



People Development Policy





1.0 Introduction

- 1.1 Housing Plus Group (HPG) recognises that learning and development is essential to delivering high-quality services.
- 1.2 Learning and development activity supports the organisation's commitment to professional competence and conduct by ensuring colleagues have the skills, knowledge and capability required to carry out their roles safely and effectively.
- 1.3 HPG aims to support a skilled, competent and future-ready workforce supporting our purpose of creating places people are proud to call home.

2.0 Policy Statement

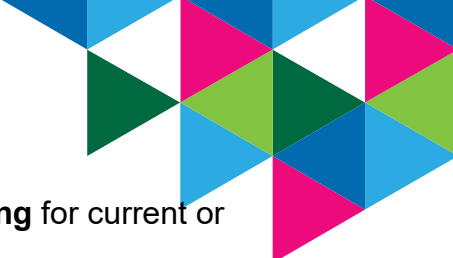
- 2.1 This policy sets out how HPG:
 - Provides access to learning and development
 - Prioritises and governs learning activity
 - Defines roles and responsibilities
 - Monitors compliance, quality and impact.
- 2.2 HPG adopts a competence-based approach to learning, ensuring colleagues are able to demonstrate capability in practice and not solely through completion of training. Competence will be evidenced through a combination of learning, experience, self-assessment and manager validation, providing assurance that knowledge is applied consistently and effectively.

3.0 Policy Scope

- 3.1 This Policy applies to all colleagues within HPG, including bank, agency, temporary and contractual workers who will be expected to complete Corporate Mandatory Learning as a minimum.

4.0 Definitions

- 4.1 HPG provides a structured learning offer through defined frameworks, governed by risk-based assessment. These include:
 - **Corporate Mandatory Learning Framework**- training that all colleagues must complete to support safe, compliant and consistent working
 - **Role-Specific Mandatory Learning Framework**- training required for specific roles based on statutory, regulatory or operational risk
 - **Specialist and Essential Skills** – elective role-specific learning required to perform duties safely and effectively, which may not be statutory but is operationally critical

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- **Leadership and Management Development learning** for current or aspiring Managers
 - **Apprenticeships and Early Careers** are development programmes funded through the Apprenticeship Levy that support entry-level talent and long-term capability.
 - **Professional and Career Development Learning** is non-mandatory learning that builds career pathways, transferable skills and organisational capability.

5.0 Roles and Responsibilities

5.1 The Board is responsible for:

- Providing oversight of people development and workforce capability
- Ensuring appropriate governance for learning and development
- Seeking assurance that learning supports organisational purpose, compliance, and sustainability

5.2 The Executive Management Team are responsible for:

- Setting strategic direction for learning and development
- Ensuring learning priorities align with organisational strategy
- Providing assurance on Mandatory Learning compliance
- Ensuring appropriate resources are available

5.3 Directors and Heads of Service are responsible for:

- Implementing learning priorities within their services
- Ensuring learning supports operational and regulatory requirements
- Monitoring learning compliance and managing risk within their areas

5.4 The Health and Safety Team are responsible for:

- Providing subject-matter expertise on safety-critical and statutory learning requirements
- Advising on Mandatory Learning linked to health, safety, and regulatory risk
- Supporting the design and review of safety-related learning frameworks
- Providing assurance that learning supports safe working practices and risk mitigation

5.5 Line Managers are responsible for:

- Identifying learning needs through performance management
- Supporting and monitoring completion of required learning
- Approving learning requests in line with policy and procedures
- Supporting colleagues to apply learning in practice
- Assessing and monitoring competence and conduct

5.6 All staff are responsible for:

- Taking ownership of their learning and development

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- Completing Mandatory Learning within required timescales
 - Participating in learning activities
 - Applying learning to their role

5.7 **The People Development Team** is responsible for:

- Designing and coordinating learning frameworks
- Delivering and commissioning learning
- Managing learning systems and records
- Monitoring compliance and providing assurance
- Managing learning budgets and the Apprenticeship Levy
- Maintaining supporting guidance and procedures

5.8 **People Business Partners** are responsible for:

- Supporting managers with learning compliance
- Identifying organisational skills gaps
- Supporting workforce and succession planning

6.0 **Our Learning Approach**

6.1 Where appropriate, competence may be demonstrated through experience, assessment and targeted development, without the need for a formal qualification. Where gaps are identified, appropriate development or qualification frameworks will be applied in line with organisational requirements.

