence Courses/Open University/Open Learning**

The Association will consider contributing towards the cost of a correspondence course/open university/open learning programme. Applications should be made in writing to the Director of Corporate Resources with a supporting note from their manager.

If approved, the Association will normally contribute a maximum of 50 per cent of the costs of the

course and examination fees. A book grant will be made available on the same basis as for professional qualifications.

### **Professional Qualifications**

The Association gives general guidance of the professional qualification courses appropriate to the level of responsibility of any post and for which day release may be granted.

## **20. DEVELOPMENT**

### **Continuous Professional Development**

Many professional bodies now require their members to keep records of continuous professional development (CPD) to ensure that they keep up to date with their chosen profession. The Association will support the employee to comply with the professional body's requirements by allowing them to attend relevant courses, subject to funding being available.

The activities that constitute CPD will depend on the needs of the individual. Formal training courses will normally be included and some courses will indicate the number of hours of CPD which the course represents, normally agreed with the relevant professional body.

In assessing the appropriateness of activities for CPD, the Association and the individual will consider:

- what activity was carried out
- was the activity significant
- why was it undertaken
- did it meet objectives
- what was learnt
- how was this applied in the Association
- what further development was identified as a result of the activity

The Association will co-operate with the employee to arrive at a method of recording which suits his/her needs.

## **21. COMPETENCIES**

The Association recognises that there are basic competencies which help the individual to improve performance. These can vary from personal skills to management skills. Consideration will therefore be given, where it is appropriate, to providing training and development in the following skills:

### **Communication Skills**

- conversation
- counselling
- letter writing
- listening
- negotiation
- presentation
- public speaking
- report writing
- telephone skills
- effective meetings
- chairing meetings
- minute taking

**People and Management Skills**

- delegation
- counselling skills
- disciplinary procedures
- leadership
- interviewing skills
- supervising and appraising
- coaching
- motivation
- values and culture
- presentation
- decision making

**Team Skills**

- communication
- working to targets

**Customer Services Skills**

- communication
- handling difficult situations
- interviewing skills
- process mapping

**Managing and Achieving Targets**

- finance for non-finance managers
- planning skills
- budgeting
- monitoring and control

**Following Processes and Procedures**

- policies and procedures
- process mapping

**Problem Solving**

- managing resources
- difficult situations
- adapting to change

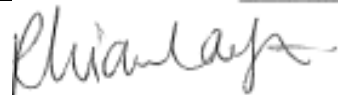
**Self development and Personal Skills**

- administrative and organisational skills
- information technology
- time management
- interview skills
- problem solving

**Fairness, Respect and Promoting Diversity and Equality**

- equality and cultural awareness
- (this list is not exhaustive and other skills/training needs may also be identified)

|                             |                                        |
|-----------------------------|----------------------------------------|
| <b>Version</b>              | <b>3</b>                               |
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| <b>Next review date</b>     | <b>July 2021</b>                       |
| <b>Responsible person</b>   | <b>Director of Corporate Resources</b> |

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| <b>Name</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rhian Layton                                                                        | <b>Job Title</b> | Corporate Resources Manager |
| <p><b>Witness Testimony</b></p> <p>As Lowri has taken more responsibility for Learning and Development within the organisation, she has been considering the different avenues that the association undertake whilst reviewing our Policy and Procedures.</p> <p>When reviewing coaching and mentoring during our last supervision meeting in January, it was apparent that this wasn't advertised at all and not considered when employees were demonstrating weaknesses in specific skill areas. The Association had a specific budget for training and development and this amount had been calculated over the years with previous spends, which did not include coaching, and was currently being fully utilised.</p> <p>We agreed that our starting point would be to advertise this to our Management Team. They would be our targeted audience as it had been demonstrated through our skills analysis' that they had the qualifications and experience to complete the coaching and mentoring avenue. Lowri was welcomed to our Management Meeting in January 2020 and we both provided an overview of the aspects of both Coaching and Mentoring and how it could be utilised against similar training courses in the past. We answered general enquiries from Managers but they were concerned with this being additional work on top of their current role.</p> <p>From this, managers were asked to have a discussion with their staff members during supervisions that were being held in February 2020. Some feedback had been received and I was asked to feed this back to the Managers Meeting in 2020.</p> <p>When reviewing the feedback with Lowri, we agreed that it was positive and would be beneficial for us to consider this moving forward. If a positive response would be received in March meeting, the recommendation of including as part of the Leadership and Management training would be submitted to the next Executive Management Team meeting.</p> |                                                                                     |                  |                             |
| <b>Signature</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |  | <b>Date</b>      | 11/03/2020                  |

## Management Team Meetings Actions

Last updated 25/02/2020  
By Rhodri Jones



E006

| Meeting date | Agenda item.                            | Actions                                                                                                | Resp. Person   | Target Date              | Comp. Date         | Comments                                                                                                                                                             |
|--------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------|----------------|--------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 23/07/2019   | <b>Performance</b>                      | Meet with ICT to consider how much stats and reports can be automated                                  | Managers/ICTPM | 31/12/2019               | Change of strategy | Will come under new ICT and Data Officer                                                                                                                             |
|              |                                         | Review TP strategy in line with Welsh Government 'The Right Stuff'                                     | HSM            | 31/03/2020               |                    |                                                                                                                                                                      |
|              |                                         | Suggest planting trees to lower carbon footprint for new developments                                  | PSM            | 31/03/2020               |                    |                                                                                                                                                                      |
|              |                                         | Consider joint approach with CCC for approaching bailiff issues                                        | HSM            | 31/12/2019               |                    | Emailed Rhys Bowling and Aled Williams in relation to this. They have also had problems with the same issue at the beginning of the year but everything is fine now. |
|              |                                         | Agile working group to meet and discuss moving ASB Management system into QLx                          | Working Group  | 31/03/2020               |                    | ASB Working group has been formed separate to the DBC group to discuss this. First meeting took place on 5/2/2020.                                                   |
|              |                                         | Promote 'you said, we did' and consider TPAS approach of changing the wording to include 'listen'      | OM             | 31/12/2019               |                    | Email sent to all staff. Submissions made. In process of changing to 'We've listened'.                                                                               |
|              |                                         | Add performance measures around Mental Health hostel                                                   | DoOp           | 31/10/2019               | On-hold            | Assessment on value of including such measures to be undertaken post transfer to new independent service delivery methodology.                                       |
| 23/07/2019   | <b>Risk</b>                             | Rent Setting Policy to be reviewed after Affordable Housing Review                                     | EMT            | On-going                 |                    | Rent Setting Policy report being submitted to Board on 19 August 2019. Rent Setting Task & Finish Group met on 4 & 25 November 2019.                                 |
|              |                                         | Awareness training for all staff around Financial Regulations                                          | FM             | 31/12/2019<br>31/03/2020 |                    | Lean review to be completed first and review of delegated authorities. Look to introduce as part of budget reporting on portal                                       |
| 23/10/2019   | <b>Leadership</b>                       | To monitor leadership and management action plan at each management and performance meetings.          | Managers       | Ongoing                  |                    |                                                                                                                                                                      |
| 23/10/2019   | <b>Data Protection</b>                  | All to review their responsible areas and update register accordingly                                  | Managers       | 27/11/2019<br>25/02/2020 |                    | Actions completed by RL. No actions for SF.                                                                                                                          |
| 25/02/2020   | <b>HS&amp;W and E&amp;D</b>             | Make a calendar of 12 event per year                                                                   | CRM            | 26/03/2020               |                    |                                                                                                                                                                      |
| 25/02/2020   | <b>Pcorporate Priorities</b>            | Review stock condition surveys position mindful of communicated target of 100% completion              | PSM            | ASAP                     |                    |                                                                                                                                                                      |
| 25/02/2020   | <b>Data Protection</b>                  | Look to utilise Ellis Whittam re DP refresher training - utilise Helen Iles agreed dates on schedule 1 | CRM            | ASAP                     | 27/02/2020         | Helen Iles is unable to provide Schedule 1 training at present. We will continue with the DP training which was confirmed with HI last year.                         |
| 25/02/2020   | <b>TFR from Data Protection Actions</b> | Morning of 18/03/2020 to be Data Retention morning - look at getting these quarterly possibly          | CRM            | ASAP                     | 27/02/2020         | Email circulated to all staff on 27 February 2020 regarding the arrangements for the 18th March 2020.                                                                |
| 25/02/2020   | <b>TFR from Data Protection Actions</b> | CCTV impact assessments re Glannant, Dan Y Castell and Priory St                                       | DoOP           | ASAP                     |                    |                                                                                                                                                                      |
| 25/02/2020   | <b>TFR from Data Protection Actions</b> | CRM system to link Client and Rent Account window orr more clarity around lead resident etc            | DoOP           | ASAP                     |                    |                                                                                                                                                                      |

