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1. Purpose and context

- 1.1 Following the Grenfell tragedy in 2017, significant concerns were raised about the competence and conduct of staff working in social housing. Evidence presented to the Grenfell Tower Inquiry indicated that tenants had not been listened to when they raised concerns, including about safety in the tower; complaints had not been properly dealt with; and some staff had behaved unprofessionally.
- 1.2 In response, the government promised stronger professional standards through the Charter for Social Housing Residents (2020) to ensure residents receive high-quality customer service. The subsequent Professionalisation Review (2022) concluded that a meaningful change was required to raise skills, culture, and behaviours across the social housing sector. Consequently, the Social Housing (Regulation) Act 2023 empowered the Regulator of Social Housing (RSH) to establish a new Competence and Conduct (C&C) Standard. Following a consultation in early 2024, the government issued a Direction to the RSH on September 30 2025¹, confirming the framework for this standard, which aims to ensure tenants live in safe, decent homes and receive respectful, high-quality services. The standard officially comes into force in October 2026.
- 1.3 As the owner and manager of properties, Lewisham Council aims to provide an excellent service to our tenants. We recognise that the foundation of this is having staff that are competent and conduct themselves in a professional and respectful manner. To achieve this, we need to ensure that our staff have the appropriate skills, knowledge and experience required to provide high quality and respectful services to all tenants.

¹ [Direction on the Regulatory Standards \(Competence and Conduct\) 2025 - GOV.UK](https://www.gov.uk/government/consultations/direction-on-the-regulatory-standards-competence-and-conduct-2025)

- 1.4 Housing is committed to continuous improvement by ensuring all roles are aligned with service needs, boosting resident satisfaction, and reducing complaints through increased efficiency and productivity.
- 1.5 This policy details our approach to learning and development, appraising staff and managing poor performance. This includes:
 - How learning and development will be tailored to staff across different roles
 - How we will ensure staff maintain and demonstrate appropriate and up to date skills, knowledge, experience and behaviours for their roles
 - Our approach to appraisals and performance review
 - Our approach to managing poor performance
- 1.6 Lewisham Council is committed to complying with the relevant legislation and codes of practice, particularly:
 - Social Housing (Regulation) Act 2023
 - Housing and Regeneration Act 2008, specifically sections 194A, 194B and 217A
 - Social Housing regulatory framework, specifically the Competence and Conduct Standard requirements (which comes into effect in October 2026)

2. Scope

- 2.1 This policy applies to all Lewisham Council housing staff services providers (as defined by Housing and Regeneration Act 2008, section 194B²) who provide services on the council's behalf (for example contractors) including front line operational staff and senior managers. This covers permanent, interim and agency staff where applicable.
- 2.2 The expectations placed on staff are proportional to their individual roles and responsibilities as detailed within this policy. By having a single policy this aims to provide fairness and consistency across teams while allowing an appropriate level of personalisation by individuals roles.
- 2.3 Qualification requirements apply to those in "substantive" housing management roles, defined as spending 50% or more of their time or performing a substantial part of their role in these areas.
- 2.4 Those not in scope for qualification requirements are:
 - Unpaid volunteers.
 - Staff delivering only care and support services
 - Back-office functions such as HR, IT, legal, data, and procurement (unless they involve managing direct service delivery to tenants)
 - Roles focused solely on the construction of new builds or the management of empty buildings

² [Housing and Regeneration Act 2008](#)

