

Training & Development Policy

1. Policy Scope

This policy sets out our learning and development approach which drives competence and conduct and ensures colleagues maintain and demonstrate the relevant and up-to-date skills, knowledge and behaviours required for their role.

Alongside the **Training and Development Process**, this policy covers how:

- mandatory and essential training is identified, managed, and tailored to different roles
- skills, knowledge, and behaviours are maintained and developed

Skills and competence should be discussed and reviewed regularly to ensure they are relevant for the role. Concerns will be managed in line with the appropriate framework.

Colleagues are responsible for their own learning and development, regularly updating and refreshing skills, and knowledge, advising People Development of any **needs or adjustments** required to support the learning experience and completing assigned training by the set deadline. In line with our Standards of Behaviour Policy, training non-compliance may be considered a breach of the policy and subject to investigation under the Disciplinary Policy.

Line managers are responsible for identifying and monitoring skills, behaviours and compliance, facilitating on-the-job learning opportunities and providing coaching and feedback to support development and competence. Managers must ensure colleagues have suitable training, and where required, in-date certificates, to carry out operational and technical work.

Heads of Service and/or SLT are responsible for investigating and managing training-related concerns including non-compliance, non-attendance, and overdue training escalation reports.

Subject Matter Experts (SME) will be assigned as the responsible person (RP) in technical areas to ensure advice and guidance is provided from those with the right level of expertise and knowledge. SME's are responsible for identifying and reviewing training requirements and working with People Development to advise on changes in legislation or standards which impact training needs.

People Development are responsible for managing the **Engage** Learning Platform, allocating, monitoring, and reporting on training and compliance and supporting the coordination of opportunities which develop skills, knowledge and behaviours.

2. Policy Standards

Standard 1: **Colleagues will be assigned a Learning Pathway within the Group Training Matrix, which allocates mandatory and essential training**

All colleagues are assigned a **Learning Pathway**, which allocates the required mandatory or essential role-related training via our Learning Management System (LMS), as set out in the **Group Training Matrix**.

Standard 2: New starters will be provided with Induction training as set out in the Group Training Matrix.

New starters are automatically assigned Induction training as set out in the Group Training Matrix. Induction training aims to provide basic knowledge to help colleagues maintain safety, security, and professionalism at work.

This focuses on areas such as H&S, Fire safety, Data Protection, Probity, professionalism, and cyber awareness. Induction eLearning should be completed in the first 4 weeks, extending up to 3 months with compliance monitoring in place. Induction training may be reduced for temporary workers, apprentices, and volunteers. Training needs are reviewed on a case-by-case basis using a risk-based approach to identify the nature of the work being carried out and the level of supervision in place.

Standard 3: Colleagues are required to complete mandatory and essential training relevant to their role as set out in the Group Training Matrix.

People Development will regularly liaise with **Subject Matter Experts** (SME) and/or senior leaders and training providers to seek advice and guidance, apply best practice, and ensure compliance with legislative and regulated training requirements. The Group Training Matrix will be reviewed regularly with SMEs and Senior Managers to ensure colleagues maintain, update and are able to demonstrate the relevant skills, knowledge, and behaviours for their role.

Mandatory (regulated) Training

Colleagues identified as requiring statutory Mandatory training must complete, and where required pass, relevant training before they carry out work-related tasks unsupervised. **Colleagues are responsible for ensuring they do not carry out tasks they are not sufficiently trained or competent to do.**

Professionalism – In line with the Government Competence and Conduct standard from October 2026, senior managers and senior executives, with a substantive role in managing the delivery of housing management services to social housing tenants, are required to hold, complete or be working towards a relevant Level 4 or 5 Housing qualification, or equivalent. To ensure colleagues have the skills, knowledge and experience and exhibit the behaviours needed for the services they provide, all colleagues will be scoped to identify if enrolment on a suitable course, top-up units or exemptions apply.

Gas and electric – Where colleagues join the business without gas or electric qualifications, they will be booked on training at the earliest opportunity. In certain cases, this may be after probation is complete. Managers are responsible for restricting work until colleagues are trained in the required area.

Sexual Harassment – All colleagues are required to undertake annual training, tailored to job role/responsibility to ensure they have an awareness of what sexual harassment is and how to prevent, report and manage concerns.

