# Competence, Conduct and Professional Standards Policy

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| **Scope:** | Employees and workers of Housing Solutions<br>Contractors and Services providers delivering housing services on behalf of Housing Solutions | **Author:** | Assistant Director of People Services |
| **Legislation:** | Social Housing Regulation Act 2023<br>Housing and Regeneration Act 2008<br>Regulator of Social Housing Consumer Standards, including Competence & Conduct Standard | **Approved by:** | Executive Team |
| | | **Date of approval:** | 30 September 2026 |
| **Related Policies:** | Employee Code of Conduct<br>Disciplinary Policy<br>Capability Policy<br>Learning & Development Policy<br>Recruitment Policy<br>Grievance Policy<br>Grow & Perform Framework<br>Complaints & Compliments Policy<br>Board Code of Conduct<br>Board Appraisal & Development Policy<br>Approved Contractor Standards | **Date of next review:** | 30 September 2029 |

## 1. Policy Statement

1.1 The purpose of this policy is to set out how Housing Solutions ensures that employees, managers, executives, board members, contractors and service providers delivering housing services on behalf of Housing Solutions possess, maintain and demonstrate the appropriate skills, knowledge, and behaviours required to deliver safe, high quality, resident-focused services.

1.2 This policy supports compliance with the Regulator of Social Housing's Competence and Conduct Standard and provides the framework through which Housing Solutions develops, assesses, supports and maintains professional competence and conduct across its workforce. It sets out our approach to learning and development, performance management, professional standards, and assurance of workforce capability.

## 2. Scope

2.1 This policy applies to all employees and workers of Housing Solutions, including temporary staff provided through recruitment agencies.

2.2 The policy also applies to contractors and service providers delivering housing services on behalf of Housing Solutions.

## 3. Roles & Responsibilities

| Role/Team | Responsibilities |
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| Board | • Support the organisation in the delivery of this policy and full adherence to the Regulator of Social Housing Competence and Conduct Standard.<br>• Approve the annual self assessment of compliance with the Regulator of Social Housing Competence and Conduct Standard.<br>• Maintain oversight of Housing Solutions' compliance with the Competence and Conduct Standard. |
| Nominations Committee | • Provide oversight of workforce competence by receiving assurance on learning and development, qualification requirements, leadership development, succession planning and talent management, through the annual report on culture to the Committee. |
| Chief Executive | • Provide visible leadership and promote a culture of professionalism and accountability, in adherence to this policy. |
| Executive Team | • Review and approve the Competence, Conduct & Professional Standards Policy and ensuring its effective implementation across the organisation.<br>• This includes providing leadership and direction, ensuring sufficient resources to support compliance, reviewing performance regularly and reporting outcomes to the Board.<br>• Support with compliance monitoring. |
| Assistant Director of People Services | • Responsible for implementing the policy within their area of responsibility, monitoring compliance with the policy's requirements and reporting performance and escalating significant issues to the Executive Team.<br>• Lead the organisation's strategy to ensure compliance with the Competence & Conduct Standard and associated regulatory requirements.<br>• Ensure systems are in place to monitor employee competence, conduct, training and compliance, and mandatory qualifications.<br>• Provide strategic advice to the CEO, Executive Team and Board on workforce capability, culture, professional standards and compliance with the Competence & Conduct Standard.<br>• Oversee the implementation of competency frameworks, performance management processes and development programmes that support the skills, knowledge, experience and behaviours required by the standard.<br>• Promote equality, diversity and inclusion within workforce development activities and ensure fair access to learning and progression opportunities. |
| Director of Operations & Resident Empowerment Manager | • Support resident involvement opportunities relating to service quality, staff professionalism and organisational culture.<br>• Advise on best practice for resident engagement, ensuring maximum engagement. |

