Tendring
District Council

HOUSING COMPETENCE AND CONDUCT POLICY

OCTOBER 2026

Housing Competence and Conduct Policy

Policy summary

This policy sets out Tendring District Council's approach to ensuring that people who deliver, manage or oversee housing and landlord services have the right competence, qualifications, behaviours and professional conduct to provide safe, respectful, fair and high-quality services to tenants and residents. It supports compliance with the Regulator of Social Housing's Competence and Conduct Standard and gives policy effect to the Council's Competence and Conduct Action Plan, which identifies the required workforce mapping, skills gap analysis, qualification pathways, conduct expectations, reasonable adjustments, governance, assurance and final compliance arrangements for the period July 2026 to October 2029.

Relationship with the Competence and Conduct Action Plan

The Competence and Conduct Action Plan is the Council's operational delivery plan for implementing this policy. The Action Plan sets out numbered actions, responsible roles, support functions, qualification or training requirements along with related policy or framework requirements, including compliance milestones and status monitoring. This policy provides the standards and governance framework within which those actions must be delivered.

Implementation of this policy must therefore be read alongside the Action Plan. In particular, managers must use the Action Plan to evidence progress on identifying relevant persons, completing skills gap analysis, securing budget and resource capacity, enrolling relevant persons on required qualifications, monitoring service-provider compliance, delivering CPD, completing annual competence reports, preparing the regulator evidence pack and achieving final sign-off.

The Action Plan will be reviewed through the Council's governance arrangements and updated following restructures, service changes, regulatory clarification, inspection findings, tenant feedback, workforce changes or progress against key milestones. The key implementation priorities contained within the Action Plan are summarised in **Appendix A**.

Policy aims

- Ensure housing services are delivered by competent, professional and accountable people.
- Identify all relevant persons in scope of the Competence and Conduct Standard and maintain an auditable workforce map.
- Support required staff to hold, or work towards, appropriate professional qualifications within regulatory timescales.
- Embed polite, respectful, empathetic and resident-focused conduct so that tenants are listened to, taken seriously, treated equally and kept informed.
- Use recruitment, induction, training, CPD, supervision, appraisal and assurance arrangements to maintain competence.
- Make reasonable adjustments so that learning, assessment and qualification routes are inclusive and accessible.
- Use tenant feedback, complaints, compliments, performance data and service outcomes to inform learning and improvement.
- Provide clear governance, monitoring and reporting so that progress, risks and gaps are visible and acted upon.

Scope of Policy

This policy applies to Council employees and, where relevant to their work, agency workers, apprentices, consultants, contractors, volunteers and service-provider personnel working for or on behalf of the Council in delivering housing and landlord services. The conduct provisions apply broadly to all persons carrying out housing-related work. Specific regulatory competence and qualification requirements apply to roles designated by the Council as relevant persons following workforce mapping.

Legal and regulatory context

This policy has been developed having regard to the Council's statutory and regulatory responsibilities as a registered provider of social housing and as a local authority employer. It supports compliance with the Social Housing Regulation Act 2023, the Regulator of Social Housing's Consumer Standards, including the Transparency, Influence and Accountability Standard, and the Competence and Conduct Standard. It also reflects the Housing Ombudsman's Complaint Handling Code, the Equality Act 2010, the Public Sector Equality Duty, data protection legislation and relevant employment, safeguarding, health and safety, procurement along with contract management requirements.

The Council will keep this policy under review, in consultation with Tenant Panel members, to ensure it continues to reflect any changes in legislation, statutory guidance, regulatory standards, lessons from complaints, tenant feedback, internal audit, external assurance, inspection findings and the Council's Competence and Conduct Action Plan.

Definitions

Term	Meaning for this policy
Competence	The appropriate and current combination of knowledge, skills, experience, qualifications and behaviours needed to perform a role effectively.
Conduct	The professional, ethical and behavioural standards expected when carrying out work, representing the Council or interacting with tenants, residents, colleagues, contractors and partners.
Relevant person	A person whose role is designated as in scope of regulatory competence or qualification requirements.
CPD	Continuing professional development that maintains and improves competence relevant to the individual's role.
Service provider	An external organisation or contractor delivering housing or landlord services, or functions supporting those services, on the Council's behalf.

