

Housing Professionals Policy

Date Reviewed	September 2026	Next Review Date	September 2029
Consultation	Completed	Reviewed By	Head of Housing & Residents Services
EIA	Completed	Responsible Officer	Director of Customer Services
DPIA	N/A	Approval By	Executive Team

1. Purpose

The purpose of this policy is to set out BCHG's approach to professional standards for colleagues who deliver, manage or support housing services. It explains how BCHG will make sure relevant colleagues have the right skills, knowledge, experience, behaviours and support to provide good quality, respectful and safe services to residents.

The BCHG Way is the foundation of this policy. Our professional standards are not driven by compliance alone, but by our shared conviction that residents deserve services that are respectful, safe, fair and focused on what matters to them. This approach reflects BCHG's values and supports compliance with the Regulator of Social Housing's Competence and Conduct Standard.

2. Scope

This policy applies to BCHG colleagues who are involved in the management, oversight or support of housing management & property services. This includes Customer Relations Managers, Scheme Managers, Resident Services Officers, Managers in Property Services and management and senior leadership roles where responsibilities affect the quality of housing services provided to residents.

The policy also explains the steps BCHG will take, where relevant, to make sure service providers acting on BCHG's behalf have appropriate competence and conduct arrangements for staff delivering housing management services.

This policy does not replace BCHG's existing HR policies and procedures. Where there are concerns about capability, conduct, probation, sickness absence, dignity at work or disciplinary matters, the relevant BCHG policy will apply.

3. Definitions

Term	Meaning
Relevant colleagues	Colleagues whose roles involve delivering, managing or supporting housing management services to residents for example Customer Relations Manager, Operations Manager, Scheme Managers, Senior Customer Relations Manager,

	Resident Services Officers, Support Worker and Head of Housing and Resident Services.
Competence	The skills, knowledge, experience and judgement needed to carry out a role effectively.
Conduct	The behaviours expected of colleagues, including professionalism, respect, integrity, accountability and acting in line with BCHG values.
Performance management	Regular conversations, supervision, reviews and support that help colleagues understand expectations, receive feedback and develop.
Poor performance	Where a colleague does not meet the required standard for their role. This may relate to capability, conduct or both.
CPD	Continuing Professional Development. This includes learning, training, reflective practice, coaching, shadowing and other development activity.

4. Related Policy / Procedure and other Documents

Colleague Code of Conduct
 Learning, Development & Training policy
 Colleague Performance & Development Policy
 Dignity & Respect at work Policy
 Disciplinary Policy
 Managing Induction and Probation Policy
 Work Capability Procedure

5. Roles and Responsibilities

Director of Customer Services will provide oversight and assurance that BCHG has appropriate arrangements to meet regulatory, legal and governance requirements.

Head of Housing & Resident Services, will oversee this policy for housing services, maintain the housing role requirements matrix and provide assurance on compliance.

Head of People will provide advice on people policies, performance management and performance reviews.

Managers will set clear expectations, complete inductions, supervision and performance reviews, identify learning needs, address concerns early and keep all records up to date

Residents will influence and scrutinise this policy, the Code of Conduct through resident engagement, consultation, complaints learning and other feedback routes.

6. Policy Statement

BCHG is committed to providing housing services that are professional, fair, accountable and resident-focused. Colleagues should be supported to do their jobs well and residents

should be able to trust that colleagues have the right skills, knowledge and behaviours to deliver safe, respectful and effective services.

BCHG will use clear role expectations, induction, training, CPD, supervision, performance reviews, reflective practice, quality assurance and resident feedback to maintain professional standards. Where performance or conduct falls below the expected standard, BCHG will act early, fairly and consistently, with appropriate support and with regard to equality, diversity and inclusion.

The processing of personal data linked to this policy will be included in the appropriate BCHG Privacy Notice(s) and BCHG Data Asset Register.

7. Policy Details

Professional standards and role expectations

BCHG will maintain clear minimum role requirements for housing roles. These will set out the knowledge, skills, behaviours, qualification expectations and evidence required for each role. Requirements will be proportionate to the role and the level of responsibility. (Appendix 1).

- Resident-facing roles must understand housing services, customer care, safeguarding, complaints, data accuracy, equality, diversity and inclusion, and professional conduct.
- Specialist roles must understand the technical requirements of their role and how their work affects residents and regulatory assurance.
- Managers must be able to manage performance, support colleagues, make evidence-based decisions, manage risk and maintain professional standards.
- BCHG will ensure colleagues occupying roles that fall within the scope of mandatory qualification requirements hold the required qualification or are working towards achieving it within the prescribed timescales.

Learning, development and CPD

BCHG will provide learning and development that is relevant to role, risk and service need. This will include corporate induction, housing induction, mandatory training, role-specific training, coaching, supervision, reflective practice and access to professional qualifications where required.

Colleagues are expected to take responsibility for their own learning and keep CPD records up to date. Managers are expected to review learning needs through probation, progress reviews, supervision and annual values conversations.

Performance management and appraisal

Managers will assess competence through observation, case audits, supervision, quality assurance activity, performance reviews and resident outcomes

These will help colleagues understand what is expected, receive timely feedback, discuss learning needs and agree actions where improvement is needed.

