



1. Purpose and scope

This policy explains how all Selwood Housing staff can access learning, training and development. It also aims to ensure a consistent service from the Learning and Development (L&D) team.

2. Underpinning principles

Learning and development support employee engagement, organisational success, and equality, diversity and inclusion. Different experience and knowledge should be valued and developed.

3. Responsibility

- **Managers** must regularly discuss learning needs with employees, record them in Personal Progress Reviews (PPRs), consider service cover implications and tell L&D about identified needs.
- **Employees** must consider their development needs, discuss them with their manager, attend approved training and apply their learning at work.
- **L&D** will consult teams, collate formal training and further education needs, and maintain annual, three-year and workforce training plans.

4. Signposting

The following documents may also have some relevance:

- Career break
- Expenses policy
- Induction & probation policy
- Flexible working & leave policy



- Equalities, diversity & inclusion policy
- PPR Guidance notes
- Disciplinary policy

5. Annual training plan

5.1. Identifying and requesting training

L&D will meet managers regularly and publish the annual training plan through SkillUp on OurPlace.

- Training included in the plan must be requested through iTrent.
- External training, qualifications and requests outside the plan require a [Training or Qualification request](#) form.
- L&D will book and arrange all external training.
- Managers must consider service cover and may use alternatives such as coaching or work shadowing.
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5.2. Mandatory, corporate and operational training

Employees must complete training that's mandatory because of legislation, regulation or good practice. They must also attend corporate training and should book an available date through iTrent.

New starters must attend the Big Welcome induction.

Where possible, training will fit employees' normal working patterns. If required training falls outside an employee's usual hours, the employee or manager must contact L&D so suitable arrangements can be agreed.

Mandatory training for operatives may be delivered through toolbox talks, supervisors, planners or SkillUp.

The Health and Safety team leads health and safety training. L&D manages related qualifications, safeguarding and mental-health awareness training.



5.3. SkillUp

SkillUp provides learning materials, videos, course-booking links and guidance through the intranet. Requests for new content should be sent to L&D.

6. Further education (FE), Competence & conduct standard & training agreement letters

6.1 Further education (FE)

Further education means study leading to a qualification. Employees must submit a [Training or Qualification request](#) form.

L&D must approve and book all study so costs can be included in the training budget and agreed through the appropriate approval process.

Before study begins, the employee must:

- Agree attendance, study support and time off with their manager.
- Sign a training agreement where required.
- Understand the agreed funding, responsibilities and repayment terms.

6.2 Regulatory Competence and Conduct Standard

All employees must maintain the knowledge, skills and behaviours needed to perform their role safely and effectively. They must comply with relevant legislation, regulation, safeguarding responsibilities and good practice.

Roles with substantive responsibility for managing housing-management services may require an approved housing qualification:

- **Senior executives:** Minimum Level 5, such as a Chartered Institute of Housing (CIH) Level 5 Housing Diploma.
- **Senior housing managers:** Minimum Level 4, such as CIH Level 4 Housing Practice.



L&D will confirm which roles are currently in scope.

An employee appointed to an in-scope role will be enrolled on the required qualification within 12 months. L&D will decide case by case whether an existing qualification remains suitable or whether repeat study or top-up modules are required.

6.3 Conduct expectations and assurance

Employees must:

- Act with integrity.
- Treat customers and colleagues with respect.
- Follow Selwood Housing policies and procedures.
- Meet expectations for ethical behaviour, public accountability and responsible use of public funds.

Failure to meet these standards may be handled under the Disciplinary Policy.

Managers will discuss competence and conduct during PPR meetings. They may ask for evidence of learning, certification or professional updates. Conduct concerns will be managed under the relevant Selwood Housing procedure.

6.4 Study leave

Study leave isn't a fixed entitlement. The employee and manager must agree what's reasonable, taking account of:

- The qualification's requirements.
- The employee's learning needs.
- Service requirements.

L&D can provide advice.

Employees are expected to undertake some study in their own time. Agreed study leave must be recorded in iTrent as a training day. Study leave should be matched with Annual leave as shown below:



Study plan – qualification with x 2 assignments	
Study days x 1	Log in Itrent as x 1 'training days' found in other absence
Annual leave x 1	Book as annual leave
Evenings and weekend study	Not logged in Itrent

6.5 Probation and fixed term

Qualifications and further education are available only after successful completion of probation. A request may be identified during probation, but it won't be approved until probation is complete.

For fixed-term employees, L&D and the manager will assess whether the benefit to Selwood Housing during the fixed term justifies the training or qualification.

6.6 Training agreement letters

Employees undertaking employer-supported qualifications must sign a training agreement specifying approved costs, materials, study support and repayment terms.