Policy principles

- Tenants and residents are entitled to safe, fair and good-quality housing services in which they are treated politely, respectfully and with empathy, listened to, taken seriously and treated equally.
- Competence requirements will be proportionate, role-specific, evidence-based and kept current.

- The Council will support staff to gain, maintain and apply the competence required for their work.
- Conduct and competence are related but distinct skills or ability gaps will normally be managed through capability arrangements, while behavioural or ethical concerns will normally be managed through conduct or disciplinary arrangements.
- Equality, accessibility and reasonable adjustment duties apply throughout recruitment, learning, qualification and assessment activity.
- Managers are accountable for acting early where standards are unclear, support is needed or risk is emerging.
- Assurance will be based on reliable records, transparent reporting and proportionate escalation.

Competence framework

Every in-scope role will have an up-to-date job description, person specification or equivalent role profile identifying the knowledge, skills, experience, behaviours and qualifications required. Competence will be assessed using a balanced range of evidence, including qualifications, training records, supervised practice, quality checks, case reviews, performance outcomes, resident feedback, complaints learning, observations and reflective discussion.

Recruitment, induction and deployment

The Council will use fair, inclusive and robust selection methods appropriate to each role. Role advertisements will state required qualifications and whether an applicant may be appointed while working towards them. All new starters will receive structured induction covering Council values, conduct expectations, safeguarding, health and safety, data protection, equality and inclusion, resident focus, role-specific systems and technical requirements. No person will be deployed beyond their assessed competence without suitable supervision, controls and an agreed development plan.

Learning, qualifications and continuing professional development

The Council will maintain qualification pathways for relevant persons, including senior housing managers, senior housing executives, technical managers, cross-tenure managers and relevant managers of service providers where applicable. These pathways will be aligned to the Action Plan, including Level 4 requirements for senior housing managers, Level 5 or equivalent requirements for senior housing executives, technical modules, cross-tenure modules, customer service, equality, diversity and inclusion, professional practice, tenant engagement, housing law and regulation, leadership and stakeholder engagement. Staff will be supported through funding arrangements, study time, supervision, CPD, coaching, mentoring and reasonable adjustments where required. **Appendix C** provides further guidance on the housing roles likely to require Level 4 or Level 5 professional qualifications.

Conduct standards

All persons working for or on behalf of the Council in housing services must act with integrity, respect, fairness, empathy, accountability and professionalism. They must treat tenants and residents politely and with dignity, listen carefully, take concerns seriously, promote equality, communicate clearly and provide regular updates so that residents are kept informed. They must protect confidentiality, safeguard vulnerable people, follow relevant policies and procedures, use Council resources appropriately and raise concerns where safety, service quality, discrimination, fraud, bullying, harassment or poor practice may be present. Where

mistakes happen, they must be open and honest, acknowledge the error and explain what will be done to put matters right. The Chartered Institute of Housing professional standards that support these expectations are summarised in **Appendix B**, and the detailed Housing Code of Conduct for Staff is set out in **Appendix D**.

Unacceptable conduct may include bullying, harassment, discrimination, victimisation, fraud, bribery, dishonest conduct, misuse of information or systems, breaches of confidentiality or data protection, failure to act on safeguarding or health and safety concerns, failure to follow relevant policies or legal requirements, or behaviour that undermines safe, effective and resident-focused services.

Performance, capability and conduct concerns

Concerns will be managed fairly, consistently and proportionately. Competence or capability gaps may be addressed through clarification of expectations, coaching, mentoring, targeted training, development plans, increased supervision or formal capability procedures. Conduct concerns may be addressed through informal management action or formal disciplinary procedures where appropriate. The Council will act early where risks remain unresolved or where service quality, tenant safety, public trust or regulatory compliance may be affected.

