Future Talent Learning

Learner guide

Housing management programmes

Practical, funded development programmes that help you build recognised housing and management skills in the flow of your work.

All pathways include:

- a nationally recognised housing apprenticeship qualification
- Microsoft-recognised AI certification
- Institute of Leadership accreditation
- routes to professional recognition in the housing sector

Build skills you can use now, while strengthening your confidence, professional credibility and readiness for what comes next.

September 2026

Build skills for a changing housing sector

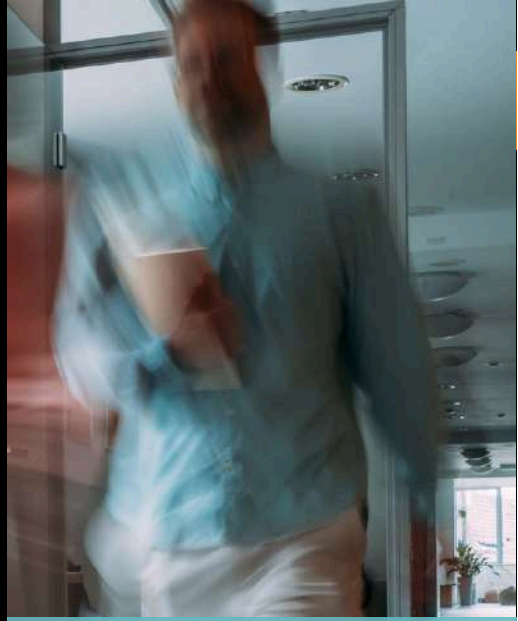
Housing work is becoming more complex, more visible and more professionally regulated.

From October 2026, the Competence & Conduct Standard strengthens expectations around the skills, knowledge, conduct and qualifications of people delivering social housing services. **Relevant Senior Housing Managers must hold, or be working towards, an appropriate Level 4 housing management qualification.**

Housing organisations increasingly need people who can:

- build trusted relationships with residents
- understand housing law, regulation and professional responsibilities
- make sound decisions in complex situations
- manage risk and service quality
- improve services and resident outcomes
- use data, AI and digital tools confidently

These programmes help you build those skills in the flow of your work, strengthening your confidence and professional credibility while preparing you for what comes next in housing.



The Competence & Conduct Standard comes into force in October 2026, introducing qualification requirements for senior housing professionals.

Two housing pathways at a glance

	Housing Management Foundations	Senior Housing Manager
Qualification	Level 3 Housing and Property Management Apprenticeship	Level 4 Senior Housing and Property Management Apprenticeship
Best fit	Build strong housing practice, resident-facing confidence and foundations for future management	Build management capability across housing services, people, performance, risk and improvement
Duration	12 months + assessment	12 months + assessment
Your employer's investment in your development	£7,000	£9,000

Both programmes are funded through your employer's apprenticeship levy, with no personal cost to you.

Which pathway could be right for me?

If you work directly with residents, tenancies, neighbourhoods, lettings, repairs coordination or housing services and want stronger housing practice and foundations for future progression
→ Housing Management Foundations Programme

A strong route for building professional confidence now and preparing for broader housing or future management responsibilities.
If you manage people, services, performance, risk, compliance, contractors or operational delivery – or are progressing towards a Senior Housing Manager role
→ Senior Housing Manager Programme

The Level 4 route is particularly relevant where your responsibilities fall within the Senior Housing Manager qualification requirements under the Competence & Conduct Standard.

Not sure? Your Discovery Session and one-to-one enrolment conversation will help you identify the pathway that best fits your role, responsibilities and development goals.

Build the human skills that make the difference in housing

Housing work is deeply human.

Whichever programme you choose, you will strengthen the skills that help you build trust, make balanced decisions, take professional responsibility and work effectively with residents, colleagues and partners.

You will develop:

- clear and professional communication
- active listening and resident engagement
- empathy with appropriate professional boundaries
- confidence handling difficult conversations
- collaboration across teams and partners
- professional judgement and accountability
- problem-solving and service improvement
- resilience and confidence
- influencing and stakeholder engagement
- responsible use of AI and digital tools

These skills help you deliver better outcomes for residents while building your confidence and professional credibility.

Future Talent Learning



The learning events from FTL are a real highlight. Short, sharp and directly useful. It was a real privilege to learn from such a diverse group of experts.