**Appendix 1****Bro Myrddin Housing Association Supervision Record**

|                                                                                                                                                                                                                                                                                       |                                          |  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--|
| <b>Employee's name</b>                                                                                                                                                                                                                                                                |                                          |  |
| <b>Manager's name</b>                                                                                                                                                                                                                                                                 |                                          |  |
| <b>Date, time and venue of meeting</b>                                                                                                                                                                                                                                                |                                          |  |
| <b>Agenda</b>                                                                                                                                                                                                                                                                         | <b>Action points by whom and by when</b> |  |
| <b>1. Review of Minutes of previous meeting</b>                                                                                                                                                                                                                                       |                                          |  |
| <b>2. Matters arising</b>                                                                                                                                                                                                                                                             |                                          |  |
| <b>3. Role/Performance</b>                                                                                                                                                                                                                                                            |                                          |  |
| <b>4. Personal Development (eg training undertaken/needed)</b>                                                                                                                                                                                                                        |                                          |  |
| <b>5. Personal Issues (eg workload, support)</b>                                                                                                                                                                                                                                      |                                          |  |
| <b>6. Review of TOIL/Paid Overtime/Annual Leave/Sick Leave position</b><br><br><b>TOIL: x hours</b><br><b>Paid overtime (April 20XX – March 20XX): x hours</b><br><b>Annual leave (eg. 1 XX 2017 – 31 XX 2018) xx days</b><br><b>Sick leave (eg. 1 XX 2017 – 31 XX 2018): xx days</b> |                                          |  |
| <b>7. Identification of Good Practice</b>                                                                                                                                                                                                                                             |                                          |  |
| <b>8. Risks</b>                                                                                                                                                                                                                                                                       |                                          |  |
| <b>9. Health, Safety &amp; Wellbeing</b>                                                                                                                                                                                                                                              |                                          |  |
| <b>10. Equality &amp; Diversity</b>                                                                                                                                                                                                                                                   |                                          |  |
| <b>11. Update on Policies and Procedures</b>                                                                                                                                                                                                                                          |                                          |  |
| <b>12. AOB</b>                                                                                                                                                                                                                                                                        |                                          |  |
| <b>Date of Next Meeting:</b>                                                                                                                                                                                                                                                          |                                          |  |

|                                 |  |             |  |
|---------------------------------|--|-------------|--|
| <b>Signed by<br/>Supervisor</b> |  | <b>Date</b> |  |
| <b>Signed by<br/>Supervisee</b> |  | <b>Date</b> |  |

# PROPOSAL FOR BRO MYRDDIN

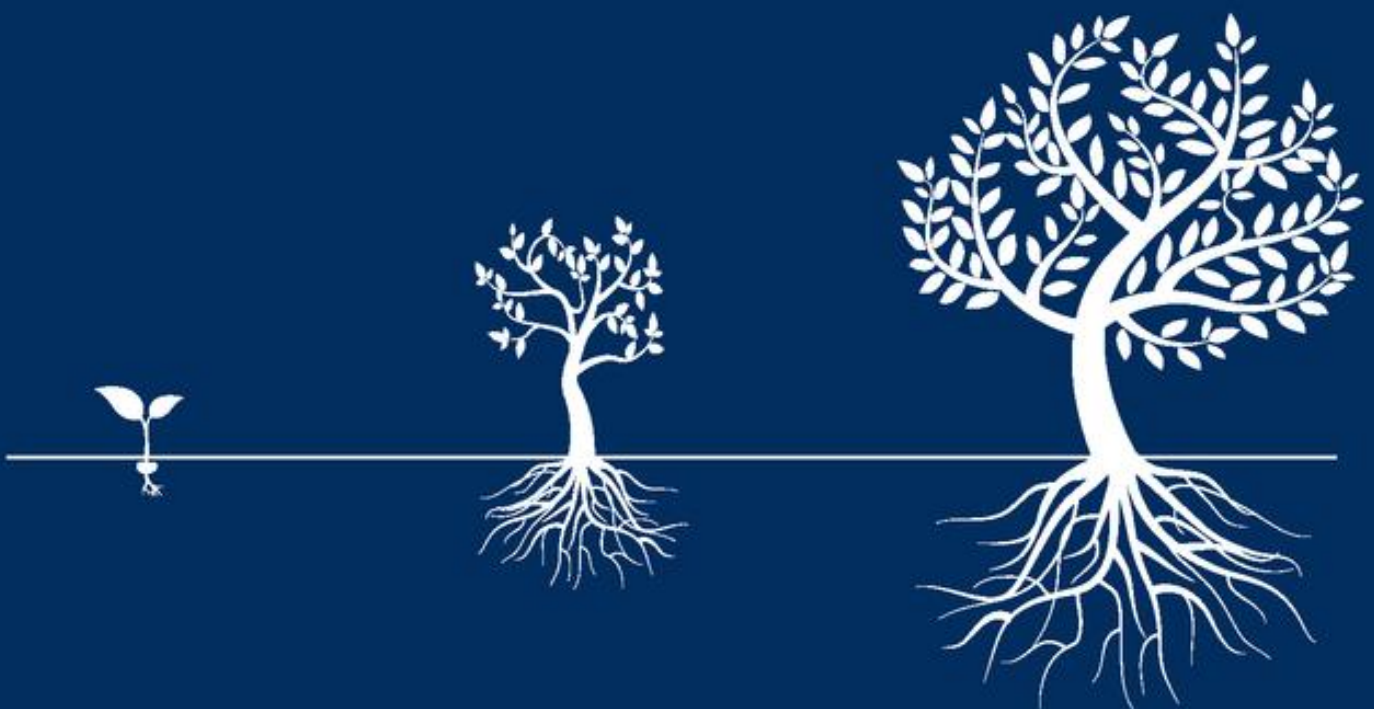
Management Development Programme

January 2018

PRIVATE & CONFIDENTIAL

Produced by:

Andrew Wallbridge and Gareth Harris  
[Gareth.Harris@tsw.co.uk](mailto:Gareth.Harris@tsw.co.uk)



## Contents

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## Background

This proposal follows our initial discussions, which explored Bro Myrddin's requirement for a Management development intervention. Our understanding of this brief is as follows:

- A management development programme is required for 9+ Managers at the Association that need to develop a range of practical skills akin to strong management
- Previous ILM Level 3 training has been undertaken – this was too academic for practical application. Future interventions need to be more practical in nature and lead to improved basic management skills
- The success of a management programme such as this requires a top-down approach whereby the Senior Team (Director level) can show its support and commitment, whilst holding the Management Team to account – this may require the attendance of the EMT and possibly CEO.
- An intervention needs to be bite sized with short and sharp practical workshops aimed at developing a consistent approach to management and creating changes in both attitude and behaviour.

The following proposal is written with the above brief in mind.

# Proposed Intervention

## Course Content

The following proposal and content outlines do not detail the activities and actual content to be delivered. This will be constructed through the bespoke design process. The content below has been developed to provide a roadmap for the design process and a draft of indicative content for your review and feedback.

TSW is committed to working with you closely; if engaged to design and deliver this programme we would conduct a thorough diagnostic process to ensure we understand your exact requirements, challenges, goals, and the environment in which delegates are working. With these findings we would design a programme specifically aligned to the desired outcomes and created to maximise return on investment.