Resident involvement

The Council will use tenant and resident feedback to inform learning priorities, conduct expectations, policy reviews, service improvement and assurance. Feedback has highlighted that tenants expect staff and service providers to be polite and respectful, listen with empathy, take concerns seriously, promote equality, provide regular updates, keep people informed and be honest when mistakes happen. This feedback may be gathered through complaints, compliments, surveys, scrutiny groups, service assessors, tenant panels, reading groups and other engagement mechanisms. Where appropriate, tenants may contribute to assessment, service design or policy review for roles and services that have a significant impact on resident outcomes.

Service providers and contractors

Staff and contractor roles involved with our landlord services will include proportionate competence and conduct requirements, including expectations that tenants are treated politely, respectfully, equally and with empathy; are listened to and taken seriously; receive regular updates; and are kept informed through honest communication, including when mistakes happen. Service providers may be required to demonstrate that managers and staff are suitably qualified, trained, supported and supervised. Contract monitoring will consider training, qualification progress, conduct issues, complaints, performance, safeguarding, resident feedback and assurance evidence. Material gaps or risks will be escalated through contract, procurement, governance and risk arrangements.

Responsibilities

The responsibilities of Council employees and other stakeholders in respect of the delivery of this policy are set out below:

Role	Responsibilities
Relevant committee and senior governance boards	Approve or oversee the policy, receive assurance, scrutinise material risks and monitor improvement.
Director of Operations and Delivery	Hold overall accountability for policy alignment, governance assurance, resources, workforce scope, risk management and delivery oversight.
Assistant Director responsible for Housing and Building Services	Lead operational delivery within the Housing and Building services, assign accountable leads and support implementation, reporting and escalation to the Director of Operations and Delivery.
Human Resources	Advise on recruitment, qualifications, learning, reasonable adjustments, capability and conduct, and support accurate workforce records.
Managers and team leaders	Define expectations, assess competence, ensure learning, hold review conversations, maintain records and act early. Managers must model polite, respectful and empathetic communication, ensure tenants are listened to and taken seriously, promote equality, provide regular updates, keep residents informed and support honest acknowledgement and correction of mistakes.
Employees and other individuals	Maintain competence, complete learning, follow conduct standards, keep evidence current, seek support and raise concerns.
Contract and procurement leads	Build requirements into contracts, obtain assurance from providers, monitor compliance and pursue remedial action where needed.

Complaints procedure

The Council welcomes complaints as an important source of feedback and learning. Any complaint about the way this policy is applied, or about the conduct, competence, communication or service provided by housing staff or those acting on the Council's behalf, will be handled in accordance with the Tendring District Council Corporate and Housing Complaints Policy and the Housing Ombudsman's Complaint Handling Code. Complainants will be treated politely, respectfully and with empathy; listened to and taken seriously; treated equally; and kept informed through regular, timely updates. Complaints will be considered fairly, consistently and promptly, with honest acknowledgement where mistakes have happened, a focus on resolving issues at the earliest appropriate stage, putting things right where necessary and using learning to improve services.

Where a complaint raises concerns about professional conduct, capability, equality, safeguarding, data protection, health and safety or service-provider performance, the matter may also be referred through the relevant internal procedure, in addition to being managed through the complaints process. Complaint outcomes and learning will be considered as part

of competence assurance, training needs analysis, policy review and the Competence and Conduct Action Plan.

General Data Protection Regulations

The Council will process personal information in accordance with the UK General Data Protection Regulation, the Data Protection Act 2018 and the Council's data protection policies and privacy notices. Personal information collected or used under this policy may include training records, qualification evidence, competence assessments, supervision notes, complaints information, reasonable adjustment information, conduct records and contractor assurance information. Information will only be collected and used where it is necessary, proportionate and lawful.

Access to personal information will be restricted to those who need it for legitimate employment, service management, audit, assurance, regulatory, safeguarding, legal or contractual purposes. Information will be retained only for as long as necessary in accordance with the Council's retention requirements. Where information is shared with training providers, regulators, auditors, service providers or other partners, this will be done lawfully, securely and with appropriate safeguards.

