

PEOPLE DEVELOPMENT POLICY

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01/2026	HHR	V2.0	V3.0	The policy has been updated to align with the Albyn Group Policy Framework, adopt people-focused language and promote a broader learning and development culture. It strengthens links to professional standards, partnership working and succession planning, while removing separately managed procedures and forms.

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1 INTRODUCTION AND POLICY STATEMENT

- 1.1 A key aim of Albyn Group is to build the mission, values and vision of the organisation into its decision making on a daily basis. The Albyn Group aims to follow its guiding principles in all policies and procedures: <https://www.albynhousing.org.uk/about-us/>
- 1.2 Learning and development plays a central role in supporting our culture and enabling a consistent, organisation-wide approach to performance, growth and continuous improvement. It helps you understand how your role contributes to organisational objectives and supports high standards of professionalism and service delivery.
- 1.3 Whether you are new to Albyn Group, have moved into a new role or are looking to progress, your personal development is important to us. You are encouraged to engage in learning that is meaningful to you and aligned with both organisational needs and your own goals and aspirations.
- 1.4 Ongoing learning and development supports our shared responsibility to meet Scottish Housing Regulatory standards and deliver excellent, tenant-focused services. It helps you gain, refresh and maintain the skills, knowledge and confidence needed to perform your role effectively and continue to develop in a changing environment.
- 1.5 Learning and development also supports organisational resilience and succession planning by helping us develop capability for current and future roles, including leadership, critical and specialist roles.
- 1.6 We have signed up to the Chartered Institute of Housing's (CIH) Housing Professionalism Commitment, reflecting our shared responsibility to maintain high standards of ethical practice, continuous learning and a tenant-first approach.
- 1.7 This policy sets out Albyn Group's commitment to learning and development and the principles and framework through which learning and development is supported. Detailed operational arrangements for accessing, approving, recording and evaluating learning and development are set out separately in the [People Development Procedure](#).
- 1.8 This policy is not contractual but sets out the framework through which Albyn Group manages and supports learning and development activities.

2 POLICY AIMS

- 2.1 We recognise that motivated and competent people are essential to achieving our vision and delivering high-quality services. We aim to provide relevant learning and development opportunities to all employees, regardless of hours worked or contractual arrangements.
- 2.2 This Policy, alongside the tools and processes that support it, aims to:
 - Support our vision of maintaining and building quality homes, providing excellent customer service, and creating opportunities for people and communities to flourish.
 - Embed our values of being caring, adaptable, and professional in all learning and development activities and everyday ways of working.
 - Enable employees gain relevant skills, knowledge and qualifications that contribute to their role, career growth, and our strategic objectives.
 - Build organisational resilience by developing skills for both current and future roles, enabling us to respond positively to change.
 - Support succession planning by developing employees for future leadership and critical and specialist roles.
 - Foster high-performing, collaborative teams by encouraging shared learning and development and effective ways of working.
 - Provide fair and equal access to learning and development opportunities so that everyone, regardless of background or role, feels supported and valued, fostering a respectful, inclusive, and engaging workplace.

3 SCOPE

- 3.1 This policy applies to all employees of Albyn Group, including permanent, temporary, fixed-term and part-time employees. It also applies to workers, interns and apprentices where learning and development opportunities are provided by Albyn Group.
- 3.2 This policy does not apply to agency staff, Board members, contractors, consultants or any self-employed individuals working for us.

4 PRINCIPLES OF THE LEARNING AND DEVELOPMENT POLICY

- 4.1 Learning and development can be defined as any activity designed to help individuals become more effective at their work by improving, updating or refining their knowledge and skills. At Albyn Group, learning and development means more than just training, it's about creating space for you to grow, stay curious, and thrive.
- 4.2 This can encompass a wide range of activities that support people to develop the knowledge, skills, experience and confidence needed to perform effectively and develop in their roles. It is not limited to formal training and may include, for example:
- Involvement in various projects
 - Attendance at training courses, conferences or seminars
 - Visits to other organisations
 - Work shadowing
 - Formal study
 - Coaching and mentoring
- 4.3 Learning can take place through everyday work and experience as well as through formal learning activities. We encourage you to take opportunities to learn, reflect on your development and apply and share learning in your work.
- 4.4 We believe that learning is a continuous journey. There is an expectation that you will keep abreast of developments within your area of expertise, seek out opportunities to grow, and share learning across your team, and we will support you to do so wherever possible.
- 4.5 Learning and development should be relevant to the needs of the individual, the role and the organisation, and should support effective performance, professional standards and the delivery of high-quality services.
- 4.6 We're committed to making learning meaningful and impactful. That's why we regularly review and evaluate learning and development activities to ensure they are effective, inclusive, and aligned with our wider mission. Your feedback plays a key part in shaping what we offer, and you are expected to participate in the evaluation of learning and development.

