

Competence and Conduct Standard

You said, we did

Thank you for taking part

In July and August, we invited our tenants to help shape our response to the Regulator of Social Housing's Competence and Conduct Standard.

This included:

- a tenant workshop on 21 July 2026
- a wider tenant survey
- opportunities to provide additional feedback

Thank you to everyone who took part and shared their experiences, suggestions and ideas.

Your feedback has been invaluable.

You said: treat tenants with dignity, respect and empathy

Tenants told us it was important to:

- be treated as individuals
- be listened to
- have personal circumstances understood
- be treated with respect, kindness and fairness

We did

We strengthened our commitments to:

- treat tenants with respect, fairness and professionalism
- listen to concerns and take them seriously
- understand individual circumstances
- deliver professional and respectful services

These commitments now appear within the Housing Promise, competence standard policy and housing-related sections of the Corporate Code of Conduct for Employees.

You said: communicate clearly, honestly and in plain English

Tenants told us they wanted:

- honest communication
- clear explanations
- plain English
- regular updates
- better information about what is happening and why

We did

We included commitments to:

- communicate clearly, honestly and in plain English
- explain decisions where appropriate
- keep tenants informed about progress
- be honest when things go wrong
- provide clear communication when resolving issues

You said: be accountable and follow through on commitments

Tenants told us they wanted:

- greater ownership of issues
- problems followed through until resolved
- clear accountability
- action when standards are not met

We did

The Housing Promise now includes commitments to:

- follow through on agreed actions and commitments
- check standards are being met
- act where improvements are needed
- learn from complaints, feedback and service failures

The competence standard policy also places a greater emphasis on professionalism, accountability and performance management.

You said: hold contractors to the same standards as council staff

Tenants raised concerns about contractor behaviour, communication and accountability.

You told us that contractors should be expected to meet the same standards as council staff.

We did

We strengthened commitments relating to contractors by:

- expecting contractors to meet the same standards as council staff
- monitoring contractor performance
- acting when standards are not met
- including contractor expectations within both the competence standard policy and the Corporate Code of Conduct for Employees

These expectations now form part of the council's formal arrangements.

You said: learn from complaints and feedback

Tenants told us that feedback should result in visible improvements.

We did

We included commitments to:

- learn from complaints, feedback and service failures
- use feedback to help improve services
- explain how feedback has helped shape improvements where appropriate
- continue involving tenants in future reviews

These commitments help ensure tenant feedback continues to influence how services are delivered.

You said: professionalism is about more than qualifications

Tenants told us that professionalism means:

- listening
- respect
- reliability
- accountability
- good communication
- understanding tenant circumstances
- knowing how to resolve issues

We did

The competence standard policy now includes commitments relating to:

- professionalism and accountability
- staff training and development
- tenant-focused services
- learning from complaints and feedback
- transparency and reporting
- ongoing tenant involvement and scrutiny

This recognises that professionalism is about behaviours and service standards as well as qualifications and technical knowledge.