A training agreement isn't required where Selwood Housing requires the training:

- As an condition of the employee's role; or
- To meet a legal requirement.

If an employee fails to complete the course, leaves voluntarily, or leaves because of gross misconduct before two years have passed from course completion, Selwood Housing may recover all or part of its costs.

Subject to the signed agreement and applicable law, Selwood Housing may deduct the amount from salary, wages, expenses or other money owed to the employee. See appendix 1 Training agreement letter



6.7. Attendance and cancellation

Once training is approved, the employee must attend unless: •

- They give L&D at least 48 hours' notice; or
- Their manager finds a replacement.

Late cancellation may cause the course to be cancelled. Charges for an external course may be allocated to the team's budget.

L&D may cancel training because of low attendance, trainer absence or similar circumstances. It will try to continue the training where possible. Otherwise, it will arrange a new date and notify delegates as soon as possible.

6.8. Evaluation and value

Managers and employees must discuss expected outcomes before training and review how the learning is applied afterwards, including through PPRs.

L&D may evaluate learning after 30 days or three months. Managers requesting training must identify the intended measures and outcomes.

The training budget is limited. Requests must:

- Demonstrate relevance and value for money.
- Include all costs
- Be approved before any commitment is made.

7. Travel & expenses

7.0. Travel & accommodation

- Rail travel for training events, must be arranged through the L&D team. Full journey details should be provided as early as possible to obtain lower fares.



- Accommodation to attend training will be booked by the L&D team and the best room rate will be chosen, including suitable meal rates where necessary e.g. dinner, bed and breakfast rate.
- Other expenses are governed by the Expenses Policy and any signed training agreement.

8. Definitions

Training: Formal events from the training plan or ad hoc events such as update seminars and conferences.

Learning: Can be formal or informal and part of daily work rather than a structured session.

Development: Can be formal or informal and may include gaining experience in wider areas of a job role or more structured development in the form of a qualification or FE course.

Coaching: A one-to-one conversation that helps an employee develop an action plan. Coaching is available on request and may be prioritised according to business need.



9. Appendices

Appendix 1

Training agreement letter

I am pleased to confirm that Selwood Housing Group will provide the sum of **£xxx** for you to enrol onto **xxxxx** subject to the following terms and conditions.

1. Selwood Housing Group will pay your course fees, exam fees and student subscription fees, as applicable. Payment will be made directly to the Course Provider.
2. Selwood Housing Group will pay for essential books up to a maximum of £75 in any given academic year.

Titles will be those defined as essential by the Course Provider. A Course Provider's list of essential books must be submitted to L&D prior to purchase to establish whether titles are already held in the Selwood Housing stock. Books will then be Selwood Housing property and form part of the Selwood Housing stock on completion of the course.

3. You are not responsible for your own travel, food and lodging expenses necessitated by the course. You will need to give an estimation of these costs to L&D.
4. You must provide Selwood Housing with a copy of progress reports given to you by the University/training provider at the end of each assessment period, where applicable. You and your manager,



together, will then review your progress and mutually agree as to whether or not it is best for you to continue. The Company will then make any additional fee payments that may be required based upon this decision.

5. Should you fail an exam that Selwood Housing Group has paid for, Selwood Housing will pay for one resit attempt for each qualification, you shall be liable for any costs incurred in further re-take fees.
6. It should be understood that study for this course should be carried out in your own time and should not have a detrimental effect on your workload, your department or Selwood Housing. Some study leave, that does not come from your own time, or annual leave, appropriate for the qualification, can be agreed with your manager.
7. Should you fail to complete the course, or at your own discretion, or through Gross Misconduct leave Selwood Housing's employment at any time prior to two (2) years after completion of the course, Selwood Housing will require that you reimburse all or a portion of the total expense that Selwood Housing has incurred on your behalf. Selwood Housing reserves the right to make deductions from monies owing to you i.e. salary, wages or expenses. Reimbursement will be according to the following schedule:-
 - a) During the course or in the first six (6) months after completion of the course – 100%
 - a) From 6 to 12 months after completion – 75%
 - b) From 12 to 18 months after completion – 50%
 - c) From 18 to 24 months after completion – 25% 6.

If you agree to the terms and conditions outlined above, please sign and date this letter and return it to me.



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We wish you the best of luck for the successful completion of your training.



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Decision-making record

Date	Meeting/Minute Reference	Version /Amendment
4 April 2012	Executive meeting	Version 2
22 April 2015	Head of service review	Version 3
April 2021	Executive meeting	Version 4
June 2025	Executive meeting	Version 5
June 2026	Addition of Competence and conduct standard	Version 6
August 2026	Customer involvement – feedback from customers	Version 7



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