3. Responsibilities and duty holders

- 3.1 Lewisham Council as an organisation has an overall responsibility for the learning and development of staff.
- 3.2 In accordance with government policy, the following roles are defined by function and responsibility, meaning they do not necessarily have to be based within the Housing Department.
- 3.3 **Senior Housing Executive** – This is a relevant individual who has responsibility (solely or jointly) for the day-to-day management of housing management services to social housing tenants. A senior housing executive will be in scope if they spend the majority (over 50%) of their time managing the delivery of housing management services OR if managing the delivery of housing services is an important and substantial part of the role. In the council's current structure this will usually be Heads of Services and Directors who provide strategic direction and have accountability for housing management services.
- 3.4 **Senior Housing Manager** – This is a relevant individual who has operational management responsibilities for delivering housing management functions (e.g., tenancy management, repairs, income management) and who manages relevant staff. A senior manager will be in scope if they spend the majority (over 50%) of their time managing the delivery of housing management services OR if managing the delivery of housing services is an important and substantial part of the role. In the council's current structure this would will usually be the tier below the senior housing executive but recognises that in larger organisations with several management levels, the requirements may not apply to roles who directly line manage frontline teams but to the level of management above.
- 3.5 **Relevant Manager (Service Provider)** – A manager within a service provider who manages the delivery of services under a comprehensive management agreement with the council.
- 3.6 The guidance in Annex A of the government's policy statement³ gives clarity and examples to help assess which roles fall in or out of scope.
- 3.7 **Managers** – Any managers responsible for line managing staff have a responsibility to manage and develop the skills, knowledge, experience and conduct of those they are managing in line with this policy and the relevant Lewisham Council policies.
- 3.8 **Staff** – All staff are responsible for developing their skills, knowledge, experience and conduct in line with this policy and the relevant Lewisham Council policies.
- 3.9 Contractors, consultants and service providers engaged by the council must be appointed and managed through arrangements that assess and monitor their competence and, where relevant, their organisational capability, in proportion to the nature, risk and complexity of the services provided. Competence requirements must be reflected in procurement, contract management and performance monitoring

³ [Competence and Conduct Standard: Policy statement](#)

processes.

4. Role-based competency and conduct expectations

- 4.1 Competence and conduct of staff are key to the delivery of excellent services for our residents. Poor competence and conduct risk impacting service delivery and quality so it is important that this is established, achieved and maintained by staff with the support of managers.
- 4.2 All staff will maintain conduct expectations in line with the Housing Code of Conduct and the Lewisham Council Values⁴ and Behaviours as part of evidencing competence.
- 4.3 Failure to abide by training requirements and the code of conduct will be managed through the poor performance process detailed in Section 8 of this policy and in line with the [Managing Performance - The Capability Policy and Procedure](#).

Relevant persons

- 4.4 Relevant persons identified in scope must hold or be working towards the following Office of Qualifications and Examinations Regulation (Ofqual) regulated qualifications as detailed in the table below:

Role	Required Qualification Level	Course Content Requirements
Senior Housing Executive	Level 5 / Foundation Degree	All Level 4 content, plus leadership and management and stakeholder engagement.
Senior Housing Manager	Level 4	Professional practice, EDI, customer service, national housing policy, and law/regulation.
Relevant Manager (Service Provider)	Level 4 or 5 (as applicable)	Must meet the same content standards as equivalent council roles.

Note: The Total Qualification Time (TQT) for these courses must be at least 120 hours.

- 4.5 There is no requirement for managers to hold qualifications before being recruited but they must understand and agree that they to work towards obtaining the qualification. Staff already in post at the start of the transition must hold, or be working towards, an approved qualification by the end of the period.
- 4.6 “Working towards” means enrolling on the relevant qualification programme within 12 months, engaging with learning and assessment activities as set out by the provider and making satisfactory progress, as evidenced by attendance, coursework, or milestones.

⁴ [Lewisham Council - Our values](#)

- 4.7 Professional memberships alone do not count towards compliance with this policy unless gained through a recognised qualification.

All staff

- 4.8 All staff should meet the training requirements and renewal as detailed in the table below:

Training Topic	Renewal period
Equality & Diversity in the Workplace	24 months
Display Screen Equipment (DSE)	12 months
Fire Safety Awareness	24 months
Fraud Awareness	36 months
GDPR Training	12 months
Safeguarding	12 months
Health and Safety	12 months
Level 1 Safeguarding adults at risk and all children	12 months
Customer service essentials	36 months
Manual handling	12 months manual employees/36 months office-based employees

- 4.9 Staff are required to undertake induction e-learning when they join the council as well as attending an in person 'Welcome to Lewisham' corporate induction.
- 4.10 To compliment the corporate induction programme, the Housing Directorate have a 'Welcome to Housing' induction delivered by a member of the senior management team every quarter for staff who have joined in the previous quarter. This provides an overview of the directorate's structure, its strategic priorities and key service areas. It also introduces staff to our values, culture, expected behaviours and the code of conduct.