5 RESPONSIBILITIES

- 5.1 Learning and development is a shared responsibility across Albyn Group. Everyone has a role in identifying, supporting, participating in and applying learning and development.
- 5.2 **Your role**
- 5.2.1 You are encouraged to take an active role in your own development and to identify opportunities that will enhance your skills, knowledge, confidence and work performance.
- 5.2.2 This includes taking responsibility for:
- Reflecting on your work practice and identifying your own development needs.
 - Discussing your development needs with your Line Manager and agreeing priorities.
 - Proactively seeking out learning and development opportunities to meet the agreed needs and objectives.

- Participating fully in learning and development activities provided.
- Evaluating the effectiveness of learning undertaken and providing feedback where requested.
- Applying new knowledge and skills in your day-to-day work.
- Completing any funded courses or qualifications to a satisfactory standard and within agreed timescales.
- Completing mandatory and essential learning within the required timescales.

5.3 The role of your line manager

5.3.1 Line Managers play a key role in encouraging and supporting learning and development, both by facilitating access to opportunities and by providing guidance and feedback in relation to the skills and knowledge required for current and future roles.

5.3.2 Line Managers are responsible for:

- Helping team members to perform effectively in their current role and in anticipating future needs.
- Discussing, agreeing and reviewing learning and development needs and goals.
- Proactively seeking out relevant learning and development activities.
- Supporting essential learning and development activities through the provision of time and budget allocation, where appropriate.
- Evaluating the effectiveness of any learning and development undertaken.
- Ensuring the application of new knowledge and skills in the team member's work practice through support and monitoring.
- Considering organisational, service, financial and operational requirements when supporting learning and development.

5.4 The Role of Senior Management and Board

5.4.1 Senior management and Board are responsible for promoting a positive learning culture across Albyn Group. This includes actively encouraging learning and development as a means to enable Albyn Group to meet its business objectives and ensuring that resources are made available for this purpose.

5.5 The role of the HR Team

5.5.1 The HR Team has a facilitation and advisory role in relation to learning and development. This includes:

- Supporting organisational goals, change and development.
- Promoting equality of access and opportunity to learning and development.
- Working in partnership across the organisation to support the sourcing of appropriate and cost-effective solutions to learning and development needs.
- Supporting the development of employees who are responsible for leading or managing others.
- Monitoring uptake, quality and impact of learning and development activities.
- Supporting managers in collating data, through the performance management process, to produce assessments of progress and skills requirements for the following year.
- Maintaining accurate records with regard to the development of Albyn Group employees.

- Providing feedback to learning providers on training effectiveness to support continuous improvement.
- Monitoring and keeping up to date with best practices and innovations within learning and development, relevant funded opportunities, and relevant qualifications.

6 KEY LEARNING PRIORITIES AND CORE DEVELOPMENT AREAS

6.1 Prioritisation of learning

6.1.1 At Albyn Group, we prioritise learning and development that supports you to perform your role effectively, meet professional and regulatory requirements, and contribute to our strategic objectives.

6.1.2 Learning and development will be prioritised where it:

- Supports delivery of our strategic objectives.
- Pertain to any organisational statutory and contractual obligations.
- Enables us and our employees to meet the expectations of the Scottish Housing regulator.
- Supports income generation, value for money, and financial sustainability
- Enables effective responses to and management of legislative, policy and sector changes.
- Ensures ICT and digital skills meet current and future organisational needs.
- Supports high-quality, safe, and tenant-focused services.
- Enables employees to meet their responsibilities in completing continuous professional development (CPD) required by relevant professional bodies.
- Supports leadership, management, and people management capability.

6.1.3 Our approach ensures learning is meaningful, relevant, and aligned with the needs of our tenants, communities, and services.

6.2 Types of learning opportunities

6.2.1 We provide a range of learning and development opportunities to support both organisational priorities and individual development. These include:

- Learning to enhance skills and knowledge for your current role, including internal and external courses providing technical or specialist training, job shadowing, mentoring, coaching, secondment etc.
- Learning that leads to a professional or academic qualification. We encourage anyone who wishes to do so to pursue continuous professional development and where appropriate to gain further qualifications
- Management and leadership development programmes for employees with people management responsibilities

6.3 Core development Areas

6.3.1 There are essential learning areas that we expect you to undertake, alongside other development that may be identified according to your role and development needs. These areas are reviewed regularly to ensure they remain relevant to organisational, regulatory, professional and service requirements

6.3.1.1 Induction

6.3.1.1.1 All new employees, and those moving into a new role, will receive a tailored induction to support a confident and capable start in their role and to identify any essential job-specific learning

needs. This includes Group-wide information and role-specific learning.

