Community Counts
Milnbank
Housing Association
53 Ballindalloch Drive, Glasgow G31 3DQ

TO:	Governance Sub-Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	ORGANISATIONAL TRAINING & DEVELOPMENT STRATEGY 2025/26
DATE OF MEETING:	25 August 2025
APPROVED BY:	Paul Martin (CEO)

ORGANISATIONAL TRAINING & DEVELOPMENT STRATEGY 2025/26

LS/AUGUST.2025/REF P51

ORGANISATIONAL TRAINING & DEVELOPMENT STRATEGY 2025/26

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SECTION 1 - INTRODUCTION

1.1 The Organisational Training & Development (T&D) Strategy is one of the Association's key documents and links to several other strategic policies and strategies.

1.2 The Training & Development Strategy takes account of the updated Business Plan and MHA's membership of Employers in Voluntary Housing (EVH) for both employment and health & safety guidance. The strategy also captures staff structure changes over the last financial year and the forthcoming year.

1.3 The Training & Development Strategy has been designed to cover the following areas:

● Strategic Perspective on Organisational T&D – this states the Management Committee's commitment to training and learning within MHA.

● Training & Development Policy – As full members of EVH, the Association is required to adopt their policy and adhere to its conditions.

● Health & Safety Manual (H&S), Training Requirements – Membership of EVH includes providing a comprehensive H&S Manual which encompasses the role and responsibilities of both committee and staff in all areas relating to H&S.

● Training Needs Analysis (TNA) – The strategy concludes with an organisational TNA for 2025/26 which will be monitored by the Governance Sub-Committee.

The strategy also contains several appendices which are referred to throughout the report.

SECTION 2 –
STRATEGIC PERSPECTIVE OF TRAINING & DEVELOPMENT

2.1 As outlined within the Business Plan 2023/26, MHA has a longstanding commitment to training and development. As an Investors in People (IIP) Gold employer, the Association is proud of its track record of ongoing learning opportunities for employees, committee members and volunteers.

2.2 This is demonstrated through the high number of employees the Association has supported over the years to achieve professional qualifications through our comprehensive Training & Development Policy which, when translated into practice, is a key element of providing Committee Members and Staff with the skills and knowledge necessary for the effective running of the Organisation.

2.3 The primary purpose of the training function will be the foundation towards the ultimate realisation of the Association's Key Performance Indicators (KPI's). Consequently, to place this into a strategic context, the undernoted principles have been established:

Principle 1	The training provision will be focused on the specific needs of the Organisation identified through the Business Plan and its members which will be determined by the findings of a Training Needs Analysis (TNA) conducted annually. This information will inform the annual Organisational Training & Development Plan.
Principle 2	Training and learning will be properly resourced through a detailed and categorised training budget, agreed annually by the Management Committee.
Principle 3	Personal Development Plans will be developed for staff as part of the annual staff appraisals which will be reviewed through regular workplace support sessions.
Principle 4	All Management Committee Members will be required to undertake MHA's induction programme on joining the Association.

	All Management Committee Members will be required to undertake a committee skills audit annually to demonstrate their competencies and identify any training or learning needs.

2.4 The Depute CEO will ultimately be responsible of the training and development function. However, the line managers are expected to support the operational aspect of the function. The effectiveness of it will be closely monitored by the Governance Sub-Committee.

SECTION 3 – TRAINING & DEVELOPMENT POLICY

Community Counts
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53 Ballindalloch Drive, Glasgow G31 3DQ

TO:	Governance Sub-Committee
PREPARED BY:	Linda Sichi (Deputy CEO)
SUBJECT:	TRAINING & DEVELOPMENT POLICY 2025/26
DATE OF MEETING:	25 August 2025
APPROVED BY:	Paul Martin (CEO)

TRAINING & DEVELOPMENT POLICY 2025/26

LS/AUGUST.2025/REF P51

TRAINING & DEVELOPMENT POLICY

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5. Principles Training & Development Policy
6. Policy Conditions
7. Training Budget
8. The Role of the Line Manager
9. Sharing knowledge
10. Recording Training
11. The Appraisal Process
12. Coaching
13. The Management Committee
14. Equality & Human Rights
15. Data Collection
16. Monitoring & Review of Policy

1. MILNBANK HOUSING ASSOCIATION (MHA) STRATEGIC OBJECTIVES

MHA's mission is to provide excellent homes and services in a thriving community. We believe that people living in the MHA community should:

- Have warm, safe, and affordable homes, and receive excellent services from MHA.
- Live in neighbourhoods that are clean and well cared for, with real community pride.
- Have access to opportunities and services that promote a good quality of life.

