

The Competence and Conduct Standard

Preparing Your Organisation
for the Future of Housing



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Skills 
Housing

The Biggest Workforce Change the Housing Sector Has Seen in Decades

Housing is entering a new era of professionalism.

The introduction of the Competence and Conduct Standard is much more than a new qualification requirement.

It represents a fundamental shift in how housing providers will be expected to evidence workforce capability, leadership competence and organisational culture.



Every resident deserves competent, accountable professionals.

Workforce foundations

- Leadership capability
- Right knowledge, skills and behaviours



Direct resident benefits

- Improve outcomes
- Raise confidence
- Strengthen accountability

Provider impact

- Increase professionalism
- Create consistency



For providers, this means moving beyond occasional training courses towards a structured approach to workforce competence that is visible, measurable and continuously maintained.

Born from lessons learned following the Grenfell Tower fire, the Standard represents a fundamental shift. It is not simply about compliance.

The organisations that respond well will use it as an opportunity to strengthen culture, improve retention, develop leaders and enhance resident satisfaction.

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What Does the Standard Require?



Workforce Competence

Providers must demonstrate that relevant staff possess the appropriate skills, knowledge, experience and behaviours to undertake their role effectively. This extends beyond technical knowledge to include professional judgement, customer service and ethical decision-making.

What this means for you

Job descriptions aren't proof as regulators want evidence that your staff have been assessed against specific competencies, with gaps identified and closed. Failure to produce it quickly means you're open to regulatory action and tenant complaints, which carry more weight now than ever before.



Qualified Leaders

Senior housing managers and executives are expected to hold, or be actively working towards, recognised housing management qualifications, with phased implementation periods allowing organisations time to achieve compliance.

What this means for you

The phased timeline is not indefinite, and boards must now scrutinise leadership qualifications as rigorously as financial health. A gap at director level is no longer just a skills issue; it is a governance question that surfaces in regulatory judgements.



Organisational Culture

Providers should establish clear learning and development policies, embed a code of conduct and create a culture where professional standards are consistently reinforced.

What this means for you

Culture is the area regulators find hardest to evidence, and therefore is the one they probe most deeply. A written policy is no longer enough because the requirement is now for documented proof that standards are discussed, monitored and enforced.



Tenant Confidence

Residents should have confidence that the people delivering housing services are appropriately trained, professionally accountable and committed to delivering high-quality services.

What this means for you

The Competence and Conduct Standard makes tenant scrutiny a formal compliance requirement. Residents know their rights, and new consumer regulation lets them escalate complaints, meaning workforce competence is now a reputational and legal risk, not just a training metric.



Continuous Professional Development

Professional competence should not end once a qualification has been achieved. Ongoing learning and workforce development should become part of organisational culture.

What this means for you

The regulator requires a living record, so CPD must be tracked, reported and tied to service outcomes. Organisations treating this as a tick-box exercise will repeat the same work annually, without the strategic impact the Competence and Conduct Standard is designed to create.



Requirement | What this means in practice
Competence | Skills must be evidenced, not assumed
Qualifications | Relevant managers need recognised housing qualifications
Conduct | Clear behavioural expectations
Learning | Continuous development for all staff
Governance | Boards need confidence that workforce capability is being managed
Tenant Voice | Residents should influence competence policies and codes of conduct

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From Compliance to Competitive Advantage

The strongest housing providers will not view the Competence and Conduct Standard as a regulatory hurdle. They will use it as the catalyst to build a more capable, engaged and professional workforce.

Skills4Housing believes workforce development should achieve three things simultaneously.



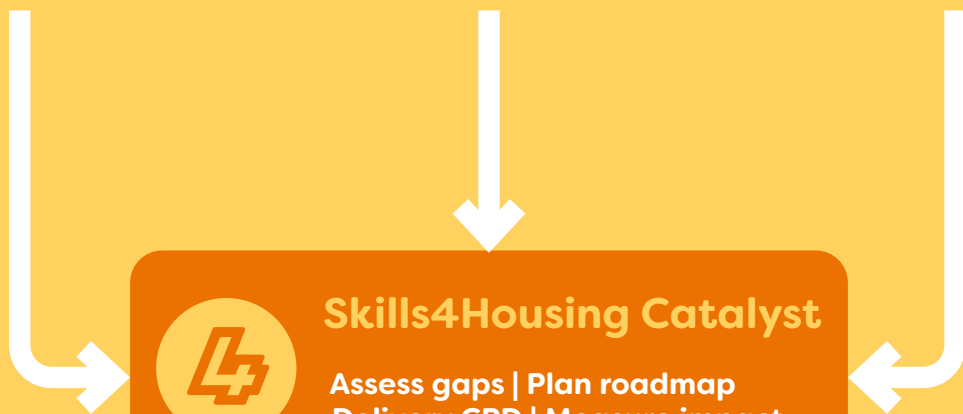
Regulatory confidence



Organisational
performance



Build careers



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How Skills4Housing Can Help

Our training builds workforce strategies that pass regulatory scrutiny and improve operational performance.



1. Assess

WHAT WE DO

1. Competence gap analysis
2. Qualification mapping

WHAT YOU GET

1. Evidence mapped to your specific service risks
2. Clear pathways for senior managers with board-ready progress reports



2. Deliver

WHAT WE DO

1. Apprenticeship strategy
2. Leadership development
3. Compliance training
4. Regulatory audit preparation
5. Implementation support

WHAT YOU GET

1. Programmes designed around housing association pay scales and banding structures
2. Structured progression that addresses governance and regulatory ratings risk
3. Targeted delivery that feeds directly into your inspection evidence pack
4. Training and conduct plans developed specifically for regulatory scrutiny, with evidence structured around what inspectors actually ask for
5. Budget planning and apprenticeship levy profiling that maps your investment over multiple years, reducing administrative burden on your LandD team



3. Track

WHAT WE DO

1. Digital and data capability
2. Ongoing CPD programmes

WHAT YOU GET

1. Systems that track CPD as an up-to-date, living record
2. Quarterly reporting that demonstrates improvement to regulators and boards



Before the first course starts

Comprehensive IAG sessions that prepare your staff for what is coming, clarify time commitments, and turn compliance from an imposition into a career investment



Need help checking eligibility?

Speak to Skills4Housing today.



0161 794 0528

www.skills4group.co.uk

marcus.hook@skills4housing.co.uk