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| People Services Team | • Maintain accurate records to evidence compliance with the policy.<br>• In conjunction with managers, complete the assessment of roles within scope of the qualification requirements.<br>• Administer learning and development processes, training records and qualification monitoring.<br>• Provide advice on employment policies, procedures and professional standards.<br>• Support managers in identifying and addressing development, capability and conduct issues.<br>• Support internal audits, regulatory inspections and assurance activities relating to workforce competence and conduct. |
| People Managers | • Ongoing management of competence within teams, including behaviour and conduct in line with the expectations set out within the Code of Conduct and this policy.<br>• Addressing poor performance early and effectively when required.<br>• Following internal Housing Solutions processes to manage any performance issues.<br>• Support People Services in establishing whether roles within their teams are in scope for the qualification requirements. |
| Employees | • Act in accordance with the policy and maintain the skills, knowledge and behaviours required for their role.<br>• Complete the necessary role-specific training within required timescales.<br>• Completion of the necessary qualifications required by the Competence & Conduct Standard and this policy.<br>• Actively participate in performance review and development activities.<br>• Raise any concerns regarding poor practice, risks, or misconduct. |
| Job Applicants | • Responsible for providing accurate and honest disclosures and evidence of completed qualifications. |
| Contract Managers | • Ensure contractors and service providers delivering housing services on behalf of Housing Solutions understand and comply with relevant competence and conduct requirements.<br>• Seek appropriate assurance that individuals delivering housing services on behalf of Housing Solutions have the required skills, knowledge, experience and behaviours for their role.<br>• Monitor contractor performance and service delivery standards.<br>• Address and escalate concerns relating to competence, conduct or performance where standards are not being met.<br>• Ensure appropriate improvement actions are implemented and monitored where performance issues are identified.<br>• Maintain appropriate records and evidence of contract monitoring and assurance activities. |
| Contractors and Service Providers | • Ensure relevant employees delivering housing services on behalf of Housing Solutions possess and maintain the skills, knowledge, experience and behaviours required for their role.<br>• Comply with the competence and conduct requirements set out by Housing Solutions and any contractual obligations relating to professional standards.<br>• Provide evidence of workforce competence, qualifications, training and professional development when reasonably requested. |

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| | • Deliver services in a manner that aligns with Housing Solutions' values and supports positive outcomes for residents.<br>• Address competence, conduct or performance concerns promptly and take appropriate action to improve standards where required.<br>• Co-operate with Housing Solutions' contract monitoring, assurance and review processes.<br>• Promptly notify Housing Solutions of any significant issues that may impact service quality, resident outcomes or compliance with competence and conduct requirements. |

# 4. Definitions

4.1 **Competence & Conduct Standard -** The regulatory standard introduced under the Social Housing (Regulation) Act 2023 requiring registered providers to ensure individuals involved in delivering housing services possess the appropriate skills, knowledge, experience, qualifications and behaviours necessary to provide high-quality services and treat residents with fairness and respect.

4.2 **Housing Services** - Services provided by, or on behalf of, Housing Solutions in connection with the management of social housing, including general housing management and technical housing management functions delivered to residents.

4.3 **Relevant Employee** - Any employee, worker, contractor, agency worker or other individual involved in providing, managing or supporting housing services on behalf of the organisation

4.4 **Senior Housing Manager** - An individual with responsibility for managing housing services, teams, budgets, service performance, compliance or operational delivery, who falls within the scope of the Competence & Conduct Standard.

4.5 **Senior Housing Executive** - An individual with strategic responsibility for housing services, including executive directors, chief executives or other senior leaders whose role includes oversight of housing management functions.

4.6 **Reasonable Adjustments** - Changes or adaptations made to remove barriers for employees, applicants or residents in accordance with the Equality Act 2010.

# 5. Legislation

5.1 Housing Solutions will ensure legal compliance with the relevant legislation, including the Social Housing Regulation Act 2023, within which the Competence & Conduct Standard falls.

5.2 The standard will come into force from 1 October 2026, with a transition period before all relevant staff must have or be working towards an appropriate qualification. The transition period for Housing Solutions as a large, registered provider is 3 years.

# 6. Knowledge, Skills and Behaviours

6.1 Housing Solutions is committed to ensuring that employees delivering housing services possess, maintain and demonstrate the knowledge, skills and behaviours required to perform their roles effectively and deliver high-quality, resident-focused services.

6.2 The knowledge, skills and behaviours required for each role will be determined with reference to the responsibilities of the role, applicable legislation, regulatory requirements and professional standards.

6.3 Housing Solutions will maintain appropriate frameworks to define and assess competence against the required knowledge, skills and behaviours, including job descriptions, person specifications, the Values and Behavioural Framework, the Leadership Competency Framework and any role-specific competency requirements.

6.4 Housing Solutions will support employees to develop and maintain their competence through induction, learning and development, supervision, performance review processes, professional development opportunities and access to relevant information, guidance and support.