## Management Programme

We would recommend a 6-day modular intervention that spans a period of nine to twelve weeks. Each module will provide practical tools and techniques that individual participants will apply with their own teams. Each module will come with aide-memoirs so that participants can refer to at a later date. Each module covers the following aspects (note that the diagnostic and design process may see the need to eliminate and re-order content according to outcome requirements):

### Day One and Two: Skills to Manage and Lead

- Leadership vs Management and the need for both
- Using organisational values as a prism for decision making
- Creating Line of Sight to organisational intent
- Leading an organisation, teams and individuals in times of change
- Neuro Biology of Leading & Managing: Understanding to inform own action
- Developing awareness of own Leadership and Management styles/preferences/SWOT using:
  - Johari's Window
  - Wilson Social Styles
  - Other assessment tools as appropriate
- Managing a person and not their role - techniques
- How to create team ownership and responsibility
- Managing the dichotomy between optimising contribution and personal motivation
- Managing Motivation – understanding individual preferences
- Defining maximum contribution
- Planning own development and reflection

### Day Three and Four: People Management in Practice

- Bro Myrddin Policies and Procedures in practice (Key procedure review and discussion) - Including but not limited to:
  - Absenteeism and lateness
  - Appraisal process
  - Recruitment

- Relationship between HR and the line manager
- Devolved HR responsibility from HR to the line manager
- Acting on advice or guidance from HR professionals – when to seek guidance
- The legal landscape and implications of employment legislation on a manager's actions – the framework in which we work and the links to BMHA's policies and procedures
  - Performance versus capability
  - Tribunals
  - The disciplinary process
- Understanding performance and the consequences of poor performance
- Managing performance in practice – what makes up good performance management in practice?
- The appraisal – what is an appraisal really about?
- The 3 Big Questions of performance appraisals
- How to complete appraisals/supervision effectively
- SMART goal setting – doing it properly in practice
- The no surprises rule of appraisals – in the moment feedback (practical development to follow in next module)
- Assessing learning and development needs for individuals and teams
- Making notes and record keeping – tips and techniques
- Managing discipline and grievance in line with procedure
- Managing absence effectively in line with procedure
- Managing Conversations in practice

## **Day Five and Six: Developing Self to Get the Best from Others**

- Emotional Intelligence to understand self and others
  - Self-Assessment – How emotionally intelligent am I?
  - What can I do with this knowledge to inform my style and my ongoing development to manage people more effectively?
- The challenge of communication
  - Communication importance: the only tool in the toolbox
  - Transactional Analysis in practice
  - Exercising emotional intelligence and empathy
  - Minding the gap – avoiding instant reactions, taking time to make sound decisions and appropriate action
  - Goal and objective setting exercising clarity and brevity
  - Communication in difficult situations
- Coaching on the job and in the moment using LEAP
  - **L**istening & Observing
  - **E**xploring Reality and Opportunities
  - **A**ction Planning and Commitment
  - **P**erformance Review and Feedback
- Using the GROW framework in the moment
- Listening and questioning skills practice

- Feedback and recognition
- Motivation

## Group Action Learning Sets and Coaching Post Intervention (Transfer and ROI Maximisation)

This **optional** intervention can be deployed to bridge the gap between formal learning interventions and the workplace. Several simple techniques are used in the group coaching, which are aimed at holding people to account for their actions and performance whilst providing an opportunity for further team building, reflection and knowledge sharing.

Learners that proceed into the coaching intervention will be challenged to implement what they have learned and reflect on their experiences in the months following the formal intervention. Each learner will have a live action plan, progress against which they will present to their peers, sharing their commitment to ongoing action in line with business and team goals.

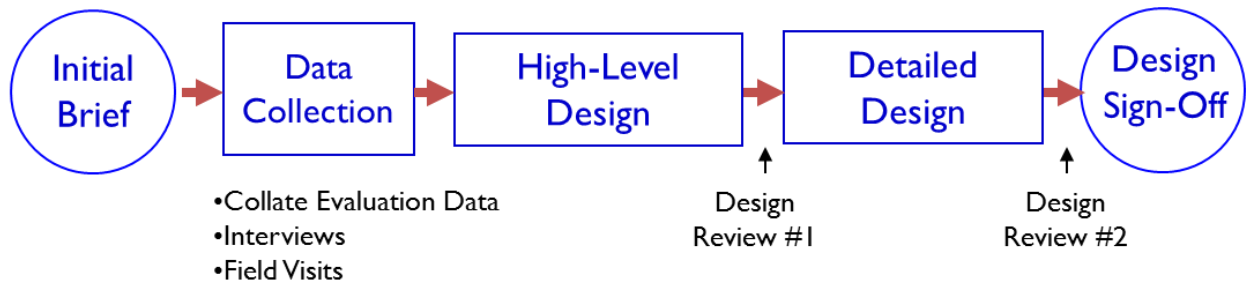
Using the action learning set methodology learners will attend sessions with a problem/issue/opportunity (relating to their role as Leader and Manager) that they will present to the group. Members of the group will coach the individual through skilled questioning, helping them to find the best way forward before committing to action. In subsequent sessions the individual will have to present their progress to the group and face constructive challenges when they fall short of their goals and praise when they succeed.

This method has proven extremely effective in creating shared commitment, maximising learning transfer into the workplace and ultimately maximising the ROI from the original training investment. Furthermore, the process reinforces the need for people to continuously develop through reflection, awareness and commitment to improvement.

This post-programme intervention normally consists of 6 sessions over 6 months, but this can be altered according to budgets, numbers and outcomes sought.

## Bespoke Design Process

Whilst we have indicatively shared with you a high-level design of what the programme might include, we will use the following structured process for co-designing the final programme. Through this process we will ensure that the programmes are aligned to your culture and practices, and ultimately focussed on creating the outcomes you desire.



TSW has the expertise and resource to be highly flexible; we can design and deliver at relative short notice and are able to fit delivery around your specific requirements.

## Evaluation and Consulting

TSW would be delighted to offer our services to ensure that Bro Myrddin achieves a measurable return on its investment. If selected, we will work with you at the early stages of design to agree the measures of success, using where possible existing data that can show improvement in areas such as:

- Employee engagement and feedback
- Improvement in performance relating to KPI's
- Managers and Team Leaders fulfilling their roles and responsibilities in full
- Improvement in Internal Communication
- Improved levels of Team work
- Improved delegation
- Observed knowledge, skills and understanding

We will also advise you of measures to be taken internally to prepare delegates for the training and to maximise impact following the programme. As part of our service and included in the costs outlined, we will consult closely with you on other supporting measures that will ensure sustainability of your investment. The optional Coaching is one such intervention, designed to improve impact and your return on investment.

## Your Investment

### **Bespoke Design**

Design of all interventions (Including all on-site diagnostic meetings as appropriate) – 5 days @ £400+VAT = **£2000+VAT**

### **Intervention Delivery**

£1100+VAT per delivery day (Max 12 delegates)

Assuming a 6-day Management Development Intervention = **£6600+VAT**

### **Action Learning Sets and Coaching Post Intervention (Transfer and ROI Maximisation)**

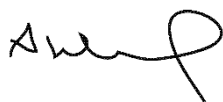
Assuming 6 half day sessions @ £500 per session = **£3000+VAT**

Total cost of interventions design and delivery and post-intervention coaching (based on assumptions made) = **£11,600+VAT**

### **Next Steps...**

If you wish to commit to all or some of the above, or you have any queries please contact Gareth on [gareth.harris@tsw.co.uk](mailto:gareth.harris@tsw.co.uk) – if you decide to progress with this proposal TSW will liaise with you to make design and delivery arrangements, following which we will send a service level agreement by e-mail, which you will be able to accept online.

I would like to thank you for the opportunity provided and hope that this proposal meets with your requirements.



Andrew Wallbridge  
OD Consultant

# Ready to work Agile!

## Barod i weithio'n ystwyth!

### Go Live/ Yn Fyw - 11/05/2020

A solution that works  
on and offline.

