



**COMPETENCE
& CONDUCT
POLICY**

Owner	Head of People & Organisational Development
Directorate	People
Authorising body	Board
Resident involvement	Yes
EIA	Yes
Published	July 2026
Next review	July 2028
Review frequency	2 years (biennial)
Version	V1

DRAFT

Contents

1.	Introduction	3
2.	Scope	3
3.	Statutory & Regulatory Requirements	3
4.	Aims & Objectives	4
5.	Competence Framework	4
6.	Qualification Pathways	5
7.	Performance Appraisal & Review	5
8.	Continuous Professional Development	6
9.	Contractors & Service Providers	6
10.	Equality Impact Assessment	7
11.	Review	7

DRAFT

1. Introduction

- 1.1 This Competence & Conduct Policy sets out Eastlight Community Homes' (hereafter 'Eastlight') approach to ensuring that all employees, relevant contractors and agency workers delivering housing management services to Eastlight residents have the skills, knowledge, experience and behaviours required to provide high-quality, professional and respectful services.
- 1.2 The Policy supports compliance with the Regulator of Social Housing's Competence & Conduct Standard and reflects our commitment to continuous improvement, accountability and creating a positive, learning-driven organisational culture.

2. Scope

- 2.1 This Policy is applicable to all employees, agency workers and contractors involved in the delivery, management or leadership of housing management services for Eastlight and on our behalf, including Senior Housing Managers and Senior Housing Executives.
- 2.2 A mandatory training framework for all staff and breakdown of roles that are in scope of this Policy are available upon request from the People Team.
- 2.3 The Policy should be read in conjunction with:
 - The Eastlight Code of Conduct
 - Capability Policy
 - Disciplinary Policy
 - Study Support Programme Guide.

3. Statutory & Regulatory Requirements

- 3.1 This Policy is designed to ensure Eastlight meets its obligations under the following statutory and regulatory requirements:
 - The Regulator of Social Housing's Competence & Conduct Standard 2026
 - The Regulator of Social Housing's Consumer Standards and Code of Practice
 - Policy Statement on Qualifications Requirements for Social Housing.

4. Aims & Objectives

- 4.1 We will ensure all individuals (as defined in Section 2.1) have the appropriate skills, knowledge and qualifications to deliver high-quality housing services to residents.
- 4.2 We will always promote professional, ethical and resident-focused behaviours, while embedding a culture of continuous learning and development across Eastlight.

5. Competence Framework

5.1 Eastlight Employees

- 5.1.1 Competence is defined as a combination of the right levels of skills, knowledge, experience and behaviours to carry out the work of Eastlight effectively.
- 5.1.2 Role-specific competence requirements will be set out through job descriptions and person specifications, alongside regulatory or professional standards as applicable.
- 5.1.3 We will identify learning and development needs through induction, supervision, monthly 1-2-1s, annual appraisals and regular service reviews.
- 5.1.4 We will provide access to appropriate training, qualifications and professional development.
- 5.1.5 We will support staff to maintain up to date knowledge of legislation, regulation and best practice.
- 5.1.6 Learning and development will be proportionate and tailored to roles, taking account of responsibility, risk and service impact.
- 5.1.7 We will ensure Senior Housing Managers and Senior Housing Executives hold or are working towards holding an approved housing management qualification within the required timescales as determined by the Regulator of Social Housing.

5.2 Contractors & Agency Workers

- 5.2.1 For contractors and agency workers, assessments will be carried out during the procurement, selection and recruitment processes to ensure relevant individuals are accountable and capable to carry out their responsibilities to Eastlight standards.

6. Qualification Pathways

- 6.1 Eastlight aligns its qualification pathways with the Chartered Institute for Housing (CIH) standards to support professional competence and regulatory compliance.
- 6.2 CIH Level 4 qualifications are typically for roles that deliver housing management services.
- 6.3 CIH Level 5 qualifications are typically for Senior Housing Managers and leaders who focus on strategic housing management.
- 6.4 Eastlight will support relevant colleagues to undertake CIH Level 4 or Level 5 qualifications where these are appropriate to their role.
- 6.5 We will ensure Senior Housing Managers and Senior Housing Executives hold or are working towards holding required levels of a CIH qualification within timescales as determined by the Regulator of Social Housing.