6.5 Employees are expected to take reasonable responsibility for maintaining and developing the knowledge, skills and behaviours required for their role, engaging with learning and development opportunities and applying learning to their day-to-day work.

6.6 In demonstrating competence, employees are expected to:

- Maintain up-to-date knowledge relevant to their role.
- Apply their skills and professional judgement appropriately.
- Act in accordance with Housing Solutions' values and professional standards.
- Deliver services that are safe, effective and focused on achieving positive outcomes for residents.
- Seek support, guidance or development where they identify gaps in their knowledge, skills or experience.

6.7 Housing Solutions expects high standards of behaviour, professionalism and conduct across the organisation. For employees, these standards are set out in the Employee Code of Conduct, which forms a key part of Housing Solutions' approach to maintaining professional standards and complying with the Competence and Conduct Standard.

6.8 The standards of behaviour and conduct expected of Board members are set out in the Board Code of Conduct, which supports effective governance and the Board's oversight of organisational culture, behaviour and compliance.

## 7. Learning, Development and Professional Growth

7.1 Housing Solutions' approach to learning and development is set out in the Learning & Development Policy, which provides further detail on learning opportunities, personal development planning, mandatory training, professional qualifications and the Development Fund.

7.2 Housing Solutions is committed to supporting the ongoing learning, development and professional growth of employees to ensure they maintain the skills, knowledge, experience and behaviours required to perform their roles effectively and deliver high-quality, resident-focused services.

7.3 Housing Solutions will provide access to a range of learning and development opportunities, including mandatory training, professional qualifications, coaching, mentoring, apprenticeships, job shadowing, secondments, e-learning and knowledge-sharing activities.

7.4 Housing Solutions encourages employees to maintain membership of relevant professional bodies and engage in Continuous Professional Development (CPD) activities appropriate to their role. Participation in professional networks, professional accreditation, conferences,

qualifications, knowledge-sharing and structured development activities will be recognised as important components of maintaining professional competence.

7.5 Learning and development activity will be planned and reviewed to ensure employees maintain the competence required for their role. In determining learning needs, Housing Solutions will consider the knowledge, skills, qualifications and behaviours required by the role, including those set out in job descriptions and person specifications, mandatory and refresher training requirements, legal and regulatory obligations, changes in legislation, regulation and best practice, service performance, resident feedback and individual development needs. Learning needs may be identified through induction, supervision, competency assessments and Grow and Perform reviews.

7.6 Employees are expected to take an active role in maintaining their professional competence by engaging with learning opportunities, attending mandatory and role-specific training, applying learning in practice and sharing knowledge and good practice with employees to support continuous improvement and positive outcomes for residents.

7.7 Housing Solutions actively encourages employees to pursue personal and professional development, including where this extends beyond the requirements of their current role. Individual development aspirations and learning needs should be discussed through the Grow and Perform process and recorded within Personal Development Plans (PDPs).

7.8 Individual learning needs and Development Fund applications must be endorsed by the line manager and shared with Learning & Development for final approval.

7.9 The Board will maintain an appropriate programme of induction, skills assessment, professional development, and ongoing learning to ensure Board members possess the knowledge and skills required to discharge their responsibilities effectively and provide appropriate oversight of housing services, organisational performance, and regulatory compliance.

## 8. Mandatory Qualification Requirements

8.1 Housing Solutions will maintain compliance with the qualification requirements of the Regulator of Social Housing's Competence and Conduct Standard by identifying roles within scope and supporting employees to achieve and maintain the required qualifications.

8.2 Full details of qualification requirements, qualification pathways, enrolment deadlines, exemptions and transitional arrangements can be found within the Government's Policy Statement on Qualification Requirements for Social Housing.
Competence and Conduct Standard: Policy statement

8.3 The requirements are summarised as follows;

- Employees in Senior Housing Management roles are required to hold, or be working towards, a Level 4 qualification as a minimum.
- Employees in Senior Housing Executive roles are required to hold, or be working towards, a Level 5 qualification or Foundation Degree as a minimum.
- Qualifications must be regulated by Ofqual and include the knowledge, skills and behaviours needed to deliver high-quality housing services.
- Essential qualification content includes areas such as housing law and regulation, customer service, equality, diversity and inclusion, professional practice, leadership and housing management.
- For employees managing specialist technical housing services, alternative qualifications may be accepted where they are broadly relevant to the role and meet the requirements set out within the Government's qualification framework.