Specialist training

- 4.11 Alongside the all staff training, there are specialist training requirements for certain roles/areas which are detailed in the following table:

Role/Service Area	Training topic	Renewal period
Line managers	Recruitment and selection training for managers	Lifetime certificate
	Manager Essentials Programme (MEP)	Lifetime certificate
Staff who undertake lone working	Lone working	12 months
All staff who deal with complaints	Complaints handling training	Lifetime certificate (with ad-hoc updates)
	Housing Ombudsman training	Lifetime certificate (with ad-hoc updates)



Role/Service Area	Training topic	Renewal period
Housing Resident Engagement and Services		
Housing and Communities	Enhanced in person safeguarding training	12 months
	Legal training	12 months (including updates as required by legislation and case law)
	Customer service training	12 months
	Anti-social behaviour training programme (ASB, Housing and Independent Living Officers)	12 months (includes legal updates as required)
	Resident engagement training (Resident Engagement Officers)	12 months
Home Ownership	Specialist leasehold training (not mandatory)	Lifetime certification
	Shadowing programme for the three teams in this area (as part of induction)	Lifetime certification
Income and Support (within 12 months of starting role)	Money Guiders Programme training	Lifetime certification
	Presenting repossession cases at court training (Income Officers)	Lifetime certification
Environment	Pest management	Lifetime certification
	Horticulture/grounds maintenance	Lifetime certification
	Cleaning science	Lifetime certification
	Waste management	Lifetime certification
	Environmental legislation	Lifetime certification (including updates as required)
Housing Quality and Investment		
Repairs (as appropriate to role)	Scaffold inspection	60 months
	Mobile Access Towers training	60 months
	Housing Health & Safety Rating System training qualification	12 months
	Site Manager training	60 months
	Working safely	Lifetime certification
	Managing safely	Lifetime certification
	Working at heights	12 months
	NVQ Level 7 - Construction Management	Lifetime certification
	IOSH Managing Safely (or equivalent Health & Safety qualification i.e. NBOSH, SMSTS)	36 months



Role/Service Area	Training topic	Renewal period
	Quantity Surveying HND / Degree	Lifetime certification
	National Housing Federation - Schedule of Rates	Lifetime certification
Compliance	Heating	60 months
	Asbestos	36 months
Building Safety	Minimum Level 4 Diploma in Fire Safety or an industry equivalent	Lifetime certification
	CIOB Level 6 Diploma in Building Safety Management	Lifetime certification
Stock Investment and Asset Management (All staff)	IOSH Managing Safely (or equivalent Health & Safety qualification)	36 months
	CDM Regulations Training	36 months
	Leadership and Management Training (managers only)	36 months
	Building Regulations and Standards (excluding surveyors)	24 months
	Fire Safety and Building Safety Act Training (excluding surveyors)	12 months
Stock Investment and Asset Management (Asset management, clerk of works and quality assurance)	Housing Health and Safety Rating System (HHSRS)	36 months
	Building Defects and Quality Inspection Training	24/36 months
Stock Investment and Asset Management (Contract management and quantity surveyors)	NEC Contract Management	36 months
	JCT Contract Administration	36 months
	Procurement and Tender Evaluation	24/36 months
	Commercial Management and Final Accounts	36 months
Stock Investment and Asset Management (Asset management)	Stock Condition Survey Training	36 months
	Asset Management Systems Training	24 months
	Procurement and Tender Evaluation (Managers only)	24/36 months
Stock Investment and Asset Management (Quantity surveying)	Cost Planning and Cost Management	36 months
	Measurement and Valuation (NRM)	36 months
Housing Strategy		
Private Sector Licensing and Home Improvements	Housing Health & Safety Rating System certification	24 months



