

GREATER
MANCHESTER
**GOOD LANDLORD
CHARTER**

TRAINING WORKBOOK

Equality, Diversity and
Inclusion for landlords.



HOW TO USE THIS BOOKLET



This workbook is yours to keep. Use it to complete activities, note key definitions, and build your personal green flag toolkit. You can refer back to this when faced with any tough decisions or challenging situations in your everyday life as a landlord.

This workbook accompanies the Greater Manchester Good Landlord Charter online training. It follows the five Equality, Diversity and Inclusion training modules and is designed to help you:

- Record key definitions and frameworks as you encounter them.

- Complete the activities that appear throughout the training.

- Reflect honestly on your own practice.

- Leave with a reference document you can return to.

The training assumes positive intentions. Most landlords who discriminate don't do so on purpose. This workbook is a space to think, not a test.

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MODULE 1: THE LAW AND YOU

KEY DEFINITION

The Equality Act 2010

The law that governs how landlords must behave towards current and prospective tenants.



Key principle: It is unlawful to treat someone less favourably, or to put them at a disadvantage, because of who they are, specifically, because of a characteristic the law protects.



THE NINE PROTECTED CHARACTERISTICS

Fill in what each characteristic means in a landlord context as you work through the slide

Characteristic	In a landlord context, this means...
Age	
Disability	
Gender reassignment	
Marriage and civil partnership	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	



THE FOUR TYPES OF DISCRIMINATION

Direct discrimination	Treating someone worse than you'd treat someone else, because of a protected characteristic. Intent is not required.
Indirect discrimination	A policy or practice that applies to everyone but puts people with a protected characteristic at a particular disadvantage.
Harassment	Unwanted conduct that has the purpose or effect of violating someone's dignity, or creating an intimidating, hostile, degrading, or offensive environment.
Victimisation	Treating someone badly because they have made a complaint, or because you think they might.



THE RENTERS' RIGHTS ACT 2025 (IN FORCE 1 MAY 2026)

Note the changes most relevant to your practice.

What changed	What it means for me
No-fault evictions abolished	
No more fixed-term tenancies	
Rent increases once a year, 2 months notice	
Discrimination against benefits claimants / families with children now directly illegal (up to £7,000 fine)	
Tenants can request pets, must be considered fairly	
Maximum one month rent upfront	



ACTIVITY: SPOT THE RED FLAGS

Watch each of David's four scenarios carefully. Note down every red flag you can spot - both obvious and non-obvious. You may find more than you expect.

SCENARIO 1: THE LISTING

Obvious red flags	
Non-obvious red flags	
What surprised me	

SCENARIO 2: THE VIEWING

Obvious red flags	
Non-obvious red flags	
What surprised me	



ACTIVITY: SPOT THE RED FLAGS

Watch each of David's four scenarios carefully. Note down every red flag you can spot - both obvious and non-obvious. You may find more than you expect.

SCENARIO 3: THE COMPLAINT (CHLOE)

Obvious red flags	
Non-obvious red flags	
What surprised me	

SCENARIO 4: THE RENEWAL (HASSAN)

Obvious red flags	
Non-obvious red flags	
What surprised me	



MODULE 2: DANGEROUS ESCALATIONS

KEY FRAMEWORKS

Three types of problematic language



PREFERENCE LANGUAGE

Words expressing who the landlord wants rather than what the tenancy requires. e.g. professional, couple, mature, quiet.



EXCLUSION LANGUAGE

Explicit statements ruling out certain applicants. e.g. No DSS, no housing benefit, no children.



CODED LANGUAGE

Phrases that sound neutral but signal a cultural or demographic preference. e.g. settled neighbourhood, English-speaking household preferred. The most dangerous category, rarely recognised as discriminatory.



LEGITIMATE VS PROBLEMATIC TENANT SELECTION CRITERIA

Legitimate	Problematic
Affordability: demonstrated income	How someone presented at a viewing
References from previous landlords	Cultural fit, accent or name assumptions
Rental history and tenancy length	Perceived reliability based on employment type
Right to rent checks (required by law)	Gut instinct that can't be articulated

What landlords often get wrong on reasonable adjustments

"I apply the same rules to everyone" - consistency is not a defence. The duty is individual.