- Employees may need to complete additional training modules if their existing qualifications are assessed as partially compliant.
- Employees must enrol on and complete qualifications within the timescales specified by the Competence and Conduct Standard and associated Government guidance.

8.4 Assessment of Roles within Scope
Housing Solutions will use the guidance within the Government Policy Statement to determine whether roles are in scope by assessing:
- Whether the role contributes to, supports, manages, influences or oversees the delivery of general or technical housing management functions
- Whether the position holds operational management or strategic responsibility for housing services
- Whether housing management responsibilities form an important and substantial part of the role

8.5 People Services will complete the assessment in conjunction with the senior manager for each position, using the Competence & Conduct Assessment Flow Chart in appendix 1 to support consistent role assessments.

8.6 The assessment will be completed for all new roles and repeated where there is a change to the remit or responsibility of a position.

8.7 Appendix 2 outlines the roles that are currently assessed within scope at the time of publishing the policy.

8.8 The person specification for each role in scope will confirm the qualification requirements.

8.9 Recruitment
Qualification requirements will be stated on job adverts for roles within scope. Offers of employment made for those roles will be conditional upon either;
- Evidence of the required qualification
- The employee agreeing to enrol on and complete the required qualification (or additional training modules) within the timescales set out by Housing Solutions and the Competence & Conduct Standard.

8.10 The People Services team will complete pre-employment checks for new starters, that will include obtaining evidence of to assess and evidence whether they hold a necessary qualifications and completing the required assessment outlined within the next section. when they commence employment, as well as tracking copies of certificates on file to ensure compliance.

8.11 The People Services team are responsible for assessing any relevant exemptions, completing pre-employment checks, communicating with new starters and ensuring certification is saved on file and retained correctly.

8.12 Assessment of existing Qualifications, Enrolment and Completion
If a role is assessed to be in scope, the person fulfilling that role must meet mandatory qualification rules set out by the Housing Regulator.

8.13 People Services will be responsible for:
- Obtaining evidence of current qualifications that may be compliant with the requirements for mandatory qualifications, including details of modules completed.
- Assessing the qualifications and determining compliance status;
    - Fully compliant – meets all requirements
    - Partially compliant – requires additional training modules to be fully compliant

    - Not compliant – no previous qualifications provide partial or full compliance
- Confirming the dates by which the employee must enrol on the required training.
- Agreeing with the employee the course / provider and enrolment date.
- Processing the training agreement, enrolment and ensuring that the employee is making satisfactory progress.
- Recording any reason relating to reasonable adjustments for a disability or extended absence from work that extends the standard timeframes stated within the Government guidance.

8.14 People Services will maintain a central Competence & Conduct Qualification Register to demonstrate compliance with the requirements within the Government Guidance. The register will include;

- An assessment of all positions within Housing Solutions, whether they are assessed as being within scope of the qualification requirements and the rationale for the assessment
- For those within scope, whether the role is a Senior Housing Manager or Senior Housing Executive, and the required level of qualification.
- Assessment of any existing qualifications and the outcome of that assessment
- A record of evidence of qualifications providing compliance with the Competence and Conduct Standard.
- A record of enrolment on qualifying courses, deadline for completion, and regular assessment of meeting the requirements to be deemed working towards the qualification.
- A record of any exemption.

8.15 Any employee appointed or, or moving into, a role within scope that has not been assessed as fully compliant, must enrol on an approved qualification within 12 months of commencing in the role

8.16 Employees on extended absence must be enrolled on the qualification within six months of their return to work.

8.17 Employees whose previous qualifications have been assessed as partially compliant must be working towards the additional training modules within 12 months of completion of the partially compliant qualification.

8.18 To be 'working towards' completion, employees must:

- Actively start learning within six months of enrolment, unless the course has not yet begun or they are on an extended absence from work.
- Complete the qualification within the programme completion time period, unless there is a reasonable adjustment arising from a disability or an extended period of absence.

8.19 <u>Training Agreements</u>

In line with the Learning & Development Policy, employees that complete a professional qualification funded by Housing Solutions are subject to a training agreement. These agreements outline repayment terms should the employee leave the organisation either during the length of the qualification or within specified timeframes following completion of the qualification.

