

Housing Landlord Services Professional Standards

1. Purpose

These professional standards set out the standard of behaviour expected of all staff and contractors working within the landlord service on behalf of Brighton & Hove City Council. It builds on the Council's Code of Conduct for Employees, Behaviour Framework, Customer Promise, Anti-Racism Strategy and Safeguarding principles; adds practical expectations for housing services staff and relevant contractors.

All staff and contractors are expected to contribute to a culture of learning and improvement by acting on feedback, learning from mistakes, sharing knowledge, and continuously developing their skills and practice.

While these standards describe the behaviours expected of our staff, successful housing services depend on mutual respect and collaboration. We therefore strive for residents, staff, contractors and partners to work together in a positive, respectful and constructive manner in line with our [Customer Promise](#)

2. Scope

These standards apply to:

- All staff delivering a landlord service (permanent, temporary, agency)
- Contractors and partners delivering housing related services on the Council's behalf
- Anyone interacting with tenants in the delivery of housing management, repairs, asset management, ASB, engagement, compliance and related services

We expect all staff and contractors to strive to uphold these professional standards and will provide support, feedback, supervision and development opportunities to help them do so. Where concerns arise, these will normally be addressed through a supportive and reflective process that encourages learning, improvement and professional growth.

These standards will be applied in a way that promotes equality, diversity and inclusion, recognises individual circumstances and protected characteristics, and takes account of agreed workplace adjustments and support arrangements.

These standards recognise the complexity of housing work and the need for staff to exercise professional judgement and make fair, proportionate and lawful decisions.

Where standards are not being met consistently, or where concerns are serious in nature, appropriate action will be taken in line with the Council's existing policies and procedures, including formal HR or contractual processes where necessary.

3. Our Standards of Behaviour in Housing Services

3.1 Respect, Dignity and Professionalism

Housing staff will:

- Be polite, calm, kind and respectful in all interactions
- Listen without interrupting and give their full attention
- Communicate concerns in a professional, respectful and objective manner, ensuring observations and decisions are based on evidence and professional judgement and recognise individual circumstances
- Use correct names and pronouns, and respect identity and preferences
- Not use behaviour that is intimidating, aggressive or otherwise undermines the safety, dignity or wellbeing of others

3.2 Communication and Customer Experience

Housing staff will:

- Communicate clearly, using plain language
- Be accurate and factual, communicating with honesty
- Avoid jargon and explain processes, decisions and limits openly. Manage expectations early and realistically
- Make reasonable efforts to respond within published service standards and keep tenants informed where delays occur
- Where there are delays, take reasonable steps to keep tenants informed of reasons and next steps where practical, giving approximate timescales where exact dates are not possible
- Attempt to use tenants' stated communication preferences first time where possible
- Ensure written communication is professional and easy to understand
- Consider and provide communication in accessible formats and through methods that meet residents' needs.

3.3 Vulnerability and Equality

Housing staff will:

- Take a trauma informed approach, considering lived experience where possible

- Demonstrate professionalism and respect, avoiding assumptions and recognising the diverse experiences, backgrounds and circumstances of tenants.
- Listen to and acknowledge tenants' experiences, perspectives and concerns with respect and professionalism. Make and record reasonable adjustments in line with our Vulnerability and Reasonable Adjustments Policy

3.4 Accuracy, Accountability and Follow Through

Housing staff will:

- Take reasonable and proactive steps to progress agreed actions, monitor outstanding issues, and keep tenants informed throughout.
- Make accurate, factual and respectful case records
- Check previous case notes where possible to understand the tenant history and circumstances
- Take ownership and escalate appropriately when issues cannot be resolved
- Not close jobs or cases without proper completion or explanation where appropriate

3.5 Privacy, Consent and Boundaries

Housing staff must:

- Seek consent before entering homes or sharing information, except where lawful or policy requirements allow otherwise
- Show identification and explain the purpose of the visit clearly
- Follow protocols for access, data protection and confidentiality
- Communicate via agreed representatives (e.g. carers, PAs) when required

3.6 Conduct in Tenants' Homes

When attending tenants homes or estates, staff and contractors will:

- Be respectful of the fact that this is someone's home
- Be considerate of tenants preferences and requests where reasonable, safe and practical
- Be tidy, clean and leave properties safe and secure
- Not smoke, swear, make inappropriate remarks or gestures
- Treat tenants and their homes with respect, raising concerns about tenancy, safety or property matters sensitively, professionally and without making assumptions

3.7 Managing Conflict and Complex Situations

Housing staff will:

- Approach situations calmly and objectively
- Listen to all parties and explain processes clearly
- Avoid punitive approaches where possible, ensuring action taken is reasonable and proportionate in accordance with Housing policy and procedures
- Be confident, consistent and fair in decision making, explaining outcomes clearly

3.8 Acting as One Council

Housing staff will:

- Work collaboratively across teams and services
- Make all reasonable attempts to give consistent information and avoid contradictory messages
- Take responsibility for coordinating responses where practical, minimising the need for tenants to make repeated contact with multiple council teams

3.9 Leadership and Management Responsibilities

Housing Managers and supervisors will:

- Model the behaviours set out in these standards
- Support staff with training, reflection and supervision, using our Learning Organisation Framework
- Address allegations of poor conduct promptly and consistently within existing policy
- Use complaints, feedback and incidents as learning opportunities
- Ensure contractors meet the same behavioural standards

3.10 Speaking Up and Accountability

Housing Staff will:

- Challenge inappropriate behaviour safely and appropriately, in alignment with our Anti-Racist Strategy, Safeguarding Protocols and our Customer Promise
- Raise concerns through management, Human Resources or whistleblowing routes
- Participate openly in learning and improvement

3.11 Conduct in Public Spaces and When Representing the Council

Housing staff and contractors will:

- Drive safely, responsibly and in accordance with traffic laws when operating council or work-related vehicles
- Park considerately, avoiding obstruction, nuisance or unsafe positioning on estates, public roads or near homes wherever possible
- Recognise that when driving council vehicles they are visible representatives of the service at all times

HousingStaff in uniform or otherwise identifiable as council representatives will:

- Act respectfully and professionally on estates and in public spaces
- Avoid behaviour that could cause concern, distress or reputational damage
- Be mindful that their conduct reflects on the wider Council.