Equalities Statement

Tendring District Council is committed to promoting equality, fairness, dignity and respect in the delivery of housing services and in its role as an employer. This policy will be applied in accordance with the Equality Act 2010 and the Public Sector Equality Duty. The Council will have due regard to the need to eliminate discrimination, harassment and victimisation, advance equality of opportunity and foster good relations between people who share a protected characteristic and those who do not.

The Council will make reasonable adjustments where required so that staff, applicants, tenants and other service users are not placed at a substantial disadvantage. This includes reasonable adjustments connected with recruitment, learning, qualification routes, assessments, supervision, communications, tenant engagement and complaint handling. Staff must recognise and respond with empathy to different needs and experiences, communicate accessibly, listen carefully and ensure that each person is treated respectfully, equally and taken seriously. Equality considerations will be recorded where relevant and used to inform training, conduct expectations, service improvement and policy review.

Records, monitoring and assurance

The Council will maintain records that demonstrate workforce scope, qualifications, training, CPD, competence assessments, reasonable adjustments, development plans, progress against required qualification pathways and service-provider assurance. Monitoring will be via the action plan with assurance considering tenant feedback and complaints evidence about whether residents are treated politely, respectfully, equally and with empathy; listened to and taken seriously; regularly updated and kept informed; and met with honesty when mistakes happen.

Governance, review and breach

The Director of Operations and Delivery is accountable for ensuring this policy and the Competence and Conduct Action Plan remain aligned. The policy will be reviewed at least annually during implementation and sooner where there is a material change in legislation, regulation, statutory guidance, service structure, workforce scope, action plan milestone

delivery or identified risk. Failure to comply with this policy may result in informal management action, performance improvement measures, capability action, disciplinary action or other proportionate steps depending on the circumstances.

References

The following documents have been used as references in the development of this policy:

- Social Housing Regulation Act 2023.
- Regulator of Social Housing Consumer Standards, including the Competence and Conduct Standard and Transparency, Influence and Accountability Standard.
- Regulator of Social Housing Competence and Conduct Standard.
- Housing Ombudsman Complaint Handling Code.
- Equality Act 2010 and the Public Sector Equality Duty.
- UK General Data Protection Regulation and Data Protection Act 2018.
- Tendring District Council Corporate and Housing Complaints Policy.
- Tendring District Council Competence and Conduct Action Plan.
- Relevant Council employment, capability, disciplinary, safeguarding, procurement, contract management, data protection and equality policies.
- Chartered Institute of Housing, *CIH professional standards for housing professionals*, and *Getting to know the CIH Professional Standards*.

Review of policy

This policy will be reviewed annually as part of the implementation of the Competence and Conduct Action Plan and no later than October 2027, unless earlier review is required. The review will consider regulatory change, statutory guidance, tenant and resident feedback, complaints learning, workforce mapping, qualification progress, competence assurance, equality impacts, data protection considerations, service-provider compliance, audit outcomes and lessons learned from implementation.

Appendix A: Competence and Conduct Action Plan Implementation Priorities

The implementation priorities below summarise the Council's Competence and Conduct Action Plan. The full action plan remains the operational delivery document and should be maintained as a live tracker of progress, evidence, risks, responsible leads and compliance status.

Priority	Summary action	Indicative milestone
Identify relevant persons	Complete and maintain a workforce map covering senior, technical, cross-tenure and service-provider roles.	July to October 2026
Skills gap analysis	Audit qualifications, experience and development needs, including partially compliant qualifications.	August to November 2026
Policy and professionalisation framework	Approve this policy, qualification pathways, funding arrangements, CPD and governance reporting.	July to December 2026
Reasonable adjustments and conduct expectations	Publish accessible learning support arrangements and a clear conduct expectations statement.	September 2026 to January 2027
Competence records and assurance	Create competence folders, training matrices, dashboards and annual assurance reporting.	December 2026 to June 2028
Qualification completion	Monitor progress towards Level 4, Level 5, technical, cross-tenure and service-provider qualification requirements.	Through to October 2029

Appendix B: Chartered Institute of Housing professional standards

The Chartered Institute of Housing professional standards provide a recognised framework for professional behaviours across the housing sector. They are built around seven core characteristics that support professional growth, trust, credibility and positive outcomes for tenants, residents, organisations and communities.