"It would affect the property's value" - not a valid reason to refuse a reasonable adjustment.

"The tenant should manage it themselves" - the duty sits with the landlord.

Not responding at all - silence is not a neutral act.



ACTIVITY: HOW DID THIS ESCALATE?

This activity asks you to trace exactly how each situation escalates, from a normal one to a discriminatory one. Below are three case files, containing WhatsApp messages, emails, phone call transcripts and other evidence. Your task is to identify the decision points, map what went wrong at each one, and work out what good practice would have looked like instead.

CASE 1: MEET MARTHA

Tenant Eligibility

Holt Residential

Candidate Details

Name: Martha Calloway

14 Granby Close, Anytown AT8 3NR

Property Details: 2 bed, £1,050 pcm

☒ **Income Verification**

Minimum income requirement met (2.5x annual rent). Payslips or bank statements reviewed.

Notes: Min. £2,625 (2.5x rent) - Applicant earns £3,100p/m after tax

☒ **Employment Status**

Current employment verified. Contract type and duration confirmed.

Notes: Permanent contract, With current employer for 3.5 years with good reference

☒ **Credit Check**

Credit report obtained and reviewed. No adverse credit history or CCJs identified.

Notes: Good credit score - no CCJs, defaults or missed payments

☒ **Previous Landlord Reference**

Reference obtained from previous landlord. Rent payment history and tenancy conduct verified.

Notes: Received. Model tenant, no issues

☒ **Right to Rent Check**

Valid ID documents checked. Right to rent in the UK confirmed and documented.

Notes: UK passport

Final Assessment

☒ Approved / Referred / Declined (circle one)

Assessed by: S. Prentice Date: 6 March 2026

Additional Notes: Very strong candidate



**Re: Granby Close -
viewings this week**



6 March 2026, 16:42



Sarah

To: David Holt

Hi David,

Got three viewings lined up for Granby Close -
Wednesday at 11, 2 and 4. All three have passed the
eligibility checks. I've attached the forms.

Martha Calloway (2pm) is probably the strongest on
paper.

Let me know if you want me to attend or if you're
happy to cover.

Sarah

From: david

Sent: 6 March 2026, 17:09

To: sarah

Subject: Granby Close - viewings this week

I'll do them myself. Granby Close is a particular one -
the neighbours are quite particular and I like to get a
feel for whether someone's going to be a good fit for
the street. The numbers are fine but that's not always
the whole picture is it.