8.20 Employees already employed by Housing Solutions on 1 October 2026 will be required to repay the sponsorship should they leave during the completion of the qualification, except for in the case of compulsory redundancy.

8.21 New employees to Housing Solutions from 1 October 2026 will be required to sign the standard training agreement with repayment terms as set out within the Learning & Development Policy.

8.22 Training agreements will be shared for the employee to sign prior to the commencement of the qualification, and are a binding agreement between the employee and Housing Solutions.

## 9. Reviewing Performance and Maintaining Competence

9.1 Housing Solutions recognises that qualifications and training form only part of demonstrating competence. Housing Solutions will regularly review the performance, competence, knowledge, skills and behaviours of relevant employees through supervision, probation reviews, one-to-one meetings, Grow and Perform reviews, quality assurance reviews, case audits, service reviews, resident feedback, complaints learning, and other development discussions. These processes support a culture of professionalism, continuous learning, knowledge sharing and personal development, helping to ensure employees maintain the standards expected under the Competence & Conduct Standard.

9.2 Probationary Periods
As outlined within the Recruitment Policy, offers of employment are subject to satisfactory completion of a probationary period. Performance will be will be formally assessed before the end of the probationary period and the recommended outcome approved by the relevant Director.

9.3 Performance Management
Managers are responsible for assessing whether employees are applying their knowledge, skills, and professional judgement effectively in practice and delivering positive outcomes for residents.

9.4 The Grow and Perform Framework is the primary mechanism for reviewing performance, competence, behaviours and development needs for all employees outside of the DLO (direct labour organisation). Performance is reviewed holistically based on output against objectives and key deliverables, and behavioural performance against Housing Solutions' values , in equal importance. Managers complete regular check-ins (at least once every six weeks), and a formal mid term review and year end review to assess overall performance. Overall employees receive a rating of performing, outstanding, or not performing.

9.5 To ensure fairness and consistency within the Grow and Perform Framework, each year end rating is moderated by the senior manager from each area, challenging any outcomes where necessary and approving the ratings for each employee. Following that process, the Executive Team completes a final moderation. Further details on the Grow and Perform Framework are available on the intranet.

9.6 The performance of employees within the DLO is managed through regular one-to-one meetings (at least once every six weeks) and review of their performance against targets for the Performance Related Variable Pay Structure. This includes both outputs and behavioural performance.

9.7 All employees are expected to maintain a Personal Development Plan (PDP) to record individual learning and development needs, agreed actions, qualification requirements where applicable, and progress towards achieving developmental objectives.

9.8 Housing Solutions actively encourages all employees to seek personal development to strengthen their knowledge and skills required to deliver quality housing services. All operational employees are encouraged to apply for sponsorship under the development fund to compete a Chartered Institute of Housing (CIH) qualification in housing management at level 3 as a minimum.

9.9 All applications must be endorsed by the line manager and sent through to Learning & Development for final approval.

9.10 Learning from Complaints and Resident Feedback
Housing Solutions recognises that resident feedback, service performance and assurance activity are important sources of learning and assurance. Information from complaints, compliments, Tenant Satisfaction Measures, resident engagement and scrutiny activity, service reviews, regulatory learning and other organisational assurance processes will be reviewed to identify trends, risks and opportunities for improvement. This learning will be used to inform workforce development, strengthen organisational competence and support the continuous improvement of services and resident outcomes, in line with the requirements of the Competence and Conduct Standard.

9.11 The Complaint Learning Toolkit is an essential tool in improving competence across Housing Solutions, the toolkit identifies individual and organisation-wide themes from complaints, learning is identified by the Complaints Team, agreed with the Assistant Director of Governance and Corporate Compliance and the Risk and Assurance Manager, then shared with line managers for completion within a defined timeframe.

9.12 Themes emerging from feedback and progress against improvement actions are regularly reported to the Board to provide assurance that resident feedback is influencing decision-making and service improvement.