2. MHA's VALUES

Working as 'One Milnbank' so that we offer the same quality of services, support and housing to all tenants and residents.

3. LEGAL & REGULATORY COMPLIANCE

The Management Committee leads and directs MHA to ensure good outcomes for its tenants and other service users. The Scottish Housing Regulator's Regulatory Framework Financial & Regulatory, Standard 6 states that the governing body and senior officers have the skills and knowledge they need to be effective. MHA adheres to all relevant legal employment requirements associated with this policy.

4. POLICY INTRODUCTION

4.1 MHA is a dynamic and people-friendly organisation which strives to support its employees' development, at the same time ensuring that such development is relevant and supports the business. It is acknowledged that training and development (T&D) are best self-driven by individuals, although management and the business policy have a role to play in encouraging individuals to take the initiative.

4.2 The approach to staff T&D varies between different industries and sectors. Some professions require an element of continuing professional development (CPD) and set a requirement in terms of days/hours per year. Often such activity will be process specific and directly required to do the job (e.g. a new machine is introduced, and staff need to be shown how to work it, health and safety required training, food hygiene, manual handling & lifting etc). Such activities will not be classed as development for the purpose of this policy. CPD is only one aspect of training and for the purpose of the policy MHA is looking at training in its wider meaning.

The Training & Development Policy should be read in conjunction with section B4, (Training & Development), in the terms & conditions of employment.

5. PRINCIPLES OF THE TRAINING & DEVELOPMENT POLICY

MHA's Training and Development Policy aims to:

- Ensure fairness, clarity and consistency for all MHA's staff.
- Provide a framework for ensuring that MHA, as well as employees, benefit from development activities undertaken.
- Promote a culture of sharing knowledge and skills with work colleagues.
- Assist MHA's staff with their continuous professional development.
- Assist a development discussion between staff and their line managers during appraisals.
- Promote considering alternative methods of training to attending courses and conferences.

6. POLICY CONDITIONS

6.1 Training Parameters

This policy sets clear parameters for staff and management to follow in terms of the expected and allowable level of personal development. There are no minimum or maximum training days set per annum; however, the level of days used for staff undertaken training courses will be closely monitored and report to the Governance Sub-Committee.

To meet the organisational key strategic objectives, only the Leadership Team will be permitted to attend day and/or overnight conferences. The only exception being where an employee can demonstrate their attendance meets a business need, this will be viewed by the line manager.

6.2 To assist in recording and monitoring of the training parameters, MHA requires employees to complete the following forms:

FORM A	Undertaking to repay a loan for professional or vocational training fees.
FORM B	Training Request Form
FORM C	Post Training Evaluation Form
FORM D	Record of training and development undertaken form
FORM E	Record of training and development delivered form

6.3 What counts towards training and self-development

All T&D activities, including conferences (apart from MHA run events), courses, self-learning, job shadowing, reading and self-guided learning, attending sessions run by MHA colleagues, etc will count. Staff are encouraged to consider various methods of training, considering their suitability for the purpose and to suit individual preferences. Health and safety and "how to" (operating new equipment etc) sessions will not be counted as personal development for this policy.

6.4 This policy does not form part of your contract of employment, therefore, may be updated or withdrawn at any time. If this happens it will be communicated to you accordingly.

7. TRAINING BUDGET

Applications for training/conference fees to be subsidised fully or partially by MHA will be subject to availability of funds in the annual training budget.

8. THE ROLE OF THE LINE MANAGER

It is acknowledged that personal development is self-driven. However, MHA also recognise a motivational role of the line managers who should encourage staff to take the initiative. Staff are required to discuss with their line manager how the training event they wish to undertake would benefit MHA. It may be that the training would also benefit other colleagues or individual employees, increase their efficiency and making them more valuable to MHA. The staff development form will prompt employees to think in these terms when planning their development.