D

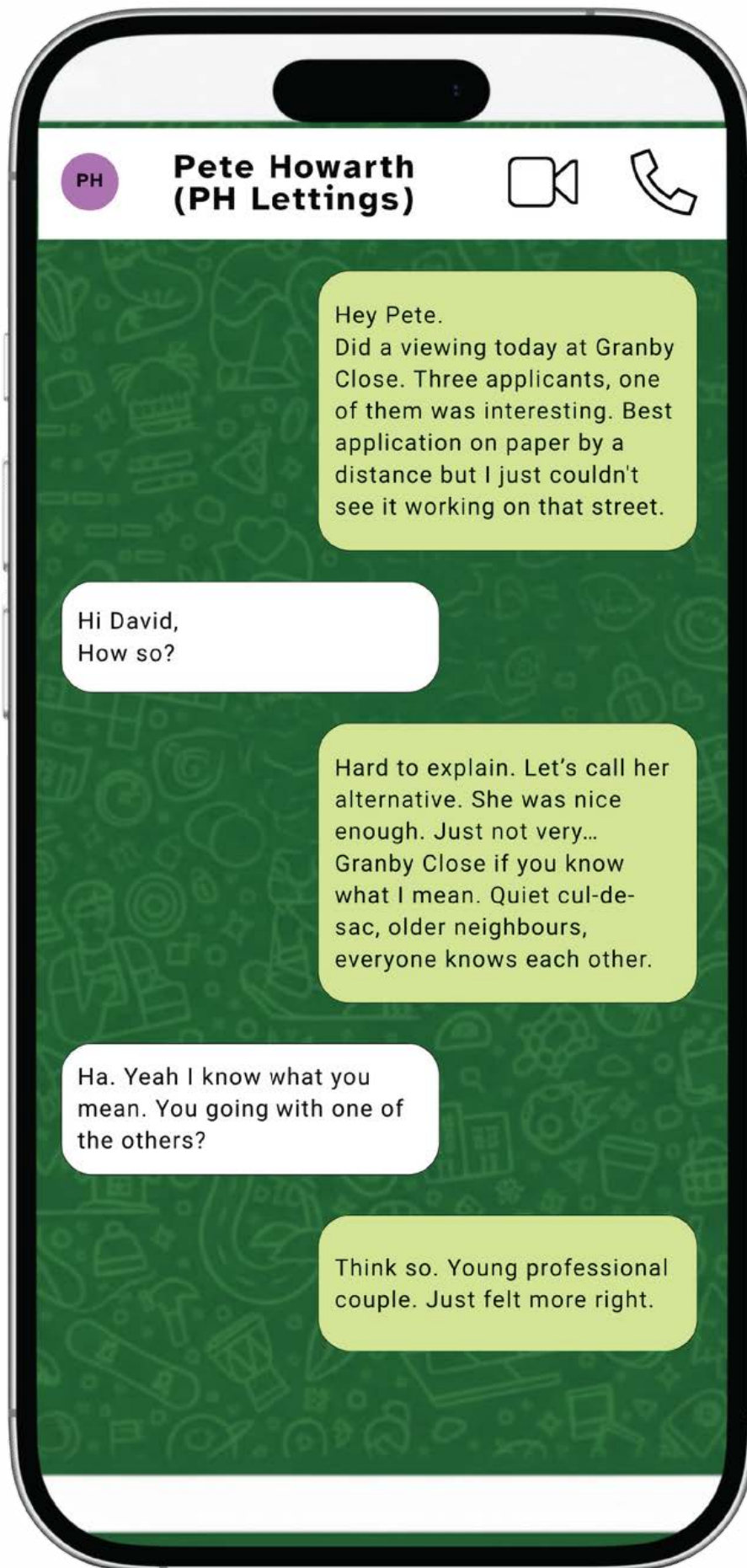


Viewing Notes

Holt Residential

Property	<i>14 Granby Close, Anytown AT8 3NR 2 bed, £1,050 pcm</i>
Date	<i>09/03/2026</i>

11:00	James and Penelope Thornton
<i>Couple, both in professional roles. Pleasant, asked sensible questions about parking and broadband. Seemed settled. Would suit the area.</i>	
14:00	Martha Calloway
<i>Came alone. Very different look - shaved head, quite alternative styling. Perfectly polite and asked good questions. Solid references. Just not sure Granby Close is right for her. Hard to put my finger on it. The Hendersons next door are already funny about noise. Could see this being awkward.</i>	
16:00	Dan Fellowes
<i>Works in finance, recently relocated from London. Nice enough but felt a bit transient. Probably not a stayer.</i>	
<u>Next steps:</u> <i>Going to go back to the Thorntons. Feels like the right fit.</i>	





Re: Granby Close - your application



10 March 2026, 11:23



David Holt

To: Martha Calloway

Dear Martha,

Thank you for coming to view the property last Wednesday. It was good to meet you. However, after careful consideration we have decided to proceed with another applicant on this occasion. This was a difficult decision as there were several strong candidates. We wish you the best of luck in your search.

Kind regards,

David Holt

Holt Residential Lettings

From: Martha Calloway

Sent: 10 March 2026, 14:05

To: David Holt

Subject: RE: Granby Close - your application

Hi David,

Thanks for letting me know. I'm a bit surprised as I understood I met all the requirements. Would you be able to tell me a bit more about why I wasn't selected? I'd find it helpful to know for future applications.

Martha

From: David Holt

Sent: 10 March 2026, 16:09

To: Martha Calloway

Subject: Granby Close - your application

Hi Martha,

Of course, happy to be straight with you. It's less about your application and more about the property. Granby Close is a quiet street and the neighbours are quite established - they've all lived there a long time and it's a particular kind of community. I just wasn't sure you'd gel with them, to be honest. Nothing against you personally.

I hope that makes sense. Good luck with your search.

