

**ADULT CARE, HOUSING AND PUBLIC HEALTH
HOUSING SERVICES**

Housing Workforce Framework

September 2026

Review date: September 2027

Version: 1.0

Table of Contents

Table of Contents.....	2
1. Purpose of the framework	3
2. Who this applies to	4
3. Tenant involvement and influence	4
5. Roles and responsibilities.....	4
5.1 Senior Management Team (Housing)	5
5.2 Workforce Board.....	5
5.3 Housing Quality, Improvement and Performance Panel (HQIP).....	5
5.4 Housing Managers	5
5.5 Employees	6
6. Our approach to ensuring competence	6
6.1 Qualifications for senior staff	6
6.2 Role-based approach to competence	6
6.3 Learning and development.....	7
6.4 Performance management.....	8
6.5 Managing poor performance.....	9
7. Contractor and service provider assurance.....	9
8. Tenant involvement and transparency	10
9. Framework accessibility.....	11
10. Monitoring, review and governance.....	11

1. Purpose of the framework

This framework sets out how Rotherham Council Housing Services will ensure that relevant colleagues delivering Housing Services are competent, professional and supported to provide high-quality services to tenants and residents. It reflects the Council's wider commitment to continuous improvement, strong governance and high service standards.

This framework should be read alongside the Council's corporate policies including the following:

- RMBC Code of Conduct
- RMBC Learning and Development Policy
- RMBC Performance Management Policy
- RMBC Approved Officer Standards
- RMBC Dignity at Work Policy
- RMBC Equal Opportunities Policy
- RMBC Disciplinary Procedures and Practices Guide

It does not replace or amend these policies, which continue to apply in full. Instead, it explains how these corporate standards and arrangements are applied within Housing Services to support workforce competence, professionalism and high-quality service delivery.

For the purpose of this framework, **competence** means having the appropriate skills, knowledge, experience and behaviours required to carry out a role effectively. Behaviours are expected to align with the Housing Code of Practice and the Council's wider corporate standards of conduct and professionalism, which set out the required standards of behaviour for all employees.

The goal of this framework is to:

- Ensure staff are competent and able to deliver safe, effective and high-quality Housing Services.
- Promote professionalism, accountability and a positive tenant experience.
- Make sure Housing Services are supported by effective learning, development and performance management arrangements.
- Provide clear guidance for monitoring competence, identifying gaps and taking action where improvement is needed.
- Demonstrate how Housing Services apply corporate workforce arrangements to support competence and professional practice.

2. Who this applies to

This framework applies to all Rotherham Council employees involved in the delivery of Housing Services. This includes frontline and back-office colleagues, senior managers and any other employees who are involved in the provision of services in connection with the management of Rotherham Council Housing.

Service Providers, including contractors, are expected to ensure that anyone undertaking work and delivering housing-related services on behalf of the Council have the skills, knowledge, experience and behaviours needed to provide good-quality services. In these circumstances, competence and conduct expectations are set and monitored through contracts and service arrangements to provide assurance on service quality.

3. Tenant involvement and influence

Tenants have meaningfully influenced and scrutinised the development of this framework and will continue to be involved in its ongoing review. This has been achieved through established tenant engagement arrangements, alongside targeted consultation with a sample of the wider tenant base. Feedback has been used to inform specific aspects of the framework, in line with existing Council policies and service frameworks.

Tenants have frequently identified communication skills, professionalism, consistency, empathy, accountability and the ability to resolve issues effectively as important indicators of competence. Housing Services recognise that competence includes not only technical knowledge but also the behaviours and customer service skills (including telephone and digital communication) required to deliver positive outcomes and experiences for tenants.

Tenant feedback has helped shape the expectations set out within this framework and will continue to inform workforce development and the ongoing review of competence arrangements. This framework will be available to access on the Rotherham Council website for ongoing scrutiny and review by tenants.

5. Roles and responsibilities

Ensuring workforce competence is a shared responsibility. Strategic oversight, operational management and personal accountability all contribute to maintaining high standards of service and conduct. The following section sets out the responsibilities of different groups in relation to competence, conduct and professional development.

5.1 Senior Management Team (Housing)

- To provide strategic oversight of this framework and ensure it is implemented effectively across Housing Services.
- To set workforce priorities and monitor whether service standards, training priorities and improvement actions are being delivered.
- To review performance information, including key Housing metrics, complaint themes and delivery plan progress.
- To ensure that competence concerns are escalated and addressed appropriately.
- To support and enable the development of a capable, professional and customer-focused Housing workforce.

5.2 Workforce Board

- To agree Housing workforce planning priorities and maintain oversight of workforce matters, including recruitment, training, sickness and HR issues
- To review workforce planning data, including training needs, skills gaps and staff feedback, and agree appropriate actions
- To review and agree learning and development plans, including mandatory training, professional qualifications and competency/conduct requirements
- To ensure a consistent approach to recording, monitoring and maintaining workforce training data

5.3 Housing Quality, Improvement and Performance Panel (HQIP)

- To review and update key performance information
- To monitor emerging themes from complaints, service feedback and tenant satisfaction information.
- To track delivery plan performance and identify areas requiring corrective action or service improvement.
- To consider how tenant satisfaction measures and other resident insight can inform workforce expectations and service standards, and to recommend actions to the relevant housing services.

