



Regulator of Social Housing

Competence and Conduct Standard

Consumer standards

1 October 2026



1. Required Outcomes

1.1 Registered providers must:

- a) secure that their relevant staff have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality; and
- b) take appropriate steps to secure that the relevant staff of their services providers have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.

2. Specific expectations

2.1 Registered providers must meet all applicable requirements as set out in Chapters 1 to 6 of the Government's Policy Statement on Qualifications Requirements for Social Housing¹.

2.2 Registered providers must have a written policy which includes:

- a) their approach to managing and developing the skills, knowledge, experience and behaviours of their relevant staff and how they will tailor this approach, as appropriate, to the different roles of relevant staff within their organisation
- b) their approach to learning and development for their relevant staff. This must include how they ensure that their relevant staff maintain and demonstrate appropriate and up to date skills, knowledge, experience and behaviours in their roles
- c) their approach to appraising and regularly reviewing the performance of their relevant staff, including their approach to managing poor performance; and

¹ [Competence and Conduct Standard: Policy statement](#)

- d) the appropriate steps they will take to secure that the relevant staff of their services providers have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.
- 2.3 Registered providers must develop or adopt an appropriate code of conduct for their relevant staff and ensure it is embedded within their organisation.
- 2.4 Registered providers must ensure that the written policy and the code of conduct referred to in 2.2 and 2.3 are kept up to date, fit for purpose and are accessible to tenants. Tenants must be given meaningful opportunities to influence and scrutinise the development of the written policy and decisions relating to the adoption or development of the code of conduct.

3. Definitions Used in This Standard

- 3.1 For the purposes of paragraphs 1.1 and 2.1-2.4, 'relevant staff' means staff involved in the provision of landlord services and 'landlord services' are services in connection with the management of social housing provided by the registered provider. 'Services provider' has the same meaning as in Part 2 of the Housing and Regeneration Act 2008.



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or call 0300 124 5225.

or write to:

Regulator of Social Housing

Level 2

7-8 Wellington Place

Leeds LS1 4AP

The Regulator of Social Housing regulates for a viable, efficient, and well governed social housing sector able to deliver quality homes and services for current and future tenants.