David

< Call Transcript



Call with **David Holt**
Instigated by **Martha C**

12 Mar 2025
17:40
2mins2secs

- 0.01 **David Holt.** Hello, David Holt.
- 0.03 **Martha C.** Hi David, it's Martha Calloway. I viewed Granby Close last Wednesday.
- 0.11 **David Holt.** Martha, yes ... hi.
- 0.13 **Martha C.** I got your email. I was, erm, a bit surprised, to be honest. I wondered if you could tell me a bit more about the decision.
- 0.24 **David Holt.** Of course. Look, it wasn't about the application itself - everything stacked up fine on that front.
- 0.32 **Martha C.** So what was it?
- 0.35 **David Holt.** It's more about the property. Granby Close is a quiet street, long-standing residents, quite traditional. I just wasn't sure it would be the right match for you.
- 0.49 **Martha C.** Right. When you say traditional... what do you mean by that?
- 0.56 **David Holt.** ... I suppose I mean it's a close-knit community. People have lived there a long time, they look out for each other. I think they'd find certain things ... I don't know ... a bit unfamiliar.
- 1.16 **Martha C.** Things like what?
- 1.19 **David Holt.** Look, you've got a very strong look. That's absolutely fine. I'm not criticising it. But some of the older residents might not warm to it, let's put it that way.
- 1.35 **Martha C.** So you turned down my application because of how I look.
- 1.43 **David Holt.** I wouldn't put it like that. It's a judgement call. You can't always put it into words.
- 1.50 **Martha C.** Ok. Thank you for explaining. Goodbye
- 1.57 **David Holt.** No problem, Good luck

Complaint regarding discriminatory refusal

14 Granby Close, Anytown



24 March 2026, 11:28



Martha Calloway

To: complaints

Dear Sir/Madam,

I am writing to make a formal complaint about David Holt of Holt Residential Lettings following the refusal of my tenancy application for 14 Granby Close, Anytown, AT8 3NR.

I viewed the property on 9 March 2026 and was informed on 10 March that my application had been unsuccessful. The email gave no specific reason. When I asked for clarification, Mr Holt replied by email that he did not think I would "gel" with the neighbours and that the street was "a particular kind of community." I have kept this email.

I called Mr Holt directly on 12 March to understand his decision better. During that call he told me I had "a very strong look" and suggested that long-standing residents might take time to "warm to it." When I asked him directly whether he had turned down my application because of how I look, he did not deny it. He said it was "a judgement call" and that he "couldn't always put it into words." I recorded this call on my mobile phone.

I am non-binary and use they/them pronouns. My presentation is androgynous. I passed every eligibility criterion on the agency's own checklist and had strong references from both my employer and previous landlord.

I believe Mr Holt's decision was based on my appearance and how I present myself, rather than on my suitability as a tenant. I am not certain whether he was aware of my gender identity specifically, but his repeated references to what the neighbours might find "unfamiliar" suggest the decision was made on the basis of my perceived difference from existing residents.

I would like this matter to be investigated. I am happy to provide all correspondence and the call recording.

Martha Calloway

CASE 1 : MEET MARTHA



What was the first moment things started to go wrong?

What were the key decision points along the way?

What would good practice have looked like at each point?



CASE 2 : MEET REGGIE

David (Landlord)

Hi David, just to let you know I've not been great this week. Is there any chance we could push the window thing back a bit? Maybe next week sometime?

Oh sorry to hear that Reggie, I hope it's nothing too serious! I've got Terry lined up for Thursday which wasn't easy to arrange. Should be a quick job. You'll barely notice he's there.

It's just not a great time for me at the moment. Would Friday or Monday work instead?

Friday he's on another job and I'd rather not leave it over the weekend to be honest. Tell you what, I'll make sure he's there by 10 so you've got the rest of the day free. Sound ok?

Ok. I'll try.



CASE 2 : MEET REGGIE

NORTHBRIDGE MEDICAL CENTRE
14 Calloway Road
Anytown AT4 7PT



TO : March 14th 2026

Mr David Holt
Holt Residential Lettings
22 Fenwick Lane
Anytown AT6 2BR

Dear Mr. Holt

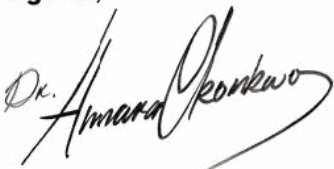
Re: Reggie Webb

I am writing with the agreement of my patient Reggie Webb. Reggie is currently managing a period of significant ill health and is under my care. He is in the process of having his treatment reviewed and this can take some weeks to stabilise.

