



TENANT ENGAGEMENT EXPERTS

tpas

Top 5 Checklist

Getting Ready for the Competency
and Conduct Standard

A tenant engagement
perspective for Landlords,
Tenants, Scrutiny Groups
and Staff Teams





1. Make sure tenants understand what the Standard actually means

The Competency and Conduct Standard is not just about staff qualifications. It is about behaviour, accountability, culture, communication and trust.

Key actions:

- ✓ Explain the Standard in plain English
- ✓ Help tenants understand their rights and expectations
- ✓ Clarify what “professional conduct” should look like in practice
- ✓ Discuss how tenants can raise concerns about staff behaviour or service quality
- ✓ Ensure information is accessible for all tenant groups

Questions to ask:

- Do tenants know what good conduct looks like?
- Would tenants know how to challenge poor behaviour?
- Is information understandable and easy to find?



2. Involve tenants in shaping policies and expectations

The Standard expects landlords to provide meaningful opportunities for tenants to influence policies linked to staff competence and conduct.

Key actions:

- ✓ Review existing staff behaviour and competency policies with tenants
- ✓ Involve scrutiny panels and tenant groups in discussions
- ✓ Co-design customer service expectations
- ✓ Include tenants in reviewing complaints themes and lessons learned
- ✓ Ask tenants what professionalism means to them

Questions to ask:

- Are tenants influencing policies or just being informed?
- Have diverse tenant voices been included?
- Can tenants see how their feedback changed outcomes?





3. Review staff culture, behaviours and communication

The Standard is as much about culture as compliance.

Key actions:

- ✓ Assess whether staff communication is respectful, clear and empathetic
- ✓ Review how frontline staff engage with vulnerable residents
- ✓ Look at how contractors and third parties behave toward tenants
- ✓ Use tenant feedback and complaints data to identify recurring issues
- ✓ Encourage reflective learning rather than defensive responses

Questions to ask:

- Do tenants feel listened to and respected?
- Are staff confident handling difficult conversations?
- Is there consistency across all teams and contractors?



4. Strengthen tenant scrutiny and oversight

Tenants can play an important role in monitoring how the Standard is delivered in practice.

Key actions:

- ✓ Give scrutiny groups access to relevant performance information
- ✓ Include competency and conduct within scrutiny work programmes
- ✓ Review complaints, TSMs and satisfaction trends alongside conduct issues
- ✓ Monitor whether training and learning are improving outcomes
- ✓ Ensure councillors, boards and tenant groups are connected

Questions to ask:

- How will tenants know whether standards are improving?
- Is scrutiny focused on culture and outcomes, not just paperwork?
- Are tenants involved in identifying improvement priorities?





5. Build an organisation-wide improvement plan

Preparation should not sit only with HR or learning teams. It should involve the whole organisation and tenant body.

Key actions:

- ✓ Map existing strengths and gaps
- ✓ Identify training needs for staff, managers, councillors and involved tenants
- ✓ Create clear action plans with tenant input
- ✓ Communicate progress regularly to tenants
- ✓ Treat the Standard as an opportunity to improve trust and relationships

Questions to ask:

- Is there a shared understanding across the organisation?
- Are tenants involved throughout implementation?
- Are leaders visibly championing culture and engagement?







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May 2026

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