Programme participant, Apple

A meaningful investment in your professional development

These programmes give you more than housing knowledge.
You will work towards recognised qualifications and professional credentials that can strengthen your current role and support future progression.

Every pathway includes:

- a nationally recognised housing apprenticeship qualification
- Microsoft-recognised AI certification
- Institute of Leadership accreditation
- routes to professional recognition
- a substantial levy-funded investment from your employer

For learners progressing into senior housing management, the Level 4 programme also provides a directly relevant qualification pathway under the Competence & Conduct framework.

FTL's programmes have strong learner outcomes, including a 100% pass rate and 85% distinction rate.

Microsoft Azure AI Fundamentals included

Institute of Leadership – Most Innovative Training Provider 2024

Neurodiversity Smart Accreditation

Housing Management Foundations Programme

Delivered through the Level 3 Housing and Property Management Apprenticeship
Build strong foundations for housing practice and future management

This could be right for you if

Your role involves supporting residents, managing tenancies or neighbourhoods, coordinating repairs or services, handling housing enquiries, managing a patch or caseload, or helping sustain successful tenancies. You do not need to be a manager to benefit from this programme.

It is also a strong foundation if you want to progress towards broader housing responsibility and future management roles.

What you will build

- understand housing services, responsibilities and professional standards
- communicate confidently with residents and colleagues
- support tenancies and resident outcomes effectively
- handle housing issues with stronger judgement and confidence
- work effectively across services and partner organisations
- build strong foundations for future housing management

Qualifications and credentials

Level 3 Housing and Property Management Apprenticeship
Microsoft-recognised AI certification
Institute of Leadership accreditation
Eligibility to apply for CIH Certified Practitioner membership on completion

Duration: 12 months + assessment (employer's investment in your development: £7,000)

Housing Management Foundations curriculum

What you will explore across the programme

Across 12 months, you will build practical housing knowledge, professional confidence and resident-facing skills through monthly Missions.

Each Mission combines housing knowledge with the judgement, communication and professional skills needed to apply it confidently in practice.

Monthly Missions

1. The housing system, your organisation and your role
2. Law, regulation, safety and good conduct
3. Customers, communities and communication
4. Core housing services in practice
5. Vulnerability, support and problem-solving
6. Working with colleagues, partners and residents
7. Self-management, planning and effective delivery
8. Homes, estates and neighbourhood issues
9. Decision-making and service improvement
10. Building confidence, influence and credibility
11. Teamwork, accountability and role modelling
12. Sustaining successful tenancies and services

Senior Housing Manager Programme

Delivered through the Level 4 Senior Housing and Property Management Apprenticeship

Build the housing management capability and qualification needed for senior responsibility

Competence & Conduct

For relevant Senior Housing Manager roles, Level 4 is the required qualification level under the new Competence & Conduct framework. This programme provides a directly relevant housing apprenticeship pathway.

This could be right for you if

Your role involves managing people, services, performance, risk, compliance, contractors, partners or operational delivery, or you have substantive responsibility for how housing services are delivered.

What you will build

- manage housing services and priorities with greater confidence
- strengthen performance, risk and compliance management
- lead and develop colleagues effectively
- work confidently with partners, contractors and stakeholders
- solve complex problems and improve services
- build the professional knowledge and judgement required for senior housing responsibility

Qualifications and credentials

Level 4 Senior Housing and Property Management Apprenticeship
Microsoft-recognised AI certification
Institute of Leadership accreditation
Eligibility to apply for CIH Certified Practitioner membership on completion

Duration: 12 months + assessment
Employer's investment in your development: £9,000

Senior Housing Manager curriculum

What you will explore across the programme

Across 12 months, you will build senior housing and management capability across service delivery, compliance, people, performance, risk and improvement.

Each Mission combines housing expertise with the management, judgement and professional conduct needed to lead high-quality housing services.

Monthly Missions

1. The housing system, your organisation and your role
2. Law, regulation, safety and professional conduct
3. Customers, communities and trust
4. Core housing services in practice
5. Performance, budgets and value for money
6. Working across teams, partners and suppliers
7. Leading and developing teams
8. Risk, safeguarding and resilient service leadership
9. Problem-solving and service improvement
10. Assets, neighbourhoods and place
11. Decision-making, planning and change
12. Leading a high-quality housing service

Competence & Conduct: what does it mean for me?