9.13 Board Members
Housing Solutions is committed to ensuring Board members maintain the knowledge, skills and behaviours required to discharge their governance responsibilities effectively. Board competence is reviewed through annual appraisal, skills assessment and development processes, with any learning and development needs addressed through the Board development programme and succession planning arrangements. Arrangements for assessing Board effectiveness, identifying development needs and maintaining the knowledge and skills required to discharge governance responsibilities are set out in the Board Appraisal and Development Policy

# 10. Addressing Competence and Conduct Concerns

10.1 Compliance with this policy is essential to ensuring that Housing Solutions meets the requirements of the Competence & Conduct Standard. Managers and People Services will monitor compliance and provide appropriate support to help employees achieve and maintain the required standards of competence, professional conduct and qualification attainment.

10.2 Where concerns are identified regarding an employee's knowledge, skills, qualifications, competence, performance, progress towards required qualification completion or professional conduct, Housing Solutions will take a supportive approach to identifying and addressing any barriers to improvement. This may include additional learning and development, coaching, mentoring, supervision, reasonable adjustments or other appropriate support measures.

10.3 Where concerns remain following appropriate support and intervention, or are of a sufficiently serious nature, matters will be managed in accordance with the relevant People Policies, including the Capability Policy, Disciplinary Policy and Employee Code of Conduct, as appropriate. In some circumstances, and following a fair and reasonable process, this may result in redeployment or termination of employment.

## 11. Contractors and Third Parties

11.1 Housing Solutions has assessed its current arrangements against the definition of a Service Provider within the Government's Policy Statement on Qualification Requirements for Social Housing and, at the time this policy was approved, has determined that it does not engage any service providers whose relevant managers fall within the mandatory qualification requirements.

11.2 This assessment will be reviewed periodically and whenever new contractual arrangements are established or existing services are significantly amended.

11.3 Housing Solutions expects all contractors, consultants and third-party organisations delivering housing services on its behalf to demonstrate high standards of competence, professionalism and customer service consistent with the principles of the Competence & Conduct Standard.

11.4 Assurance over the performance and conduct of contractors is obtained through a range of measures, including:

- Compliance with Housing Solutions' Approved Contractor Standards and contractual requirements;
- Robust procurement and contract award processes that consider competence, experience, qualifications and service quality;
- Ongoing contract management by the designated contract owner;
- Regular performance reviews and monitoring against agreed service standards, key performance indicators (KPIs) and contractual obligations;
- Monitoring of resident satisfaction and service quality measures;
- Review of complaints, service failures, compliments and resident feedback;
- Analysis of feedback received through Tenant Satisfaction Measures (TSMs), resident engagement activity and service-specific surveys;
- Review of learning and improvement actions arising from complaints, customer feedback and performance monitoring; and
- Escalation, intervention or contractual remedies where standards are not being achieved.

11.5 Housing Solutions uses information gathered through contract management, complaints, resident feedback, Tenant Satisfaction Measures and service-specific surveys, including Direct Labour Organisation (DLO) repairs satisfaction surveys, to identify themes, measure service quality and drive continuous improvement. Learning arising from this feedback is shared with contractors and contract owners and informs performance discussions, improvement plans and future procurement decisions.

11.6 Contract owners are responsible for maintaining appropriate records and providing assurance that contractors delivering housing services continue to meet the standards expected by Housing Solutions and deliver positive outcomes for residents.

## 12. Resident Engagement and Scrutiny

12.1 Housing Solutions recognises the importance of resident voice in maintaining compliance with the Competence & Conduct Standard. Residents will be provided with meaningful opportunities to influence, review and scrutinise Housing Solutions approach to competence, learning and development, professional conduct and service delivery.

12.2 Residents will be consulted on the development, implementation and review of this policy and the Employee Code of Conduct. Feedback received through resident engagement activities will be considered when reviewing the effectiveness of this policy, the Employee

Code of Conduct and the wider arrangements that support compliance with the Competence & Conduct Standard.

12.3 Resident engagement and scrutiny opportunities include, but are not limited to; the Scrutiny and Improvement Team (SIT), the Emerging Voices Panel, and the E-Panel.

## 13. Consumer Standards

13.1 This policy forms part of Housing Solutions' approach to meeting the Regulator of Social Housing's Consumer Standards, including the Competence and Conduct Standard, by setting the approach to promoting professional conduct, maintaining competence, and ensuring accountability in the delivery of housing services.

13.2 Housing Solutions will undertake an annual review of compliance with the Competence and Conduct Standard and provide assurance to the Board through an annual compliance report. The report will provide assurance on the effectiveness of the arrangements in place to meet the requirements of the Standard, supported by evidence of compliance and organisational performance. Drawing on the expectations set out within this policy, the report will assess compliance, identify emerging risks and learning, and set out actions taken to strengthen compliance, embed good practice and continually enhance the organisation's approach to competence, conduct and professional standards.

