Housing Standards Competence and Conduct Survey Results July 2026

As part of our work to develop a Competence and Conduct Standard for Housing Services, we asked residents what standards they expect when dealing with the Council's Housing Service. We wanted to understand how Housing Staff, Maintenance operatives and Customer services should communicate, behave, respond, and use their skills and knowledge when supporting residents with concerns or issues. A total of 39 residents responded to the survey, sharing their views on professionalism, respect, communication, accountability, and service delivery. The feedback below is presented in a "We Asked, You Said" format and highlights the key themes residents told us are most important.

<table>
<tr><th>We Asked</th><th>You Responded</th><th>Summary</th></tr>
<tr><td>What behaviours do you most expect from Housing staff/ Maintenance operatives/ Customer services?</td><td><table>
<tr><td>Treat residents with respect</td><td>25</td></tr>
<tr><td>Listen carefully</td><td>15</td></tr>
<tr><td>Communicate clearly</td><td>20</td></tr>
<tr><td>Respond in a timely way</td><td>14</td></tr>
<tr><td>Take responsibility for actions</td><td>15</td></tr>
<tr><td>Be honest & open</td><td>20</td></tr>
<tr><td>Understand residents needs</td><td>18</td></tr>
<tr><td>Be willing to engage</td><td>11</td></tr>
</table></td><td>The most emphasised expectation from residents was Housing staff to treat residents with respect. Many also highlighted the importance of clear communication, honesty and a genuine understanding of residents needs. SBC will encourage staff to implement timely responses and encourage staff with willingness to engage residents.</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>What behaviours have caused you concern or dissatisfaction?</td><td><table>
<tr><td>Not listening</td><td>9</td></tr>
<tr><td>Poor communication</td><td>19</td></tr>
<tr><td>Delays in responding</td><td>17</td></tr>
<tr><td>Not keeping promises</td><td>12</td></tr>
<tr><td>Being rude or dismissive</td><td>6</td></tr>
<tr><td>Not taking responsibility</td><td>11</td></tr>
<tr><td>Not understanding my Situation</td><td>7</td></tr>
<tr><td>Ignoring my concerns/ query</td><td>15</td></tr>
<tr><td>None of the above</td><td>10</td></tr>
</table></td><td>Residents highlighted poor communication as the most pressing concern, with delays in responding and ignoring concerns also standing out. Not listening and a failure to take responsibility were also key issues, along with broken promises from staff. Communication breakdowns prove at the forefront of resident concerns, communication processes will be implemented to improve service delivery.</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>What should Housing staff/ Maintenance operatives/ Customer services always do when dealing with tenants?</td><td>Listen. Introduction Helpful and impartial. Don't treat them like idiots! Be honest and respectful. Always remember that the customer is always right. Show respect and communicate clearly. Summarise what will happen next or what has been agreed. Be polite. Staff should operate with High Emotional</td><td>Residents consistently highlighted the importance of being listened to, respected, and treated fairly. The strongest themes were around communication, empathy, honesty, and accountability.
Key expectations of SBC staff:
• Active listening: Residents want staff to listen carefully without interrupting, take time to</td></tr>
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	Intelligence (EQ) and a 'Scout Mindset.' This means practicing active listening without interruption and validating a resident's query by cross-referencing official records immediately. As a professional in Compliance, I expect staff to provide 'Black and White' clarity. Like the senior staff member who assisted me recently, they should be polite, use reference numbers to track history, and ensure the resident feels heard and respected. A high standard of service is not a luxury; it is a statutory obligation to the community. Be polite and understanding. Introduce themselves and explain the purpose for the visit and if necessary, the expected outcome. Listen and communicate clearly. Not LIE, listen, understand the type of housing i live in, understand health issues of the elderly, be pro active at all times. Confirm the actions and follow ups by getting back to us even if it is takes 2 weeks. Take their time, listen, and ascertain all the details - and keep in touch with residents. Listen and treat each person accordingly. Provide written communication where applicable in any given situation, concern or complaint, information that would manage the tenants' expectations. Be Respectful / Listen to tenants query / Show empathy if necessary / Respond quickly. Be respectful, not talking down to residents. Speak to tenants how they would be like to be	understand their concerns, and make them feel heard. • **Respect and courtesy:** Staff should be polite, professional, and never talk down to residents or make assumptions about their circumstances. • **Clear and honest communication:** Residents value straightforward, jargon-free information, clear explanations of what will happen next, and honest updates throughout the process. • **Empathy and understanding:** Staff should recognise individual circumstances, including the needs of older residents and those with health issues, and respond with compassion and emotional intelligence. • **Keeping promises and following up:** Residents want staff to take ownership of issues, provide updates, confirm agreed actions, and follow through, even if resolution takes time. • **Timely action:** Concerns should be addressed promptly, with a focus on resolving problems efficiently and effectively. • **Professionalism and accountability:** Residents expect staff to use records and reference numbers where appropriate, explain the purpose of visits, and provide written confirmation of actions when needed. • **Treating residents as valued customers:** Residents want to be