Offers a two way  
integration with CRM.

Will allow staff to  
view and update  
Housing, rents and  
repairs information.

Enable staff to be more present  
in our communities.

Got any questions about our  
new Agile app?

Pop by  
my desk (Sam F) and lets  
chat about it!



Datrysiad sy'n  
gweithio ar ac oddi  
ar-lein.

Mae'n cynnig rhyng-  
gysylltiad dwy ffordd  
â CRM.

Yn caniatáu i staff  
weld a diweddarau  
gwybodaeth am Dai,  
rhent ac  
atgyweiriadau.

Galluogi staff i fod yn fwy  
presennol yn ein cymunedau.

Oes gennych chi unrhyw  
gwestiynau am ein app  
ystwyth newydd? Galwch

wrth fy nesg (Sam F) i  
sgwrsio amdano!

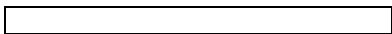


| Name                            | Course Title                                                                                   | Start Date | Course Provider     |
|---------------------------------|------------------------------------------------------------------------------------------------|------------|---------------------|
| Housing Services Manager        | TAI Conference                                                                                 | 24/04/2018 | CIH                 |
| All staff                       | Safeguarding Training                                                                          | 26/04/2018 | Hafan Cymru         |
| Operations Manager              | Introduction to Mental Health and ASB Casework                                                 | 02/05/2018 | Resolve             |
| Corporate Resources Manager     | HR and L&D Conference                                                                          | 02/05/2018 | CHC                 |
| Director of Operations          | The Digital Dilemma - Bridge or barrier to better engagement                                   | 09/05/2018 | HQN                 |
| Property Services Manager       | Safety Summit 2018                                                                             | 12/05/2018 | CHC                 |
| Director of Corporate Resources | DSE                                                                                            | 16/05/2018 | Ellis Whittam       |
| Housing Services Manager        | Full speed ahead – RIEN and DWP join forces for exclusive UC workshops                         | 24/05/2018 | HQN                 |
| Operations Manager              | Universal Credit 2018                                                                          | 12/06/2018 | Social Welfare      |
| CEO                             | CHC Leadership Conference                                                                      | 19/06/2018 | CHC                 |
| Director of Corporate Resources | CHC Leadership Conference                                                                      | 19/06/2018 | CHC                 |
| Director of Corporate Resources | Finance Conference                                                                             | 05/07/2018 | CHC                 |
| CEo                             | Chief Executive SDG Meeting                                                                    | 17/07/2018 | CHC                 |
| Housing Services Manager        | Welfare and Regeneration SDG Meeting                                                           | 18/07/2018 | CHC                 |
| All staff                       | Staff Business Planning Away Day                                                               | 19/09/2018 |                     |
| Housing Services Manager        | Housing Association Regulation: The big update 2018 (West)                                     | 20/09/2018 | TPAS                |
| CEO                             | The Governance of H&S Compliance                                                               | 21/09/2018 | CHC                 |
| Director of Operations          | The Governance of H&S Compliance                                                               | 21/09/2018 | CHC                 |
| Director of Corporate Resources | Mock Employment Tribunal                                                                       | 27/09/2018 | Darwin Gray         |
| Corporate Resources Manager     | Mock Employment Tribunal                                                                       | 27/09/2018 | Darwin Gray         |
| Director of Operations          | Asset Management Toolbox                                                                       | 27/09/2018 | HQN                 |
| Housing/CST                     | Universal Credit Course                                                                        | 04/10/2018 | Swansea             |
| CEO                             | Chief Executive SDG Meeting                                                                    | 08/10/2018 | CHC                 |
| Operations Manager              | An Introduction to Social Media for Business                                                   | 09/10/2018 | Computeraid         |
| Director of Corporate Resources | One Big Housing Conference                                                                     | 11/10/2018 | CHC                 |
| All staff                       | Equality and Diversity                                                                         | 17/10/2018 | Tai Pawb            |
| Director of Corporate Resources | Finance SDG Meeting                                                                            | 18/10/2018 | CHC                 |
| Housing Services Manager        | Digital Engagement Training                                                                    | 23/10/2018 | TPAS                |
| Corporate Resources Manager     | Conducting Investigations                                                                      | 02/11/2018 | ACAS                |
| Corporate Resources Manager     | Managing Absence at Work                                                                       | 05/11/2018 | ACAS                |
| CEO                             | CHC Annual Conference                                                                          | 15/11/2018 | CHC                 |
| Director of Corporate Resources | CHC Annual Conference                                                                          | 16/11/2018 | CHC                 |
| Housing Services Manager        | Housing Law Conference                                                                         | 21/11/2018 | Hugh James          |
| Director of Operations          | Housing Law Conference                                                                         | 21/11/2018 | Hugh James          |
| Property Services Manager       | Fire Safety SDG Meeting                                                                        | 22/11/2018 | CHC                 |
| Line Managers                   | Managing & Promoting Positive Mental Health and Wellbeing in the Workplace - Line Managers     | 27/11/2018 | PJG Consultants     |
| CEO                             | Chief Executive SDG Meeting                                                                    | 07/01/2019 | CHC                 |
| Director of Operations          | Tenant Involvement in H&S                                                                      | 15/01/2019 | TPAS                |
| Corporate Resources Manager     | HR SDG                                                                                         | 16/01/2019 | CHC                 |
| Director of Operations          | Compliance Plus: Housing Associations and H&S                                                  | 17/01/2019 | HQN                 |
| Director of Corporate Resources | Finance SDG Meeting                                                                            | 17/01/2019 | CHC                 |
| Director of Operations          | Women Lead the Board                                                                           | 18/01/2019 | Central Consultancy |
| Operations Manager              | Communications Conference 2019                                                                 | 24/01/2019 | CHC                 |
| Director of Corporate Resources | Empowering Communities: How public bodies an support communities to manage assets and Services | 25/01/2019 |                     |
| Property Services Manager       | Legionella for Responsible Person                                                              | 31/01/2019 | CHC                 |
| Operations Manager              | Creating Videos for Social Media                                                               | 20/02/2019 | CHC                 |
| Operations Manager              | Customer Experience Conference and Exhibition                                                  | 25/02/2019 | Inside Housing      |

