Archie Homes

Competency and Conduct Policy

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Policy checklist	
Policy owner	Archie Homes
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Archie Homes will provide this policy, on request at no cost, in large print, in Braille, in audio or other non-written format, and in a variety of languages.

1. Purpose

This policy sets out Archie Homes' commitment to ensuring that all individuals involved in delivering social housing services have the skills, knowledge, experience, and behaviours required to provide high-quality, professional services to tenants.

It has been developed in response to the Competency and Conduct Standard introduced under the Social Housing (Regulation) Act 2023, which comes into force in October 2026, and is designed to ensure Archie Homes meets its obligations to the Regulator of Social Housing (RSH).

2. Scope

This policy applies to all relevant individuals at Archie Homes, defined as any individual involved in the provision of services in connection with the management of Archie Homes' social housing. This includes:

- All employees in housing management, tenancy management, income management, customer services, complaints, repairs coordination, anti-social behaviour, estates management, lettings, and tenant involvement functions
- Senior housing managers (those who manage the direct delivery of services to tenants)
- Senior housing executives (Heads of Service and Directors responsible for the strategic direction and accountability of housing management services)
- Staff of third-party organisations providing housing management services on Archie Homes' behalf

This policy applies regardless of employment type (permanent, fixed-term, temporary, or interim). Back-office managerial and support staff with no material tenant-facing or housing management function are outside the scope of qualification requirements but remain subject to the conduct obligations set out in Section 5.

3. Policy Statement

Archie Homes is committed to ensuring that:

- All relevant individuals have the skills, knowledge, experience, and behaviours appropriate to their role
- The organisation maintains a culture of professionalism, continuous learning, and accountability at every level
- Tenants are served with respect, competence, and integrity at every interaction
- Compliance with the Competency and Conduct Standard is embedded in all workforce processes, from recruitment through to exit

Archie Homes will take a proactive, assurance-based approach, maintaining documentary evidence sufficient to demonstrate to the RSH that the standard is being met.

4. Competency Framework

4.1 Principles

Competency at Archie Homes is defined across four dimensions:

- Skills – the technical and interpersonal capabilities required to perform a role to the required standard
- Knowledge – understanding of housing law, regulation, Archie Homes policy, and the specific requirements of the role
- Experience – demonstrated application of skills and knowledge in relevant housing management contexts
- Behaviours – the values, attitudes, and conduct expected of all individuals, as set out in Section 5

4.2 Role-Level Expectations

Archie Homes will maintain a Competency Framework that defines the expected skills, knowledge, experience, and behaviours for each role category. The framework is tiered:

Frontline and Tenant-Facing Staff: must demonstrate customer service skills, knowledge of relevant tenancy and housing management processes, and behaviours consistent with the Archie Homes Code of Conduct.

Senior Housing Managers: must hold, or be actively working towards, a recognised housing management qualification at Level 4 (Ofqual-regulated, or equivalent higher education qualification), in addition to meeting frontline competency expectations and demonstrating the ability to manage service delivery effectively.

Senior Housing Executives: must hold, or be actively working towards, a recognised housing management qualification at Level 5 (or a foundation degree or above), in addition to demonstrating strategic leadership competency, including stakeholder engagement, performance management, and cultural leadership.

4.3 In-Scope Functions (Housing Management)

The following functions are in scope for qualification requirements (as set out in the government's Competency and Conduct Policy Statement, Annex A):

- Customer services and tenant-facing functions
- Complaints management
- Tenant involvement and engagement
- Lettings and tenancy management
- Income management and rent collection
- Repairs and maintenance coordination
- Asset management
- Anti-social behaviour case management
- Estates management
- Capital and major works delivery
- Building safety management (where included in housing management delivery)

4.4 Qualification Transition Arrangements

In line with the government's transition provisions:

- Existing senior housing managers and executives who do not yet hold a compliant qualification must be enrolled in a qualifying programme within the transition period
- New starters in senior manager or executive roles must enrol in a qualifying programme within 12 months of starting their role
- Staff with partially compliant qualifications may complete additional training modules to cover any gaps rather than undertaking a full new qualification
- Archie Homes will support staff through reasonable financial and study assistance