9. SHARING KNOWLEDGE

9.1 It is acknowledged that there is considerable specialised knowledge held within MHA's staff team that could be shared to benefit colleagues and the Association. Therefore, this policy aims to encourage colleagues to share their knowledge and skills with each other. Senior staff will be expected to actively promote shared knowledge within their teams and the wider Association.

9.2 Gaining diverse knowledge and skills from colleagues can effectively help in enhancing people's career prospects and employability. All staff will be encouraged to attend sessions run by their colleagues; such attendance will be voluntary to reflect that some development gains may be of little interest or relevance to colleagues. The demands of the service delivery at any given time must also be catered for.

10. RECORDING TRAINING

Using the standard forms, all staff should keep their own simple record of MHA supported T&D throughout each financial year. This will also be used by the relevant appraiser in monitoring and approving requests for training throughout the course of the year. MHA employees are encouraged to discuss their T&D with their line managers regularly throughout the year, rather than leaving such discussions to the appraisal meetings only.

11. THE APPRAISAL PROCESS

To prompt a meaningful discussion between the staff member and their line manager, as well as to help achieving the targets set by this policy, the targets for T&D activities have been incorporated into MHAs standard appraisal form. Appraisers and staff should work together in achieving this level of focussed development – all of which should be driven by the staff appraisal system, which in turn should heavily reflect business priorities. (Please refer to MHA's Staff Appraisal Policy for more information).

12. COACHING

Coaching is the highest form of internal training & support. Where contemplated it should be accompanied by a proper plan and expected outcomes and is best led by someone other than the staff member's direct line manager (though it is subject to the line manager's approval).

13. MANAGEMENT COMMITTEE MEMBERS

13.1 The T&D Policy also applies to the governing body members and, as such, forms part of the overall strategy.

13.2 In relation to committee members attending annual conferences, it is acknowledged that this may be limited depending upon the number of places available, either by limits imposed, or financial constraints. In determining who should represent the Association:

(a) The order of priority shall be Committee Members, then staff.

(b) In the event of more delegates than places being available for conferences, the selection criteria shall be:
- A ballot shall be held to determine attendance.
- Members who are granted a Leave of Absence during the calendar year will not be eligible to attend.

(c) Upon notification of Committee Members having to stand down and seek re-election to the Management Committee, participation in any training event or attendance at conferences will be dependent upon those members being re-elected.

(d) Consideration to attend day and overnight conferences will only be given to those Management Committee members who have attended inhouse committee training and briefing sessions during the calendar year.

14. EQUALITY & HUMAN RIGHTS

MHA's is committed to equal opportunities, and we will respond to the different needs and service requirements of individuals, and we will not discriminate against any individual for any reason outlined in Equality & Human Rights Legislation.

15. DATA COLLECTION

MHA will manage all personal data in accordance with our obligations under the GDPR regulations and the Association's Policy.

16. POLICY MONITORING & REVIEW

The Health & Safety Policy will be reviewed by the Governance Sub-Committee on an annual basis in line with EVH updates, or as otherwise deemed necessary.

(Appendices below)

TRAINING & DEVELOPMENT POLICY ***APPENDIX A***

Undertaking to repay a loan for professional or vocational training fees.

I (employee), agree that I will continue working for Milnbank Housing Association for 12 months after completing any course you have paid the fees for.

If I leave your employment or am dismissed before the end of 12 months after completing the course or if I leave the course (or the institution makes me leave), I will refund you an amount to cover the period of service I would be due to work. This will be worked out using all money loaned to me for the course of studies.

I agree that you may take any amount I owe from my salary or other payments due to me under my contract of employment.

Course Title …… Course Date(s) ……

Signed ..... Date ……

TRAINING & DEVELOPMENT POLICY ***APPENDIX B***

Training request form

NAME: ……

TITLE OF TRAINING COURSE: ……

DATE OF COURSE: …… **VENUE:** ……

DURATION: …… **COST: £**……

TRAINING ORGANISATION ……

PRE- TRAINING DISCUSSION: OBJECTIVES

1) What **skill or knowledge** is this training activity delivering?