|                                 |                                                                   |            |                                |
|---------------------------------|-------------------------------------------------------------------|------------|--------------------------------|
| CEO                             | Regulatory Update (webinar)                                       | 06/03/2019 |                                |
| CEO                             | Governance Conference                                             | 07/03/2019 | CHC                            |
| Director of Corporate Resources | Housing Finance Conference & Exhibition 2019 - Accommodation      | 19/03/2019 | NHF                            |
| Housing Services Manager        | TPAS - Officers Network                                           | 19/03/2019 | TPAS                           |
| Director of Corporate Resources | Housing Finance Conference & Exhibition 2019                      | 20/03/2019 | NHF                            |
| Property Services Manager       | Fire Safety SDG Meeting                                           | 20/03/2019 | CHC                            |
| Director of Operations          | Welfare SDG Meeting                                               | 25/03/2019 | CHC                            |
| Operations Manager              | UC the tricky parts                                               | 26/03/2019 | Social Welfare                 |
| All staff                       | Resilience Training                                               | 27/03/2019 | RW Learning                    |
| Director of Operations          | Where next for social housing rent?                               | 02/04/2019 | Bevan Foundation               |
| Finance Manager                 | Where next for social housing rent?                               | 02/04/2019 | Bevan Foundation               |
| Finance Manager                 | National Minimum Wage: avoiding accidental non-compliance         | 09/04/2019 | CHC                            |
| Director of Operations          | RHWA Steering Group Meeting                                       | 09/04/2019 | CHC                            |
| CEO                             | Chief Executive SDG Meeting                                       | 09/04/2019 | CHC                            |
| Housing & CST                   | ASB Masterclass                                                   | 10/04/2019 | HQN                            |
| Project Manager                 | Webinar: Health and social care strategy                          | 12/04/2019 | SCW                            |
| Housing Services Manager        | Rent money comes first - negotiation and debt collection workshop | 30/04/2019 | HQN                            |
| CEO                             | TAI Conference                                                    | 01/05/2019 | CIH Wales                      |
| EMT & Managers                  | Affordable Housing Review: Webinar                                | 13/05/2019 | TPAS                           |
| Property Services Manager       | Post WHQS Workshop                                                | 21/05/2019 | CHC                            |
| Property Services Manager       | Acceptable Fail Workshop                                          | 22/05/2019 |                                |
| Corporate Resources Manager     | GDPR: Top tips for HR                                             | 23/05/2019 | Morgan Laroche                 |
| Housing Services Manager        | Co-designing services for customer-centric organisations          | 04/06/2019 | HQN                            |
| Director of Operations          | Housing Management SDG                                            | 04/06/2019 | CHC                            |
| Director of Corporate Resources | Finance SDG Meeting                                               | 14/06/2019 | CHC                            |
| Property Services Manager       | Safety SDG Meeting                                                | 26/06/2019 | CHC                            |
| All staff                       | Team Development Day                                              | 03/07/2019 | Call of the wild               |
| Director of Corporate Resources | CHC Code of Governance - Webinar                                  | 04/07/2019 | CHC                            |
| Director of Corporate Resources | Finance Conference - Accommodation                                | 10/07/2019 | CHC                            |
| Finance Manager                 | Finance Conference                                                | 11/07/2019 | CHC                            |
| Director of Corporate Resources | Finance Conference                                                | 11/07/2019 | CHC                            |
| Director of Operations          | Technical Scrutiny / Grant Process Workshop                       | 15/07/2019 | Welsh gov                      |
| Director of Operations          | All Wales Officers Network 2019                                   | 17/07/2019 | TPAS Cymru                     |
| Housing Services Manager        | All Wales Officers Network 2019                                   | 17/07/2019 | TPAS Cymru                     |
| Property Services Manager       | Low Carbon Conference                                             | 18/07/2019 | CHC                            |
| Managers                        | Managers Training                                                 | 24/07/2019 | 24/25 July, 4/5 Sept, 9/10 Oct |
| ICT & Proc Manager              | Getting value for Money Right in Wales                            | 21/08/2019 | HQN                            |
| Director of Corporate Resources | Getting value for Money Right in Wales                            | 21/08/2019 | HQN                            |
| Director of Operations          | Asbestos Awareness Interactive                                    | 27/08/2019 | BMHA Office                    |
| Director of Corporate Resources | Regulation SDG Meeting                                            | 18/09/2019 | CHC                            |
| All staff                       | Staff Business Planning Away Day                                  | 25/09/2019 | BMHA                           |
| All staff                       | Staff Business Planning Day - Venue Hire, Lunch & Entertainment   | 25/09/2019 |                                |
| Corporate Resources Manager     | HR & L&D Conference                                               | 26/09/2019 | CHC                            |
| Director of Corporate Resources | HR & L&D Conference                                               | 26/09/2019 | CHC                            |
| Operations Manager              | Project Management                                                | 01/10/2019 | Cardiff Uni                    |
| CEO                             | HA Chairs and Vice Chairs and Chief Executives Joint SDG Meeting  | 01/10/2019 | CHC                            |
| All staff                       | Insurance Training                                                | 02/10/2019 | Marsh                          |
| Housing Services Manager        | Hearing the Tenants' Voice - Getting 'The Right Stuff' right      | 10/10/2019 | TPAS Cymru                     |

|                                 |                                                                |            |                   |
|---------------------------------|----------------------------------------------------------------|------------|-------------------|
| Director of Corporate Resources | Transport and Accommodation - Preparing for a no-deal Brexit   | 16/10/2019 | Hilton            |
| Director of Corporate Resources | Preparing for a no-deal Brexit                                 | 17/10/2019 | HQN               |
| Director of Corporate Resources | Finance SDG                                                    | 24/10/2019 | CHC               |
| EMT                             | EMT Away Day - Room Hire and Food                              | 25/10/2019 | EMT               |
| ICT & Proc Manager              | Value for Money Workshop West Wales                            | 29/10/2019 | CHC               |
| Director of Operations          | Hearing the Tenants' Voice - Getting 'The Right Stuff' right   | 07/11/2019 | TPAS Cymru        |
| Director of Corporate Resources | The Big Conference 2019                                        | 07/11/2019 | CIH               |
| Operations Manager              | Using Digital for Tenant & Community Engagement                | 12/11/2019 | TPAS              |
| Director of Operations          | Housing Law Conference                                         | 12/11/2019 | Hugh James        |
| Director of Operations          | Webinar: Welsh Government Decarbonisation                      | 19/11/2019 | CHC               |
| CEO                             | Webinar: Welsh Government Decarbonisation                      | 19/11/2019 | CHC               |
| Operations Manager              | Managing Mental Health in the Workplace                        | 21/11/2019 | Mind              |
| Director of Corporate Resources | Annual Conference                                              | 21/11/2019 | CHC               |
| Housing Services Manager        | Housing Management and Welfare SDG                             | 03/12/2019 | CHC               |
| Housing Services Manager        | PIE Foundation Course                                          | 06/12/2019 | Cymorth Cymru     |
| Corporate Resources Manager     | HR SDG                                                         | 11/12/2019 | CHC               |
| All staff                       | Data Protection Amnesty                                        | 13/12/2019 | Internal          |
| Director of Corporate Resources | Financial Affordable Housing: Update                           | 18/12/2019 | CHC               |
| Corporate Resources Manager     | Public Services Ombudsman for Wales Act 2019                   | 13/01/2020 | CHC               |
| Director of Corporate Resources | Regulation and Conference SDG                                  | 14/01/2020 | CHC               |
| Director of Corporate Resources | Stress Testing 2019 - preparing for every eventuality          | 21/01/2020 | HQN               |
| Corporate Resources Manager     | Managing extreme persistent and difficult workplace behaviours | 29/01/2020 | Acas for everyone |
| Operations Manager              | Asbestos Awareness                                             | 07/02/2020 | Ellis Whittam     |
| Housing Services Manager        | Asbestos Awareness Interactive                                 | 07/02/2020 | BMHA Office       |
| Corporate Resources Manager     | Fire Evac Chair Refresher Training                             | 10/02/2020 | Tower Fire Group  |
| Finance Manager                 | Fire Evac Chair Refresher Training                             | 10/02/2020 | Tower Fire Group  |
| Director of Corporate Resources | Finance SDG                                                    | 14/02/2020 | CHC               |
| Front line staff                | Understanding Hate Crime                                       | 26/02/2020 | Diverse Cymru     |
| CEO                             | Welsh Government Strategy, Performance and GRC Forum           | 27/02/2020 | InPhase           |
| Housing Services Manager        | Welfare SDG                                                    | 05/03/2020 | CHC               |
| All staff                       | GDPR Workshops                                                 | 31/04/2018 | Aarawak           |





| <b>Job Title</b>                | <b>Qualification 1</b>               | <b>Qualification 2</b>             | <b>Qualification 3</b>             |
|---------------------------------|--------------------------------------|------------------------------------|------------------------------------|
| Chief Executive                 | Degree                               | Woman Lead the Board               | Management and Leadership Training |
| Director of Operations          | Degree                               | Woman Lead the Board               | Management and Leadership Training |
| Director of Corporate Resources | ACCA Qualified accountant            | Management and Leadership Training |                                    |
| Finance Manager                 | ACCA Qualified accountant            | Management and Leadership Training |                                    |
| ICT Manager                     | ICT Degree                           | Prince2 Foundation Course          | Management and Leadership Training |
| Corporate Resources Manager     | CIPD Level 5                         | Management and Leadership Training |                                    |
| Housing Services Manager        | Post Graduate Certificate in Housing | Management and Leadership Training |                                    |
| Property Services Manager       | CIOB Registered                      | Management and Leadership Training |                                    |
| Operations Manager              | Degree                               | CIH Level 4 in Housing             | Management and Leadership Training |
| Project Manager                 | NVQ Level 5 in Project Management    | Management and Leadership Training |                                    |