	spoken which of course goes both ways too & not think that council tenants are beneath them or uneducated. This mainly applies to your repairs team cardo. Listen and complete work that needs doing in the property Be more understanding of needs of the elderly. Be considerate, have empathy. Listen, take actions and fix issues quickly. Be respectful and courteous.	treated as individuals, with dignity and equality, regardless of their housing tenure or background. SBC staff will be respectful, honest, empathetic, and proactive, with strong communication skills and a commitment to keeping residents informed and involved throughout the resolution of their concerns. Above all, we aim to ensure residents feel listened to, valued, and confident that their concerns will be acted upon.
What behaviours should staff avoid?	Being rude. Getting grumpy or tacking sides. Not listening nor understanding their problem/situation. Arguments with tenants. Don't listen. Staff must avoid condescending body language and non-verbal dismissiveness. In my recent experience, I was met with blunt expressions, a total lack of engagement, and a staff member who stared blankly while I was speaking to her colleague. Staff should never be 'interruptive' or 'blunt.' Such behaviour creates a toxic environment and signals that the staff member is more interested in their own ego or 'dominance' than in solving the resident's problem. Authoritarian or condescending attitudes have no place in modern public service. A lack of EQ in frontline staff is a significant operational failure that destroys trust in the Council." They should not make hasty decisions. Being rude and arrogant	Your feedback shows that negative experiences are driven less by the issue itself and more by how people are treated during the interaction. The strongest concerns relate to staff appearing dismissive, rude, dishonest, unresponsive, or failing to follow through on commitments. Residents want to feel listened to, respected, and confident that their concerns are being taken seriously. In response to this feedback, SBC staff will focus on active listening, respectful communication, empathy, and professionalism. Staff will avoid interrupting, making assumptions, or using language or behaviours that may appear dismissive or condescending. Greater emphasis will be placed on providing honest information, setting realistic expectations, keeping residents informed through regular follow-ups, and ensuring appointments, identification, and agreed actions are managed consistently. By strengthening these behaviours, SBC aims to build trust and deliver a more positive and resident-focused service.

	Being dishonest or evasive or misleading. Loss of temper. STOP FOBBING TENANTS OFF with telling them what they think we should be told. State something that isn't going to happen. They should try to avoid giving residents the impression that they are not listening. . Overspeaking and assuming they know what the person is going say Avoid behaviours that undermine trust, fairness and safety. Avoid discrimination or bias due to race, sexuality, disability or gender. Turn up without appointment. Bring ID make appointment. Interrupting. Rush us. Leave tenants hanging with no follow ups. Get aggravated. Ignore, rudeness. Lie to tenants & do shoddy workman ship as management seem employ people with no trade qualifications which is an absolute fail to begin with Cardo, do not do work in a timely manner. Avoid ignoring tenants. Be kind Not be rude, do not ignore. Rudeness, not listening, being ignored, not helping.	
What one change in behaviour would most improve your experience of Housing services?	More understanding of resident's circumstances: 27 Better communication: 22 Faster responses: 18 More honesty & openness: 17 Better follow-ups: 24 More empathy/ care: 10 Other: 1	Staff will seek a deeper understanding of resident's circumstances, with better communication and more follow-ups and aim to give faster responses and more honesty to improve services.
Where could staff improve their skills or knowledge?	Tenancy issues: 15 Rent & money matters: 6 Repairs & maintenance: 25 Complaints handling: 18	Residents have indicated a greater need in development for repairs and maintenance, closely followed by understanding