13.3 Residents have been consulted in the development of this policy and will be engaged in future reviews. Their views help ensure that the standards expected of employees support the delivery of safe, high-quality and resident-focused housing services.

## 14. Equality, Diversity & Inclusion

Housing Solutions is committed to ensuring fair and equal access to recruitment, learning, development, qualifications and progression opportunities. We will consider and make reasonable adjustments where required to remove barriers for employees and applicants, in accordance with the Equality Act 2010 and relevant Housing Solutions policies. Equality information will be processed lawfully and used, where appropriate, to monitor whether the policy is being applied fairly and to identify any disproportionate outcomes.

## 15. Confidentiality

15.1 Housing Solutions will process personal data obtained in connection with this policy in accordance with the UK General Data Protection Regulation, the Data Protection Act 2018 and its Data Protection Policy. Information relating to qualifications, performance, development, reasonable adjustments and conduct will be accessed, used, retained and shared only where necessary, lawful and proportionate. Confidential organisational information will be handled in accordance with applicable Housing Solutions policies and contractual requirements.

15.2 Housing Solutions employees will ensure that they only involve other agencies and share information where there is a legal basis for processing the information.

## 16. Review

16.1 This policy will be reviewed on a three yearly basis or more frequently in response to changes in legislation, regulatory guidance, good practice or changes in other relevant Housing Solutions' policy.

# Appendix 1 – Role Assessment Flow Chart

**Competence & Conduct Standard- Assessment of Roles in Scope**

Please refer to the following guidance when using this flowchart:
Competence and Conduct Standard: Policy statement

Does the role deliver general housing management functions or technical housing management functions, as defined within the guidance? (Annex A, sections 4 to 6)

No → Role is out of scope

Yes ↓

Does the post have either strategic or operational managerial responsibility in that function? (Annex A, sections 8 to 26)

No → Role is out of scope

Yes ↓

Is that responsibility an important and substantial aspect of their role? (Annex A, section 7)

No → Role is out of scope

Yes ↓

Does the level of their responsibility align more closely to the strategic or operational responsibility as described in the guidance (Annex A, sections 8 to 26)

Strategic → **In scope: Senior Housing Executive**
**Minimum level 5 qualification**

Operational → **In scope: Senior Housing Manager**
**Minimum level 4 qualification**

**What is the main function of the role?**

**General housing management = Subsection A qualification requirements**
Customer services, complaints, resident involvement, lettings, tenancy management, income, ASB.
**Technical housing management = Subsection B qualification requirements**
Estates, major works in occupied buildings, asset management, fire safety, repairs, maintenance.
**Cross tenure roles = Subsection C qualification requirements**
General and/or technical housing management across both social housing and other leasehold properties. Home Ownership
**Cross cutting roles = Assess most appropriate subsection A, B or C**

# Appendix 2 – Roles within scope (as at time of publication)

Assessment correct as at time of publication. Assessment will be ongoing to ensure that any changes to the responsibility of roles and/or new roles are evaluated. The outcome will be recorded in the live Competence & Conduct Qualification Register as outlined within 8.14

| Position Name | Level |
|---|---|
| Chief Executive | Senior Housing Executive |
| Complaints & Contact Centre Manager | Senior Housing Manager |
| Head of Contracts | Senior Housing Executive |
| Compliance Manager | Senior Housing Manager |
| Surveying Services Manager | Senior Housing Manager |
| Head of Fire & Compliance | Senior Housing Executive |
| Head of Repairs | Senior Housing Executive |
| Home Ownership Manager | Senior Housing Manager |
| Estates and Voids Service Lead | Senior Housing Manager |
| Community Services Manager | Senior Housing Manager |
| Housing Services Manager (secondment) | Senior Housing Manager |
| Housing Services Manager (substantive) | Senior Housing Manager |
| Head of Income, Tenancy Sustainment & Lettings | Senior Housing Executive |
| Resident Empowerment Manager | Senior Housing Executive |
| Director of Operations | Senior Housing Executive |
| Director of Property Investment | Senior Housing Executive |
| Chief Operating Officer | Senior Housing Executive |