



Training & Development Policy

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Regulatory Standards Mapping		
✓	1	The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.
	2	The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.
✓	3	The RSL manages its resources to ensure its financial well-being, while maintaining rents at a level that tenants can afford to pay.
	4	The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose.
	5	The RSL conducts its affairs with honesty and integrity.
✓	6	The governing body and senior officers have the skills and knowledge they need to be effective.
	7	The RSL ensures that any organisational changes or disposals it makes safeguard the interests of, and benefit, current and future tenants.

Core Objective Mapping	
	Provision of affordable social housing
	Local control and accountability
✓	Efficient local service provision
	Viability
	Equality of opportunity for all customers
✓	Legal and regulatory compliance

Governance

HR

Property

Housing &
Factoring

Finance & IT

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Introduction

Policy Objectives

1.1 This policy aims to ensure that staff and committee members are suitably trained and have the required skills and knowledge. This is achieved by the following objectives:

- Support the achievement of organisational objectives by providing access to training and education to all members of staff and the governing body.
- Provide a broad range of training and education opportunities within available resources.
- Encourage and promote individual personal development and to maximise the potential of each individual's contribution to the Association's activities.
- Enable learning requirements, provisions and outcomes to be monitored regularly within an accountable transparent system.
- Ensure that resources utilised for training and education represent value for the organisation.
- Comply with the Regulatory Standards of Governance and Financial Management issued by the Scottish Housing Regulator.

Connected Policies

1.2 The following policies are connected with the Training & Development Policy and may have some relevant or associated content:

- Employee Terms & Conditions of Employment
- Recruitment Selection & References Policy
- Staff Appraisal Policy

Training Needs

Identification

- 2.1 Organisational training needs will be assessed annually by the Chief Executive in conjunction with other members of the Senior Management Team. This will include:
- evaluation of monitoring data collected throughout the year
 - identification of specific requirements and aspirations arising from the appraisal processes for staff and committee
 - feedback from individual staff members and sections during the course of routine or special operations
 - committee discussions on routine or special issues
 - responses to training needs surveys distributed to staff and committee

Staff Training

- 2.2 Staff training needs will primarily be evaluated through the annual appraisal process. This will feed into the training plan undertaken throughout the year.
- 2.3 This may include identifying internal training requirements, external training, conferences, and/or networks.
- 2.4 Where formal education may be required this should be considered annually at Senior Management Team meetings in order to appropriately prioritise and budget for these courses.

Committee Training

- 2.5 Committee training needs will primarily be evaluated from the committee appraisal process and skills matrix updated annually.
- 2.6 Various third-party organisations offer conferences and forum events to committee members, and where possible these will be allocated annually in line with the identified training requirements.

Methods of Training Provision

In-House Training

- 3.1 The Association aims to promote a learning culture within the organisation, and in this context, recognises that there are opportunities for ongoing learning processes within the operational environment which will complement more formal arrangements.
- 3.2 Often the most effective training is led by colleagues with practical skills and experience. Regular training afternoons will be scheduled to provide in-house training 'for staff, led by staff'.
- 3.3 Staff may offer colleagues shadow training on various aspects of their roles. For example showing a colleague how a particular process works, or explaining an aspect of their own role which may (or may not) have a connection to the other staff member's role.
- 3.4 New members of staff should undertake an induction process. This should be tailored to the role – temporary staff may need a single morning, whereas a new manager may need a longer induction. The Senior Management Team should prepare inductions as necessary, however they should include at the very basic level health and safety information, housekeeping measures, and contractual information.
- 3.5 Additionally, Committee members may find internally-led training to be more effective than external contractors or events, as the discussions will be more focused on Yorkhill, rather than general sector-wide guidance. As such regular training will be offered to Committee led by staff – these may take place for example in a short 30 min **Before the Board** training courses starting at 5.30pm immediately prior to Management Committee meetings.

External Training & Courses

- 3.6 The Senior Management Team will create an annual training plan containing the likely conferences, networks, and forum events for the forthcoming year. Committee and staff will be allocated spaces in line with the annual training budget.
- 3.7 Allowance for ad-hoc training courses or events will be kept permitting the Senior Management Team to meet any training needs identified throughout the year.
- 3.8 The Chief Executive is responsible for implementation of the Training Plan and is authorised to approve or decline requests from staff and committee members in respect of training events. This authority may be delegated by the Chief Executive to appropriate staff.

