

COMPETENCE AND CONDUCT POLICY

1. Introduction

- 1.1 This policy sets out Hastoe's commitment to ensuring its housing management services are delivered by individuals who possess the appropriate skills, knowledge, experience, and behaviours.
- 1.2 This policy is a direct response to statutory duties introduced under the Social Housing (Regulation) Act 2023. It is designed to comply with the Direction on the Regulatory Standards (Competence and Conduct) 2023 and the Policy Statement on Qualifications Requirements for Social Housing.

2. Scope

- 2.1 This policy applies to all employees and workers of Hastoe Group, collectively referred to as employees.

3. Related Hastoe Group Policies

- 3.1 There are links to the following policies already in place at Hastoe:

Code of Conduct	Whistle Blowing Policy
Contractor Code of Conduct	Learning, Training and Development Policy
Performance Management Policy	Capability Policy
Disciplinary Policy	

4. Definitions

- 4.1 *Relevant individuals* are those involved in the provision of services in connection with the management of social housing provided by the registered provider.
- 4.2 *Relevant persons* are defined as a Senior Housing Executive or a Senior Housing Manager and they must have a substantive role in managing delivery of housing management services. This means that the person spends the majority of their working time in managing the delivery of housing management services to tenants, or that the delivery of housing management services is an important and substantial aspect of their role.
- 4.3 *Senior Housing Executives* are members of the organisation's Executive Management team who provide strategic direction and are accountable for the delivery of housing management services.
- 4.4 *Senior Housing Managers* are managers who manage the direct delivery of housing management services. For the purposes of this policy and relevant regulation, housing management services include both general housing management functions and technical housing management functions.

4.5 The *Transition Period* is the period of 36 months beginning with the day that the Competence and Conduct Standard comes into force (1 October 2026). During the transition period, the qualification requirement for relevant persons does not apply.

5. Policy Requirements

Relevant Individuals

5.1 Hastoe employees who are relevant individuals must have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the relevant services provided by those individuals to be of a good quality.

Pillar	Required Standard
Skills	Recruitment and appraisals will consider the breadth of skills required for the role, such as being able to communicate clearly with residents and the ability to use IT systems.
Knowledge	Employees will be required to complete training when they join Hastoe and regular refresher training thereafter, to ensure they have sufficient knowledge to undertake their roles.
Experience	Employees will be appointed to roles where they have previous relevant experience. Where new employees require further experience in any areas of the role, their line manager will fully support and supervise their development.
Behaviours	Employees should demonstrate Hastoe's values of being customer inspired, professional, passionate, open and enterprising. All employees must adhere to the Code of Conduct, which forms part of their employment contract, and Hastoe's contractors must adhere to the Contractor Code of Conduct. The core expected principles are that Hastoe's employees and contractors should act with honesty, integrity, empathy, fairness and transparency. Employees and contractors should respond to resident requests within reasonable timescales and treat all residents with dignity and respect.

5.2 All employees receive a formal induction programme when they join Hastoe, hold ongoing monthly meetings with their line manager and receive a formal annual performance appraisal. The annual appraisal includes a section that considers training and development needs. Where an individual fails to meet the expectations of their role a structured Performance Improvement Plan (PIP) will be introduced. Continued failure to meet standards will trigger formal capability procedures.

Relevant Persons

- 5.3 Relevant persons are relevant individuals that are also either a Senior Housing Executive or a Senior Housing Manager. The Board will approve the roles within Hastoe that are designated as Senior Housing Executives. The Executive Team will approve the roles that are designated as Senior Housing Managers.
- 5.4 Hastoe must ensure that Relevant Persons that have been in post for more than 12 months:
- a. hold a Relevant Qualification in housing management.
 - b. are working towards such a qualification (a full definition can be found in the Policy Statement on Qualifications Requirements for Social Housing Chapter 1).
- 5.5 For Senior Housing Executives the qualification must be a foundation degree or level 5 qualification regulated by the Office of Qualifications and Examinations Regulation ('Ofqual').
- 5.6 For Senior Housing Managers the qualification must be a level 4 qualification regulated by Ofqual.
- 5.7 Further detail on equivalent qualifications can be found in the Policy Statement on Qualifications Requirements for Social Housing Chapter 3.
- 5.8 Human Resources will maintain a record of the enrolment status, progress, and completion dates of all relevant qualifications.

6. Residents Influence, Scrutiny, and Transparency

- 6.1 Residents are central to the oversight of this policy.
- **Influence:** Residents will be engaged in the review of this policy and the employee Code of Conduct prior to any major updates or board revisions.
 - **Performance reporting:** We will publish details of Hastoe's compliance with this Policy in the Annual Report to Tenants.
 - **Accessibility:** This document will remain available to all tenants on our public website.
 - **Regulatory reporting:** Any material breach of the Competence and Conduct Standard will be self-reported to the Regulator of Social Housing immediately.
 - **Raising concerns:** Residents should raise any concerns regarding the competence and conduct of Hastoe employees as a formal complaint (<https://www.hastoe.com/contact-us/make-a-complaint/>).

7. Review

- 7.1 This Policy supersedes all previous policies of its kind. It will be reviewed periodically to ensure that it continues to meet the needs of the Group and is in line with current legislation.