6.3.1.2 ICT and digital skills

6.3.1.2.1 We are committed to ensuring that you have appropriate ICT and digital skills to perform your role effectively and understand the risks associated with cyber security. Learning and development in this area will reflect the requirements of your role and changes in technology and organisational systems.

6.3.1.3 Health and Safety

6.3.1.3.1 All employees will receive general Health and Safety training, and where applicable job specific training. This includes training for fire wardens, first aiders and representatives on the Health and Safety Committee.

6.3.1.4 Data Protection and Governance

6.3.1.4.1 Understanding and upholding high standards of governance and data protection compliance is critical. All employees are expected to understand the importance of data protection, confidentiality, and good governance. Appropriate training will be provided to ensure compliance with GDPR and related governance requirements, tailored to your role where necessary.

6.3.1.5 Role-specific learning and development requirements

6.3.1.5.1 We use the Learning and Development Matrix to map the types of learning essential to each role type. This ensures consistency, fairness and alignment with organisational needs. The Matrix helps us identify required learning for all employees, whether at induction, when moving into a new role, in response to regulatory or professional requirements, or as part of ongoing development throughout your career.

6.3.1.5.2 As a housing provider, we also encourage all employees to sign up to the CIH Housing Professionalism Commitment, recognising the importance of values-driven, accountable and well-informed practice across the sector.

6.3.1.5.3 Together, the Learning and Development Matrix and our support for the CIH Housing Professionalism Commitment help guide your development, support your career progression and ensure that learning is meaningful, relevant and aligned with both organisational priorities and professional expectations.

6.4 Mandatory learning requirements

6.4.1 As a regulated organisation, we require all employees to complete mandatory learning appropriate to their role. Mandatory learning requirements are reviewed regularly and may change in response to legislation, regulation, or organisational need.

6.4.2 The current list of mandatory learning, including renewal periods and role applicability, is maintained separately in the L&D Matrix (or similar named document) and is available from the HR Team on request.

6.4.3 All mandatory learning will be built into induction plans and must be completed within the required timescales. Statutory and other mandatory refresher training will also be scheduled as required, and you are expected to complete these within the set deadlines. Managers and employees share responsibility for ensuring that mandatory learning, including refresher requirements, remains up to date.

6.4.4 The HR Team will monitor compliance with mandatory learning requirements and will support managers in maintaining organisational and regulatory standards.

7 WORK BASED QUALIFICATIONS

- 7.1 We encourage you to work towards relevant vocational, professional, or academic qualifications where these support your role, professional development, and our organisational objectives.
- 7.2 Where appropriate, we support employees to pursue Chartered Institute of Housing (CIH) vocational qualifications or other sector-relevant qualifications. Information on available qualifications can be obtained from CIH (Scotland) and other recognised training providers.
- 7.3 Support for work-based qualifications will be considered in line with organisational priorities, role relevance, service needs, cost and available resources.
- 7.4 Where appropriate, Albyn Group may provide financial support and/or reasonable paid time to support agreed qualifications.
- 7.5 Detailed arrangements relating to funding and support for work-based qualifications are set out in the People Development Procedure.

8 PLANNING LEARNING AND DEVELOPMENT

- 8.1 Learning and development activities are planned through a structured approach that ensures they are relevant, effective, and aligned with organisational priorities. New learning initiatives will be informed by a learning needs analysis and reviewed regularly to ensure they remain appropriate where roles change, procedures are updated, or new standards or legislation are introduced.
- 8.2 Learning and Development needs may be identified at several levels:
 - those that apply to the Group as a whole,
 - those at a departmental or team level and
 - those which apply to a particular individual (or group of individuals)

This approach ensures learning supports our strategic objectives while also helping you perform effectively in your role.

- 8.3 Organisational learning and development objectives are aligned to our strategic objectives and business plan. The HR team will work with senior management to identify and plan organisation-wide development needs, for example where new systems are introduced, regulatory expectations change, or there is a need to strengthen capability in specific areas such as digital skills, equality, or governance.
- 8.4 Group level learning and development needs will be identified through the planning and budgetary process.
- 8.5 At team level information is gathered from a variety of sources to identify learning and development needs common to a group of employees. As above, responsibility for this lies with Line Managers with the support of the HR Team, in consultation with senior management. Sources of information used for this purpose are likely to include discussions with Line Managers and employees, both formal and informal, and team plans with regard to existing priorities.

