

Competence and Development Policy

Policy Owner:	People Team Business Partners	Senior Leadership Team Sponsor:	To be confirmed
Exec Owner:	Chief People Officer		
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1.0 What is this policy for?

This policy explains how Magenta Living helps colleagues build and maintain the skills, knowledge, experience and behaviours they need to provide good-quality services for residents and service users.

Magenta Living must comply with the Regulator of Social Housing's Competence and Conduct Standard, which took effect on 1 October 2026, and with the Government's qualification requirements for social housing. This policy should be read alongside our Colleague Code of Conduct. The Code sets out how we expect colleagues to behave; this policy explains how we build, maintain, review and assure competence.

Our approach is straightforward: we recruit people with the right foundations, make expectations clear, support colleagues to learn and grow, review competence throughout the colleague journey, and act early and fairly where improvement is needed.

2.0 Details of the policy

2.1 Who this policy applies to

This policy applies to all Magenta Living colleagues, including permanent and fixed-term employees and any other workers where the requirements are relevant to their role or

assignment. The Competence and Conduct Standard applies specifically to relevant staff involved in providing, managing or overseeing landlord services. The wider policy also applies proportionately to colleagues and workers outside that regulatory scope. The competence required will vary according to the role, level of responsibility and any professional, legal or regulatory requirements.

We also expect organisations delivering landlord services on our behalf to make sure relevant staff have the skills, knowledge and experience they need and demonstrate appropriate behaviours.

2.2 What we mean by competence

Competence is more than completing training. It means applying the right skills, knowledge, experience and behaviours in practice.

- **Skills:** being able to carry out the practical and professional requirements of the role.
- **Knowledge:** understanding the information, legislation, regulation, policies and good practice needed for the role.
- **Experience:** having, or developing, the practical experience needed to make sound decisions and deliver a good service.
- **Behaviours:** demonstrating Do the Right Thing and our Colleague Code of Conduct in the way work is carried out.

For this policy, landlord services means services connected with the management of social housing that are delivered by or on behalf of Magenta Living in its role as a registered provider. Relevant staff means colleagues and workers whose responsibilities contribute to the delivery, management or oversight of those services. Competence means the ability to apply the required skills, knowledge, experience and behaviours consistently and effectively in practice.

2.3 How we manage and develop competence

We manage competence through our performance framework across the whole colleague journey. Recruitment, induction, objective setting, Talent & Succession, mid-year reviews and the performance process all contribute, with our values and behaviours considered at every stage.

For each role, we will identify proportionate requirements. These may include role profiles, essential qualifications, technical or professional requirements, mandatory learning, experience, behaviours and regulatory requirements.

- Recruitment and selection will make the required skills, experience, values and behaviours clear from the outset.

- Induction and probation will help colleagues understand their role, objectives, standards and how we work.
- Objectives will link individual contribution to team and organisational priorities.
- Regular performance and development conversations will cover feedback, learning, support and progress.
- Talent & Succession will inform development, career planning, critical roles and succession planning where relevant.
- Mid-year and year-end reviews will consider what has been achieved and how it has been achieved.
- Where a gap is identified, we will provide early support and take fair, proportionate action.

We will review competence requirements when roles, regulation or services change, or when insight identifies a new or increased risk.

Magenta Living has adopted the Colleague Code of Conduct for relevant staff. We will embed it through recruitment, induction, objective setting, performance and development conversations, learning, leadership expectations and service-provider arrangements. Compliance and behavioural themes will be monitored through feedback, complaints, performance, conduct and assurance information, with action taken where expectations are not met.

2.4 Recruiting and appointing colleagues

We aim to appoint people with the right foundations for the role and the potential to develop where further learning or experience is needed. Job requirements and selection methods must be clear, relevant and proportionate.

Where someone is appointed with an agreed development need, this will be recorded and supported through induction, learning, supervision, reasonable adjustments or an appropriate development plan.

2.5 Learning and development

Keeping competence up to date is a shared responsibility. Magenta will provide appropriate learning and support. Managers will help colleagues apply learning in practice. Colleagues will take an active role in their own development.

- Organisational induction and mandatory learning.
- Role-specific, technical or professional learning.
- Professional qualifications or continuing professional development where required.
- Coaching, mentoring, shadowing or supervised practice.
- Learning following changes to legislation, regulation, policy or service delivery.

