

L&Q Competence and Conduct Policy



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1 Purpose and Scope

- 1.1 The Housing Competence and Conduct Standard is one of several new measures being introduced through the Social Housing (Regulation) Act 2023. It requires L&Q, as a social housing provider, to ensure our colleagues have the skills, knowledge, behaviours, and for certain roles the expected qualifications, to deliver safe, high-quality landlord services.
- 1.2 The standard includes expectations for the training and development of housing staff. In particular, this includes mandatory qualifications for senior housing executives and managers whose roles include a significant amount of time managing the delivery of housing management services. The standard brings a type of professionalisation to the social housing sector, more in line with other sectors who provide public services.
- 1.3 While we expect a high standard of service throughout L&Q, and at all levels, the mandatory qualification is required in certain roles. The initial focus of this policy is to clarify how we will achieve and maintain the Housing Competency and Conduct standard. However, we also provide context later in this document, to set out our wider approach to ensuring a competent and professional workforce.
- 1.4 To comply with the new standard, L&Q must:
- Have an up-to-date written policy setting out our approach to developing and maintaining the skills, knowledge, experience and behaviours of the employees in scope (This policy)
 - Ensure our approach is tailored to different roles, with clear learning and development pathways
 - Embed an appropriate framework that outlines the expectations of how our people behave and conduct themselves and this should be understood and consistently applied across the organisation
 - Take responsibility for assessing our workforce regularly, including employees of any contractors providing services on our behalf, and addressing any competence gaps.
- 1.5 L&Q are compliant with the Housing Competence and Conduct Standard, and will continue to monitor our compliance.

Roles in scope

- 1.6 All roles that deliver Housing Management Services to social housing tenants are in scope of the standard. At L&Q we have made the decision to include all our colleagues in the scope of this policy.

- 1.7 There are certain specific senior roles that require a qualification as part of this standard. Senior Housing Managers and Senior Housing Executives will be required to have or be willing to work towards a specific Housing qualification that relates to their role.
- 1.8 Colleagues in scope of the mandatory qualification element and who are not already qualified, will be funded and supported to achieve their qualifications within the transition period timeline (they must have started the programme by October 2029).
- 1.9 New colleagues in these roles will be expected to either have the appropriate qualification when they join us, or to work towards it in an agreed timeframe.

2 Legislation and Regulation

- 2.1 **The Social Housing (Regulation) Act 2023** - The Housing Competence and Conduct Standard is a regulatory framework - coming into force in October 2026. It is one of several measures being introduced through the Social Housing (Regulation) Act 2023.
- 2.2 **Regulator of Social Housing (RSH)** - The above Act gives the Regulator the power to set a standard for Registered Providers of Social Housing in England, in matters relating to the competence and conduct of individuals involved in the provision of services in connection with the management of social housing.

3 Wider L&Q context

- 3.1 We are committed to maintaining a culture of high performance, professionalism and accountability across the whole of L&Q. We aim to provide a high standard of service to residents and to operate safely, fairly and efficiently.
- 3.2 We expect our colleagues to meet the standards expected of their role, and to work in line with Company policies and our values. Similarly, we expect standards to be maintained by other organisations we work with to deliver services on our behalf.
- 3.3 While not all employees of L&Q are required to achieve a formal qualification to demonstrate their competence and conduct, as set out in this policy, we have many other measures in place to ensure that all colleagues deliver a high standard of service and behave professionally. We summarise some of these measures in the sections below.

4 Values and Behaviours

Values

- 4.1 L&Q's values and behavioural framework set out the standards we expect from everyone who works for or on behalf of L&Q. Our 3 values are:
- We Step Up
 - We See Things Through
 - We Support Each Other
- 4.2 These values guide how we work with residents, colleagues and partners and are supported by clear behavioural expectations, including taking ownership, acting with care, treating people with respect, listening to different perspectives, working collaboratively and delivering reliable, high-quality services.
- 4.3 We expect all colleagues, contractors and service providers to demonstrate these behaviours at all times and to act in a way that reflects L&Q's commitment to providing safe, resident-focused services and positive outcomes for the communities we serve.
- 4.4 Our Values and behavioural framework was shaped by over 2,000 voices across L&Q, including residents.

5 Conduct

Code of conduct

- 5.1 We have adopted the updated National Housing Federation (NHF) Code of Conduct, which sets out the standards of behaviour expected of everyone who works for, represents, or delivers services on behalf of L&Q. It is built around five core principles:
- Acting in the best interests of residents and the organisation
 - Behaving with integrity
 - Treating others fairly, with respect and empathy
 - Taking responsibility for the impact of actions
 - Acting with diligence and care
- 5.2 We expect all colleagues, contractors and service providers to understand and follow these standards, helping to build trust, deliver high-quality services and maintain confidence in how we serve our residents and communities.

Expectations

- 5.3 L&Q employees are expected to comply with all Company policies. This includes completing mandatory training, understanding and applying the standards required of their role, maintaining confidentiality, following reasonable management instructions, avoiding conflicts of interest, using IT and social media appropriately, meeting health and safety obligations and reporting criminal allegations where relevant.
- 5.4 Employees who are also L&Q residents must comply with their tenancy obligations, as breaches may affect the employment relationship.

When things go wrong

- 5.5 We will handle disciplinary matters informally or formally, depending on the seriousness of the issue.
- 5.6 Misconduct is behaviour that breaches L&Q policy or expected standards. Gross misconduct may result in immediate dismissal.