8.6 Personal Development Planning

- 8.6.1 We recognise personal development planning as an important part of supporting your performance, career development and ongoing learning. Learning and development needs may be identified through performance management, one-to-one discussions, induction, changes in role, career aspirations and organisational or service requirements.
- 8.6.2 We will support you and your Line Manager to identify and agree appropriate learning and development priorities that support effective performance in your current role, future development and, where appropriate, career progression and succession planning.
- 8.6.3 Personal Development Plans will provide a framework for recording and supporting agreed development priorities and objectives. Further details on the development, review and management

of Personal Development Plans are set out in the relevant Performance Management and People Development Procedure.

- 8.6.4 The HR Team provides guidance and support to help ensure a consistent and fair approach to personal development planning across Albyn Group.

9 PARTERSHIPS AND COLLABORATIVE LEARNING

- 9.1 We actively engage with other housing associations, sector bodies, and relevant external partners to provide collaborative learning opportunities.
- 9.2 This approach allows us to share resources, provide cost-effective joint training, and strengthen links with peers across the sector.
- 9.3 Opportunities for partnership learning will be considered as part of our learning and development planning to ensure alignment with organisational priorities and professional development needs.

10 ACCESS TO LEARNING AND DEVELOPMENT

- 10.1 We aim to provide fair and equitable access to learning and development opportunities. The level of support that can be provided for any learning activity will be considered in line with organisational priorities and available resources.
- 10.2 When determining the level and type of support available, we will consider:
- the relevance of the learning to organisational priorities, service delivery and your role;
 - the potential benefits and value for money;
 - the resources required, including time, financial costs and any impact on service delivery;
 - the availability of appropriate funding and organisational capacity; and
 - fairness and consistency in access to development opportunities.
- 10.3 We will seek to make decisions about learning and development support in a fair, transparent and consistent way, balancing individual development needs with organisational priorities, available resources and the need to maintain effective services.

11 FUNDING AND COST REIMBURSEMENT

- 11.1 Albyn Group may provide financial support for external learning and development activities, including professional and technical qualifications, where these support organisational priorities, service delivery and individual development.
- 11.2 Where we provide significant financial support for learning and development, we may require you to enter into an Employee Training Agreement in accordance with the People Development Procedure. Any repayment arrangements will be set out in that agreement.
- 11.3 We may, at our discretion, waive or amend repayment requirements in certain circumstances, including redundancy, organisational change, ill-health, redeployment or other exceptional situations. Each case will be considered on its individual merits.
- 11.4 This approach reflects the shared investment made by both us and our employees in developing a highly skilled, professional and sustainable workforce, and supports the responsible use of organisational, public, and tenant-funded resources, while continuing to encourage learning, development, and career progression.

12 PROFESSIONAL SUBSCRIPTION FEES

- 12.1 We recognise the value of professional memberships in supporting your development, maintaining professional standards, and strengthening the quality of services we provide.
- 12.2 We may provide financial support for relevant professional membership subscriptions where these

support your role, professional development or provide a clear organisational benefit.

- 12.3 The level and extent of support available will be determined in accordance with organisational priorities, available resources and applicable financial arrangements.
- 12.4 Support for professional subscriptions, including eligibility, approval and payment arrangements, is set out in the People Development Procedure and applicable financial arrangements.
- 12.5 This approach reflects our commitment to continuous professional development and our values of being caring, professional and adaptable.

13 TRAVEL, SUBSISTENCE AND ACCOMMODATION

- 13.1 Where appropriate, we may support reasonable travel, subsistence and accommodation costs associated with approved learning and development activities.
- 13.2 All travel, subsistence, and accommodation arrangements relating to learning and development activities must be managed in accordance with the People Development Procedures and the Travel and Expenses Policy.
- 13.3 This approach supports the responsible use of organisational resources while enabling access to learning and development opportunities.

14 RECORDING AND MONITORING

- 14.1 We are committed to maintaining appropriate records of learning and development activity and monitoring participation, effectiveness and value for money.
- 14.2 The HR Team is responsible for maintaining central learning and development records and supporting the monitoring and evaluation of learning activity across the organisation.
- 14.3 We will use appropriate learning and development information to assess participation, relevance, effectiveness and value for money, helping to inform future learning and development planning and investment.
- 14.4 Learning and development activity will be recorded and managed in accordance with the People Development Procedure and applicable data protection and information management requirements.

