Learning & Development Policy (Competence & Conduct Standard)

Approval body	Board of Management
Effective date	September 2026
Review Cycle	September 2029

1. Introduction & Purpose

1.1 This policy is introduced in in line with the requirements of the RSH Competence and Conduct Standard introduced 1st October 2026.

1.2 The key purpose of the policy is to ensure that Hornsey Housing Trust (HHT) staff possess the knowledge, skills, and behaviours to deliver high-quality, safe, and tenant focused services.

1.3 This policy applies to all permanent, temporary, and contracted staff delivering landlord services for HHT.

2. Policy Statement

2.1 HHT is committed to continuing to support the development of all employees and to provide them with access to effective continuous professional development (CPD), dependent on the specific identified needs of each individual employee. The Organisation encourages employees to participate in CPD and will, so far as reasonably practical, support employees to achieve their goals.

2.2 HHT will manage and develop the skills, knowledge, experience and behaviours required of relevant staff and will tailor its approach to the requirements and responsibilities of different roles

2.3 Central to delivery of this policy is the aim that our training prioritises tenant safety, rights, diverse needs, and clarity in communication.

2.4 This policy is implemented in line with our policy and strategy for equality, diversity and inclusion. We will ensure equal access to training and fair performance evaluation for all staff.

2.5 HHT will give tenants meaningful opportunities to influence and scrutinise the development and review of this policy. The policy will be made accessible to tenants and kept up to date and fit for purpose."

3. Roles, Responsibilities, and Code of Conduct Alignment

3.1 The Board shall retain oversight of regulatory compliance, skills gaps, and strategic recruitment

3.2 The Executive Team shall be responsible for ensuring the organisation has effective & trained staff and keeps organisational competence under regular review.

3.3 Line Managers within the organisation will conduct regular appraisals, identifying training gaps, and managing performance.

3.4 All Employees have a responsibility for ownership of personal development and adhering to the staff Code of Conduct.

4. Professional Qualifications Pathway

4.1 This section refers specifically to ‘relevant’ staff members as defined by the RSH Competence & Conduct Standard.

HHT will identify and maintain a record of staff who fall within the qualification requirements set out in the Government's Competence and Conduct Standard Policy Statement, based on the functions and responsibilities of their roles rather than job title alone."

4.2 HHT will support relevant staff to obtain an appropriate qualification that meets the requirements of the Government's Competence and Conduct Standard Policy Statement, including the required qualification level and learning outcomes applicable to their role.

4.3 HHT will implement a project plan targeting full qualification compliance by October 2030, as follows;

- *Milestone 1:* All relevant staff enrolled by October 2028.
- *Milestone 2:* 50% course completion by October 2029.
- *Milestone 3:* Full compliance by October 2030.

4.4 Where a qualified staff member is absent for extended period, HHT will ensure that the person stepping into their decisions holds (or is working towards) the required qualification level.

5. Competence Framework

5.1 Appropriate to our resourcing capacity, HHT staff may hold roles with combined responsibilities, and as such our competency mapping will focus on broad, cross-functional housing skills rather than narrow specialisation.

5.2 We will explore cost-effective training delivery, such as shared training sessions and procurement of external trainers in partnership with other local small housing associations.

5.3 Our induction process will include early sessions focusing on the RSH Consumer Standards, safety and safeguarding, and our approach to effective tenant communication.

5.4 HHT will regularly assess the skills, knowledge, experience and behaviours required for different roles and use appraisals, supervision, learning and development and other appropriate evidence to ensure relevant staff maintain and demonstrate up-to-date competence in their roles.

6. Appraisal & Performance Management

6.1 We will conduct annual formal evaluation of performance against set objectives and behavioural competencies. Advanced self-assessment and drafting of future objectives will be a key aspect of the exercise.

6.2 We will conduct quarterly review to adjust objectives as necessary and review training progress.

6.3 Our monthly one to one sessions will check in on workload, wellbeing, and any immediate training needs.

6.4 To evidence and support the benefit of our approach to learning and development, we will expect staff to demonstrate applied knowledge in their daily work.

7. Managing Underperformance & Retention

7.1 Where a relevant member of staff does not demonstrate the skills, knowledge, experience or behaviours required for their role, HHT will address this through appropriate support, learning and development and, where necessary, its performance or capability procedures in line with our existing Performance Management Policy.

7.2 To protect HHT's financial investment in expensive Level 4/5 qualifications, we will implement a sliding-scale training fee repayment clause if an employee leaves (of their own volition) within 2 years of completing their funded qualification as follows;

- Departure within 1 year anniversary of completing course – 100% of fee recoverable
- Departure within 2 year anniversary of completing course – 50% of fee recoverable
- Departure later than 2nd anniversary – fee not recoverable

8. Contractor & Third-Party Competence

8.1 HHT will utilise a Contractor Competence Checklist during procurement and contract reviews our contractors and local tradespeople.

8.2 Contractors must formally sign up to the HHT's Code of Conduct on appointment, specifically regarding tenant respect, identification, and prompt reporting of tenant vulnerabilities.

8.3 HHT will take appropriate steps through procurement, appointment, contract management and review to secure that relevant staff of service providers have the skills, knowledge and experience and demonstrate the behaviours needed to deliver good-quality landlord services.

9. Tenant Scrutiny

9.1 HHT will publish an annual statement in our newsletter and website detailing the percentage of eligible staff holding or studying for mandatory qualifications.

9.2 We will develop existing tenant satisfaction methods (e.g. post-repair text surveys and tenant meetings) to directly track tenant satisfaction with staff and contractor conduct.

10. Policy Review

10.1 This policy will be kept up to date, fit for purpose and accessible to tenants. It will be formally reviewed at least every three years, and sooner where changes to legislation, regulation, organisational arrangements or learning indicate that a review is required. Tenants will be given meaningful opportunities to influence and scrutinise its development and review.