---

2) How do you anticipate this training will **improve your performance**?

---

3) What **function objectives** will this training support?

---

4) What **Association objectives** will this training support

---
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5) Have you discussed this with your **line manager**?

Post Evaluation Date with Line Manager Agreed: ----------

Course Booked: ---------- Signed ----------

Date form passed to Deputy CEO ----------

TRAINING & DEVELOPMENT POLICY ***APPENDIX C***

Post Training Evaluation Form

1) What **knowledge or skills** did you gain because of this training?

---

2) How do you propose to **apply this knowledge/skill** to your job?
(E.g. should it be incorporated into a policy review, does a working practice need to be altered?)

---

3) How has this **training helped improve:**

- Your performance? ----------
- Your function's performance? ----------
- The Associations performance? ----------

4) Have you **identified further training** required to assist you to meet your objectives, your functions and that of the Association?
Yes/No (Please support your answer)

Signed: ---------- (Employee) Date ----------

Signed: ---------- (Line Manager) Date ----------

Date form passed to Deputy CEO ----------

TRAINING & DEVELOPMENT POLICY ***APPENDIX D***

Record of training and development undertaken

Employee's name ----------

Training period from (state financial year ----------)

Key dates and number of days (part days)	What did you do and why?	What was the method of the training/development?	How did 1) you and 2) MHAs benefit from this?	How have/will you use this? Any further action?

TRAINING & DEVELOPMENT POLICY ***APPENDIX E***

Record of training and development undertaken

Employee's name ----------

Training period from (state financial year ----------)

Date and number of days (part days)	What event/activity did you organise for your colleagues?	Who was involved?	How did the colleagues and the business benefit?	Any further training needs identified?

APPENDIX F

DATE

Employee Name & Address

Dear *[Employee]*

I am writing to you in relation to the [INSERT NAME OF COURSE] course you have attended/ been attending and your recent notification to resign from Milnbank Housing Association.

As you are aware you signed a declaration when you commenced [INSERT NAME *OF COURSE]* agreeing to pay back the full cost of the course fees, if you were to leave the organisation before you completed the course or within 12 months of completing the course. I have attached a copy for your reference.

As a result, you are due to repay the amount of *[£].*

If you are unable to pay the full amount of *[£]* in one instalment, please contact me to arrange to pay in instalments. If you do not contact me then the full amount will be deducted from your final salary.

May I take this opportunity again to wish you well in your new employment and hope that attending this course has enabled you to develop your career further.

Yours sincerely

INSERT NAME & JOB TITLE

SECTION 4 - HEALTH & SAFETY MANUAL, TRAINING REQUIREMENTS

4.1 Full Membership of EVH includes providing a comprehensive Landlords H&S (LHS&W) Manual which encompasses the role and responsibilities of both committee and staff in all areas relating to H&S and wellbeing with a large emphasis being on training.

4.2 The H&S Control Manual states its purpose is to ensure that "all personnel with delegated compliance responsibilities and duties are competent to carry out, supervise or monitor the activities, taking account of appropriate education, training and experience".

4.3 Competence and Training

4.3.1 The Senior Manager responsible for LHS&W (Director of Asset) will be qualified and experienced in facilities/landlords' risk management with demonstrable competence in managing compliance issues across property portfolios.

4.3.2 The Senior Manager responsible for LHS&W (Director of Asset) shall identify the competency requirements for individuals within the team who have delegated duties of a compliance or LFHS&W nature. Where the need for additional information, instruction and training is identified, this shall be reported to the CEO without delay.

4.4 MHA shall operate and maintain a Competency Framework Programme, which shall comprise:

1. A Training Needs Analysis (TNA) for all core functions and job roles within the H&S operations.
2. The TNA will include additional specific training requirements for key personnel with topic-specific responsibilities.
3. Records identifying the dates and/or frequency of all training due.
4. TNA review programme following a change of process, incident, and at least annually.

4.4.1 The H&S Sub-Committee shall be responsible for approving the Competency Framework Programme, including any additions or deletions.