5. Code of Conduct

All relevant individuals must at all times:

1. Treat tenants with dignity and respect, actively listening to concerns, communicating clearly, and never dismissing, demeaning, or ignoring residents

2. Act with honesty and integrity, being transparent about decisions, processes, and timescales, and not misrepresenting information

3. Maintain appropriate professional boundaries in all interactions with tenants, colleagues, and third parties

4. Prioritise tenant safety, escalating any concern about tenant welfare, property safety, or building compliance promptly and through the correct channels

5. Avoid conflicts of interest, declaring any personal, financial, or other interest that could compromise professional judgement

6. Maintain confidentiality, handling tenant and organisational information in line with Archie Homes' Data Protection Policy

7. Take responsibility for continuous development, engaging with training, supervision, and performance review processes in good faith

8. Report concerns, using Archie Homes' whistleblowing and safeguarding frameworks without fear of reprisal

Breaches of the Code of Conduct will be addressed through Archie Homes' Disciplinary Policy.

6. Responsibilities

6.1 Board and Senior Leadership

- Approve this policy and receive annual compliance reporting
- Ensure sufficient resource is allocated to deliver qualification and training requirements
- Model the conduct standards expected across the organisation

6.2 Learning and Development / Housing Management

- Maintain the Competency Framework and ensure it is current and role-appropriate
- Oversee the training needs assessment process and qualification tracking system
- Report annually on compliance with the Competency and Conduct Standard to the Board

6.3 Line Managers

- Conduct annual competency reviews for all direct reports
- Identify and action training and development needs within their teams
- Address conduct issues promptly and in line with Archie Homes' Disciplinary Policy

6.4 Relevant Individuals

- Take personal responsibility for their own development and maintain required qualifications
- Comply with the Code of Conduct at all times
- Engage with supervision, appraisal, and training in good faith

6.5 Service Providers

- Archie Homes will ensure that contractual arrangements with third-party service providers include obligations equivalent to those in this policy, and will monitor compliance as part of contract management

7. Workforce Planning and Recruitment

Archie Homes will embed competency and conduct standards throughout the employment lifecycle:

- Recruitment: job descriptions and person specifications will reference the applicable competency level and qualification requirements; selection processes will include values and conduct assessment

- Induction: all new starters will receive the Code of Conduct and relevant training on day one, and will be enrolled in any required qualification within 12 months.
- Supervision and Appraisal: annual competency reviews will form part of the performance appraisal cycle for all relevant individuals
- Promotion: advancement to senior manager or executive roles requires demonstration of, or commitment to achieving, the relevant qualification

8. Monitoring and Assurance

Archie Homes will maintain evidence of compliance through:

- A training and qualification register for all relevant individuals, updated at least annually
- Annual training needs assessments for all teams in scope
- Performance appraisal completion records
- Annual compliance report to the Board on status against the Competency and Conduct Standard
- Periodic internal audit of competency documentation as part of Archie Homes' wider assurance framework

9. Tenant Transparency

Archie Homes is committed to being open with tenants about the professionalism of its staff. Archie Homes will:

- Publish information on its approach to staff competency and conduct in its Annual Tenant Report
- Respond to tenant concerns about staff conduct promptly through the Complaints Handling Policy
- Report on progress against qualification requirements as part of its annual tenant-facing performance reporting

10. Related Documents

This policy should be read alongside the following Archie Homes documents:

- Competency and Conduct Procedure (companion document)
- Archie Homes Competency Framework
- Archie Homes Code of Conduct
- Learning and Development Procedure
- Recruitment and Selection Policy
- Disciplinary Policy
- Whistleblowing Policy
- Data Protection and Privacy Policy
- STAIRS Policy (Social Tenant Access to Information Requirements)
- Complaints Handling Policy

11. Regulatory Reference

This policy has been developed to meet the requirements of the Competency and Conduct Standard, issued under the direction of the Ministry of Housing, Communities and Local Government (MHCLG) to the Regulator of Social Housing under the Social Housing (Regulation) Act 2023. The standard comes into force in October 2026.

12. Review

This policy will be reviewed annually, or sooner in response to regulatory change, inspection findings, or significant workforce developments. Review is led by the Housing & Support Director with sign-off from the Board.