- Learning identified through Talent & Succession, feedback, complaints, incidents or assurance activity.
- Development linked to future skills and succession planning.

Learning will be accessible and inclusive. We will consider reasonable adjustments, different learning formats, working patterns and any support needed so colleagues can take part and demonstrate competence fairly.

Completion alone is not enough. Managers and colleagues should consider whether learning is understood and applied. Any further support should be agreed and followed through.

2.6 Qualifications and professional requirements

Magenta will identify and maintain a record of roles covered by statutory, regulatory, professional, registration or qualification requirements. This includes applying the Government's qualification requirements for social housing to in-scope senior housing executives, senior housing managers and relevant managers working for service providers. We will confirm who is in scope using role responsibilities, not job title alone.

Magenta Living will implement the applicable qualification requirements in Chapters 1–6 of the Government's Policy Statement. For each in-scope role, we will record the required qualification level and subject, any permitted exemption or flexibility, the route and applicable transition timescale for completion, and the evidence needed to show that someone is qualified or working towards the requirement. We will give colleagues clear information, reasonable time and appropriate support, monitor progress through the transition period, and act early if progress is at risk. Equivalent expectations and proportionate assurance will be built into relevant service-provider arrangements. Colleagues must engage with agreed learning and keep professional requirements current; managers must raise concerns promptly where a requirement may not be met.

2.7 Our performance framework

Performance and development conversations should consider both what has been achieved and how it has been achieved. They should cover:

- Objectives and expected outcomes linked to the role and organisational priorities.
- Progress, contribution and impact.
- Skills, knowledge, experience and the application of learning.
- Our values, Do the Right Thing and the Colleague Code of Conduct.
- Feedback and relevant service insight.
- Learning, development and career aspirations, including Talent & Succession actions.
- Any support, reasonable adjustments or improvement action needed.

Managers should not wait for a formal review if a gap becomes clear. Early, specific feedback and support give colleagues a fair opportunity to improve.

2.8 When performance or competence needs to improve

If a colleague is not meeting the required standard, we will first identify the specific gap, explain the evidence and required standard, and seek to understand what may be getting in the way. This includes considering whether a disability, health condition, learning need, working arrangement, access to development, quality of induction or supervision, or another barrier may be relevant. The colleague will have an opportunity to respond and to discuss the support they need.

Support may include clearer expectations, specific feedback, coaching, additional learning, supervision, reasonable adjustments or a time-bound development or improvement plan with agreed review points. Where sufficient improvement is not achieved, or where the seriousness of the concern requires it, the relevant performance, capability or conduct procedure may be used. Any response will be fair, proportionate and focused on achieving the required standard. Risks to residents, colleagues, safety and service quality will be considered throughout.

2.9 Services delivered on our behalf

We will take proportionate steps to gain assurance that relevant people working for service providers have the competence and behaviours needed for the services they deliver. Depending on the service and risk, this may include requirements at procurement, checks before delivery, contract conditions, ongoing assurance, feedback and action where concerns are identified.

2.10 Resident voice and scrutiny

Residents should feel confident that people delivering landlord services are skilled, professional, respectful and accountable. We will keep this policy and our Colleague Code of Conduct up to date, fit for purpose and accessible to residents. Residents will have meaningful opportunities to influence and scrutinise the development and review of both documents. We will also use feedback, complaints, compliments and scrutiny findings to identify where competence or behaviour needs to be strengthened, and we will explain what we have changed as a result.

2.11 Responsibilities

Colleagues are expected to:

- Understand their role requirements.
- Take an active part in learning and development.
- Complete required learning and qualifications.
- Keep relevant skills and knowledge up to date.

- Take part openly in performance and development conversations.
- Demonstrate Do the Right Thing and the Colleague Code of Conduct.
- Ask for support or reasonable adjustments where needed.

Leaders and managers are expected to:

- Recruit and select against clear, proportionate role and behaviour requirements.
- Provide an effective induction and set clear objectives.
- Understand the competence needed in their teams and support learning in practice.
- Hold regular, inclusive performance and development conversations.
- Complete mid-year and year-end reviews fairly and consistently.
- Contribute to Talent & Succession discussions and follow through agreed actions.
- Identify and address gaps early and fairly, including considering reasonable adjustments.
- Create an environment where colleagues can ask questions, learn and speak up.

