



# Housing Qualifications Policy





## 1.0 Introduction

- 1.1 This policy supports compliance with the Regulator of Social Housing's Competence and Conduct Standard and sets out Housing Plus Group's approach to housing qualifications for colleagues in scope of the standard.
- 1.2 The policy ensures that colleagues responsible for delivering housing management services have the appropriate qualifications, competence, and behaviours to provide safe, high-quality and tenant-focused services.
- 1.3 This policy aligns with the organisation's commitment to professionalisation, continuous improvement and a strong customer first culture.

## 2.0 Policy Statement

- 2.1 Housing Plus Group (HPG) is committed to ensuring that all relevant roles:
  - Hold, or are working towards, the required housing management qualifications
  - Demonstrate the knowledge, skills and behaviours expected of housing professionals
  - Deliver services that are safe, compliant and responsive to tenant needs
- 2.2 The organisation will identify roles within scope, assess current competency levels and provide appropriate development opportunities to achieve compliance within regulatory timescales.

## 3.0 Policy Scope

- 3.1 This policy applies to:
  - Senior Housing Executives
  - Senior Housing Managers
  - Relevant Managers within service providers (where applicable)
- 3.2 This policy applies to colleagues whose substantive role:
  - Includes responsibility for housing management services; and
  - Falls within the scope of the Competence and Conduct Standard.
- 3.3 This policy applies to all relevant directorates delivering housing management services.

## 4.0 Definitions

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- 4.1 **Housing Management Services** – activities relating to the management of social housing including customer services, complaints, tenancy management, income management, repairs and maintenance, asset management and anti-social behaviour.
- 4.2 **Substantive Role** – where managing housing services forms the majority and a core responsibility of the role.
- 4.3 **Senior Housing Manager (Level 4)** – responsible for operational service delivery, quality, safety and decision making.
- 4.4 **Senior Housing Executive (Level 5)** – responsible for strategic direction, organisational culture and accountability for housing services.
- 4.5 **Relevant Qualification** – a housing management qualification that meets regulatory requirements in level, content and duration.

## 5.0 Roles and Responsibilities

### 5.1 Executive Management Team

- Ensure compliance with regulatory requirements
- Provide oversight of organisational capability and risk

### 5.2 Directors and Heads of Service

- Identify roles within scope
- Ensure teams meet qualification and behavioural expectations
- Support delivery of development plans

### 5.3 People Development & Culture Team

- Maintain the qualification and learning frameworks
- Monitor compliance and maintain records on the LMS
- Provide guidance on qualification requirements and equivalency

### 5.4 Line Managers

- Assess capability and development needs
- Support colleagues to achieve required qualifications
- Assess and monitor competence, conduct, performance and behaviours.

### 5.5 Employees

- Engage with required learning and qualifications
- Demonstrate expected professional behaviours
- Maintain competence within their role



## 6.0 Qualification Requirements

- 6.1 HPG are required to ensure that:
- Senior Housing Managers achieve a Level 4 qualification
  - Senior Housing Executives achieve a Level 5 qualification
- 6.2 Qualifications must:
- Be regulated (e.g., Ofqual)
  - Include relevant housing management content
  - Meet minimum learning requirements
- 6.3 Equivalent or partially compliant qualifications will be assessed on a case-by-case basis.
- 6.4 Where gaps exist, colleagues may complete additional learning modules or full qualifications within the transition period.

## 7.0 Higher-Level Qualifications

7.1 HPG recognises that some colleagues may wish to undertake qualifications above the minimum level required for their role.

Requests to undertake a higher-level qualification may be approved where:

- The qualification supports workforce planning or succession planning objectives.
- The colleague demonstrates the capability and commitment required to complete the qualification.
- Appropriate funding is available.
- Approval is provided by the relevant Director.

Approval of a higher-level qualification does not alter the qualification level required for the substantive role.

