



Ref No: EQ856935594

Please click this button to download copy of the 'Equality Impact Assessment Guidance' :
Download Instructions

Date of executive meeting report will be going to: 11/08/2026

Officer Name: Gavin Fisk

Email Address: gavin.fisk@ipswich.gov.uk

Title of report: Housing Competence and Conduct Policy

Report : The Competence and Conduct Standard for Social Housing aims to professionalise the housing sector and improve the quality of services provided to tenants. It was developed in response to findings from the Grenfell Tower Inquiry and wider concerns that some tenants were not being listened to, treated with respect, or receiving safe and effective housing services.

Key Aims

- Improve professionalism across the sector by ensuring housing staff have the appropriate skills, knowledge, experience and behaviours to carry out their roles effectively.
- Raise standards of conduct and culture, promoting respectful treatment of tenants and addressing unprofessional attitudes and stigma.
- Strengthen accountability through the adoption of codes of conduct, performance management processes, and ongoing learning and development requirements.
- Ensure competent leadership by requiring senior housing managers and executives to hold, or work towards, recognised housing management qualifications.
- Improve outcomes for tenants, helping to ensure homes are safe and decent, services are high quality, and tenant concerns are listened to and acted upon.
- Give tenants a stronger voice, including opportunities to influence competence policies and codes of conduct.

There is a statutory requirement to have a policy

What evidence/data is being used to support this equality analysis? Please select all that apply.: New statutory regulations being introduced from October 2026

Service area: Tenancy Services

Corporate Manager: Gavin Fisk

Corporate Manager email: Gavin.Fisk@ipswich.gov.uk

Links to supporting documents where available:

Please upload any supporting documents: Draft August Exec-Report Competence and Conduct Standard.docx, Appendix B - Competence and Conduct Standard - Org Chart.pdf, Appendix A DRAFT Competence and Conduct Policy.docx

What is proposed?: The introduction of a Competence and Conduct Policy aimed to clarify Ipswich Borough Council's approach to the Regulator of Social Housing's competence and conduct standard, which influences the way we deliver services to our tenants through the proper management of them and their homes.

Why are the changes being introduced?: New government legislation is being introduced from October 2026 which requires the Council as a social housing landlord to have a C&C policy

What evidence is being used to support this Equality Impact Assessment, and how is it being used?: Good practice, new legislation

How will this change be implemented?: Policy will be used to ensure Housing staff have the necessary skills, attributes and competencies to provide services to tenants in the right way treating tenants with respect, listening to tenants

Age: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Disability: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or

further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Marriage & Civil Partnership: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically

experienced disadvantage or barriers to accessing services.

- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Race: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Pregnancy & Maternity: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.

- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Religion or Belief: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Gender Reassignment: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Sex: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

Sexual Orientation: Positive

Please provide an explanation of this impact and actions to mitigate any adverse impact, or further promote positive impact.: The Competence and Conduct Standard for social housing, will positively support tenants with protected characteristics by ensuring that housing professionals have the knowledge, skills, behaviours and values needed to provide fair, inclusive and accessible services.

For example:

- Equality and non-discrimination: Staff are expected to understand equality legislation and treat all tenants fairly, reducing the risk of discrimination based on age, disability, race, religion or belief, sex, sexual orientation, gender reassignment, pregnancy and maternity, or marriage and civil partnership.
- Better understanding of diverse needs: Competent housing professionals are more likely to recognise and respond appropriately to the specific needs of tenants with protected characteristics, such as providing reasonable adjustments for disabled residents or ensuring communication is accessible.
- Improved communication and engagement: The standards promote respectful, professional conduct and effective communication, helping tenants feel listened to and involved in decisions affecting their homes and communities.
- More responsive services: Staff with appropriate training and competence can identify vulnerabilities and tailor support, ensuring services are accessible and meet the needs of diverse tenant groups.
- Greater trust and confidence: Professional conduct, transparency and accountability help build trust between landlords and tenants, particularly among groups who may have historically experienced disadvantage or barriers to accessing services.
- Stronger safeguarding and support: The standards encourage staff to identify risks and vulnerabilities, helping to protect tenants who may require additional support due to disability, age, or other protected characteristics

I can confirm the report does meet Ipswich Borough Council's equality objectives: I can confirm the report does meet Ipswich Borough Council's equality objectives

The report helps us to 'eliminate unlawful discrimination, harassment & victimisation' in the following way(s): The Policy will ensure housing professionals have the knowledge, skills and behaviours necessary to recognise, challenge and prevent unacceptable conduct.