5.4 Housing Managers

- To ensure staff are properly inducted, trained, supported and supervised to carry out their roles effectively.
- To undertake regular one-to-one meetings and annual performance and development reviews, including the recording of objectives and development plans.
- To identify learning and development needs, agree appropriate support and evaluate the impact of training on performance and service delivery.
- To monitor individual and team performance, address competence and conduct concerns early and take action where standards are not being met.

- To foster a culture of professionalism, accountability and continuous improvement.

5.5 Employees

- To maintain their own competence by keeping their skills, knowledge and experience up to date.
- To take ownership of their conduct and behaviours by accessing appropriate training, support and development opportunities, and by following the Housing Code of Practice.
- To complete mandatory and role-relevant learning and development in a timely manner.
- To actively participate in one-to-one meetings, appraisal discussions and agreed development activity.
- To raise concerns promptly where they feel they need further support, training or clarification to carry out their role effectively.
- To act in line with the Housing Code of Practice, corporate standards and the values expected of Council employees.

6. Our approach to ensuring competence

Rotherham Council Housing Services recognise that competence requirements should be tailored to different roles and the skills, knowledge, experience and behaviours needed to carry them out effectively. Our approach is role-based, supported by learning and development, and reinforced through regular performance management.

We also distinguish between situations where an employee cannot yet meet the required standard and needs support or development, and situations where an employee will not meet expected standards and this must be addressed through appropriate corporate policy and procedure.

6.1 Qualifications for senior staff

Senior Housing Managers will be supported to hold, or work towards, the appropriate Level 4 or Level 5 Housing qualification where required by the Competence and Conduct Standard. Progress against qualification requirements will be monitored through the Workforce Board and senior management oversight.

Where relevant contractor or service provider roles fall within scope of the requirements, the Council will seek assurance through contract management arrangements that the required qualifications are held or being worked towards.

6.2 Role-based approach to competence

Competence expectations will be clearly defined for each role so that staff understand the standard required in their post and what 'good looks like' in practice. Competence

expectations may include technical knowledge, professional qualifications, customer service skills, communication skills, equality and diversity awareness, and other role-specific competencies and behaviours relevant to delivering high-quality housing services. These expectations are reflected in job descriptions and person specifications aligned to housing roles. These requirements align with service frameworks, procedures and operational requirements. Roles will be reviewed regularly to make sure competence expectations remain accurate and reflect legislative change, service need, customer expectations and professional standards. Staff are expected to exhibit the behaviours set out in the Housing Code of Practice.

Our approach:

- Role requirements will be reviewed regularly through service review, workforce planning and organisational change processes. This will include work undertaken through the Housing Transformation Programme and ongoing reviews following the programme completion to ensure job descriptions, person specifications and competency requirements remain aligned with service needs as well as legislative and professional requirements.
- Skills, training and experience requirements will be considered at service, senior management and workforce board level.
- Concerns raised by managers, employees, tenants or service performance will inform role review and workforce planning.
- Where competency or behaviour gaps are identified, action will be taken through training, support, revised expectations or changes to role design as appropriate.

6.3 Learning and development

Learning and development is central to maintaining staff competence. Housing Services will ensure staff have access to appropriate learning opportunities so they can acquire, develop and maintain the skills and knowledge needed for their role and continue to deliver good quality professional services. Training, development and qualifications are monitored through the Housing Training Matrix, which is regularly reviewed and updated.

Our approach:

- A structured induction for new starters and for employees moving between services or directorates.
- Mandatory training required by legislation, regulation or Council policy, including relevant health and safety responsibilities.
- A full training matrix tailored to specific roles linked to changes in legislation, policy, systems, processes or technology.

- Role-specific development to support service delivery, customer care, professional conduct and operational effectiveness, but also potentially soft skills that help staff to be more effective and competent, to ensure a right first-time, good quality service.
- Learning and development activity relating to communication skills, customer service, vulnerability awareness, equality, diversity and inclusion, and responding to tenant needs where relevant to role requirements.
- Annual appraisal and development planning, with progress reviewed through regular one-to-one meetings.
- Learning activity will be reviewed to help understand its contribution to competence, professionalism and service delivery.

Learning priorities will be set in line with team, service and corporate objectives and in line with the Council's Learning and Development Policy, which sets out the corporate framework for identifying, delivering and evaluating learning and development. Learning and development will be delivered in a way that is fair, inclusive and accessible, in line with the Council's Equal Opportunities Policy. Access to learning and development will be fair, inclusive and based on role requirements.

Heads of Service and managers will consider local operational requirements when planning training, while ensuring staff remain competent to deliver safe and effective services, including ensuring that skills and competencies are kept up to date with refresher training undertaken when needed.

6.4 Performance management

Performance management provides assurance that competence is being maintained in practice. This framework aligns with and should be read in conjunction with the Council's Performance Management Policy. Performance management arrangements will support consistency of service delivery, including the provision of accurate information, appropriate record keeping and adherence to agreed procedures and service standards.

