

AGENDA



- Committee - **POLICY DEVELOPMENT PANEL**
- Date & Time - Tuesday, 2 June 2026 at 6.30 pm
- Venue - Meeting Room 1, Council Offices, Priory Road, Spalding

Membership of the Policy Development Panel:

Councillors: D Ashby, P Barnes, A C Beal, S Chauhan, L J Eldridge (Vice-Chairman), R A Gibson, M Hasan, J L Reynolds, M Le Sage, J Whitbourn and A R Woolf (Chairman)

Substitute members on the Policy Development Panel may be appointed only from members who are not on the Cabinet. Substitutions apply for individual meetings.

Quorum: 4

Persons attending the meeting are requested to turn mobile telephones to silent mode

Democratic Services
Council Offices, Priory Road
Spalding, Lincs PE11 2XE

Date: 22 May 2026

AGENDA

1. Apologies for absence.
2. Minutes - (Pages 5 - 20)
To sign as a correct record the minutes of the 21 April 2026 Policy Development Panel meeting (copy enclosed):
3. Declaration of Interests. -
Where a Councillor has a Disclosable Pecuniary Interest the Councillor must declare the interest to the meeting and leave the room without participating in any discussion or making a statement on the item, except where a councillor is permitted to remain as a result of a grant of dispensation.
4. Actions - (Pages 21 - 36)
To consider updates to actions that arose at the 21 April 2026 Policy Development Panel meeting and the tracking of outstanding actions (enclosed)
5. Questions asked under Standing Order 6
6. Tracking of recommendations -
To consider responses of the Cabinet to reports of the Panel.
7. Items referred from the Performance Monitoring Panel
8. Key Decision Plan - (Pages 37 - 48)
To note the current Key Decision Plan (copy enclosed).
9. SHDC Policy Register & SELCP Policy Register - (Pages 49 - 56)
To note the SHDC Policy Register and the S&ELCP Policy Register (enclosed).
10. Strategy / Policy Review and Development - (Pages 57 - 66)
To consider an approach to future strategy / policy review and development in the lead up to Local Government Reorganisation
11. Final Report of the Derelict and Untidy Sites Task Group - (Pages 67 - 78)
To consider the Final Report of the Derelict and Untidy Sites Task Group and provide feedback prior to its consideration by the Cabinet (report of the Derelict and Untidy Sites Task Group enclosed).
12. Review of HR Policies - (Pages 79 - 218)
To seek Policy Development Panel's views on the proposed HR policies prior to report to Council.
13. Policy Development Panel Work Programme - (Pages 219 - 226)
To set out the Work Programme of the Policy Development Panel (Report of the Service Director – Legal & Governance (Monitoring Officer) enclosed)

14. Any other items which the Chairman decides are urgent. -

NOTE: No other business is permitted unless by reason of special circumstances, which shall be specified in the minutes, the Chairman is of the opinion that the item(s) should be considered as a matter of urgency.

15. To consider resolving that, under Section 100A (4) of the Local Government Act 1972, the public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

16. Restricted minute - (Pages
To consider the exempt minute of the 21 April 2026 Policy Development 227 -
Panel meeting (enclosed). 230)

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Minutes of a meeting of the **POLICY DEVELOPMENT PANEL** held in the Meeting Room 1, Council Offices, Priory Road, Spalding, on Tuesday, 21 April 2026 at 6.30 pm.

PRESENT

A R Woolf (Chairman)
L J Eldridge (Vice-Chairman)

D Ashby
P Barnes
A C Beal

M Geaney
R A Gibson
M Hasan

J L Reynolds
J Whitbourn

In Attendance: The Director of Finance (Section 151 Officer), the Service Director – Communities and Housing Services, the Business Intelligence and Change Manager, the Group Manager - Public Protection, the Change and Improvement Manager (HRA), the Housing Repairs Manager, the Cultural Venues and Creative Art Manager, the Deputy Head of Revenues and Benefits (PSPS), the Democratic Services Team Leader and the Democratic Services Support Officer.

Apologies of absence were received from or on behalf of Councillor M Le Sage.

83. MINUTES

AGREED:

That the minutes of the following meetings be signed by the Chairman as a correct record:

- Joint Performance Monitoring Panel/Policy Development Panel held on 13 January 2026;
- Policy Development Panel held on 3 February 2026; and
- Special Policy Development Panel held on 9 February 2026.

84. ACTIONS

Consideration was given to the update on actions which arose at the 3 February 2026 Policy Development Panel meeting and the tracking of outstanding actions.