Role/Service Area	Training topic	Renewal period
(Licensing and enforcement officers/managers)	Fire safety training	24 months
	Anti-social behaviour training	24 months
Private Sector Licensing and Home Improvements	Building Safety Act 2022 training (Home Improvement and Assistance Surveyors/Manager)	24 months
Housing Needs and Refugee Services	Domestic abuse training (Homelessness Prevention Officers)	24 months
Housing Policy, Performance and Service Improvement	Targeted training to support policy development, data analysis and service improvement activities based on the requirements of specific projects and service priorities.	As required

Interim and agency staff

- 4.12 Prior to the commencement of any recruitment for interim or agency roles, the council must formally determine if the position is classified as a Senior Housing Manager or a Senior Housing Executive under the scope of this policy.
- 4.13 All interim or agency roles must meet the training requirements that all staff are required to meet, as well as any specialist training relevant to their role.
- 4.14 For any role identified as being in scope, the successful candidate must either hold the appropriate Level 4 or 5 qualification or provide documented evidence that they are currently "working towards" the qualification, with a confirmed completion date no later than October 2029. By October 2026 - the date the Standard officially comes into force - all interim Senior Housing Managers or Executive Housing Managers currently in post (regardless of their initial recruitment date) must either hold the relevant qualification or provide evidence of being enrolled and making satisfactory progress in their studies.

Note: The council will not provide funding or financial support for interim or agency staff to obtain these mandatory qualifications.

- 4.15 Training within this policy is based on the current training requirements as at the time of publication. We regularly review the training needs of staff and aim to constantly evolve the requirements to best provide excellent services to our residents.

Driving at work

- 4.16 When driving at work, whatever the nature of the journey, the driver is required to conduct themselves professionally and drive courteously. This includes managing the road position, reaction to other road users, and adherence to the Highway Code.
- 4.17 When driving at work, whatever the nature of the journey, the driver is required to drive with due regard to the environment. This includes driving steadily reducing idling, and

planning journeys to maximise efficiency where possible.

- 4.18 Driving at work conduct requirements apply whether driving a council vehicle or using their own vehicle for work purposes including those getting a car-user's allowance.
- 4.19 When driving at work, staff are deemed as being unfit to drive if under the influence of alcohol or drugs. If it is proven that an employee has driven a Council vehicle (or their own vehicle on Council business) whilst under the influence of alcohol or drugs, this will constitute gross misconduct and could result in dismissal.

5. Learning and development

- 5.1 We identify, respond to and monitor the learning and development of staff through the appraisal process and linked one-to-one process.
- 5.2 We operate proactive learning and development through routes such as training between one-to-ones and appraisals, which can be facilitated by each division's training budget.
- 5.3 Appraisals set staff objectives and what is expected of them in terms of outcomes, and how these align to the team objectives, the wider council objectives and our values and behaviours. Further details on appraisals can be found in Section 7.
- 5.4 Appraisals also cover mandatory, role-specific and developmental learning (see Section 4). Appraisals will not only focus on technical tasks but also on whether staff exhibit the professional behaviours and "soft skills" (such as empathy and respect) required by the standard.
- 5.5 One-to-ones are undertaken so that managers and staff can monitor and evaluate progress throughout the year. This allows for regular ongoing progress to be made in between appraisal conversations.
- 5.6 Through the appraisal and one-to-one processes staff, alongside their managers, ensure that a structured process can identify learning and competence and monitor routes to resolve any gaps.
- 5.7 We offer apprenticeship opportunities that combine working and practical training in a job, with studying, to gain skills, knowledge and a recognised qualification. These are available through the Apprenticeship Levy.
- 5.8 We have a dedicated e-learning platform called the Learning Academy where staff can gain additional knowledge and skills beyond their mandatory training. Categories include social care, health, safety and wellness, leadership and management, equalities and Information Communication Technology (ICT).
- 5.9 We offer job shadowing opportunities to give employees the chance to observe colleagues in other teams or services. It is a useful way to learn about different roles, processes, and skills, helping to build understanding and improve efficiency within the council.