From October 2026, the Competence & Conduct Standard introduces new qualification requirements across social housing.

If you are, or are progressing towards, a Senior Housing Manager role
Relevant Senior Housing Managers must hold, or be working towards, an appropriate Level 4 housing management qualification.

The Senior Housing Manager Programme provides a directly relevant apprenticeship pathway.

If you are earlier in your housing career
The Housing Management Foundations Programme gives you:

- a recognised Level 3 housing qualification
- strong grounding in regulation and professional conduct
- practical housing experience
- a clear foundation for progression towards Level 4

Your responsibilities matter more than your job title
Whether the requirement applies depends on the responsibilities you carry.
FTL and your employer will help you identify the right pathway during the Discovery Session and enrolment process.

Build a recognised professional pathway in housing

Both apprenticeships give you a nationally recognised qualification and provide direct routes to professional recognition within the housing and property sector.

Both pathways
On completion of either apprenticeship, you can apply to the:
Chartered Institute of Housing (CIH) → Certified Practitioner level

Housing Management Foundations — Level 3
On completion, you can also apply for:

ARLA Propertymark
→ Member level, subject to its professional and academic requirements

The Property Institute (TPI)
→ Associate level

Senior Housing Manager — Level 4
On completion, you can also apply for:

ARLA Propertymark
→ Fellow level, subject to relevant experience and ARLA requirements

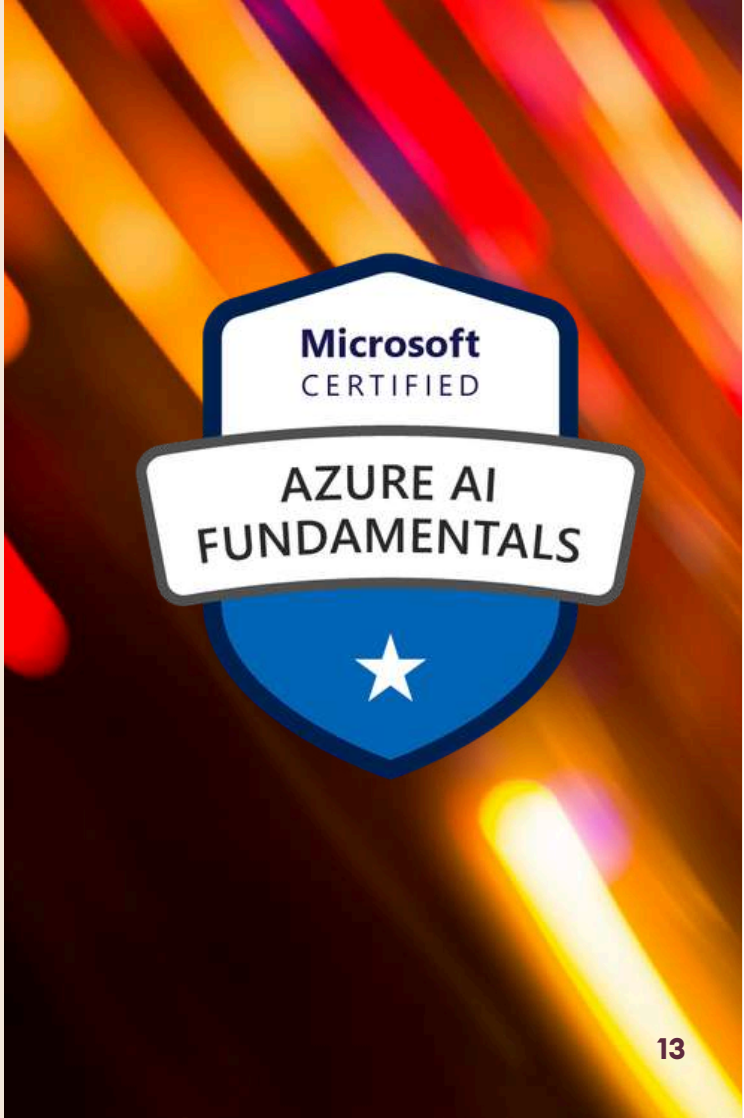
The Property Institute (TPI)
→ Full Member level

Why this matters: You are not simply completing a development programme. You are building a recognised housing qualification and a route to professional status that can support your credibility and career progression.

