



Competence and Conduct Policy

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MONITORING, APPROVAL AND REVIEW	
Lead Officer / Author	Director of People and Culture
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1 Policy purpose

FCHO is committed to ensuring that people involved in delivering services connected with the management of its housing are competent and conduct themselves professionally. This policy sets out FCHO's approach to managing and developing the skills, knowledge, experience and behaviours required to provide good-quality services.

Detailed employee arrangements, including training requests, funding, study leave, repayment provisions and administration, are contained in FCHO's internal Learning and Development Policy and procedures.

2 Scope

This policy applies to FCHO employees whose work is involved in providing services connected with the management of FCHO's housing (relevant colleagues). Its principles will be tailored to the requirements and responsibilities of each role.

It also covers the steps FCHO takes in relation to staff of contractors and other service providers who deliver relevant housing management services on FCHO's behalf. Those individuals remain subject to their employer's employment arrangements.

3 Our approach to competence

FCHO will identify and manage the competence needed for relevant roles, taking account of the nature of the service, responsibilities, customer contact, risk and applicable legal, regulatory, technical and professional requirements.

3.1 Role-based requirements

- Define the skills, knowledge, experience and behaviours required for relevant roles through job descriptions, person specifications, competency expectations and other role requirements.
- Assess competence appropriately when recruiting, appointing, promoting or changing responsibilities.
- Provide induction and role-specific support so that colleagues understand the standards expected of them.
- Review requirements when services, working practices, legislation, regulation or customer needs change.

3.2 Learning, development and continuing competence

Relevant colleagues will receive learning and development appropriate to their role. FCHO will support them to maintain and demonstrate current skills, knowledge, experience and behaviours through a proportionate combination of mandatory learning, role-specific training, supervised practice, coaching, professional development and continuing professional development where applicable.

- Relevant colleagues must complete required learning within specified timescales and take reasonable responsibility for keeping their competence and professional records up to date.

- Managers must identify learning needs, provide or arrange appropriate development, enable attendance where required, and review whether learning has been understood and applied.
- Completion and compliance information will be monitored so that gaps or overdue requirements can be addressed.

3.3 Appraisal and regular performance review

FCHO will regularly review the performance and development of relevant colleagues through its appraisal and performance-management arrangements. Reviews will consider performance against role requirements, objectives, customer service expectations, behaviours, learning needs and continuing competence. Actions and development needs will be recorded and followed up.

3.4 Managing poor performance and competence concerns

Where a colleague does not demonstrate the required competence or behaviours, FCHO will act promptly and fairly. Depending on the circumstances, action may include clarification of expectations, additional supervision, coaching, training, reasonable adjustments, a formal improvement plan or use of the appropriate capability, conduct or disciplinary procedure. Risks to customers and service quality will be assessed and proportionate safeguards put in place while concerns are addressed.

3.5 Mandatory housing qualifications

FCHO will identify roles within the statutory housing-management qualification requirements and will ensure that affected colleagues hold, or are working towards, the appropriate qualification within the applicable timescales. FCHO will maintain appropriate records and support compliance in accordance with the relevant legislative and regulatory requirements.

4 Conduct

Relevant colleagues must comply with FCHO's Code of Conduct and Professionalism Policy. The Code sets out the behaviours expected when colleagues carry out their roles and interact with customers, colleagues, partners and the public. FCHO will embed the Code through induction, communication, management practice, performance review and, where appropriate, action under relevant employment procedures.

5 Contractors and service providers

When relevant housing management services are provided on FCHO's behalf, FCHO will take appropriate and proportionate steps to secure that the service provider's relevant staff have the necessary skills, knowledge and experience and exhibit the behaviours needed to provide good-quality services.

Depending on the service and associated risks, these steps may include:

- setting competence, qualification, conduct and training expectations in procurement documents and contracts;
- requiring evidence of relevant qualifications, training, professional registration, experience or checks;

- requiring service providers to communicate and enforce appropriate standards of conduct;
- monitoring performance, customer feedback, complaints, incidents and compliance information; and
- requiring corrective action, improvement plans or other contractual remedies where standards are not met.

6 Customer influence, scrutiny and accessibility

FCHO will give customers meaningful opportunities to influence and scrutinise the development of this policy and decisions relating to the adoption or development of the Code of Conduct.

The approved policy and Code of Conduct will be published on FCHO's website and made available in alternative accessible formats on request. FCHO will keep both documents up to date and fit for purpose.