Housing Services will monitor performance at organisational, team and individual level, using, for example, service plans, delivery plans, key performance indicators and regular management review.

Our approach:

- Service performance will be monitored through agreed Housing objectives, delivery plan milestones and key performance indicators.
- HQIP will review performance regularly, including trends from complaints, benchmarking, expenditure, delivery plan progress and tenant satisfaction information.

- Team performance will be reviewed through service-level performance measures and action plans where standards are not being met.
- Individual performance will be monitored through regular one-to-one meetings and annual performance reviews against relevant job and person specifications, alongside team and service performance indicators.
- Development needs identified through performance management will feed directly into learning and development plans.
- Where concerns are identified and the required standard of performance is not being met, support and development will be provided in first instance where appropriate, with further action taken where necessary in line with the relevant corporate policy framework.

6.5 Managing poor performance

Where an employee is unable to meet the required standard of performance due to gaps in skills, knowledge or experience, managers will provide appropriate support, guidance and development. This reflects the principle of supporting employees who cannot meet the required standard of performance through training, development and appropriate support.

Where employees are unable to demonstrate the required improvement through support, guidance and development, this will be addressed via the Corporate Performance Management policy. Where concerns relate more to misconduct than capability, advice will be sought from the HR Consultancy team on which corporate policy should be applied.

In applying performance management processes, managers will have regard to the Council's policies relating to equality, health and disability, including the consideration of reasonable adjustments and ensure fair and equitable treatment.

7. Contractor and service provider assurance

The Council expects contractors, sub-contractors or other service providers involved in delivering Housing management or Housing-related services to meet appropriate standards of competence and conduct as agreed in contracts and service level agreements. Expectations will be reflected in contract documentation, service specifications and contract management arrangements.

The Council will gain assurance that individuals delivering housing-related services are suitably trained, competent and supported in their roles. Assurance may be gathered through contract management, service review meetings, customer feedback, complaints, quality assurance processes and performance information.

Where services are delivered by another Council service, we will gain assurance through the relevant management arrangements, including learning and development processes, service review meetings and where applicable, service level agreements.

Our approach:

- Contracts, service level agreements and other service arrangements will set out, where appropriate, the standards, qualifications, training and behaviours expected of those delivering housing-related services.
- Providers will be expected to ensure their staff are suitably trained, competent and supervised for the services they deliver and provide appropriate assurance where required.
- The Council will take appropriate steps to gain assurance that individuals delivering housing-related services are competent and meet the expected standards of conduct. Assurance may be obtained through contract management, service meetings, complaints information, quality assurance and relevant performance information.
- Where concerns are identified, they will be escalated and addressed promptly through the relevant contractual or service management route.

8. Tenant involvement and transparency

Tenants have an important role in informing service expectations and providing assurance that services are being delivered to the required standard. Housing Services will use tenant insight, feedback and scrutiny to help shape performance expectations and identify improvement priorities.

- Tenant satisfaction measures, complaints, compliments and direct feedback (surveys and tenant engagement groups) will be used as part of the evidence base for service and workforce improvement.
- Performance information and key indicators will be reviewed with regard to resident experience and service quality.
- Tenants will be involved in regularly reviewing performance measures and, where appropriate, the indicators used to assess service quality and improvement.
- Learning from tenant feedback will be used to identify staff development needs and support continuous improvement.
- Performance data will be published in a publicly available accessible format online to ensure tenants are able to accurately understand and assess our performance.
- Performance data will be discussed at housing involvement panel meetings.

- Complaints, compliments and tenant feedback will be used not only to monitor service quality but also to identify learning opportunities, workforce development needs and potential competency gaps.

9. Framework accessibility

This framework will be made available in a clear and accessible format on the Rotherham Council website. Reasonable adjustments will be considered to ensure employees, tenants and other stakeholders can understand the framework and how it is applied. Alternative formats and communication support will be provided where reasonably required.

10. Monitoring, review and governance

This framework will be monitored through the Council's existing Housing governance and management arrangements. Monitoring will draw on workforce information, learning and development activity, performance management outcomes, service performance data, complaint themes and tenant feedback. Monitoring will include consideration of themes relating to communication, consistency of information, repeat contacts, tenant satisfaction and learning arising from service failures, where these indicate workforce development needs. These arrangements sit within the Council's wider governance framework and support assurance of workforce competence and service quality.

- HQIP will monitor service quality and performance information on a regular basis.
- The Workforce Board will oversee workforce capability, role review and qualification or training priorities.
- The Senior Management Team will review assurance information and oversee improvement actions.
- Annual performance and development processes will provide assurance at an individual employee level.
- The framework will be reviewed at least annually, or sooner where there are changes in legislation, regulation, service delivery requirements or identified learning from performance and tenant feedback.
- Tenant feedback and scrutiny will form part of the formal review process for this framework to ensure tenants continue to have meaningful opportunities to influence workforce competence arrangements.

Through these mechanisms, the Housing Service will ensure that the document remains current, fit for purpose and aligned with both regulatory expectations and the Council's corporate policy framework.