6 Learning and Development

- 6.1 We have a structured learning and development framework that supports colleagues to develop and maintain the skills, knowledge, experience and behaviours needed to perform their roles effectively and deliver safe, high-quality, resident-focused services. Learning and development is a shared responsibility between colleagues, people managers and the Learning & Development team, with colleagues encouraged to take ownership of their learning and career development.
- 6.2 Learning and development activity supports colleagues when they join us, throughout their employment, and when responsibilities, risks or service requirements change. We encourage lifelong learning through learning campaigns, self-directed resources, development programmes and career development support. This helps colleagues build confidence, develop capability, and respond to the changing needs of residents, the organisation and the wider sector.
- 6.3 We require all colleagues to complete mandatory and regulatory training relevant to their role. This includes organisation-wide training on key topics such as the Code of Conduct, anti-fraud, bribery and corruption, data protection, equality, diversity and inclusion, and Safeguarding, alongside any role-specific learning requirements. We may also require colleagues to undertake refresher training, where applicable, to ensure their knowledge and competence remains current.
- 6.4 Where roles require specific qualifications or are subject to regulatory requirements, L&Q identifies the roles affected. We monitor qualification status, and support colleagues to achieve and maintain the required standards.

- 6.5 Where we identify capability or development gaps, colleagues and managers will agree appropriate learning and development actions. We consider these needs through a performance management review process as well as regular one-to-one discussions.
- 6.6 L&Q maintains appropriate learning records and management information to support colleagues, managers, regulatory compliance and organisational assurance.
- 6.7 Learning and development is both an individual and organisation-wide activity, and we seek to identify capability and skills gaps, and opportunities for improvement. We do this through, and in the context of, performance management processes, learning evaluation, audits, complaints, regulatory requirements, organisational priorities, performance data, benchmarking and emerging good practice. This helps us ensure that we learn from experience, continuously improve our services, and respond effectively to the needs of residents and customers.

7 Performance Management

- 7.1 L&Q is committed to creating a culture of high performance, accountability and continuous improvement. Through our formal Performance Management Review (PMR) process, colleagues receive regular feedback, clear objectives and support to help them perform effectively and deliver the best possible outcomes for residents.
- 7.2 Performance is assessed not only on what is achieved, but also on how it is achieved, including how colleagues demonstrate L&Q's values, behaviours and standards of conduct.
- 7.3 Where performance falls below the required standard, managers will work with colleagues to identify the causes, set clear improvement expectations and provide appropriate support, coaching and development.
- 7.4 If satisfactory improvement is not achieved, L&Q may take formal action in line with its performance management procedures.
- 7.5 At the same time, we recognise and celebrate colleagues who consistently demonstrate high performance and make a positive contribution to residents, communities and organisational success.

8 Monitoring and Controls

The following is not intended an exhaustive list but indicates the type of controls we have in place to help us to monitor that this, and associated policies, are being followed.

- 8.1 Mandatory induction and role-specific training are in place to ensure colleagues and service providers understand their responsibilities, required standards and regulatory obligations.

- 8.2 Completion of mandatory learning, professional qualifications and continuing professional development (CPD) requirements is monitored and reported through L&Q's learning management and compliance monitoring processes.
- 8.3 Regular Performance Management Reviews (PMRs), one-to-one meetings and objective-setting discussions are used to monitor individual performance, provide feedback and identify development needs.
- 8.4 Performance is assessed against agreed objectives as well as expected behaviours, values and conduct standards.
- 8.5 Managers are responsible for identifying and addressing performance concerns at the earliest opportunity through coaching, support, supervision and performance improvement measures where appropriate.
- 8.6 Cases of poor performance are monitored through formal performance management procedures where required, with progress reviewed against agreed improvement plans.
- 8.7 Allegations of misconduct, breaches of policy, professional standards or the Code of Conduct are investigated and managed in accordance with L&Q's disciplinary procedures.
- 8.8 Learning, performance, conduct and compliance data are reviewed regularly to identify trends, risks, areas of non-compliance and opportunities for improvement.
- 8.9 Internal audits, assurance reviews and regulatory compliance activities may be undertaken to assess the effectiveness of learning, competence, performance and conduct arrangements.
- 8.10 Senior leaders receive regular management information and assurance reporting on learning compliance, professional competence, performance management and conduct-related matters to support oversight and accountability.
- 8.11 Regular benchmarking of L&D activities undertaken through the Investors in People accreditation

9 Equality, Diversity and Inclusion

- 9.1 We have undertaken an Equality Impact Assessment screening as part of the development of this policy.
- 9.2 We are committed to making learning and development opportunities accessible, relevant and inclusive. This is to ensure colleagues have fair access to the learning, support and development they need to perform their roles and develop their careers, including any reasonable adjustments.

- 9.3 Learning and development activities are designed to support positive behaviours, equality, diversity and inclusion, and helping colleagues deliver services that are respectful, resident-focused and responsive to the needs of diverse communities.

10 Communication

- 10.1 This policy has been shaped with resident input and scrutiny. We thank those involved for their time and valuable feedback.
- 10.2 This policy is published on our website and intranet, to be accessible to all residents and colleagues.

11 Policy controls sheet

Date of approval: 22/09/2026

Approved by: Governance & People group

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Next Review date: 01/10/2027

Policy owned by: Director of Organisation Development and Change

Associated documents: L&Q Code of Conduct 2026

Main change	Key points
New policy	To comply with new legislation and regulation
Reviewed by: Policy Team, Head of Learning & Development (L&D Academy), Senior HR Advisor (Policy & Process)	