## Management Team Meetings Actions

Last updated 25/02/2020  
By Rhodri Jones



E012

| Meeting date | Agenda item.      | Actions                                                                                           | Resp. Person   | Target Date                                                                           | Comp. Date         | Comments                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------|-------------------|---------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 23/07/2019   | Matters arising   | Budget report on staff portal to be archived weekly and saved in an accessible folder             | ITPM           | <del>30/09/2019</del><br><del>01/04/2020</del><br><del>31/01/2020</del><br>31/03/2020 |                    | Planned roll out in new financial year with new delegated authority and budget code ownership                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|              |                   | Finalised communal risk assessments to be put into an action plan and submitted to this meeting   | PSM            | <del>29/11/2019</del><br>30/06/2020                                                   |                    | There are currently 10 items that require completion from the original action plan compiled back in June 2019. The outstanding items are all category 3 level. The majority of the items are related to either the scooter store or communal electrical supply projects. The target date for the scooter store project is difficult to predict at the moment and we are still awaiting a completion date from the contractor on the communal electrical installations. Once complete, the fire related works can be undertaken. |
|              |                   | Submit Service Standards to Residents Forum for review                                            | HSM            | 31/03/2020                                                                            |                    | Will be an agenda item on the next residents' forum (Oct 19)                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|              |                   | Prepare for next phase of resident profiling information with STAR Survey                         | DoOp/OM        | 31/03/2020                                                                            |                    | New questions were not published by WG in January, expected over coming months - delivery very dependant on WG.                                                                                                                                                                                                                                                                                                                                                                                                                 |
|              |                   | Trial HACT Toolkit                                                                                | ITPM / Hsg     | Action on hold                                                                        | On-hold            | Due to workload ITPM has not been able to undertake trial. <b>Extension requested to 31/7/17</b> was approved at EMTP meeting in May 2017. Request to <b>put this action on hold</b> while discussions ongoing with UWTSD.<br>RJ 28/10/2019 - suggested to sector that this gets looked at as part of CHCs work in to VFM metrics                                                                                                                                                                                               |
| 23/07/2019   | Performance       | Meet with ICT to consider how much stats and reports can be automated                             | Managers/ICTPM | 31/12/2019                                                                            | Change of strategy | Will come under new ICT and Data Officer                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|              |                   | Review TP strategy in line with Welsh Government 'The Right Stuff'                                | HSM            | 31/03/2020                                                                            |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|              |                   | Suggest planting trees to lower carbon footprint for new developments                             | PSM            | 31/03/2020                                                                            |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|              |                   | Consider joint approach with CCC for approaching bailiff issues                                   | HSM            | 31/12/2019                                                                            |                    | Emailed Rhys Bowling and Aled Williams in relation to this. They have also had problems with the same issue at the beginning of the year but everything is fine now.                                                                                                                                                                                                                                                                                                                                                            |
|              |                   | Agile working group to meet and discuss moving ASB Management system into QLx                     | Working Group  | 31/03/2020                                                                            |                    | ASB Working group has been formed separate to the DBC group to discuss this. First meeting took place on 5/2/2020.                                                                                                                                                                                                                                                                                                                                                                                                              |
|              |                   | Promote 'you said, we did' and consider TPAS approach of changing the wording to include 'listen' | OM             | 31/12/2019                                                                            |                    | Email sent to all staff. Submissions made. In process of changing to 'We've listened'.                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 23/07/2019   | Risk              | Add performance measures around Mental Health hostel                                              | DoOp           | 31/10/2019                                                                            | On-hold            | Assessment on value of including such measures to be undertaken post transfer to new independent service delivery methodology.                                                                                                                                                                                                                                                                                                                                                                                                  |
|              |                   | Rent Setting Policy to be reviewed after Affordable Housing Review                                | EMT            | On-going                                                                              |                    | Rent Setting Policy report being submitted to Board on 19 August 2019. Rent Setting Task & Finish Group met on 4 & 25 November 2019.                                                                                                                                                                                                                                                                                                                                                                                            |
|              |                   | Awareness training for all staff around Financial Regulations                                     | FM             | <del>31/12/2019</del><br>31/03/2020                                                   |                    | Lean review to be completed first and review of delegated authorities. Look to introduce as part of budget reporting on portal                                                                                                                                                                                                                                                                                                                                                                                                  |
| 23/07/2019   | Residents Fun Day | Consider incorporating 40th Anniversary with Community Benefit fund launch.                       | EMT / HRM      | <del>31/08/2020</del><br>30/09/2020                                                   |                    | Community Fund launch event to be held September 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 23/10/2019   | Data Protection   | All to review their responsible areas and update register accordingly                             | Managers       | <del>27/11/2019</del><br>25/02/2020                                                   |                    | Actions completed by RL.<br>No actions for SF.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |

| Meeting date | Agenda item.                            | Actions                                                                                                                          | Resp. Person | Target Date | Comp. Date | Comments                                                                                                                                     |
|--------------|-----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| 24/01/2020   | <b>AOB</b>                              | To incorporate coaching and mentoring into the supervision meetings for February 2020 under sub-heading Training and Development | Managers     | 29/02/2020  |            |                                                                                                                                              |
| 25/02/2020   | <b>Data Protection</b>                  | PE to chase SSE for Data Sharing Agreement                                                                                       | PSM          | 26/03/2020  |            |                                                                                                                                              |
| 25/02/2020   | <b>Data Protection</b>                  | Agile App and Noise All Data Impact Assessments                                                                                  | HSM/OM       | 31/05/2020  |            | PIA complete for Agile app. Third Party Information Security Policy also returned from Housing Insight. Saved in relevant folders.           |
| 25/02/2020   | <b>HS&amp;W and E&amp;D</b>             | Make a calendar of 12 event per year                                                                                             | CRM          | 26/03/2020  | 20/03/2020 | Agenda item for discussion at meeting.                                                                                                       |
| 25/02/2020   | <b>Pcorporate Priorities</b>            | Review stock condition surveys position mindful of communicated target of 100% completion                                        | PSM          | ASAP        |            |                                                                                                                                              |
| 25/02/2020   | <b>Data Protection</b>                  | Look to utilise Ellis Whittam re DP refresher training - utilise Helen Iles agreed dates on schedule 1                           | CRM          | ASAP        | 27/02/2020 | Helen Iles is unable to provide Schedule 1 training at present. We will continue with the DP training which was confirmed with HI last year. |
| 25/02/2020   | <b>TFR from Data Protection Actions</b> | Morning of 18/03/2020 to be Data Retention morning - look at getting these quarterly possibly                                    | CRM          | ASAP        | 27/02/2020 | Email circulated to all staff on 27 February 2020 regarding the arrangements for the 18th March 2020.                                        |
| 25/02/2020   | <b>TFR from Data Protection Actions</b> | CCTV impact assessments re Glannant, Dan Y Castell and Priory St                                                                 | DoOP         | ASAP        |            |                                                                                                                                              |
| 25/02/2020   | <b>TFR from Data Protection Actions</b> | CRM system to link Client and Rent Account window orr more clarity around lead resident etc                                      | DoOP         | ASAP        |            |                                                                                                                                              |