Microsoft Azure AI Fundamentals included

Future Talent Learning is a Microsoft Training Services Partner.

Every learner also gains a Microsoft Azure AI Fundamentals certification, strengthening your professional credibility in an increasingly AI-enabled workplace.



Build skills in the flow of your work

You'll learn by using new ideas in the work you're already doing, rather than studying theory in isolation.

Depending on your role and programme, you might:

- prepare for an important resident conversation
- handle a difficult interaction more confidently
- improve a handover between teams
- use service data to understand a problem
- support tenancy sustainment
- work more effectively with repairs, assets or customer service colleagues
- respond appropriately to safeguarding or vulnerability concerns
- plan a service improvement
- improve how colleagues or partners work together

Your coach helps you identify opportunities to use your learning from the start.

The aim is practical improvement, not extra academic workload.



FTL provides top-tier, highly engaging, effective and innovative methods of teaching and learning leading to high success rates.

Ofsted



You won't be doing this alone

Your programme is designed to keep you supported and moving forward throughout.

Your own development coach
Regular one-to-one support from someone who gets to know you, your role, your goals and your housing context.

Mentarri, your personalised AI learning support
Help finding resources, preparing for sessions, practising scenarios and working through questions whenever you need it.

A clear monthly structure
Missions and milestones mean you always know what to focus on next.

Neuro-inclusive learning
Clear structure, flexible formats and different ways to engage with the learning.

Mentarri does not replace human coaching. It gives you additional support between sessions and helps you apply learning in the flow of your work.



Learn from people facing similar housing challenges

One of the benefits of the programme is learning alongside people dealing with similar housing and service challenges in different roles and organisations.

You can compare approaches, test ideas, hear different perspectives and build a network beyond your immediate team.

Monthly coach-led study groups and interactive learning events help you explore topics such as:

- building resident trust
- handling difficult conversations
- vulnerability and safeguarding
- professional conduct and accountability
- Competence & Conduct and professional responsibility
- working with partners and suppliers
- using service data to improve outcomes
- managing competing priorities
- service improvement and change
- confidence and resilience



You learn from the programme, your coach and each other.

How does this fit around work?

Approx. 4 hours of protected learning time per week
One of the most time-efficient delivery models in the sector.

50% structured learning
Self-paced learning with online workbooks, interactive events, guided exploration using AI learning tools, peer study groups and extensive coaching support.

These activities introduce practical frameworks, housing knowledge and approaches that you can use immediately.

50% applied learning
You use what you learn in the flow of your work, through resident interactions, cases, services, projects and challenges already part of your role.

This keeps development immediately relevant and helps you create value while building your skills.

Learning is designed to strengthen your performance at work, not compete with it.



Frequently asked questions

Does the Level 4 programme meet the qualification level required under Competence & Conduct?
Yes. For relevant Senior Housing Manager roles, the Standard requires an appropriate Level 4 housing management qualification or apprenticeship. The Senior Housing Manager Programme is delivered through the Level 4 Senior Housing and Property Management Apprenticeship. Whether the statutory requirement applies to you depends on your responsibilities, so FTL and your employer will confirm suitability during the application process.

What does the Level 3 programme offer if it is not the statutory Senior Housing Manager qualification?
It gives you a recognised housing apprenticeship qualification, strong foundations in housing practice and professional conduct, and preparation for broader responsibilities and future progression towards Level 4.

Can both programmes lead to CIH professional recognition?
Yes. On completion of either apprenticeship, Skills England confirms that you can apply to the Chartered Institute of Housing at Certified Practitioner level using your apprenticeship certificate.

Will it cost me anything personally?
No. Your employer is making a substantial apprenticeship levy investment in your development. There is no personal cost to you.

What happens next?

If one of these programmes feels relevant to your role or future development:

1. Speak with your manager
To discuss whether the programme fits your role and development goals.

2. Contact your People / Learning team
To understand your organisation's process and available opportunities.

3. Attend a Discovery Session
Explore the programmes, hear how the learning works and ask questions.

4. Submit an expression of interest
If you would like to be considered for a place.

A Discovery Session is an opportunity to understand the programmes and decide whether one of the pathways feels like the right next step.

More details about the programmes, study groups and learning events will be shared at the Discovery Session.

www.futuretalentlearning.com

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