During this time Reggie may find unexpected disruptions or social interaction more difficult than usual. Where possible, it would be helpful if demands on him could be kept to a minimum.

I appreciate this may not always be straightforward given your respective obligations.

Regards,



Dr Amara Okonkwo MBBS MRCPsych

Northbridge Medical Centre

 0123-456-7890



Thursday - Window repair



15 March 2026, 09:14



David Holt

To: reggie

Hi Reggie,

Thanks for the letter from your doctor - hope you're on the mend. I do want to get this sorted sooner rather than later as I'm not comfortable leaving a dodgy latch, especially with the weather we've been having.

Terry will be with you around 10. As I said he's very quick and tidy, you won't need to do a thing. If you want to stay in your room that's absolutely fine.

Let me know if you need anything,
David



David (Reggie's Landlord)



Hi David, this is Reggie's brother, Elliot. He asked me to get in touch. He's not doing well at all at the moment and he's worried about Thursday. Is there really no way to move it?

Hi Elliot, thanks for letting me know. I did get the note from his GP. I understand he's having a tough time ... I just want to get it fixed and then he can have his space back. Terry's very unobtrusive, honestly.

I get that, but he really isn't in a good way. Like he can't really get out of bed.

It'll be fine, I'll make sure Terry's quick.

Ok. I just think you might be underestimating how he's feeling right now

Noted. I'll check in with Reggie afterwards.



REGGIE,

TRIED THE BELL A FEW TIMES,
THINK YOU MIGHT HAVE BEEN ASLEEP. TERRY
HAD THE SLOT SO WE WENT AHEAD, LET
OURSELVES IN AND GOT IT SORTED. ALL DONE
NOW, NO MESS. THE LATCH IS GOOD AS NEW.

GIVE ME A SHOUT IF ANYTHING ELSE NEEDS
LOOKING AT.

HOPE YOU FEEL BETTER SOON,

DAVID.



Complaint about my landlord



28 March 2026, 11:28



Reggie Webb

To: complaints

Dear Sir/Madam,

I'm not entirely sure this is the right place to send this but someone at Shelter suggested I get in touch.

I have bipolar disorder and in March I was going through a very bad episode. My landlord David Holt wanted to send someone round to fix a window and I asked him to wait a few days. My doctor also wrote to him. He said he understood but came anyway. When I didn't answer the door he let himself in with his keys. I was in bed. I didn't know anyone was in the flat until I heard them in the next room.

I know the window needed fixing and I know he was trying to help. I'm not sure he meant any harm. But I haven't really been right since it happened and I feel like he didn't really listen to me or my doctor.

I don't know what I'm asking for exactly. I suppose I just want someone to tell me whether what he did was ok or not, because I'm starting to doubt myself.

Reggie Webb
Flat 3,
9 Ashworth Close,
Anytown AT6 5DN

CASE 2 : MEET REGGIE



What was the first moment things started to go wrong?

What were the key decision points along the way?

What would good practice have looked like at each point?

CASE 3 : MEET JEN



Post arrangements at the property



3 February 2026, 14.22



Jen Moss

To: David Holt

Hi David,

Hope you're well. Something a bit awkward to raise but I wanted to flag it sooner rather than later.

I'm still getting some post addressed to a previous name and I'd rather the other tenants didn't see it. Would it be possible to have a small lockable box for my post rather than using the shared tray? I'm happy to cover the cost if that helps.

Sorry if it's a strange request.

Let me know what you think.

Jen

From: David Holt

Sent: 4 February 2025, 09.47

To: Jen Moss

Subject: RE: Post arrangements at the property

Hi Jen,

No need to apologise, these things happen. I'd imagine once you've updated the main accounts it'll tail off pretty quickly.

Post boxes for individual rooms isn't something we've done before and doing it for all six would be quite a job. I'd feel awkward singling one room out. Let me have a think about whether there's a simpler solution.

David

From: Jen Moss

Sent: 5 February 2025, 20.18

To: David Holt

Subject: RE: Post arrangements at the property

Hi David,

Thanks for coming back to me. I should probably explain a bit more as I don't think I was very clear.