The following updates were provided:

- In respect of action 76.25/26 regarding the 'SHDC Markets Policy Review', a further update was provided by the Markets Manager; *'The Markets Team are now looking into*

Action By

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the possibility of the Markets Officer receiving first aid training’;

- In respect of action 52.25/26 regarding the delay in the review of the ‘Data Protection Policy’, the following response was provided by the Business Intelligence and Change Manager, ‘*The Data Protection Policy had been aligned across the partnership and approved*’;
- In respect of action 53c.25/26 regarding the ‘Artificial Intelligence Policy’, the following response was provided by the Business Intelligence and Change Manager: ‘*the policy work remained ongoing, including considerations around firewalls and pilot arrangements and advised that future updates would be provided*’;
- In respect of action 58.25/26, the following response was provided by the Business Intelligence and Change Manager: ‘*work on the Net Zero Action Plan was still progressing and that the action should therefore remain open*’; and
- In respect of action 65.22/23, it was noted that the matter remained ongoing with further work still required.

Members considered the response to action 76.25/26 regarding first aid training for the Markets Manager and queried the extent of the training and resulting responsibility - would the officer be expected to provide first aid to stallholders, members of the public, or to fulfil a more limited role. Members raised concerns regarding the legal implications of officers administering first aid in a public setting and the distinction between workplace and public first-aid training. Clarification was required regarding the most appropriate form of training, with a suggestion that officers could be trained to manage incidents and support emergency response rather than administer first aid directly.

- The Business Intelligence and Change Manager agreed to seek additional advice on the matter from the Markets Manager.

AGREED:

That the update regarding actions be noted.

85. DECLARATION OF INTERESTS.

There were none.

86. QUESTIONS ASKED UNDER STANDING ORDER 6

There were none.

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87. TRACKING OF RECOMMENDATIONS

There were none.

**88. ITEMS REFERRED FROM THE PERFORMANCE MONITORING
PANEL**

There were none.

89. KEY DECISION PLAN

Consideration was given to the Key Decision Plan dated 13 April 2026.

AGREED:

That the Key Decision Plan be noted.

90. SHDC POLICY REGISTER & SELCP POLICY REGISTER

Consideration was given to the SHDC Policy Register and the S&ELCP Policy Register.

The Business Intelligence and Change Manager introduced the report and provided members with the following update:

- The Graffiti and Street Art Management Policy review was overdue but was to be considered at the current meeting. No other policies were overdue;
- A number of ICT-related policies were scheduled for review in July 2025 and were expected to involve only minor amendments before being brought to the Panel;
- The Communications Strategy was scheduled for review in September 2026; and
- First year review commentary had been provided for the Customer Feedback Policy.

Members considered the update and made the following comments:

- Members suggested that policies listed as 'approved' but due to be reviewed, should now be marked as 'in review'.
 - The Business Intelligence and Change Manager confirmed that the register could be updated to reflect 'in review' status once active review was underway.

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- Members commented positively on the presentation of reports, particularly where amendments had been clearly highlighted, and requested that minor amendments to forthcoming ICT policies be clearly marked to assist readability.
 - The Business Intelligence and Change Manager agreed to pass this feedback to the relevant policy owners and confirmed that efforts would be made to ensure amendments were clearly highlighted in future reports.

- Members thanked the Business Intelligence and Change Manager for his work on the registers which considered to be in a healthy position.

AGREED:

That the SHDC Policy Register, and the S&ELCP Policy Register be noted.

91. HEALTH AND SAFETY POLICY – GENERAL STATEMENT OF INTENT AND ARRANGEMENTS

Consideration was given to the report of the Assistant Director - Regulatory to seek views from Policy Development Panel on proposed amendments to the Council's Health and Safety Policy.

The Group Manager – Public Protection introduced the report and highlighted the following:

- That the changes were minor and formed part of the scheduled three-yearly review, with amendments highlighted within the document; and
- That updates primarily enabled the policy to be adopted separately by each sovereign council, providing greater flexibility, and that some detailed content had been removed to sit more appropriately within supporting documents such as terms of reference.

Members considered the report and supported the highlighted amendments.

AGREED:

That following consideration of the proposed amendments to the Health and Safety Policy (Appendix 1), the Policy Development Panel recommended the policy to Cabinet for approval.

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92. FINAL REPORT OF THE DERELICT AND UNTIDY SITES TASK GROUP

The Chairman of the Policy Development Panel informed the members that he had agreed that the Final Report of the Derelict and Untidy Sites Task group be deferred to the Policy Development Panel meeting being held on 2 June 2026.

93. ANTI-SOCIAL BEHAVIOUR (ASB) AND HATE CRIME POLICY FOR THE HOUSING LANDLORD SERVICE

Consideration was given to the report of the Assistant Director – Housing, which asked the members to consider the Anti-Social Behaviour (ASB) and Hate Crime Policy for the Housing Landlord Service.

The Change and Improvement Manager (HRA) presented the report which provided an update on the ASB Framework that was adopted in July 2025.