## 8.0 Exemptions

- 8.1 Roles not in scope include:
- Back-office and corporate functions (e.g., People Services, ICT, finance)
  - Development of new build or unoccupied properties
  - Care and support services
  - Trade Operatives
  - Strategic housing or homelessness assessment functions
  - Group Chief Executive



## 9.0 Competence and Conduct Framework

9.1 In addition to qualifications, HPG expects all relevant colleagues to demonstrate the following core competencies and behaviours:

### 9.2 Professional Competence

- Maintains up-to-date knowledge of housing legislation, regulation and best practice
- Applies technical knowledge to ensure safe and compliant service delivery
- Uses data and insight to inform decisions and improve services

### 9.3 Customer Focus

- Listens to tenants and acts on their feedback
- Delivers services that are fair, accessible and responsive
- Takes accountability for resolving issues effectively

### 9.4 Integrity and Professionalism

- Acts ethically and with transparency
- Demonstrates respect, accountability and fairness in all interactions
- Upholds HPG behaviours and standards

### 9.5 Leadership and Accountability

- Takes ownership for service quality and outcomes
- Drives continuous improvement and innovation
- Challenges poor performance and supports improvement

### 9.6 Communication and Engagement

- Communicates clearly and effectively with tenants and stakeholders
- Encourages tenant involvement and empowerment
- Handles complaints constructively and learns from them

### 9.7 Collaboration

- Works effectively across teams and with partners
- Shares knowledge and promotes a learning culture
- Contributes to organisational objectives

## 10.0 Continuing Professional Development



10.1 HPG expects colleagues within scope of the Competence and Conduct Standard to maintain their professional competence through ongoing learning and development.

This may include:

- Continuing professional development activity.
- Regulatory updates.
- Mandatory learning.
- Professional body membership.
- Internal learning and knowledge-sharing activities.

## **11.0 New Appointments**

11.1 Colleagues appointed to roles within scope of the Competence and Conduct Standard as requiring Housing Qualifications, will be assessed on appointment.

11.2 Where a required qualification is not already held, an appropriate qualification pathway will be agreed and commenced within organisational and regulatory timescales.

## **12.0 Implementation**

12.1 HPG will implement this policy through a structured programme of activity including:

- Identification of roles in scope
- Qualification audits and gap analysis
- Development of a qualification matrix
- Integration into recruitment and job descriptions
- Communication and engagement activity

## **13.0 Compliance and Monitoring**

13.1 Compliance will be monitored through:

- The Learning Management System
- Regular reporting to senior leadership
- Periodic audits of qualification status

13.2 Failure to meet required standards may be addressed through:

- Capability processes
- Performance management
- Other relevant HR procedures

## **14.0 Review**

- 14.1 This policy will be reviewed every three years or earlier where required due to legislative or regulatory change.
- 14.2 Housing Plus Group reserves the right to amend qualification requirements, implementation arrangements and timescales in response to changes in legislation, regulation or regulatory guidance.

## 15.0 Associated Policies and Procedures

- People Development Policy
- Learning & Professional Development Funding Procedure
- Recruitment and Selection Policy
- Performance Management Policy
- Code of Conduct

## 16.0 Policy Control sheet

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|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
|  | <b>Policy Control Sheet</b><br><b>X Policy</b><br><b>Policy reference number - 2025/</b>   |
| <b>Policy Author</b>                                                              | Clare Templeton                                                                            |
| <b>Direct Lead</b>                                                                | Emma Gibbons                                                                               |
| <b>Version</b>                                                                    | V1.0                                                                                       |
| <b>Target audience</b>                                                            |                                                                                            |
| <b>Consultation</b>                                                               | TBC                                                                                        |
| <b>Date of Equality Impact Assessment</b>                                         | No individuals or groups of people are disadvantaged by the adoption of this policy<br>TBC |
| <b>Date of Data Privacy Impact Assessment</b>                                     | State if one is not required or the date of completion.                                    |
| <b>Approving Body</b>                                                             |                                                                                            |
| <b>Date of final approval</b>                                                     |                                                                                            |
| <b>Implementation date</b>                                                        |                                                                                            |
| <b>Monitoring arrangements</b>                                                    |                                                                                            |
| <b>Reporting</b>                                                                  |                                                                                            |
| <b>Review date</b>                                                                |                                                                                            |
| <b>Expiry date</b>                                                                |                                                                                            |
| <b>Review cycle</b>                                                               |                                                                                            |
| <b>Policy category</b>                                                            |                                                                                            |
| <b>Associated policies and procedures</b>                                         |                                                                                            |
| <b>Policy location</b>                                                            | SharePoint<br>HPG Hub<br>Housing Plus Group website                                        |

## Summary of changes table



## Revision history

| Author | Summary of changes | Version | Authorised by & date |
|--------|--------------------|---------|----------------------|
|        |                    |         |                      |
|        |                    |         |                      |