4.4.2 The Senior Manager responsible for LHS&W (Director of Assets), with the support of the H&W Working Group, shall identify and appoint competent trainers/instructors to carry out the required training.

4.4.3 HR (Deputy CEO) shall be responsible for the maintenance and operation of the Competency Framework and that all training is provided timeously. HR is also responsible for maintaining records of all information, training and instruction provided to individual employees.

5. Competence and Training Requirements– Levels of Responsibility

The following minimum competence and training requirements shall apply to those with specific LFHS&W responsibilities and shall be incorporated into the competency framework:

5.1 Management Committee – Training in 'Landlord's Facilities Health & Safety Awareness', ideally incorporating a leadership/corporate governance focus.

5.2 Chief Executive – Training in 'Landlord's Facilities H&S Awareness' and 'H&S Awareness Training', ideally incorporating a leadership/corporate governance focus.

5.3 Senior Manager Responsible for LFHS&W (Director of Asset) – Suitable qualifications and experience commensurate with a compliance management role and 'Landlord's Facilities H&S Awareness', ideally incorporating a leadership/corporate governance focus.

5.4 Facilities Safety Administrator (Maintenance Co-Ordinator) – Will undergo training, which will include as a minimum 'Landlord's Facilities H&S Awareness' and job-specific instruction in the administration duties. (in-house training).

5.5 H&S Working Group – Training in 'Landlord's Facilities H&S Awareness'.

5.6 Employees with specific LFHS&W Duties (e.g. Asbestos Co-ordinator, Legionella Co-ordinator, etc.) – Training in 'Landlord's Facilities H&S Awareness' and topic-specific specific training as appropriate and required by legislation /good practice.

5.7 Training effectiveness shall be evaluated in relation to the specific course provided. Including examination and certification, peer review and via the results in internal audits, risk assessments and inspections.

5.8 Each employee shall be subject to a formal appraisal process annually, which shall include appraisal of H&S training carried out and any outstanding training due to be undertaken.

SECTION 5 – TRAINING NEEDS ANALYSIS (TNA)

5.1 The final part of the strategy is to compile a Training Needs Analysis (TNA) for the Association for 2025/26. A TNA is a process that organisations use to determine the gap between the current and desired knowledge, skills and abilities of employees.

5.2 For MHA, the undernoted TNA will help to focus training and learning in the correct areas. This ensures that:

(a) The organisation benefits as it assists in achieving the strategic objectives within the Business Plan are met.
(b) The operational objectives within the function work plans are achieved.
(c) Employees can upskill and increase confidence and competency in carrying out their job role.

5.3 The TNA has been compiled from the following key MHA documents:

- Business Plan 2023/26 (Year 3 Update)
- Function work plans
- Training & Development Strategy
- Succession Planning Strategy
- Annual Staffing Report
- Staff Appraisals & Workplace support sessions

NAME	TRAINING NEED	TRAINING OBJECTIVE	ACTION	DATE	FACILITATOR	OUTCOME
	MHA'S Mission Statement, Purpose & Values are achieved.	Review and update MHA's Business Plan to set key strategic objectives annually.	Hold annual Committee/LT Away Day	Feb. 2026	Linda Ewart	To work together to ensure the wide range of MHA strategic business issues are planned to go forward.
	Maintain communication/ Team working	Build upon effective communication links between the MC & staff.	Hold regular Development Day Events.	May 2025 Sept. 2025 Feb. 2026	CEO	Continue to develop the staff/committee working relationships, address the IIP Action Plan.
	Increase in-depth knowledge of MHA, gain valuable qualities & skills to become a future leader & meet work plan objective	Increase understanding of how the MHA operates	Attend emerging leaders sessions/training	2025/26	Inhouse & external	Increased knowledge, skills & understanding of wider MHA business needs. Assists with succession planning/talent management development.
	Continue to embed customer first Association wide	Increase understanding of delivering a customer first service	Continue to hold quarterly development days	May, Sept. 2025 Jan. 2026	CEO	Increased communication between MC & staff with focus on delivering an excellent customer first service.
	Home Master & CPL training	Home master & CPL training on	Arrange training as per needs on on-going basis	2025/26	TBC	Relevant staff are kept updated on maximising the use of MHA's key systems.