The People Team will provide the frameworks, learning support, performance approach and organisational insight needed to put this policy into practice.

Those commissioning, procuring or managing services delivered on Magenta Living's behalf must build appropriate competence and conduct expectations and assurance into those arrangements.

The People Team will coordinate organisational assurance under this policy and report material themes, risks and gaps through the agreed governance arrangements. Leaders remain accountable for competence within their services. Where a requirement may not be met, or where a competence gap could affect resident safety, service quality, legal compliance or regulatory compliance, the issue must be escalated promptly through the appropriate management and governance route.

Colleagues should raise questions or concerns about competence requirements, access to learning, reasonable adjustments or the application of this policy with their manager or the People Team. Concerns about unsafe practice, regulatory compliance or risks to residents should be raised promptly through the appropriate reporting or speak-up arrangements. Raising a genuine concern will not in itself result in adverse treatment.

3.0 Who was consulted and how was it done?

The policy will be considered through the Policy Forum, the EIA Review Group and the applicable colleague and trade union consultation arrangements before approval. Resident engagement will be proportionate to the policy's direct and indirect impact on

landlord services. Feedback, decisions and agreed amendments will be recorded in the supporting consultation and version-control records.

4.0 Equality Impact Assessment (EIA)

We believe everyone should be treated with dignity and respect, regardless of a protected characteristic, association with someone who has a protected characteristic, or perception that they have one.

An EIA was completed on 9 October 2026 and assessed the policy as Green, with low and manageable equality risks. The principal controls are accessible learning, reasonable adjustments, fair and proportionate requirements, inclusive performance conversations and monitoring for differential impact. The assessment and controls will be reviewed if evidence identifies a new or increased equality risk.

5.0 How we make sure this policy is effective

The People Team and leaders will use organisational insight to assess whether this policy is improving competence, conduct and the quality of landlord services. Proportionate evidence will be maintained to demonstrate how the Competence and Conduct Standard is being met. Material gaps, overdue actions, emerging risks and evidence of unequal outcomes will be reported through the appropriate governance route, with clear owners and timescales for improvement. This may include:

- Completion and effectiveness of required learning.
- Qualification and professional requirement information.
- Objective setting, mid-year review, performance and development themes.
- Talent & Succession and succession-planning insight.
- Service performance and assurance information.
- Resident and customer feedback, complaints and compliments.
- Conduct, performance and capability themes.
- Service-provider assurance.
- Equality monitoring of access, completion and outcomes, where data is available and appropriate.

Themes, gaps or unintended impacts will lead to practical improvement action. Serious or repeated non-compliance may be addressed under the relevant performance or conduct process.

Appropriate records will be maintained to evidence role requirements, completed learning, qualifications, professional registrations, agreed development actions, reasonable adjustments and competence assurance. Records will be accurate,

proportionate, retained in line with Magenta Living's information governance requirements and accessible only to those with a legitimate need to use them.

6.0 Colleague training

There is no single mandatory course attached to this policy. Colleagues must complete the learning, qualifications and continuing professional development required for their role. Managers will receive practical guidance on inclusive performance and development conversations, assessing competence in practice, reasonable adjustments and early support. The People Team will monitor completion and qualification progress. Managers will assess whether learning is being applied through observation, supervision, feedback, service outcomes or other proportionate evidence, with identified gaps followed up through the relevant learning, performance or assurance arrangements.

7.0 Documents related to this policy

- Colleague Code of Conduct.
- Do the Right Thing behaviours.
- Performance Framework, including objective setting, Talent & Succession, mid-year reviews and the performance process.
- Learning and development arrangements.
- Recruitment and onboarding arrangements.
- Disciplinary Policy and Procedure.
- Relevant professional, technical and mandatory learning requirements.
- Procurement and contract management arrangements.
- Applicable qualification requirements for social housing.
- Competence and Development Policy Equality Impact Assessment.

8.0 Version control / amendment log

Date of change	Version	Change made	Reason
9 October 2026	Draft v1.0	New competence and development policy; aligned to current policy template and tone of voice	To support clear, fair and consistent competence and development arrangements