Driver CPC – Colleagues who are required to drive long-wheel-based or heavy goods vehicles must hold an in-date Driver Qualification Card (DQC). Colleagues must undertake 5 days of driver training every 5 years to renew the DQC and continue driving these vehicles.

Essential and corporate essential training

Corporate essential training helps develop skills, competence and behaviours which drive customer satisfaction and service and reduce business risk.

This focuses on areas such as:

- Safety and security i.e., Fire safety, Data Protection, Probity, Cyber Security and Sexual Harassment
- Professionalism i.e., Customer excellence & complaints, Inclusion & Diversity, and behaviours

Standard 4: Colleagues will be provided with opportunities and encouraged to develop skills, knowledge, and behaviour

In addition to mandatory and essential training, the business will support colleagues to maintain and demonstrate appropriate and up-to-date skills, knowledge, experience, and behaviours by providing structured training opportunities.

This includes:

- **Management and Leadership training** is provided to all line managers. This primarily focuses on developing skills and knowledge in managing conduct, capability, wellbeing, absence, recruitment, and probation.
- **Talent development programmes** is scheduled every 2-5 years to support aspirational leaders and Heads of Service to develop skills, behaviours, and experience in:
 - Self-Awareness, perceptions, and collaboration
 - Strategy and business planning
 - Resilience and leadership skills
- Coaching and mentoring are expected to be provided by line managers and senior leaders to support and develop their colleagues' skills, competence, and behaviours. Additional coaching and mentoring can be requested, where a PDP is in place, via People Development.
- **Other Training Requests** can be submitted via a request form and approval by the relevant senior manager and People Development. Training requests must be discussed with the line manager before submission, and colleagues need to demonstrate how the skills and knowledge gained will be applied on the job through practical experience.

- **Course funding and learner agreements** will be required where there is a significant investment of time and/or money. The learner agreement sets out the terms of the funding and where pay back may be required. Where colleagues undertake training prior to a request being approved by People Development, this may be at the colleague's own cost.

Standard 5: Business projects or group skills needs will be supported through Advice and Guidance and the identification of training needs

Where business or department changes require the development of skills, knowledge or behaviours, People Development will work with the project lead/SME to identify the most effective approach, providing advice and recommendations to support education but reduce training fatigue by avoiding a reliance on eLearning and off-the-job learning. This approach will consider the 70/20/10 model, within the training procedure, and whether the most effective learning solution is training, awareness, information, guidance, or processes.

3. Definitions

Word/Phrase	Definition
Learning Pathway	A group in which each colleague is assigned, based on job role and responsibilities, and used to identify and allocate mandatory and essential training.
Group Training Matrix	A document which sets out the mandatory and essential training requirements for each learning pathway.
Learning Management system / Engage	(LMS) The platform used to access and manage all training courses and records (Engage).
Subject Matter Expert / Responsible Person	A person identified as having technical expertise or knowledge in a particular area. SME/RPs inform training content, design and/or requirements and advise People Development of any changes to training needs, based on legislation or best practice.
Senior Leaders	This refers to either the SLT responsible for a specific area of the business or senior managers identified as being accountable for training requirements within their area of the business.
Training events	Instructor-led, usually classroom-based training sessions, which are delivered either face-to-face or online.
PDP – Personal Development Plan	A document available on the Intranet, which colleagues should use to set out objectives which help drive development areas and career aspirations
Needs or adjustments	Requests which can be made to help reduce barriers to learning, i.e., to support disability, neurodiversity, or learning need.

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Effective From: September 2026

Applicable To: This policy applies to Bernicia, Kingston and Living Spaces employed colleagues. Including Volunteers, temporary and seasonal workers.
Excluding board members and agency workers.

Associated Documents:

The following resources support the Training and development policy:

- Training and Development Process
- Colleague Performance Framework
- Standards of Behaviour Policy
- Live Group Training Matrix

Equality, Diversity & Inclusion: An ED&I Assessment was completed in August 2026. Please contact the Governance team if you require a copy.

Approved By: Director of People Services

Policy Author: Head of People Development

Owner: Director, People Services

Next Review: September 2029

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Change Control

Version Number	Effective Date	Amendment made by	Version approved by	Description of changes
V5.0	September 2026	Head of People Development	Director, People Services	Amended to fit new policy template. Training process now separate document to the policy. Additional section added for clarity of expectations for colleagues, managers, SMEs and SLT. Addition of Standard 5 to set out how larger scale requests will be managed by People Development.