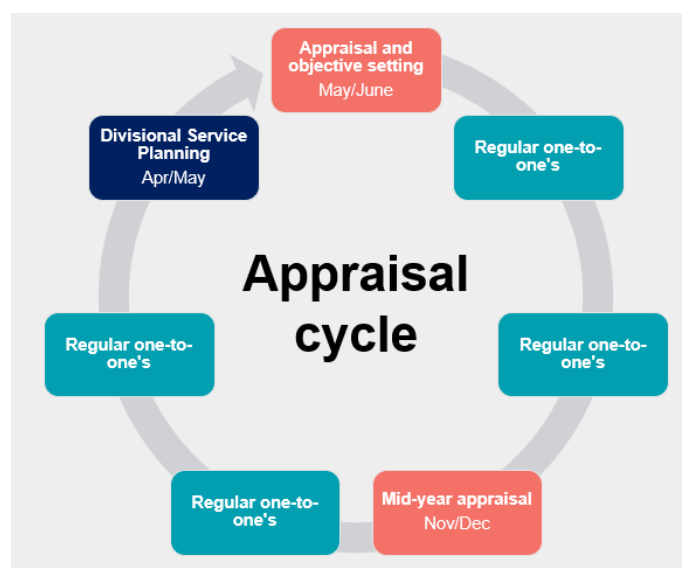
- 5.10 We operate a mentoring programme that helps where one individual supports another by sharing essential career insights, skills, and experiences, aimed at helping them reach their objectives. This relationship emphasises advancing the mentee's professional growth, enhancing job satisfaction, honing skills and knowledge, and unlocking their full potential.
- 5.11 We are also part of the Mentor Connect mentoring platform that brings together mentors and mentees from various London Councils, including Lewisham staff, to help each other reach their career aspirations.
- 5.12 We hold memberships and subscriptions with various relevant national organisations such as Housing Quality Network (HQN), Inside Housing, Housing Ombudsman and Local Government and Social Care Ombudsman. These allow staff to have access to discounted or free training and events relevant to their roles.
- 5.13 We also link with other local authorities for shared learning and expertise sharing on various topics.

6. Maintaining competence

- 6.1 We manage competence through an on-going relationship where managers communicate what is required from team members and offer them feedback on how they are performing against their role objectives. It is underpinned by the quality of the line manager and team member's relationships and their communication. Managers responsibilities can be summarised as:
- Identify mandatory qualifications, registrations or licences for the role
 - Verify evidence before appointment
 - Record details accurately in the learning system
 - Monitor renewals, registrations and completion dates
 - Evidence compliance for audits, inspections or regulatory reviews
- 6.2 Competence is monitored through regular one-to-one sessions between managers and staff, reminders of upcoming training through the relevant systems (the council's main system being the Learning Academy).
- 6.3 Staff are required to share learning certificates including qualifications with their managers to evidence up to date compliance with learning requirements. Managers will ensure qualifications are uploaded and that awarding bodies, registration numbers, and expiry or renewal dates are recorded where applicable.
- 6.4 Managers are accountable for day-to-day oversight of mandatory qualifications, registrations and licences. Keeping records current helps services remain safe, compliant and professionally regulated.
- 6.5 Staff have access to wellbeing resources to support them including an Employee Assistance Programme (EAP) provided as part of the Occupational Health contract, which includes a Champion Health App, available 24/7. Other resources include a Staff Support Hub with specialist areas for men's health, women's health, menstrual health, financial wellbeing amongst others. Various staff forums and networks provide support for those with similar beliefs, backgrounds, or interests.

7. Appraisals and performance review

- 7.1 Every staff member has ongoing appraisal conversations with their manager, so they are clear about their objectives and what is expected of them in terms of outcomes, and how these align to the team objectives, service planning, the wider council objectives and our values and behaviours. These conversations are aligned to the role of each staff member and to the code of conduct.
- 7.2 A visual of the appraisal cycle can be seen below and represents the ongoing nature of this process.