Standard	Summary description	In practice this means
Integrity	Acts in accordance with clear values, does the right thing for the right reasons, uses evidence and avoids partiality.	Staff are expected to be honest, transparent and consistent in decision-making; use accurate records and evidence; declare conflicts of interest; explain decisions clearly; and take responsibility for correcting mistakes or escalating concerns where service standards, safety or trust may be affected.
Inclusive	Acts transparently and fairly, builds positive relationships and works collaboratively with partners, customers and communities.	Staff are expected to treat tenants, residents, colleagues and partners with dignity and respect; consider individual needs and barriers; make or support reasonable adjustments; use accessible communication; listen to different experiences; and involve residents in shaping and improving services.
Ethical	Applies principles and values consistently, understands the impact of decisions and challenges unethical practice in a fair and considered way.	Staff are expected to act lawfully and fairly; protect confidentiality and personal information; safeguard vulnerable people; challenge discrimination, bullying, harassment or poor practice; avoid misuse of position or resources; and seek advice where decisions involve competing risks or ethical considerations.
Knowledgeable	Maintains relevant and up-to-date practical and specialist knowledge, understands the wider housing context and commits to continuous learning.	Staff are expected to understand the legal, regulatory and policy framework for their role; keep up to date with housing law, consumer standards, complaint learning and local procedures; complete required training and CPD; apply learning in casework; and share knowledge with colleagues to strengthen service resilience.
Skilled	Develops and applies the skills needed to deliver effective services for tenants, residents, colleagues and partners.	Staff are expected to communicate clearly, manage cases effectively, keep accurate records, use systems properly, apply professional judgement, resolve problems at the earliest appropriate stage, work constructively with other teams and partners, and develop the practical skills needed for safe and efficient service delivery.
Advocate	Acts as an ambassador for the wider housing sector	Staff are expected to promote the value of good housing, represent the Council

	and supports the reputation and purpose of the housing profession.	and the housing profession positively, explain services and responsibilities clearly, support tenants to access appropriate help, identify barriers to fair outcomes, and use feedback and evidence to advocate for service improvement.
Leadership	Demonstrates leadership at all levels by being forward-thinking, creating opportunities and finding solutions that improve outcomes for organisations, tenants and communities.	Staff are expected to show personal accountability, model the conduct expected of others, support learning and improvement, raise risks early, encourage constructive challenge, make decisions that support safe and resident-focused services, and contribute to a culture where professionalism and continuous improvement are valued.

Appendix C: Housing roles requiring Level 4 or Level 5 professional qualification

This appendix identifies the housing roles that are likely to fall within the qualification requirements under the Competence and Conduct Standard. The requirement applies to senior housing managers, senior housing executives and relevant managers of service providers who have a substantive role in managing the delivery of housing management services. Final role designation must be confirmed through the Council's workforce mapping, job evaluation and governance arrangements.

Role category	Examples of roles	Likely qualification level	Rationale and notes
Senior housing executive	Assistant Director responsible for Housing, Head of Housing, Strategic Housing Lead, senior executive with accountability for landlord services.	Level 5 or equivalent	Applies where the role has strategic or executive responsibility for housing management services, governance, performance, resources, risk, tenant outcomes and regulatory compliance.
Senior housing manager	Housing Manager, Tenancy Services Manager, Neighbourhood Services Manager, Housing Operations Manager, Income Manager, Allocations or Lettings Manager, Housing Options Manager where the role manages social housing landlord services.	Level 4	Applies where the role substantively manages the delivery of housing management services, supervises staff or service delivery, holds operational accountability and makes decisions affecting tenants and service standards.
Technical housing manager	Asset Manager, Repairs Manager, Compliance Manager, Building Safety Manager, Planned Works Manager, Voids Manager, Property Services Manager.	Level 4 or Level 5, depending on seniority and role scope	Applies where the role manages technical functions that directly affect housing management, tenant safety, home quality, repairs, compliance or building safety. A relevant technical qualification may also be needed where permitted by the qualification framework.
Cross-tenure housing manager	Manager whose responsibilities span social housing, temporary accommodation, homelessness, private sector housing or mixed-tenure services where a substantive part of the	Level 4 or Level 5, depending on seniority and role scope	Applies where housing management responsibilities are a substantive part of the role. The Council must document the basis for inclusion or exclusion