It's not really an admin thing. The name on the post is from before a personal change I made a few years ago and it's not something I've talked to the other tenants about. I'd like to keep it that way if possible. It's quite important to me actually.

I'm only asking for my room and I'm genuinely fine paying for it myself.

Jen

From: David Holt

Sent: 5 February 2025, 20.18

To: Jen Moss

Subject: RE: Post arrangements at the property

Hi Jen,

Thanks for explaining, I appreciate it. I do want to help. My concern is the hallway is quite tight and any fixings to the wall would need sign off from the freeholder, which can take a while. I don't want to promise something I can't deliver quickly.

Leave it with me and I'll come back to you by the end of the week.

David



Sarah (Holt Residential)



Quick q. Tenant at Beechwood Road wants a private post box fitted for her room. Something about not wanting other tenants to see post addressed to an old name. Are we obliged to do that sort of thing?

Depends I suppose. Why does she want it?

Not entirely sure. Something personal, she wasn't very specific. I said I'd look into it.

Could be a reasonable adjustment situation. Worth checking

Yeah. The other issue is the hallway's tight and I'd need the freeholder involved. Might be more hassle than it sounds.

Probably worth just sorting it .

Yeah you're right, she's never usually any bother. I'll get round to it.



Rochelle



something happened and I don't really know what to do

Hey Babe, what happened?

the guy from the top floor knocked on my door tonight and handed me a letter. said it had been sitting in the tray

Oh Jen, and was it... you know?

yeah. my old name. he was fine about it, totally normal, but I just stood there

What are you going to do?

I don't want to make a big deal, but I've been asking david to sort this for weeks. he keeps saying he will

you're not making a big deal. this is his job. And he hasn't done anything.



**Complaint about my landlord:
22 Beechwood Road, Anytown**



20 February 2026, 09::42



Jen Moss

To: complaints

Dear Sir/Madam,

I'm not sure exactly how this process works but I was advised to get in touch. I've been renting at the above address for two years. In early February I asked my landlord, David Holt, if he could arrange a private post box for my room. I explained that I was receiving post addressed to a previous name and that I hadn't discussed the reasons for that with the other tenants. I said I was happy to pay for it myself.

He said he'd look into it and come back to me by the end of that week. He didn't. I followed up a week later and got no response.

On 13 February one of the other tenants handed me a letter that had been sitting in the shared tray. It had my old name on it. I've been quite upset since then. It was exactly what I was trying to avoid.

I understand there can be practical reasons why things take time. But I'd explained why this mattered to me and I'd offered to pay. I don't feel like I was asking for very much.

I'd like someone to look into it please.

Jen Moss
Room 4, 22 Beechwood Road, Anytown.



22 Beechwood (Group)



bit random but has anyone noticed post in the tray for Jen's room, but a totally different name on it? Bloke's name

Ciaran

yeah actually. thought it was for someone else at first

Faye

previous tenant maybe?

keeps coming though. handed one to her just now

Nadia

oh weird. maybe a brother?

Ciaran

or an ex? my sister still gets post for her ex two years on

she seemed a bit off when I gave it to her. I didn't ask

Faye

probably nothing, could be anything really



CASE 3 : MEET JEN



What was the first moment things started to go wrong?

What were the key decision points along the way?

What would good practice have looked like at each point?



MODULE 3: UNPACKING YOUR PERSONAL BIAS

KEY DEFINITIONS

Unconscious bias	Attitudes and stereotypes that affect our decisions without our awareness. Formed over a lifetime through experience, culture and media. Operates below the level of conscious thought.
Stereotyping	Applying assumed characteristics to an individual based on their membership of a group. Feels like pattern recognition, but the patterns it draws on are not evidence.
Meta-stereotype	What a person believes others think about their group, and the often exhausting work of adjusting their behaviour to manage those perceptions.
Racialised adjectives	Compliments that carry surprise inside them: language that praises someone for exceeding an expectation that was never stated but was always there. e.g. very well spoken, extremely polite.
Gendered adjectives	Words so consistently applied to one gender that when they appear attached to someone else, they create a moment of surprise. e.g. bubbly, nurturing, assertive.
Microaggression	Often subtle, often unintentional verbal or behavioural messages that carry a negative undertone toward a marginalised group. They feel like personality observations; they are often assumptions in disguise.