- 7.3 Managers and staff have dedicated guidance and resources to ensure both parties know what to expect and prepare for before, during and after appraisal meetings.
- 7.4 Managers are required to go on appraisal training to ensure they are able to correctly arrange, facilitate and record discussions in line with our policy.
- 7.5 The appraisal is where learning and development needs are discussed, identified and plans made to meet them. It also considers individual personal aspirations and needs. Central to the appraisal process is assessing performance against the delivery of identified objectives.
- 7.6 The appraisal process consists of two main parts:
- An appraisal and objective-setting conversation between April and the end of June
 - A mid-year appraisal between November and December which reviews the progress towards achieving outcomes set during the earlier conversation
- 7.7 Competence and behaviours are assessed in the appraisal process through measuring and reflecting upon delivery of work and behaviours against identified objectives. Appraisal forms hold a clear record of whether staff members had 'met', 'not met' or 'exceeded' expectations since their previous appraisal. 'Met' expectations only apply where mandatory training has been completed and is up to date.

- 7.8 Discussions focus on providing a supportive and developmental approach between manager and staff member.
- 7.9 Appraisal conversations are recorded, agreed and signed by each staff member and their manager before being uploaded to Oracle, the Council's Human Capital Management (HCM) System (see Section 9).
- 7.10 Appraisal conversations are supported by regular one-to-ones so that managers and staff can monitor and evaluate progress throughout the year.

8. Managing poor performance

- 8.1 The Managing Performance Policy is an integral part of the council's approach to managing performance, ensuring high standards of individual and team performance in the provision of council services.
- 8.2 Where an employee is failing to carry out their duties to a satisfactory standard, the council will take reasonable steps to help the individual achieve and then maintain the required standard of performance.
- 8.3 Managers should meet with staff on a regular basis through one-to-one/supervision meetings and should ensure that appraisals are carried out throughout the year at the designated intervals. Managers should make sure that staff are clear about work objectives. Where the required standard of performance is not achieved or maintained then managers should take action as required under the Managing Performance Policy.
- 8.4 The Managing Performance procedure is split into four parts:
- Stage 1. Setting Standards & Monitoring
 - Stage 2. Review
 - Stage 3. Capability hearing
 - Stage 4. Capability appeal
- 8.5 Stage 1 focuses on early constructive intervention and agreeing a clear plan to improve performance. The purpose of this stage is to raise concerns, confirm standards and identify actions and any appropriate support for improvement as part of day-to-day management action.
- 8.6 Stage 2 reviews the progress and either acknowledges improvements have been made or undertakes another review or potentially advances to Stage 3 if appropriate.
- 8.7 The procedure for dealing with managing performance is distinct from the disciplinary procedure, which is designed to deal with cases of alleged employee misconduct against the code of conduct. If it is misconduct, then this should be addressed via the council's [Disciplinary Policy and Procedure](#). If managers are unclear in the initial stage as to which procedure should be followed, guidance should be sought from the Human Resources Advisory Team.
- 8.8 Where Lewisham Council commissions design work, building work, maintenance, refurbishment, compliance activity or specialist safety services, it will take reasonable

and proportionate steps to satisfy itself that the organisations and individuals it appoints have the appropriate skills, knowledge, experience, behaviours and organisational capability for the work they are engaged to undertake. This includes, where relevant, compliance with duties under the Building Regulations Part 2A and associated higher-risk building procedures.

- 8.9 Performance management for contractors meets the same requirements as staff for managing poor performance. The relevant individuals within Lewisham Council who commissioned services are responsible for ensuring this is followed.
- 8.10 Compliance with this will be monitored through routine management checks, contractor performance reviews, incident reporting, and documented site inspections where applicable. Non-compliance, repeated failures, or serious breaches shall be escalated to senior management and/or the Housing Health and Safety Board and may result in corrective actions, suspension of contractor activity, or contract termination.