- Progress reviews should take place regularly and at least quarterly.

Annual Values Conversations will consider performance, contribution, behaviours, values and development.

- Managers should give feedback early and should not wait for formal reviews where there is concern.
- Objectives should be clear, fair, role-related and capable of being evidenced.
- Examples of evidence may include case audits, training records, CPD logs, resident feedback, complaints learning, supervision notes, performance data and quality assurance outcomes.

Managing poor performance

BCHG's approach is to identify and address poor performance early, fairly and supportively. Managers should first seek to understand the reason for performance concerns, including whether the colleague needs further training, coaching, supervision, clearer objectives, adjustments or other support.

Where concerns relate to capability, BCHG will manage in line with Colleague Performance & Development Policy, concerns relating to conduct will be managed in line with the Disciplinary Policy and Procedure. Where a colleague is in probation, the Managing Induction and Probation Policy and Procedure will normally apply.

Managers must keep clear records of concerns, support offered, agreed actions, timescales and review outcomes. Where a concern could affect resident safety, safeguarding, service quality, regulatory compliance or data protection, managers must take timely action and seek senior management advice as needed.

- Expected standards must be explained clearly and linked to the role, policy requirements and the BCHG Way.
- Reasonable adjustments must be considered where performance may be affected by disability or another protected characteristic.
- A Performance Improvement Plan may be used where formal support and measurable improvement actions are needed.
- Progress should be reviewed at agreed intervals, and the colleague should be given a fair opportunity to respond.
- If improvement is not achieved, further action may be taken under the relevant BCHG procedure.

Conduct and professional behaviour

All relevant colleagues must act in line with BCHG's Code of Conduct, The BCHG Way and this policy. Professional behaviour includes being respectful, honest, accountable, resident-focused, inclusive, evidence-based and willing to learn.

Unprofessional behaviour, poor record keeping, failure to follow policy, poor communication, failure to escalate risk, inappropriate disclosure of information, discriminatory behaviour or failure to treat residents with respect may be addressed under the relevant BCHG procedure.

Resident voice

Resident voice will be used to help shape, test and assure the effectiveness of this policy. BCHG will use resident consultation, complaints learning, Tenant Satisfaction Measures, REAP, service-specific engagement and other feedback routes to understand whether professional standards are being experienced in practice. Feedback from residents will help identify learning needs, service improvements and areas where expectations around conduct, communication, ownership or consistency need to be strengthened.

Service providers

Where a service provider delivers housing management services on BCHG's behalf, BCHG will take appropriate steps to satisfy itself that relevant service provider staff have the skills, knowledge, experience and behaviours needed for the service provided. This may include contract requirements, mobilisation checks, performance review meetings, assurance reporting, complaints learning and escalation arrangements.

7.1 Data Processing

Personal data processed under this policy may include colleague names, roles, training records, qualifications, CPD records, supervision records, performance review documents, performance improvement plans, case audit outcomes, resident feedback and HR records. Data may also include sensitive information where this is relevant to reasonable adjustments, occupational health advice, safeguarding or employment processes.

Data will be processed to manage employment, meet legal and regulatory obligations, support learning and development, evidence compliance, manage service quality and protect residents and colleagues. Access will be restricted to those who need it for their role, including managers, HR and relevant senior leaders. Records will be retained and deleted in line with BCHG's retention requirements.

7.2 Legal and Regulatory Considerations

- [Regulator of Social Housing Competence and Conduct Standard](#)
- [Regulator of Social Housing, Consumer Standards](#)
- [Social Housing \(Regulation\) Act 2023](#)
- [Housing Act 1985 & 1996](#)
- [Landlord & Tenant Act 1985](#)
- [Housing Ombudsman Complaint Handling code](#)
- [Equality Act 2010](#)
- [Employment Rights Act 1996](#)
- [UK GDPR and Data Protection Act 2018](#)
- [Health and Safety at Work etc. Act 1974](#)

7.3 Equality Diversity & Inclusion

BCHG will apply this policy fairly and consistently. Equality, diversity and inclusion are central to professional practice. Colleagues must understand how different needs,

vulnerabilities and protected characteristics may affect residents' experience of services and colleagues' own access to learning, support and performance processes.

An Equality Impact Assessment will be completed and reviewed as part of the policy approval process. Where the EIA identifies any potential barriers or disproportionate impacts, BCHG will agree actions to reduce or remove them.

8. Compliance, Monitoring & Reporting

Compliance with this policy will be monitored through workforce data, training records, qualification evidence, CPD records, probation and progress review completion, performance management records, case audits, complaints learning, resident feedback and service assurance reporting.

The Head of Housing & Resident Services, with support from Head of People, will review this policy at least every three years, or sooner if there are changes to legislation, regulation, organisational structure or service delivery. Assurance may be reported to Executive Team, Board or relevant governance groups as required.

Non-compliance with this policy may affect service quality, resident trust, regulatory compliance, data protection, colleague wellbeing and BCHG's reputation. Serious failures may be managed under the relevant BCHG HR procedure.