6.2 In addition to mandatory learning frameworks, the organisation will provide access to targeted developmental learning opportunities, aligned to role requirements, career progression and organisational capability. This ensures that, alongside compliance and risk-based training, colleagues are supported to build broader skills, professional competence and future capability, in line with the organisation's People Development Policy and strategic objectives.

6.3 HPG uses a blended learning approach aligned to the 70:20:10 model:

- 70% on the job learning
- 20% coaching, mentoring, and collaboration
- 10% formal learning

6.4 Learning is delivered through:

- Digital learning via the Learning Management System (LMS)
- Face-to-face and virtual classrooms
- On-the-job training and assessment
- Coaching and mentoring



7.0 Mandatory Learning Requirements

- 7.1 Mandatory learning requirements are defined through a risk-based framework and apply where there is a clear statutory, regulatory or operational need.
- 7.2 All colleagues must complete mandatory learning within required timescales as a condition of safe working, with completion recorded in the LMS. Failure to do so will result in escalation through performance or disciplinary processes in line with organisational procedures.

8.0 Access to Learning & Development

- 8.1 Housing Plus Group will provide access to learning and development through defined learning frameworks, systems, and funded opportunities, in line with organisational priorities and available resources.
- 8.2 All colleagues will:
- Access mandatory and essential skills learning
 - Be supported through development discussions
 - Take ownership of personal development
 - Access learning through the LMS
 - Have the opportunity to undertake funded non-mandatory learning to support career progression

9.0 Monitoring and Evaluation

- 9.1 HPG evaluates learning through:
- Completion and compliance rates
 - Evidence of competence in practice and manager validation
 - Application of learning in the workplace
 - Service performance indicators
 - Feedback from colleagues and managers
 - Return on investment for funded learning

10.0 Governance and Compliance

- 10.1 Learning activity is prioritised using a risk-based framework, organisational need, and workforce planning requirements.
- 10.2 Mandatory Learning frameworks define minimum role requirements, based on risk and responsibility, and form part of the organisation's wider competence and assurance framework.
- 10.3 Clear escalation routes are embedded within supporting procedures to ensure consistent, fair and risk-based decision-making.

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- 10.4 The People Development Team monitors compliance and reports risks to the People Committee on a quarterly basis.
 - 10.5 This approach aligns with the organisation's Competence and Conduct framework, ensuring learning, competence and professional development are integrated to provide a consistent and auditable approach to workforce capability.

11.0 Equality Diversity and Inclusion

- 11.1 HPG is committed to equitable access to learning.
- 11.2 Reasonable adjustments will be made where required.
Colleagues should discuss needs with their line manager or the People Development Team.
- 11.3 To help ensure an accessible and inclusive learning experience, any reasonable adjustments should be communicated to the People Development Team prior to the training event, so that suitable arrangements can be put in place

12.0 If You Need Support Now

- 12.1 All staff have access to a range of support through HPG's Employee Assistance Programme (EAP). Details can be found on the dedicated [Workvivo page](#)

Appendix

1	Learning & Professional Development Funding Procedure
2	Learning & Professional Development Funding Agreement
3	Line Managers Guidance for Learning & Professional Development Funding
4	Line Managers Checklist for Learning & Professional Development Funding
5	Learning Allowance Guidance and Procedure
6	Learning Allowance Application
7	Cancellation of Training Procedure



	Policy Control Sheet People Development Policy Policy reference number - 2026/
Policy Author	Clare Templeton Learning and Skills Manager
Direct Lead	Emma Gibbons Head of People Development and Culture
Version	V1.0
Target audience	All HPG Employees
Consultation	• Employee Voice Forum • Directors • Head of People Development & Culture • People Committee
Date of Equality Impact Assessment	To be arranged
Date of Data Privacy Impact Assessment	TBC
Approving Body	Executive Management Team
Date of final approval	
Implementation date	
Monitoring arrangements	
Reporting	People Committee
Review date	
Expiry date	
Review cycle	Three-year review cycle or sooner if there are legislative, regulatory, organisational or other significant impacts on the business
Policy category	People Services
Associated policies and procedures	Apprenticeship Strategy Expenses Policy Housing Qualifications Policy
Policy location	SharePoint Workvivo

Summary of changes table

Revision history			
Author	Summary of changes	Version	Authorised by & date
Clare Templeton – Learning and Skills Manager	New HPG Policy	1.0 -	Executive Management Team – XX/XX/XXXX