ACTIVITY: GUESS WHO?

You will see a Guess Who board and five tenant descriptions. Match each description to a face. There are no correct answers - but pay close attention to which words your brain responds to.

Tenant	I matched them to...	The word or phrase that influenced me most
Tenant 1		
Tenant 2		
Tenant 3		
Tenant 4		
Tenant5		

Which reveal surprised you most, and why?

What did you notice about yourself that you want to carry forward?



COMMON LANDLORD ASSUMPTIONS VS REALITY

Tick any assumptions you recognise, and do it honestly! No one else will see this.

✓	The assumption	The reality
	Tenants on housing benefit are the highest risk for arrears	Private tenants in employment are statistically more likely to fall into arrears during a financial shock.
	Young tenants cause the most damage	Damage is not significantly correlated with age. The strongest predictor is tenure length.
	Families with children create more wear and tear	There is no evidence families cause disproportionate damage relative to smaller households.
	A demanding tenant will be a difficult tenant	A tenant who asks detailed questions and wants everything in writing takes their responsibilities seriously.
	A foreign-sounding name is a risk indicator	No evidence base. Substantial evidence that landlords act on it anyway.
	My gut instinct is reliable	Gut instinct reflects everything the brain has been trained on, including bias. It is not a neutral tool.



RELIGIOUS AND CULTURAL HOLIDAYS AND FESTIVALS

	Key dates	Practical notes for landlords
Muslim holidays	Ramadan 2026: 18 Feb – 19 Mar Eid al-Fitr: ~18 Mar 2026 Eid al-Adha: ~27 May 2026 (Ramadan shifts ~11 days earlier each year)	Tenants fast dawn–sunset; keep very different hours. Eid al-Fitr and Eid al-Adha involve family gatherings and additional visitors. Discuss inspection/maintenance scheduling rather than assuming availability.
Jewish holidays	Shabbat: every Fri sunset – Sat nightfall Pesach: 1–9 Apr 2026 Shavuot: 21–23 May 2026 Rosh Hashanah: 11–13 Sep 2026 Yom Kippur: 20–21 Sep 2026 Sukkot: 25 Sep – 2 Oct 2026	Orthodox tenants unavailable from Friday sundown to Saturday nightfall weekly. Yom Kippur is the strictest — a full day of fasting and prayer. No work or phone use on major holidays.
Hindu festivals	Navaratri: late Sep / early Oct Diwali 2025: 20 Oct (5 days: 18–22 Oct) Diwali 2026: 8 Nov (5 days: 6– 10 Nov) Holi: ~March each year	Diwali involves fireworks, diyas, and late evening gatherings over 5 days. Holi may involve outdoor celebrations. Navaratri can include evening prayers and music for 9 nights.
Sikh festivals	Vaisakhi: 13–14 Apr each year Bandi Chhor Divas: coincides with Diwali Gurpurabs: various dates year-round	Vaisakhi is a major celebration with Nagar Kirtan processions in cities. Bandi Chhor Divas falls alongside Diwali and is equally significant. Gurpurabs (Guru birthdays/anniversaries) may involve Gurdwara visits and gatherings.
Christian observance	Good Friday: 3 Apr 2026 Easter Sunday: 5 Apr 2026 Easter Monday: 6 Apr 2026 Christmas Day: 25 Dec	Good Friday and Easter Monday are bank holidays. Factor into repair and inspection scheduling. Some tenants observe Holy Week with church commitments and may prefer not to be disturbed. Christmas is a significant family period; avoid non-urgent visits throughout the Christmas and New Year period.
Other	Chinese New Year: late Jan / Feb Lunar New Year varies by community	Late evening gatherings and family visits likely. Not a public holiday in the UK so normal working days apply, but tenants may have guests staying.



ACTIVITY: CREATE THE GREEN FLAGS

Three scenarios, each involving a protected characteristic. Work through the four questions for each one before the reveal is shared.



Scenario 1

Your tenant observes Shabbat. It is 4pm on Friday, sunset at 5:30pm. A roofer has just called to report a significant leak requiring access to the loft inside their flat.

What is your initial gut instinct?	
How would you question that gut instinct?	
How would you research this?	
What would your green flag behaviour look like?	