APRIL 2019 - MARCH 2020 ST/

E013

| Name              | 1-2-1    | File | 1-2-1    | File | 1-2-1    | File | 1-2-1    | File | 1-2-1    | File | Appraisal | File |
|-------------------|----------|------|----------|------|----------|------|----------|------|----------|------|-----------|------|
| <b>CR</b>         |          |      |          |      |          |      |          |      |          |      |           |      |
| 1                 | 02.05.19 | ✓    | 30.05.19 | ✓    | 09.07.19 | ✓    | 03.09.19 | ✓    | 03.10.19 | ✓    | 14.11.19  | ✓    |
| 2                 | 30.05.19 | ✓    | 08.07.19 | ✓    | 28.08.19 | ✓    | 03.10.19 | ✓    | 28.11.19 | ✓    | 13.11.19  | ✓    |
| 3                 | 17.04.19 | ✓    | 29.05.19 | ✓    | 08.07.19 | ✓    | 18.08.19 | ✓    | 02.10.19 | ✓    | 13.11.19  | ✓    |
| 4                 | 02.05.19 | ✓    | 01.07.19 | ✓    | 02.08.19 | ✓    | 13.09.19 | ✓    | 02.10.19 | ✓    | 09.01.20  | ✓    |
| 5                 | 08.05.19 | ✓    | 04.07.19 | ✓    | 06.09.19 | ✓    | 22.10.19 | ✓    | 18.12.19 | ✓    | 10.01.20  | ✓    |
| 6                 | 19.07.19 | ✓    | 20.01.20 | ✓    | 18.02.20 | ✓    |          |      |          |      | 19.11.19  | ✓    |
| 7                 | 12.09.19 | ✓    | 28.11.19 | ✓    | 30.01.20 | ✓    | 29.02.20 |      |          |      | 18.12.19  | ✓    |
| <b>OPERATIONS</b> |          |      |          |      |          |      |          |      |          |      |           |      |
| 1                 | 24.05.19 | ✓    | 16.08.19 | ✓    | 03.10.19 | ✓    | 07.02.20 | ✓    |          |      | 29.10.19  | ✓    |
| 2                 | 04.04.19 | ✓    | 16.08.19 | ✓    | 04.10.19 | ✓    | 21.01.20 | ✓    |          |      | 13.11.19  | ✓    |
| 3                 | 09.05.19 | ✓    | 22.08.19 | ✓    | 29.01.20 | ✓    |          |      | Prob Rvw | ✓    | 28.10.19  | ✓    |
| 4                 | 12.04.19 | ✓    | 03.06.19 | ✓    | 09.10.19 | ✓    | 07.02.20 | ✓    |          |      | 28.11.19  | ✓    |
| 5                 | 24.04.19 | ✓    | 14.05.19 | ✓    | 10.07.19 | ✓    |          |      |          |      | 21.01.20  | ✓    |
| 6                 | 26.04.19 | ✓    | 29.05.19 | ✓    | 14.08.19 | ✓    | 14.10.19 | ✓    |          |      | 14.01.20  | ✓    |
| 7                 | 09.04.19 | ✓    | 11.06.19 | ✓    | 13.08.19 | ✓    | 14.02.20 |      |          |      | 15.01.20  | ✓    |
| 8                 | 24.04.19 | ✓    | 07.05.19 | ✓    | 16.08.19 | ✓    | 09.10.19 | ✓    |          |      | 14.01.20  | ✓    |
| 9                 | 10.05.19 | ✓    | 14.06.19 | ✓    | 15.08.19 | ✓    | 11.10.19 | ✓    |          |      | 15.01.20  | ✓    |
| 10                | 25.04.19 | ✓    | 19.06.19 | ✓    | 22.08.19 | ✓    | 17.10.19 | ✓    |          |      | 24.01.20  | ✓    |
| 11                | 08.07.19 | ✓    | 23.09.19 | ✓    | 24.02.19 | ✓    |          |      |          |      | 15.01.20  | ✓    |
| 12                | 17.07.19 | ✓    | 30.08.19 | ✓    | 07.11.19 | ✓    | 14.02.20 | ✓    |          |      | 09.01.20  | ✓    |
| 13                | 29.04.19 | ✓    | 05.07.19 | ✓    | 09.09.19 | ✓    | 30.10.19 | ✓    |          |      | 18.12.19  | ✓    |
| 14                | 15.05.19 | ✓    | 17.07.19 | ✓    | 13.09.19 | ✓    | 08.11.19 | ✓    |          |      | 19.12.19  | ✓    |
| 15                | 30.05.19 | ✓    | 10.07.19 | ✓    | 02.09.19 | ✓    | 28.10.19 | ✓    | 05.03.20 | ✓    | 23.12.19  | ✓    |
| 16                | 25.05.19 | ✓    | 06.08.19 | ✓    | 14.10.19 | ✓    |          |      |          |      | 22.01.20  | ✓    |
| 17                | 30.05.19 | ✓    | 31.07.19 | ✓    | 04.10.19 | ✓    |          |      |          |      | 23.01.20  | ✓    |
| <b>HOSTELS</b>    |          |      |          |      |          |      |          |      |          |      |           |      |
| 1                 |          |      | 23.08.19 | ✓    | 11.10.19 | ✓    | ProbRvw  | ✓    |          |      | 03.02.20  | ✓    |
| 2                 | 30.04.19 | ✓    | 24.05.19 | ✓    | 26.07.19 | ✓    | 23.09.19 | ✓    | 28.11.19 | ✓    | 29.01.20  | ✓    |
| 3                 | 25.04.19 | ✓    | 29.05.19 | ✓    | 18.07.19 | ✓    | 03.12.19 | ✓    |          |      | 14.01.20  | ✓    |
| 4                 | 24.04.19 | ✓    | 28.05.19 | ✓    | 23.07.19 | ✓    | 26.09.19 | ✓    | 22.11.19 | ✓    | 18.12.19  | ✓    |
| 5                 |          |      |          |      |          |      | 27.01.20 | ✓    | 04.03.20 | ✓    |           |      |
| 6                 |          |      |          |      |          |      | 28.01.20 | ✓    |          |      |           |      |
| 7                 |          |      |          |      |          |      |          |      | 13.02.20 | ✓    |           |      |

| 3 Mnth Prob | File | 6 Mnth Prob | File | Extended Prob | File |
|-------------|------|-------------|------|---------------|------|
|             |      |             |      |               |      |

| Extra 121 | File | Extra 121 | File | Extra 121 | File |
|-----------|------|-----------|------|-----------|------|
|           |      |           |      |           |      |

|          |   |          |   |          |   |
|----------|---|----------|---|----------|---|
| 25.11.19 | ✓ | 13.01.20 | ✓ | 11.02.20 | ✓ |
| 13.01.20 | ✓ | 11.02.20 | ✓ |          |   |
| 25.11.19 | ✓ | 15.01.20 | ✓ | 13.02.20 | ✓ |
| 01.11.19 | ✓ | 31.01.20 | ✓ | 12.03.20 | ✓ |

|          |   |          |   |
|----------|---|----------|---|
| 07.10.19 | ✓ | 14.01.20 | ✓ |
|----------|---|----------|---|

|          |   |
|----------|---|
| 11.06.19 | ✓ |
|----------|---|

|          |   |          |   |
|----------|---|----------|---|
| 11.10.19 | ✓ | 11.12.19 | ✓ |
|          |   | 26.07.19 | ✓ |
|          |   | 18.07.19 | ✓ |
|          |   | 23.07.19 | ✓ |

|  |  |
|--|--|
|  |  |
|  |  |

## Lowri Davies

---

**From:** Lowri Davies  
**Sent:** 20 March 2020 13:20  
**To:** Lowri Davies  
**Subject:** FW: Performance Meetings

**From:** Samantha Fell  
**Sent:** 4 March 2020 14:42  
**To:** Lowri Davies <[lowri.davies@bromyrdin.co.uk](mailto:lowri.davies@bromyrdin.co.uk)>;  
**Subject:** Performance Meetings

Hi Lowri,

I've only met with Amy and Beth in February but I have some feedback from our supervision meetings.

Amy – keen to consider this as a different aspect of learning and development. Not heard about it much before but would be happy to receive more information about it and be part of the testing trial.

Beth – things it's a great idea for her to be able to develop herself and work with other team members within the organisations to build relationships and hopefully 'climb the ladder'.