		systems as required				
	Basic first aid skills	All employees have a basic first aid knowledge	Schedule training sessions during 2025/26	2025/26	TBC	Basic first aid skills within the workplace.
NAME	**TRAINING NEED**	**TRAINING OBJECTIVE**	**ACTION**	**DATE**	**FACILITATOR**	**OUTCOME**
	Training items identified through Committee Annual Skills Audit	To complete all training identified through the skills audit action plan	Schedule training & briefing sessions into committee annual schedule	2025/26	Inhouse & external	Complete and/or continue to work towards addressing the committee skills audit action plans to keep knowledge updated to ensure good governance is maintained.
	Evidence of training & learning (e-learning training options are available to provide flexibility for MC members)	To record training & learning via individual learning logs.	Record courses, training, seminars etc	2025/26	Deputy CEO	Members will have a record of continuous learning & development for 2025/26
	MC members to be aware of their H&S responsibilities	Assurance that the EVH H&S Control Manual is implemented to demonstrate MC compliance with their responsibilities as an Employer.	A series of external H&S training is held during the financial year.	June 2025	ACS	MC assured of their governing body competence for H&S for MHA as a landlord. H&S update reports will be presented at the monthly MC meetings. H&S update reports will be presented at the quarterly H&S Working Group meetings.

	Annual housing conferences	Keep knowledge updated, continuous improvement.	Attend annual GWSF & SHARE conferences EVH annual conference (M M Hutchison, M Smith & A Jenkins) GWSF Re-gen conference (A Scott, A Strachan & J Donachy)	2025/26 April 2025 June 2025	SHARE & GWSF	Members will attend workshops & general sessions to maintain housing knowledge & can network with MC members from other CBHA's.
	Risk Management	To ensure the MC have the skills & knowledge needed to be assured that MHA has the correct policies & procedures in place to effectively manage & mitigate risks.	Arrange in house block training	April 2025	BTO Solicitors	MC has assurance on managing and mitigating risk.
	Procurement	Procurement	Arrange MC training on procurement	October 2025	TBC	A refresher on all aspects of procurement, including reviewing MHA's current policy
	Equality & Diversity	Equality & Diversity n	Arrange MC training on equality & diversity	TBC	TBC	A refresher on all aspects of equality & diversity, including reviewing MHA's current policy in line with equality legislation.

	Business Planning Review	Half yearly review of MHA's Business Plan.	Same consultant who facilitated the business planning day for 025/26 review.	Nov. 2025	Linda Ewart Consultant	Business planning cycle for year 3 of 2025/26 achieved.
	New MC members elected at the Sept. 2025 AGM.	New MC members understanding how MHA works	Induction Training	Sept. 2025	Deputy CEO	Provide knowledge to build upon for newly elected MC members.
	Maintain & develop current governance knowledge	Ensure MC members have up to date knowledge & awareness of governance within a CBHA.	Attend Governing Body Convention	Sept. 20254	SHARE	Enhanced knowledge of important topics to shape the future of the CBHA sector. Business knowledge increased for governance, financial management, regulatory requirements.
	Keep updated of housing issues	Chair of SHARE's Executive Committee.	Attend regular meetings	Scheduled meetings during 2025/26	SHARE	Ensure knowledge of wider housing movement is kept updated & share knowledge with fellow MC members.
	Attend SHARE's Chairs Retreat	Keep knowledge updated & network with Chairs from other HA's	Attend 2-day conferences	TBC	SHARE	Attend various workshops to maintain knowledge required to chairing MC meetings & feedback to members.
NAME	**TRAINING NEED**	**TRAINING OBJECTIVE**	**ACTION**	**DATE**	**FACILITATOR**	**OUTCOME**
	LT refresh on being leaders	The LT spend time focusing on the strategic objectives.	Business Planning Away Day	May 2025 Aug 2025 Nov. 2025 Feb. 2026	CEO	Strategic action points for the immediate & medium term to ensure MHA achieves its business purposes.
	LT to be aware of their H&S responsibilities	The LT understand their responsibilities as leaders of H&S.	Undertake refresher H&S training	May 2025	ACS Risk	All LT members to implementing & monitoring H&S for their teams.