Scenario 2

Miriam has been your tenant for 14 months. She has been diagnosed with a mobility condition and asks to install a pressure-mounted floor-to-ceiling support pole, funded entirely by her.

What is your initial gut instinct?	
How would you question that gut instinct?	
How would you research this?	
What would your green flag behaviour look like?	



Scenario 3

A same-sex couple apply for your property with strong finances and references. A neighbour has previously made negative comments to you about same-sex relationships.

What is your initial gut instinct?	
How would you question that gut instinct?	
How would you research this?	
What would your green flag behaviour look like?	



MODULE 4: FAIR COMMUNICATIONS

THE COMMUNICATION SPECTRUM

Poor communication between landlords and tenants exists on a spectrum. Note what each point means in practice.

Clumsy	
Pressuring	
Intimidating	

WRITTEN COMMUNICATION: QUICK REFERENCE

What good looks like

Clear and plain: written at a level any tenant can access

Specific: says exactly what it needs to say, without subtext

Consistent in tone: tone shifts are noticed and felt

Documented: always follow up phone calls in writing

What to avoid

Gendered or patronising terms of address: love, dear, sweetheart in a formal context

Implied threats: language that gestures at consequences without stating them

Passive aggression: "As I mentioned in my previous three messages..."

Switching to phone when things get difficult: it removes the paper trail at the worst possible moment



THE 7 TYPES OF ACTIVE LISTENING

In every conversation we shift between different listening modes. Note which mode you default to - and which mode the situation called for.

Type	What it means	I use this when...
Informational	Focused only on facts: what is said, not how.	
Discriminative	Picking up on tone, pace and hesitation.	
Biased	Hearing only what confirms what you already believe. Most dangerous for landlords.	
Sympathetic	Focused on the emotional content as well as the facts.	
Comprehensive	Genuinely trying to understand the full picture. The gold standard.	
Evaluative	Analysing and judging as you go.	
Appreciative	Listening out of genuine curiosity: wanting to understand, not manage.	



ACTIVITY: THE VOICEMAILS

Four sets of voicemails. After each one, note your immediate reactions before the debrief.

Transcript 1: The Repair Request

How did I listen?	
What red flags did I notice?	
What should the green flag response have been?	

Transcript 2: The Overshare

How did I listen?	
What red flags did I notice?	
What should the green flag response have been?	



Transcript 3: The Complaint

How did I listen?	
What red flags did I notice?	
What should the green flag response have been?	

Transcript 4: The Assumption

How did I listen?	
What red flags did I notice?	
What should the green flag response have been?	



MODULE 5: WHAT GOOD LOOKS LIKE

DAVID, REVISITED

The same four situations from Module 1: this time, handled well. Before each reveal, note what you think David should do differently.

Scenario 1: The Listing

What I think David should do differently	
What I will take into my own practice	

Scenario 2: The Viewing

What I think David should do differently	
What I will take into my own practice	

Scenario 3: The Complaint

What I think David should do differently	
What I will take into my own practice	

Scenario 3: The Inspection

What I think David should do differently	
What I will take into my own practice	



MY THREE COMMITMENTS

Based on everything you've learned today, write down three specific things you will do differently as a landlord.

Commitment 1

Commitment 2

Commitment 3



Being a good landlord is not about being perfect. It is about being aware, being consistent, and being willing to ask a better question before making a decision. You came in knowing you were a decent landlord. You're leaving knowing what a fair and inclusive one looks like.



USEFUL RESOURCES

Resource	What it covers
Equality and Human Rights Commission equalityhumanrights.com	Authoritative guidance on the Equality Act 2010, including landlord-specific advice.
Shelter shelter.org.uk	Practical guidance on landlord obligations, tenant rights and housing law.
Citizens Advice citizensadvice.org.uk	Useful for understanding how situations look from a tenant's perspective.
Project Implicit (Harvard) implicit.harvard.edu	Free online test to measure your own unconscious bias.
NRLA nrla.org.uk	Guidance, training and resources for private landlords.
Stonewall stonewall.org.uk	Guidance on sexual orientation and gender identity in housing.
Scope scope.org.uk	Practical guidance on disability and reasonable adjustments in housing.

GREATER MANCHESTER **GOOD LANDLORD CHARTER**