	role relates to social housing management.		through workforce mapping.
Relevant manager of a service provider	Contractor or managing agent manager responsible for comprehensive housing management services provided on behalf of the Council.	Level 4 or Level 5, depending on seniority and role scope	Applies where a service provider delivers a comprehensive social housing management service and the individual has a substantive management role in that service.
Roles normally outside mandatory qualification scope	Administrative support, customer contact staff, front-line officers without senior management responsibility, finance, legal, HR, ICT, governance and corporate support roles.	Not normally mandatory under the Level 4 or Level 5 qualification requirement	These roles may still require role-specific competence, induction, technical training, conduct standards and CPD, but will not normally need the mandatory professional qualification unless workforce mapping confirms that the role meets the regulatory definition.

Source note: This appendix is based on the Regulator of Social Housing Competence and Conduct Standard, the Government policy statement on qualification requirements for social housing, and CIH guidance on mandatory housing qualifications. It should be reviewed when the Council completes or updates its workforce map.

Appendix D: Housing Code of Conduct for Staff

This Code sets out the standards of conduct expected of all employees, apprentices, agency workers, consultants, contractors, volunteers and service-provider personnel who deliver, manage, support or oversee housing and landlord services for or on behalf of Tendring District Council. It supplements, and must be read alongside, the Council's Officers' Code of Conduct, Staff Handbook, employment policies and the Housing Competence and Conduct Policy. Where another professional or contractual code also applies, individuals must comply with both. If requirements appear to conflict, advice must be sought from the relevant manager or the People Team before acting.

1. Purpose and Core Duty

Housing staff hold positions of public trust. They must uphold the highest standards of integrity, ability and commitment to public service, place the public interest above improper private interests, and act in a way that maintains confidence in the Council and its Housing Services. Staff must follow the principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership, together with the housing professional standards of being inclusive, ethical, knowledgeable, skilled and an advocate for good housing outcomes.

2. Standards when working with tenants and residents

- Treat every tenant, resident and service user politely and with dignity, courtesy, fairness, empathy and respect, without discrimination, harassment, victimisation, stereotyping or bias.
- Listen carefully, ensure concerns are taken seriously, and communicate in clear, timely, accurate and accessible language.
    - Consider individual circumstances, vulnerability and communication needs, and make or support reasonable adjustments where required.
    - Explain decisions, responsibilities, options, timescales and routes for review or complaint honestly and sensitively.
    - Avoid dismissive, intimidating, disrespectful or retaliatory behaviour and never allow a complaint, challenge or disagreement to affect the service a person receives.
    - Respect residents' homes, property, privacy, culture and personal boundaries during visits, inspections, repairs and other contact.
- Record contacts, decisions, actions and commitments accurately, provide regular updates, keep residents informed and follow through on agreed actions, including explaining promptly where circumstances or timescales change.

3. Integrity, impartiality and professional judgement

- Act lawfully, fairly, consistently and on the merits of each case, using reliable evidence and approved policies, procedures and delegations.
- Do not misuse authority, professional status, information or access to secure an advantage for yourself, relatives, friends or any other person or organisation.
- Do not allow personal views, relationships, pressure, prejudice, gifts, hospitality or political considerations to influence professional decisions.
- Be truthful and transparent, do not falsify or conceal records, and correct errors promptly.
- Work constructively with colleagues, Members, contractors and partners while maintaining appropriate professional boundaries and political neutrality.
- Co-operate fully and honestly with lawful audits, investigations, reviews, complaints and regulatory enquiries.