Thank you,  
 Sam

---

**From:** Lowri Davies  
**Sent:** 28 January 2020 11:15  
**To:** Rhodri Jones <[rhodri.jones@bromyrdin.co.uk](mailto:rhodri.jones@bromyrdin.co.uk)>; Tracy Rees <[Tracy.rees@bromyrdin.co.uk](mailto:Tracy.rees@bromyrdin.co.uk)>; Rhian Layton <[rhian.layton@bromyrdin.co.uk](mailto:rhian.layton@bromyrdin.co.uk)>; Matt Allen <[matt.allen@bromyrdin.co.uk](mailto:matt.allen@bromyrdin.co.uk)>; Mathew Davies <[Mathew.davies@bromyrdin.co.uk](mailto:Mathew.davies@bromyrdin.co.uk)>; Clare James <[Clare.james@bromyrdin.co.uk](mailto:Clare.james@bromyrdin.co.uk)>; Paul Edwards <[paul.edwards@bromyrdin.co.uk](mailto:paul.edwards@bromyrdin.co.uk)>; Samantha Fell <[Samantha.fell@bromyrdin.co.uk](mailto:Samantha.fell@bromyrdin.co.uk)>; Mandy Sharp <[Mandy.sharp@bromyrdin.co.uk](mailto:Mandy.sharp@bromyrdin.co.uk)>; Helen Williams <[helen.williams@bromyrdin.co.uk](mailto:helen.williams@bromyrdin.co.uk)>  
**Subject:** Performance Meetings

Dear all,

Hope you're all well.

Durin the last Management Team meeting, it was requested by Rhian that during all supervision meetings in February that you query the questions with staff members they're approach to receiving coaching as an additional learning and development tool.

It would be much appreciated if you could feedback their comments to by the beginning of March in preparing for the Management Team Meeting on 27 March 2020.

If you have any queries, please do not hesitate to ask.

Many thanks,  
 Lowri

# AGENDA

## Management Team Meeting



**Date:** 26 March 2020  
**Time:** 10:00 – 16:00  
**Venue:** Plas Myrddin - Board Room  
**Attendees:** HJ, RJ, TR, RL, MD, MA, CJ, PE, SF, KH

| Agenda no.<br># MGR 20                    | Agenda item                                                                                                                                                                                                                          |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24                                        | <b>Discuss</b> Master Actions Spreadsheet                                                                                                                                                                                            |
| 25                                        | <b>Discuss</b> Current priorities                                                                                                                                                                                                    |
| 26                                        | <b>Discuss</b> Annual Report 2019/20                                                                                                                                                                                                 |
| 27                                        | <b>Review</b> Actions from Internal Audit Reports (staff portal)                                                                                                                                                                     |
| 28                                        | <b>Review</b> Risk Management Registers (staff portal)                                                                                                                                                                               |
| 29                                        | <b>Discuss</b> Contracts Register (staff portal)                                                                                                                                                                                     |
| 30                                        | <b>Receive</b> Financial Update <ul style="list-style-type: none"> <li>Budget 2020/21</li> </ul>                                                                                                                                     |
| 31                                        | <b>Discuss</b> Health, Safety and Wellbeing matters <ul style="list-style-type: none"> <li>a) H&amp;S Action Plan (none open)</li> <li>b) Fire Risk Assessment Actions</li> <li>c) Health &amp; Wellbeing Events Calendar</li> </ul> |
| 32                                        | <b>Discuss</b> Data Protection                                                                                                                                                                                                       |
| 33                                        | <b>Discuss</b> Coaching and Mentoring                                                                                                                                                                                                |
| 34                                        | <b>Discuss</b> Equality and Diversity                                                                                                                                                                                                |
| 35                                        | <b>Any other business</b>                                                                                                                                                                                                            |
| <b>Date of next meeting</b> 22 April 2020 |                                                                                                                                                                                                                                      |



## **POST COACHING QUESTIONNAIRE**

### **MEASURING IMPROVEMENT**

**Bro Myrddin is committed to ensuring that all coaching provided for staff is of the highest standard and meets all requirements for the role. After completing your training, your line manager will discuss with you how effective this was in regarding to specific aspects of your role and development of skills. Your views on your performance and the effectiveness of the coaching in question will form part of your ongoing personal development plan and will also be used to identify whether any further development is required**

**Name:**

**Coacher Name:**

**Development identified:**

**Timeline:**

**Content of the sessions:**

- 1. Outline the usefulness of the coaching for your work.**
- 2. In what way do you consider the coaching has helped you to carry out your role more effectively ?**
- 3. Would you recommend the coaching for someone else in a similar work situation?**
- 4. Please list anything you hoped to learn, but was not included as part of the sessions:**
- 5. Please list any further coaching that you would suggest for other aspects of your role:**

### **LINE MANAGER:**

I can confirm that the effectiveness of the coaching courses has been discussed with me and any further sessions have been noted above.

Name:

Department

Date

Signature

Any further comments:

This will be shared with the HR department and during Management Meetings.

| Name              | E017                               |                               |                            |                               |                       |                        |  |
|-------------------|------------------------------------|-------------------------------|----------------------------|-------------------------------|-----------------------|------------------------|--|
| Rhod Jones        | Leadership Course                  |                               |                            |                               |                       |                        |  |
| Tracy Rees        | Agile                              | Neighbourhood Coaching        | Decarbonisation            |                               |                       |                        |  |
| Rhian Layton      | Leadership Course                  | Governance                    | DoCR mentor                |                               |                       |                        |  |
| Mathew Davies     | Leadership Course                  | Lean Thinking work            | Time Management            |                               |                       |                        |  |
| Matt Allen        | Leadership Course                  | Business Intelligence & Data  |                            |                               |                       |                        |  |
| Clare James       | Leadership Course                  |                               |                            |                               |                       |                        |  |
| Samantha Fell     | Leadership Course                  | Conference Meetings           |                            |                               |                       |                        |  |
| Paul Edwards      | Leadership Course                  | IOSH Training Course          |                            |                               |                       |                        |  |
| Helen Williams    | Line management training           |                               |                            |                               |                       |                        |  |
| Erika Mazuriene   | Accuracy of data input             |                               |                            |                               |                       |                        |  |
| Lowri Davies      | CIPD L5                            | HR courses                    |                            |                               |                       |                        |  |
| Ray Hewson        | Develop Knowledge                  | Retention of Info             |                            |                               |                       |                        |  |
| Llinos Davies     | Prioritising workload              | Buddy up (coaching)           | Shadow Housing Officer     | CIH Level 4                   |                       | Social Media Training  |  |
| Amy Cooper        | Prioritising workload              | Buddy up (coaching)           |                            |                               |                       |                        |  |
| Rose Baxter       | Prioritising workload              | Buddy up (coaching)           | Shadow Housing Officer     | CIH Level 4                   |                       |                        |  |
| Gemma Watkins     | Prioritising workload              | Buddy up (coaching)           | Shadow Housing Officer     | CIH Level 4                   |                       | Accuracy of data input |  |
| Beth Richards     | Prioritising workload              | Buddy up (coaching)           | Shadow Housing Officer     |                               |                       |                        |  |
| Gary Humphreys    | Prioritising workload              | Delegating workload to CS     | Chartership                |                               |                       |                        |  |
| Gary Jenkins      | Understanding of emerging policies | Delegating workload to CS     |                            |                               |                       |                        |  |
| Dylan Goddard     | Resident Involvement               | UC Updates                    | ASB updates                | Work closely with maintenance |                       |                        |  |
| Samantha Jones    | Resident Involvement               | UC Updates                    | ASB updates                | Work closely with maintenance |                       |                        |  |
| Louise Scarr      | Resident Involvement               | UC Updates                    | ASB updates                | Work closely with maintenance | Prioritising workload | Affordability          |  |
| Eirlys Smith      | Resident Involvement               | UC & Welfare Reform           | Support referrals          |                               |                       |                        |  |
| Mandy Sharp       | Resident Involvement               | CRM training                  | Shadow Financial Inclusion |                               |                       |                        |  |
| Charmaine Meakins | Resident Involvement               | CRM Training                  |                            |                               |                       |                        |  |
| Andrea Evans      | Support Plans                      | Computer skills               | Team building activities   |                               |                       |                        |  |
| Susan Jones       | Support Plans                      | All Wales Induction Framework |                            |                               |                       |                        |  |
| Judith Walton     | QCF Level 3                        | Support Plans                 |                            |                               |                       |                        |  |
| Louisa Trenner    | Leadership and Management          | Support Plans                 | Welsh Language Skills      |                               |                       |                        |  |