Key ways it supports this include:

Promoting equality and inclusion: Staff are trained to understand their responsibilities under the Equality Act 2010 and to deliver services fairly to all tenants, regardless of any protected characteristic.

Increasing awareness of unacceptable behaviour: The standard helps staff identify harassment, discrimination and victimisation when they occur and understand the impact these behaviours can have on tenants.

Encouraging professional conduct: Housing professionals are expected to act with integrity, respect and professionalism, creating a culture where discriminatory behaviour is not tolerated.

Improving reporting and response procedures: Competent staff are better equipped to respond promptly and effectively to complaints or allegations of harassment, discrimination or victimisation,

ensuring appropriate action is taken.

Supporting reasonable adjustments: Staff are trained to recognise and respond to the needs of tenants with disabilities and other protected characteristics, reducing the risk of indirect discrimination.

Creating accountability: By setting clear expectations for conduct and competence, the standard helps organisations hold staff accountable for behaviour that falls short of equality and inclusion requirements.

The report helps us to 'advance equality of opportunity...' in the following way(s): The Competence and Conduct Standard can advance equality of opportunity by ensuring housing professionals have the skills, knowledge and behaviours needed to identify and remove barriers that may prevent some tenants from accessing services, support or opportunities on an equal basis with others.

This can be achieved through:

Improved access to services: Staff are better equipped to recognise and address barriers faced by tenants with protected characteristics, ensuring services are accessible and inclusive.

Reasonable adjustments and tailored support: Housing professionals are trained to understand and respond to individual needs, helping tenants with disabilities, language barriers or other specific requirements access services and opportunities fairly.

Fair and consistent decision-making: The standard promotes objective and evidence-based decision-making, reducing the risk of bias and ensuring all tenants are treated equitably.

Early identification of disadvantage: Competent staff are more likely to identify vulnerable tenants or those at risk of exclusion and provide appropriate support to improve outcomes.

Enhanced tenant engagement: By communicating effectively and inclusively, housing providers can ensure that tenants from all backgrounds have opportunities to influence decisions and participate in housing services.

Targeted learning and development: The standard encourages ongoing professional development, including training on equality, diversity and inclusion, helping staff continually improve how they support diverse communities.

The policy helps us to 'foster good relations...' in the following way(s): Competence and Conduct Standard can foster good relations between people who share a protected characteristic and those who do not by promoting a culture of respect, inclusion and understanding across housing services.

This can be achieved through:

Encouraging respectful behaviour: The standard requires housing professionals to act professionally and treat everyone with dignity and respect, helping to reduce prejudice and stereotypes.

Improving understanding of diverse communities: Training and professional development increase awareness of different cultures, backgrounds, experiences and needs, supporting greater understanding between tenants and staff.

Promoting inclusive engagement: Housing providers are encouraged to engage with a wide range of tenants, ensuring that the views of people with protected characteristics are heard and considered in decision-making.

Building trust and confidence: Consistent, fair and transparent services help strengthen relationships between landlords, tenants and communities, reducing tensions and fostering mutual respect.

Addressing inappropriate behaviour: Staff are better equipped to challenge discriminatory attitudes,

hate incidents, harassment and exclusionary practices, helping to create safer and more cohesive communities.

Supporting community cohesion: By ensuring services are accessible and equitable for all, the standard helps create environments where people from different backgrounds can live together positively and participate equally in community life.

The new provisions will be reviewed in the following way(s):Monitoring tools introduced to measure success including KPIs

4 yearly reviews by Regulator of social housing

Complaints

Tenant engagement feedback