4. Conflicts of interest, outside commitments, gifts and hospitality

Staff must promptly declare any actual, potential or perceived conflict between their Council duties and their personal, financial, family, friendship, business or other interests. A

declaration must be made to the appropriate manager and recorded in the relevant service register. Staff must not participate in a decision, case, allocation, procurement, enforcement action or other matter, where the conflict could reasonably call their impartiality into question unless an authorised manager has considered the circumstances and recorded how the matter will be managed.

Outside employment or business activity must not conflict with Council duties, adversely affect performance, use Council time, premises, systems, information, equipment or contacts, or bring the Council into disrepute. Required written approval must be obtained before undertaking additional work. Gifts, hospitality, benefits or favours connected with Council work, must normally be declined and must always be handled and declared in accordance with the Council's Officers' Code of Conduct and relevant register requirements. Staff must never solicit or accept anything that could influence, or appear to influence, a decision.

5. Confidentiality, information and records

- Access, use, share and retain personal, confidential or commercially sensitive information only where authorised, necessary and lawful.
- Keep case notes, inspection records, decisions, photographs, communications and system entries accurate, objective, relevant and secure.
- Do not browse records without a legitimate work purpose, discuss cases in inappropriate settings, share passwords or use information for personal reasons.
- Comply with data protection, freedom of information, records management, information security and retention requirements, including after employment or an assignment ends.
- Report actual or suspected data breaches, loss of information or inappropriate access immediately through the required process.

6. Safety, safeguarding and use of Council resources

- Take reasonable care for the health, safety and wellbeing of tenants, residents, colleagues and others affected by housing activity, and follow risk assessments and safe systems of work.
- Recognise, record and report safeguarding, building safety, property condition, fraud, corruption and other serious concerns without avoidable delay.
- Use Council funds, vehicles, equipment, property, systems, working time and procurement arrangements responsibly, economically and only for authorised purposes.
- Do not accept bribes, facilitate fraud, manipulate allocations or payments, or misuse housing assets, keys, access arrangements or tenancy information.
- Maintain appropriate boundaries during home visits and lone working, and follow procedures for appointments, identification, access, emergencies and reporting incidents.

7. Competence, accountability and continuous improvement

- Work within the limits of your role, authority and assessed competence; seek advice or supervision when a matter is outside them.
- Complete required induction, learning, qualifications and continuing professional development, and keep supporting evidence current.
- Apply learning from complaints, tenant feedback, audits, incidents, inspections and case reviews.
- Take personal responsibility for decisions and actions, be open and honest when mistakes happen, acknowledge the impact and contribute promptly to putting matters right.

- Managers must model this Code, set clear expectations, provide proportionate support and supervision, address concerns promptly and avoid placing staff in duties for which they are not competent.

8. Speaking up, social media and conduct outside work

Staff must raise concerns about unlawful, unsafe, discriminatory, dishonest, unethical or seriously poor practice through line management, safeguarding, health and safety, information governance, fraud, complaints or whistleblowing arrangements as appropriate. Concerns raised in good faith must be treated seriously and no person should suffer retaliation for raising a legitimate concern. Staff must use social media and public communications responsibly, protect confidential information, avoid presenting personal views as those of the Council and avoid conduct, including outside work, that is incompatible with their role or could seriously undermine public confidence in the Council or its housing services.

9. Concerns, breaches and review

Advice on applying this Code should be sought at the earliest opportunity from the relevant manager, the People Team, Information Governance, Safeguarding Lead, or other appropriate specialist. Alleged breaches will be considered fairly, consistently and proportionately under the relevant Council or contractual procedure. Depending on the circumstances, action may include guidance, training, supervision, capability action or disciplinary action in line with the Councils employment policies.

This Code will be reviewed alongside the Housing Competence and Conduct Policy and whenever there is a material change in legislation, regulation, Council policy, professional standards or identified service risk.