	Dealing with anti-social behaviour	11	resident's needs and complaints handling. There is also a strong desire for staff to strengthen their knowledge of tenancy matters. SBC staff will combine strong technical knowledge with a better understanding of individual needs/ experiences when engaging with residents.
	Understanding residents needs	22	
	Equality & fairness	9	
	Personal issues; bereavement/ domestic abuse etc	8	
What behaviours help you feel respected?	Listening carefully without interuption	30	Residents indicated they feel most respected when staff listen without interuption, take their concerns seriously and keep promises by providing updates. The results also show that being patient, explaining decisions clearly and speaking politely to residents were also highly important factors. Saff will show they value residents by being attentive, transparent and committed to follow through.
	Speaking politely	18	
	Being patient	21	
	Keeping promises/ providing updates	23	
	Taking concerns seriously	27	
	Explaining processes/ decisions clearly	20	
	Escalating concerns/ complaints where necessary	16	
Additional Comments	SBC understanding the tenants need to be heard. Use of correct English in emails and letters. One critical aspect not fully addressed is the significant disparity in service standards across different Council departments. As an Operations Lead with experience in forensic auditing, I have observed that while the wider Customer Service and 'Cardo' teams exhibit excellent professionalism and high engagement, the Housing Department operates in an 'Organizational Silo' where a culture of condescension and disengagement has become the norm. The 'Condescending' attitude of Housing Officers suggests a lack of Emotional Intelligence (EQ) training and a failure of leadership to enforce	Residents' additional comments reinforced several recurring themes: the need for staff to listen more effectively, communicate clearly, show greater understanding of individual circumstances, and provide a consistent level of service across all departments. Some residents raised concerns about feeling dismissed, particularly when reporting housing or repairs issues, while others highlighted the importance of disability awareness, equality, and treating vulnerable residents with dignity and respect. Feedback also pointed to the need for better written communication, stronger accountability, and more meaningful follow-up when concerns are raised. SBC will use this feedback to strengthen a resident-focused culture across all services. Staff will be supported to improve active listening, empathy,

	'Showroom Standards' of conduct. Residents should experience the same level of respect and efficiency regardless of the department they interact with. Currently, the Housing Department's disengaged approach acts as a bottleneck to the Council's overall performance. To achieve true 'Competence and Conduct,' the Council must implement Cross-Departmental Standardization, ensuring that the high-level professional protocols used by successful teams are replicated within Housing. Disengagement is an operational risk that the Council must address through a total culture shift toward Accountability and Resident Advocacy. Disability awareness Misogamy not addressed Nothing of concern Questions were sufficient No, this is a comprehensive questionnaire Housing needs dept behave in the most disgusting way to the most vulnerable people I think this covers almost everything i can think of right now As a tenant I mainly have concerns with the repairs services which is always an ongoing issue for all residents unless SBC review the management in the office you can change the name /company numerous times but the issue remain as you still have the same staff running the show surely they should be re interviewed or retrained which should be investigated	disability awareness, and professional communication. Greater emphasis will be placed on delivering consistent service standards across departments, providing clear and accurate information, keeping residents updated on progress, and ensuring all residents are treated fairly, respectfully, and without discrimination. SBC will also continue to review how services are delivered to improve responsiveness, accountability, and residents' confidence that their concerns are being acted upon.

	as to why these issue still remain otherwise the issue will continue through a new company as historic. I was also told as a disabld fulltime worker with one lung and mobility issues recently as being disabled didn't matter as all tenants tell us that I'm sorry but that is completely unacceptable to say and discrimination Do not listen, nothing ever happens. More interactive and understanding	