9. Monitoring and continual improvement

- 9.1 Overall ownership of this policy is with the Executive Director of Housing.
- 9.2 All managers need to be responsible for the learning and development, conduct and performance of staff working in their area.
- 9.3 Housing Directorate Management Team (Housing DMT) will monitor the application of this policy. Monitoring of compliance will be carried out by regular reporting to Housing DMT on sections of this policy e.g. training, learning and development, core qualifications, appraisals etc. This will include data and reports from the council's corporate Organisational Development team.
- 9.4 Key performance indicators (KPIs) will be developed to support the monitoring of compliance with this policy. The KPIs will provide a framework for measuring performance and demonstrating compliance to residents. Performance against these indicators will be reported regularly to Housing DMT and shared with residents.
- 9.5 Evidence of compliance will be stored on different systems and in different ways depending on the purpose:
- **Learning and Development:** Managers have access to their staff's e-learning records and have alerts on the council's e-learning system the Learning Academy. Where staff undertake external training they should will share their certificates with managers who will record the information on their personal file.
 - **Appraisals:** These are recorded on the Oracle system by managers and includes conduct. Oracle produces reports on Directorate, Service and team compliance.
 - **Performance Management:** Any poor performance management issues are recorded on the employee's personal file.
- 9.6 The Regulator of Social Housing (RSH) will monitor the council's compliance with the C&C Standard requirements through inspection.

10. Legislation and regulation

10.1 Relevant legislation, regulation and good practice includes, but is not limited to:

- Social Housing (Regulation) Act 2023
- Housing and Regeneration Act 2008, specifically sections 194A, 194B and 217A
- Social Housing regulatory framework, specifically the Competence and Conduct Standard requirements (which comes into effect in October 2026)
- Building Regulations 2010 (as amended), including Part 2A duty holder and competence provisions where applicable;
- Construction (Design and Management) Regulations 2015, where applicable;
- Regulatory Reform (Fire Safety) Order 2005, Building Safety Act 2022 and associated fire safety legislation, where applicable.

11. Equality, diversity, and inclusion

11.1 An Equalities Analysis Assessment (EAA) screening was conducted as part of the creation of this policy and concluded that the changes are expected to have a minor positive impact on all residents, including those with protected characteristics.

11.2 The policy set out the standards of behaviour expected of all staff delivering council housing services. It outlines the core principles that guide how we work and interact with residents, colleagues, and partners and aims to ensure the competence and conduct of housing staff, including contractors. This work benefits individuals across all protected characteristics.

12. Communication and consultation

12.1 We will keep this policy available to residents through our website and share additional information relating to competence and conduct through other communications with residents, individually where required, and more widely where appropriate.

12.2 The draft policy and related Housing Code of Conduct was developed with the resident-led Service and Performance Panel. The draft policy was consulted on via an online survey, webinar and presentation at Tenant Advisory Board (TAB) and SPP. This collaborative engagement provided valuable insights into current practices, key challenges, and opportunities for improvement.

12.3 The policy was both developed and the draft consulted on with staff within the housing directorate and relevant corporate colleagues to ensure the policy is clear, deliverable and compliant and consistent with our corporate standards and policies.

12.4 Should residents witness any breaches of this policy by Lewisham Council housing staff, or those delivering services on our behalf, they should report this through the housing complaints process. These will then be managed in accordance with our Housing Complaints Policy and processes and reported to Housing DMT as part of the monitoring of this policy.



13. Related policies

13.1 Related documents which support and complement this policy include but are not limited to:

- Lewisham Values and Behaviours Framework
- Lewisham Employee Code of Conduct
- Lewisham Housing Services Code of Conduct
- Housing Workforce Strategy 2025
- Managing Performance - The Capability Policy and Procedure
- Sickness Absence Management Policy and Procedure
- Respect and Dignity at Work Policy
- Redeployment Policy and Procedure
- Probation Policy and Process
- Disciplinary Policy and Procedure
- Grievance Policy and Procedure
- Reasonable Adjustments Passport
- Housing Complaints Policy
- Appraisal Conversation 2026-27 - Guidance for Managers
- Drug and Alcohol Dependency Policy
- Lewisham Contract Management Framework Handbook
- Housing Control of Contractors Procedure

14. Reviewing this policy

14.1 Amendments to this policy not reflecting a major change of policy may be made by the Executive Director for Housing in consultation with the Director of Law and Corporate Governance. Such changes will be reported to Members annually.

New: Competence and Conduct Policy 2026 (V1.0)	
Date approved: 09/09/2026	Effective date: 22/09/2026
Next review: September 2028	
Approved by: Mayor and Cabinet	
Policy owner: Executive Director of Housing	