- 3.9 The Chief Executive will arrange for appropriate administration support for routine implementation of the processes required by this policy.
- 3.10 Priorities and targets will be monitored by the Chief Executive and appropriate staff in relation to resources. Rota systems will be established if required.
- 3.11 The Association will fund fees, travelling expenses, and where appropriate meals, for staff and committee members attending training events or conferences in line with EVH terms and conditions.
- 3.12 Travelling expenses within the Glasgow area may be re-imbursed at public transport rates or standard mileage rates for approved car owners.
- 3.13 Travelling expenses outwith the Glasgow area will be re-imbursed at the level of second-class rail travel.
- 3.14 In certain circumstances where long distances are involved, air travel may be authorised by the Chief Executive and one office bearer.
- 3.15 The Association will meet accommodation costs where overnight stay is required.
- 3.16 Receipts are required for all expense claims.
- 3.17 Membership of external agencies will be kept under review to ensure good value for money is achieved, including if the annual membership fee will be sufficiently offset by reduced individual course fees.

Formal Education

- 3.18 The Association is keen to encourage individuals to obtain appropriate professional qualifications recognising that effective personal development increases motivation and enhances performance.
- 3.19 The Association in its role of employer recognises its obligation to provide staff undertaking educational studies with committed support.
- 3.20 Where the Association has approved a course of study for a member of staff, the following will apply:
- The Association will pay fees for modular attendance, part time attendance, day release or block release as appropriate to the course and will meet all costs in relation to assessments, examination fees and accreditation.
 - The employee will be granted paid leave for attendance during normal working hours.
 - Payment for attendance outwith normal working hours may be granted at the discretion of the Chief Executive.

- The employee will be granted paid leave to attend examination sittings. Paid study leave will be granted at the rate of one day per examination.
- Staff who are undertaking distance learning courses will be granted 3 hours of study time each week.
- Employees working towards vocational qualifications at SVQ level I, II and III (or equivalent) will normally be granted full training, preparation and assessment time during working hours, within the supervision of the Chief Executive or delegated manager
- Arrangements for employees working towards levels IV and V will be agreed between the employee and the Chief Executive, subject to final approval from the Management Committee.
- The Association will pay for essential course material on the understanding that any such material remains the property of the organisation.
- Arrangements for repayment of fees to the Association should an employee leave the organisation will vary according to the level of investment and the time periods involved. This will be set out between the Association and the staff member upon approval for the course. Generally, and in accordance with the Conditions of Service, employees will be expected to remain in the organisation's employment for a full year following completion of a course year, otherwise full repayment of fees to the Association will be required.

Evaluation

3.21 The evaluation process will include analysis of information collected to:

- assess and compare costs between providers
- assess previous budget provision against actual expenditure
- assess previous budget provision against actual demand
- assess learning outcomes of individuals
- measure work performance before and after training
- review requirements, targets and resources for year ahead

3.22 All individuals participating or attending training will be asked to complete a personal evaluation survey. This will seek subjective and quantitative information on various aspects of the training provided to support the criteria described above.

3.23 Information collected and recorded will be provided to the Governance & Finance Sub-Committee, along with monitoring of the budget use.

Equalities

Equalities Impact Assessment

Yorkhill Housing Association Equality Impact Assessment Tool			
Name of Policy/proposal to be assessed	Training & Development Policy	Is this a new policy or a revision?	Revision
Person responsible for the assessment.	Grant Kennedy, Deputy Chief Executive		
Briefly describe the aims, objectives and purpose of the policy.	Process for identifying and implementing training needs for staff and committee		
Who is intended to benefit from the policy/proposal (e.g. applicants, staff, tenants, contractors).	Staff and Management Committee members		
What outcomes are wanted from this policy/proposal (e.g. the benefits to customers).	Improved skills and knowledge leading to better services for customers.		
Which protected characteristics could be affected by the proposal? (tick all that apply)			
<input type="checkbox"/> Age	<input type="checkbox"/> Disability		
<input type="checkbox"/> Marriage/Civil Partnership	<input type="checkbox"/> Pregnancy/Maternity		
<input type="checkbox"/> Race	<input type="checkbox"/> Religion or Belief		
<input type="checkbox"/> Gender	<input type="checkbox"/> Gender Reassignment		
<input type="checkbox"/> Sexual Orientation			
<p>If the policy/proposal is not relevant to any of the protected characteristics listed above state why and end the process here:</p> <p>This policy is unrelated to any protected characteristics and needs are identified as part of appraisal processes open to all staff and committee.</p>			
Describe the likely positive or negative impact(s) the policy/proposal could have on the protected characteristics identified.	Positive impact	Negative impact	
What actions are required to address the impacts arising from this assessment? (This might include; collecting additional data, putting monitoring in place, specific actions to mitigate negative impacts).			