						LT aware of their H&S role in ensuring governance compliance for MHA.
	H&S for staff	To provide a forum for staff to increase awareness of the range of H&S issues.	H&S as a standard agenda item at the quarterly skip meetings.	July 2025 Oct. 2025 Jan. 2026	CEO	Open forum provides an opportunity for staff to cover H&S matters. The feedback from the open forums will be reported to the H&S Working Group.
	H&S	Ensure H&S management systems are fit for purpose	Quarterly review of LFHS&W management system & report to the LT on its continuing suitability, adequacy & effectiveness.	May 2025 August 2025 Nov. 2025 Feb. 2026	Director of Asset	MHA, via the H&S Sub-Committee ensures compliance for H&S management.
	Human Rights	Refresher on Human Rights Act	Attend short briefing	July 2025	SHARE	Increases understanding of the Act and its relevance to HAs.
NAME	**TRAINING NEED**	**TRAINING OBJECTIVE**	**ACTION**	**DATE**	**FACILITATOR**	**OUTCOME**
	FOI Reform for HAs	Understand the proposed legislative changes to FOI	Attend short briefing	August 2025	GWSF	Increase knowledge of proposed legislative changes to FOI and its relevance to HAs.
	Equality Impact Assessment	Understand the requirements of Equality Impact Assessments	Attend short briefing	August 2025	EVH	Clarify when MHA should be using equality impact assessments.

	Customer 1st	Understanding delivering a good service, linking to MHAs Customer 1st Strategy.	Programme of workshops	May/June 2025	GoDoBe Consultant	MHAs Mission Statement & Values towards our customers re-enforced.
	Happy to Translate	Staff refresh on the provisions of this service which supports customers with limited English.	Providers of Happy to Translate to provide refresher training	Sep. 2025	Happy to Translate	Staff aware of what support and resources are available to assist communication with limited or non-English speaking customers.
	Customer 1st	Understanding delivering a good service, linking to MHAs Customer 1st Strategy.	Programme of workshops	May/June 2025	GoDoBe Consultant	MHAs Mission Statement & Values towards our customers re-enforced.
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	Annual Housing Conference	Network & gain a deeper understanding, knowledge & experience.	Attend annual conference	April 2025	SHARE	Continued staff development with focus on CBHA ethos.
NAME	**TRAINING NEED**	**TRAINING OBJECTIVE**	**ACTION**	**DATE**	**FACILITATOR**	**OUTCOME**
	First Aid	Update 3 year professional first aid certificate	First Aid training	Aug. 2025	St. Andrews First Aid	Knowledge updated to ensure compliance

	Customer 1st	Understanding delivering a good service, linking to MHAs Customer 1st Strategy.	Programme of workshops	May/June 2025	GoDoBe Consultant	MHAs Mission Statement & Values towards our customers re-enforced.
	Happy to Translate	Staff refresh on the provisions of this service which supports customers with limited English.	Providers of Happy to Translate to provide refresher training	Sep. 2025	Happy to Translate	Staff aware of what support and resources are available to assist communication with limited or non-English speaking customers.
	Food & Hygiene	To refresh knowledge on dealing with food	Training course	Sept. 2025	Kelvin College	Refresh knowledge of preparing and serving food in the community café.
NAME	**TRAINING NEED**	**TRAINING OBJECTIVE**	**ACTION**	**DATE**	**FACILITATOR**	**OUTCOME**
	Customer 1st	Understanding delivering a good service, linking to MHAs Customer 1st Strategy.	Programme of workshops	May/June 2025	GoDoBe Consultant	MHAs Mission Statement & Values towards our customers re-enforced.
	Asbestos Awareness	Staff to identify suspicious materials whilst visiting properties	Training arranged through our H&S provider	June 2025	ACS	An asbestos register will be compiled. Ensures tenants H&S is improved and continually monitored.
	Dealing with Mental Health	Support employees to deal with mental health issues	Training arranged through our H&S provider	June 2025	ACS	Raise awareness of employee understanding of identifying and dealing with mental health issues.
	Basic IT skills	Estates team to be competent in basic IT requirements for their job.	IT course arranged	Sept. 2025	Rosemount Learning Centre	Improve office communication methods for the estates team