7. Performance Appraisal & Review

7.1 Eastlight Employees

- 7.1.1 All employees will participate in regular performance appraisals, have clear objectives linked to service delivery, be competent for the work required and as expected for the role, and obtain the behaviours and values aligned to Eastlight's purpose.
- 7.1.2 Employees will receive constructive feedback and support to improve performance.
- 7.1.3 Where performance or conduct falls below expected standards, we will address issues promptly and constructively. This will include providing proactive support, coaching or additional training where appropriate, setting clear improvement expectations and review periods, and using formal capability or disciplinary procedures where required.
- 7.1.4 This Policy is underpinned by Eastlight's Code of Conduct, which sets out the behaviours expected of all employees. All employees are required to confirm knowledge and understanding of the Code of Conduct, and any breaches of this may result in disciplinary action in line with our Disciplinary Policy.
- 7.1.5 The Code of Conduct will be reinforced through induction, training, leadership behaviours and ongoing performance discussions to ensure expectations are clearly understood and consistently applied.

7.2 Contractors & Agency Workers

- 7.2.1 Agency workers and contractors are expected to meet the performance, conduct and behavioural standards required to deliver work on behalf of Eastlight.
- 7.2.2 While agency workers and contractors are not subject to our formal capability or disciplinary procedures, any concerns regarding performance, competence or conduct will be addressed promptly with the individual and their supplying agency or contracting organisation.
- 7.2.3 Where standards are not met of an agency worker or contractor, Eastlight may require immediate improvement, suspend assignments, or request removal from duties with immediate effect. Expectations will be reinforced through induction, day-to-day management and regular communication to ensure clarity and consistency.

8. Continuous Professional Development

- 8.1 Continuous Professional Development (CPD) is an ongoing process of learning, reflection and application that enables employees, agency workers and contractors to maintain and improve professional competence.
- 8.2 CPD may include:
- Formal training and accredited qualifications
 - Mandatory and refresher training
 - On the job learning and coaching
 - Shadowing, mentoring and secondments
 - Self-directed learning and reflective practice.
- 8.3 All employees, contractors and agency workers are expected to take an active role in their own development. They will be supported by their manager.

9. Contractors & Service Providers

- 9.1 Where services are delivered by contractors or service providers, we will take reasonable steps to ensure individuals meet competence and conduct expectations. This may include ensuring appropriate requirements are stated within contracts and service specifications, monitoring contractor or service provider performance, and taking action promptly where standards agreed upon or expected are not met.

10. Equality Impact Assessment

- 10.1** An Equality Impact Assessment (EIA) for this Policy was conducted. As a result, actions have been put in place to mitigate any negative impacts.

11. Review

- 11.1** The Head of People & Organisational Development will monitor the effectiveness of the Competency & Conduct Policy every two years or sooner, if a material change in circumstances arises, such as legislative changes.
- 11.2** Senior leaders and the Board will have oversight of organisational competence and conduct arrangements, including assurance that appropriate systems are in place to meet regulatory expectations.
- 11.3** Any change to this Policy will be communicated to the relevant parties as appropriate.
- 11.4** Feedback from employees and residents, or that may arise through complaints, audits and service reviews, will be used to inform learning priorities and continuous improvement.
- 11.5** Residents have and will continue to be consulted on the Policy's development, and it will be made available on the Eastlight website. The Eastlight Code of Conduct will similarly be subject to resident review and made available on the Eastlight website.
- 11.6** This Policy supports regulatory assurance and may be reviewed as part of internal audit activity or in response to regulatory findings or guidance.

Eastlight Community Homes

Eastlight House, Charter Way
Braintree
Essex
CM77 8FG

0330 128 0330
www.eastlighthomes.co.uk
customer.services@eastlighthomes.co.uk

 [eastlighthomes](https://www.facebook.com/eastlighthomes)

 [eastlighthomes](https://www.instagram.com/eastlighthomes)

 [@eastlighthomes](https://twitter.com/eastlighthomes)

 [eastlight-community-homes-](https://www.linkedin.com/company/eastlight-community-homes)