

Competence and Conduct Standard

Qualification Requirements

Following the consultation on the [competence and conduct standard](#), the Government has updated some of its guidance to make it clearer who needs to be qualified.

This checklist is designed to support Homeless Link members to identify which staff may need to be qualified.

Does this apply to my organisation?

Registered Providers

If you are a Registered Provider, the competence and conduct standard does apply from October 2026.

Other organisations (registered charities, CICs etc.)

If you are not a registered provider, but you act as a “management agent” for a Registered Provider, and then you may be affected if you provide all or the majority of the following functions:

- ☐ customer services management
- ☐ complaints management
- ☐ tenant involvement or empowerment
- ☐ allocations and lettings management
- ☐ management of tenancies and/or licenses
- ☐ income management (i.e. rent and service charge collection, avoiding or managing arrears repayments)
- ☐ repairs and maintenance (this could include reporting repairs and arranging access on behalf of supported housing residents)
- ☐ asset management (including building and/or fire safety management)
- ☐ anti-social behaviour management
- ☐ estate management
- ☐ capital/major works within occupied buildings.

The guidance states:

Within a supported housing context, *a managing agent that delivers all of the functions listed above, except for delivering repairs and maintenance, asset management, and / or capital works, would not be exempt and may have staff in scope of requirements.*

Qualification requirements for management roles

There are two categories of staff who will need to be qualified:

- **Senior housing managers** require a level 4 qualification
- **Senior housing executives** require a level 5 qualification

The guidance refers to staff being “in scope” (i.e. needing to be qualified) if:

- they spend **the majority of their time** (i.e. 50% or more) managing [the] delivery of Housing Management Services or
- managing [the] delivery of Housing Management Services is **an important and substantial aspect of their role**.

Additional guidance has been produced to help organisations identify which of their staff fall into the different categories. This is summarised in the table below:

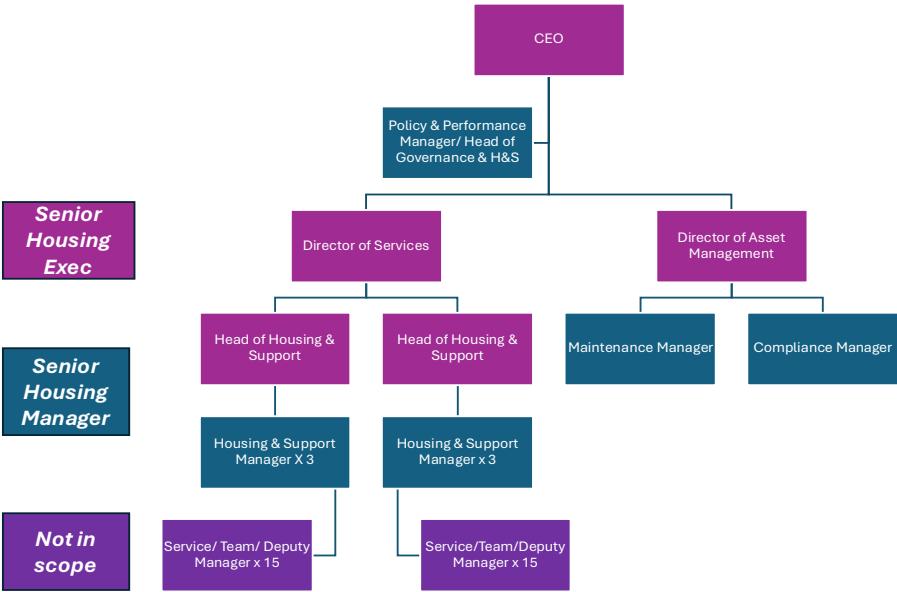
Senior Housing Manager (Level 4)	Senior Housing Executive (Level 5)
1 Operational management responsibilities	1 Strategic responsibility or accountability for the day-to-day management of Housing Management Services
2 Responsibility for, and autonomy in, making decisions about the operational management and oversight of the service or Manages the quality and / or safety of housing management services or Decides upon changes to policy or to service delivery	2 Play a significant role in the making of decisions about how the whole or a substantial part of the activities of the provider which relate to social housing are to be managed or organised
3 Managerial responsibilities in respect of [some or all] the housing management functions below: ☐ Customer services management: managing delivery of customer services to Tenants	3 Strategic responsibilities and accountabilities: ☐ provides overall strategic direction and accountability in relation to service quality. ☐ accountability for developing and embedding their

❑ Complaints management: managing delivery of complaints management, including collecting and monitoring of Tenant feedback and dealing with complaints from Tenants in relation to Housing Management Services. ❑ Tenant involvement or empowerment: managing delivery of Tenant involvement activities, including engagement with Tenant groups, managing Tenant feedback and ensuring communications with Tenants are reflective of Tenants' needs and requirements. ❑ Allocations and lettings management: managing delivery of the allocations and lettings processes. This includes managing pre-tenancy stages, transfers and mutual exchanges (this does not include functions which involve overseeing or managing the housing register and making statutory assessments or decisions relating to housing need or homelessness, including local authorities' strategic housing functions). ❑ Management of tenancies and/or licenses: managing delivery of effective processes and services relating to the management of tenancies or licenses to occupy including in relation to the ending of tenancies and licences. ❑ Income management: managing delivery of effective processes and communications relating to the collection of rents and service charges from Tenants and income recovery, including working with Tenants to manage issues related to income management such as addressing rent arrears and managing court proceedings ❑ Anti-social behaviour management: managing delivery of policies and	organisation's culture in line with strategic objectives. ❑ accountability for ensuring implementation of strategies to manage and improve performance. ❑ accountability for ensuring accessible and tenant-focused policies and procedures are in place.
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procedures to deal with reports of anti-social behaviour effectively and working with relevant agencies in responding to anti-social behaviour □ Repairs and maintenance □ Asset management (including responsibility for fire safety) □ Estate management (this could include ensuring that staff and contractors are maintaining properties and communal areas effectively and consulting with Tenants when developing and improving the local environment and amenities) □ Capital/major works within occupied buildings	
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You can use the summary table to review each of the management role descriptions in your organisation to see if they match the criteria/ descriptors set out in the guidance. The criteria in “section 2” of the table above are particularly useful in considering the level of responsibility a role has and whether they should be considered a senior housing manager or a senior executive.

There may be Senior Executives and Senior Housing Managers at different levels within your organisation, as shown in the hypothetical example below:



This also reflects that not all managers will be “senior housing managers”.