15 EVALUATION OF LEARNING AND DEVELOPMENT

- 15.1 As we invest organisational resources in learning and development, we are committed to evaluating its effectiveness to ensure that it delivers meaningful outcomes for you, our teams, Albyn Group and the communities we serve.
- 15.2 We will evaluate learning and development to understand its contribution to:
 - achieving intended learning and development outcomes;
 - organisational priorities, business objectives and service delivery; and
 - the quality, effectiveness and value for money of learning and development activity.
- 15.3 We will use appropriate feedback and evaluation to understand the impact of learning and development, support the application of learning in practice and inform continuous improvement.
- 15.4 Learning and development outcomes will also contribute, where appropriate, to understanding future capability needs, career development and preparedness for progression into key or leadership roles, supporting our succession planning objectives.
- 15.5 The approach to evaluating learning and development activity, including responsibilities and operational arrangements, is set out in the People Development Procedure.

16 RELATED DOCUMENTS

16.1 This policy should be read in conjunction with the following related policies, procedures and guidance documents:

- Equality and Human Rights Policy
- Performance Management Policy
- Succession Planning Policy
- Travel and Expenses Policy
- Lone Working Policy
- Data Protection Policy
- Employee privacy notice
- CIH Housing Professionalism Commitment
- People Development Procedure

16.2 Other documents you may find helpful to review:

- Role-specific Learning and Development framework
- Organisational strategy and business plan
- Performance Management and People Development Procedure

16.3 All documents listed are available via the HR Team or the HR Intranet site. We encourage you to refer to these resources to support your learning and development.

17 RELEVANT LEGISLATION

17.1 This policy has been developed in line with relevant legislation, regulatory guidance, professional standards, and sector frameworks that influence how learning and development is supported and delivered. These include, but are not limited to:

- Equality Act 2010
- Data Protection Act 2018
- Working Time Regulations 1998
- Employment Rights Act 1996 and 2025
- UK General Data Protection Regulation (UK GDPR)
- Health and Safety at Work etc. Act 1974
- Human Rights Act 1998
- Housing Scotland Act 2010
- The Scottish Housing Regulatory Framework

17.2 This list is illustrative rather than exhaustive. Other statutory requirements, regulatory standards, or professional frameworks may apply depending on an individual's role, professional accreditation requirements, or changes in legislative or regulatory environments.

17.3 We will review this policy in response to changes in legislation, regulation, regulatory guidance, professional standards, or sector best practice to ensure ongoing relevance and compliance.

18 DATA PROTECTION

- 18.1 Learning and development activities may involve the processing of personal data, including records of training attendance, qualifications, performance development plans, evaluation feedback and funding agreements.
- 18.2 All personal data will be processed in accordance with the UK GDPR and Data Protection Act 2018 and in line with Albyn Group Data Protection Policy and Employee Privacy Notice.
- 18.3 Learning and development records will be retained for the duration of employment and for a defined period thereafter, in line with Albyn Group's Records Retention Schedule.

19 EQUALITIES

- 19.1 We are committed to ensuring that all employees have equal access and opportunity to learning and development, regardless of contractual arrangements, role or background. Our Equality and Human Rights Policy is embedded in everything we do, including learning and development and informs our People development policy and procedures.
- 19.2 We will consider the needs of individuals and make reasonable adjustments where appropriate and practicable to support access to and participation in learning and development.
- 19.3 You should discuss these needs with your Line Manager to ensure that appropriate provisions are considered and put in place where reasonable and practicable. Line Managers will ensure that reasonable adjustments are considered and, where appropriate, put in place, and that learning opportunities are inclusive, accessible, and respectful of everyone's needs.
- 19.4 Advice should be sought from the HR Team where additional support or advice on reasonable adjustments is required.
- 19.5 An Equality Impact Assessment (EIA), appendix 1, has been completed as part of the development of this policy to ensure it promotes equality of opportunity and does not unfairly disadvantage any individual or group.
- 19.6 This policy will be reviewed periodically to ensure it continues to support equality, diversity and inclusion.

20 NOTIFIABLE EVENTS

- 20.1 The implementation of this policy is not expected to constitute a notifiable event to the Scottish Housing Regulator.
- 20.2 However, any significant failure to comply with regulatory or statutory learning requirements, or any issue arising from the operation of this policy that may materially impact service delivery, governance or regulatory compliance, may require notification.
- 20.3 Advice should be sought from the Corporate Governance function where there is any uncertainty regarding notifiable events.

21 FURTHER INFORMATION

- 21.1 If you have any further questions regarding this policy and the procedures for learning and development, please contact your Line Manager or the Human Resources Department.

22 REVIEW

- 22.1 This policy will be reviewed and updated by Albyn as required in line with best practice and current legislation.