Archie Homes

Competency and Conduct Standard Procedure

Published: October 2026

Competency and Conduct Standard Procedure

Document checklist	
Document owner	Archie Homes
Author	Archie Homes
Version No.	1.0
Date of last review	September 2026
Date of next review	September 2028

Archie Homes will provide this document, 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 and Scope

This procedure sets out the practical steps that Archie Homes follows to implement the Competence and Conduct Standard Policy, meeting the requirements of the Regulator of Social Housing's (RSH) Competence and Conduct Standard. It applies to all relevant individuals and to those managing recruitment, training, appraisal and performance across the organisation, including managers of contracted service providers.

2. Definitions

- "Relevant individual" — a member of staff, agency worker, or contractor engaged in delivering services connected with the management of the organisation's social housing, including frontline and tenant-facing roles.
- "Senior housing manager / executive" — a relevant individual with a substantive role managing the delivery of housing management services, spending a significant proportion of working time in that role.
- "Service provider" — an external organisation delivering housing management services under a management services agreement.

3. Identifying Roles in Scope

Step	Action	Responsible / Timescale
3.1	HR, in conjunction with service heads, reviews all job roles to identify which are "relevant individuals" and which meet the definition of senior housing manager or senior housing executive.	HR / Service Heads — annually and on role creation
3.2	Role profiles are updated to reflect required skills, knowledge, experience, behaviours and (where applicable) mandatory qualifications.	HR / Service Heads — annually and on role creation
3.3	The role register is signed off and retained as evidence for RSH assurance purposes.	HR — annually

4. Recruitment and Induction

Step	Action	Responsible / Timescale
4.1	Job adverts and person specifications for relevant roles reference required competencies, behaviours and any mandatory qualification.	Recruiting Manager / HR — at recruitment
4.2	Selection processes (interview, assessment) test for the required skills, knowledge and behaviours, including resident-facing conduct expectations.	Recruiting Manager
4.3	New starters in scope complete a structured induction covering the Code of Conduct, safeguarding, resident engagement and role-specific training.	Line Manager / HR — within 4 weeks of start
4.4	New senior housing managers/executives (including temporary and interim appointments) are enrolled on an approved qualification pathway.	HR / Line Manager — within 12 months of start

5. Qualification Tracking

Step	Action	Responsible / Timescale
5.1	HR maintains a central register of qualification status for all senior housing managers and executives, including start date, target completion date and progress milestones.	HR — ongoing
5.2	Line managers review qualification progress at each supervision/appraisal meeting and agree support required (study leave, funding, mentoring).	Line Manager — at each appraisal
5.3	HR reports aggregate qualification compliance to the Executive Team and Board.	HR — quarterly

6. Training Needs Analysis and Learning & Development

Step	Action	Responsible / Timescale
6.1	Training needs are identified through role mapping, appraisal outcomes, incident learning, complaints themes and resident feedback.	Line Manager / L&D Team — ongoing, reviewed annually
6.2	An annual learning and development plan is produced, prioritising mandatory and role-critical training.	L&D Team — annually
6.3	Training completion is recorded on the central L&D/HR system, including refresher dates for time-limited training.	L&D Team / HR — on completion
6.4	Effectiveness of training is reviewed through feedback, spot checks and quality audits.	L&D Team — annually

7. Performance Appraisal

Step	Action	Responsible / Timescale
7.1	Every relevant individual receives a formal annual appraisal assessing performance, conduct and qualification/development progress.	Line Manager — annually
7.2	Regular one-to-one supervision is held to monitor performance and conduct between formal appraisals.	Line Manager — at least [monthly/quarterly]
7.3	Appraisal records, including any development actions, are retained centrally.	HR — ongoing

8. Managing Poor Performance or Conduct

Concerns about competence or conduct are addressed promptly and proportionately, following these steps:

Step	Action	Responsible / Timescale
8.1	Manager identifies and records the specific performance or conduct concern, with reference to role requirements or the Code of Conduct.	Line Manager — on identification
8.2	Informal discussion held with the individual to clarify expectations and agree a support or improvement plan, where appropriate.	Line Manager — within 5 working days
8.3	Where concerns persist or are serious, the matter is escalated to formal performance management or, for conduct breaches, the Disciplinary Policy.	Line Manager / HR
8.4	Outcomes, including any training, mentoring, formal warnings or dismissal, are recorded and reviewed for organisational learning.	HR — ongoing

9. Service Providers and Contractors

Step	Action	Responsible / Timescale
9.1	Management service agreements are reviewed to include requirements equivalent to this Standard for the provider's relevant staff.	Procurement / Contract Manager — at contract award or renewal
9.2	Contract managers request evidence of the provider's competence and conduct arrangements (training records, qualification status, conduct policy).	Contract Manager — at onboarding and annually
9.3	Non-compliance identified through monitoring is raised with the provider and tracked to resolution.	Contract Manager — ongoing

10. Record Keeping and Evidence

Archie Homes retains the following as evidence of compliance with the Competence and Conduct Standard, available for RSH assurance:

- Role register mapping relevant individuals and required competencies.
- Qualification tracking records for senior housing managers and executives.
- Training completion records and annual L&D plans.
- Appraisal and supervision records.
- Records of poor performance/conduct cases and outcomes.
- Contract monitoring evidence for service providers.

11. Monitoring and Reporting

Step	Action	Responsible / Timescale
11.1	HR compiles a quarterly dashboard covering qualification progress, training completion and appraisal completion rates.	HR — quarterly
11.2	An annual self-assessment against the Competence and Conduct Standard is completed and reported to the Board.	HR / Executive Team — annually
11.3	Gaps or risks identified are logged with an action plan and owner, tracked to closure.	HR / Executive Team — ongoing

12. Roles and Responsibilities Summary

Role	Responsibility under this procedure
HR Team	Owns records, tracking, reporting; supports managers on process.
Line Managers	Deliver induction, appraisal, supervision and first-line performance/conduct management.

Role	Responsibility under this procedure
L&D Team	Design and deliver training; maintain training records; assess effectiveness.
Director of Housing Support	Monitor service provider compliance and evidence.
Executive Team / Board	Receive assurance reporting; approve action plans for identified gaps.

13. Related Templates and Forms

- Role Competency Mapping Template
- Qualification Tracker
- Induction Checklist
- Appraisal Form
- Performance Improvement Plan Template
- Service Provider Compliance Checklist

14. Review

This procedure is reviewed annually by Director of Housing & Support, or sooner where required by legislative change, RSH guidance, audit findings, or lessons from complaints or incidents.