	Attend Toolbox Talks, including H&S training relative to role.	Be competent in job role & operating machinery.	Attend Toolbox Talks	2025/26	Estates Co-ordinator	Maintain knowledge & skills to support job role & comply with H&S.
	Asbestos Awareness	Staff to identify suspicious materials whilst visiting properties	Training arranged through our H&S provider	June 2025	ACS	An asbestos register will be compiled. Ensures tenants H&S is improved and continually monitored.
	Risk Assessment	Staff members to identify risks when visiting properties & how these can be reduced	Training arranged through our H&S provider	Sept. 2025	ACS	By identifying risks, we will ensure tenants H&S is improved & continually monitored.
NAME	**TRAINING NEED**	**TRAINING OBJECTIVE**	**ACTION**	**DATE**	**FACILITATOR**	**OUTCOME**
	Customer 1st	Understanding delivering a good service, linking to MHAs Customer 1st Strategy.	Programme of workshops	May/June 2025	GoDoBe Consultant	MHAs Mission Statement & Values towards our customers re-enforced.
	Happy to Translate	Staff refresh on the provisions of this service which supports customers with limited English.	Providers of Happy to Translate to provide refresher training	Sep. 2025	Happy to Translate	Staff aware of what support and resources are available to assist communication with limited or non-English speaking customers.
	Asbestos Awareness	Staff to identify suspicious materials whilst visiting properties	Training arranged through our H&S provider	June 2025	ACS	An asbestos register will be compiled. Ensures tenants H&S is improved and continually monitored.
	Legionella Awareness	Staff members to identify the risks associated with Legionella	Training arranged through our H&S provider	August 2025	ACS	By improving legionella awareness, we will be able to ensure tenants H&S is

						improved and continually monitored.
	Risk Assessment	Staff members to identify risks when visiting properties & how these can be reduced	Training arranged through our H&S provider	Sept. 2025	ACS	By identifying risks, we will ensure tenants H&S is improved & continually monitored.
	Dealing with meter readings in void properties	Work with provider to improve the process for meter changes in void properties	Training arranged by providers	May 2025	Energy Angels	Improve timescales & business efficiency to prevent rent losses in void properties.
	Notifiable Events	To ensure staff are aware of MHA's NE procedure	Hold training session	August 2025	Director Asset	Staff are aware of identifying, processing & reporting NEs in line with SHR guidance.
	Adaptations	Staff members to understand the process of adaptations.	In-house training in line with policy & procedures	July 2025	MHA Director of Assets	Raise awareness of staffs understanding of the adaptations process as outlined in the internal audit.

NAME	TRAINING NEED	TRAINING OBJECTIVE	ACTION	DATE	FACILITATOR	OUTCOME
	Customer 1st	Understanding delivering a good service, linking to MHAs Customer 1st Strategy.	Programme of workshops	May/June 2025	GoDoBe Consultant	MHAs Mission Statement & Values towards our customers re-enforced.
	Happy to Translate	Staff refresh on the provisions of this service which supports customers	Providers of Happy to Translate to provide refresher training	Sep. 2025	Happy to Translate	Staff aware of what support and resources are available to assist communication with limited or non-English speaking customers.

		with limited English.				
	Notifiable Events	To ensure staff are aware of MHA's NE procedure	Hold training session	August 2025	Director Asset	Staff are aware of identifying, processing & reporting NE's in line with SHR guidance.

TRAINING NEED	TRAINING OBJECTIVE	ACTION	DATE	FACILITATOR	OUTCOME
Customer 1st	Understanding delivering a good service, linking to MHAs Customer 1st Strategy.	Programme of workshops	May/June 2025	GoDoBe Consultant	MHAs Mission Statement & Values towards our customers re-enforced.

NAME	TRAINING NEED	TRAINING OBJECTIVE	ACTION	DATE	FACILITATOR	OUTCOME
All volunteers	Training as required	To ensure that volunteers have the relevant training required	As required	As required	TBC	MHA ensures that all volunteers are sufficiently trained to undertake voluntary work as per the policy.