Members considered the report and made the following comments:

- Members asked how frequently the Anti-Social Behaviour and Hate Crime Policy would be applied in practice and how many reports were received by the Council.
 - The Change and Improvement Manager (HRA) advised that, between 1 April 2025 and 31 March 2026, 117 cases had been reported which met the relevant thresholds, excluding reports that were assessed as not constituting ASB or hate crime.
- Members queried the scope of the policy and asked how many properties were managed by the Council on behalf of other landlords.
 - The Change and Improvement Manager (HRA) advised that this information was not available at the meeting but undertook to provide the details to Members outside of the meeting.
- Members sought clarification on the meaning of 'reasonable hours' referenced within the list of behaviours not classified as anti-social behaviour, particularly in relation to noise from children.
 - The Change and Improvement Manager (HRA) acknowledged that interpretations could vary depending on individual circumstances and advised that further clarification and examples could be

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included within the policy, reflecting feedback received from tenants.

- Members commented on the ordering of the appendices and suggested that placing the summary of amendments before the policy itself would improve readability.
 - The Change and Improvement Manager (HRA) acknowledged the suggestion and noted it for future reports.
- Members asked about the proposal to introduce A5 fridge magnets containing key service contacts, noting that many households now had integrated appliances.
 - The Change and Improvement Manager (HRA) explained that this suggestion had come from tenant feedback and confirmed that existing repair-service magnets were already distributed. It was advised that alternative formats would be explored with tenants to ensure accessibility.
- Members queried whether the section on reporting domestic abuse should include explicit reference to reporting incidents directly to the police.
 - The Change and Improvement Manager (HRA) responded that:
 - Tenants could choose to report ASB to the police and that safeguarding referrals would be made where appropriate; however, it was noted that overt reference to the police could deter reporting; and
 - Best practice across landlord policies would be reviewed to determine whether amendments were required.
- Members suggested that responsible domestic fires should be included within the list of behaviours not classed as anti-social behaviour, with a link to existing fire safety guidance.
 - The Change and Improvement Manager (HRA) confirmed that this issue had also been raised by tenants and agreed that the policy could be updated accordingly.
- Members asked whether clearer links could be provided to the Tenancy Management Policy in relation to follow-up timescales set out within the ASB policy.
 - The Change and Improvement Manager (HRA) agreed that adding a link to the Tenancy

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Management Policy would provide helpful context and confirmed this would be included.

- Members queried whether the 'key facts' summary and proposed video version of the policy would be shared with Members before publication.
 - The Change and Improvement Manager (HRA) advised that these materials would not normally return to the Panel but confirmed that they would be circulated to Members once finalised and published.

AGREED:

- 1) That Tenant feedback on the Anti-Social Behaviour (ASB) and Hate Crime Policy for the Housing Landlord Service be noted.
- 2) That following the noting of feedback from the Policy Development Panel on the Anti-Social (ASB) Behaviour and Hate Crime Policy for the Housing Landlord Service, the policy be recommended to Cabinet for adoption.
- 3) That the recommendation to delegate minor operational amendments or legislative changes to the Assistant Director - Housing in consultation with the Portfolio Holder for Strategic and Operational Housing, be supported.

94. HOUSING (HRA) DAMP CONDENSATION AND MOULD POLICY

Consideration was given to the report of the Assistant Director – Housing which asked members to consider the updated Damp, Condensation and Mould Policy 2026 (Appendix 2).

The Housing Repairs Manager presented the updated Damp, Condensation and Mould Policy for 2026, and the following main points were highlighted:

- The policy had been revised to comply with Awaab's Law and had been informed by extensive tenant engagement;
- Feedback from focus groups, surveys and tenant panels had highlighted the need for clearer communication, timely updates and better understanding of responsibilities; and
- Such improvements, alongside learning from complaints and stock condition data, had been incorporated into the revised policy to strengthen processes, transparency and tenant support, while maintaining legislative compliance.

Members considered the report and made the following

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comments:

- Members sought reassurance that the revised policy would lead to clearer and more consistent communication with tenants throughout the damp, condensation, and mould process, and asked what safeguards were in place to maintain contact where officers were on leave or absent.
 - The Housing Repairs Manager explained that a dedicated Damp and Mould Team had been established, with revised scripts, follow-up letters and defined contact points introduced to better manage tenant expectations. Ownership of cases now remained with the Damp and Mould Team throughout, supported by shared inboxes, a central telephone number and office cover arrangements to ensure continuity of communication.

- Members asked whether the policy applied to outbuildings such as external toilets or washing facilities.
 - The Housing Repairs Manager responded that:
 - The Council remained responsible for the external structure of all buildings and for internal areas classed as habitable or providing essential facilities, such as outside toilets. Non-habitable structures, such as storage sheds, were generally excluded; and
 - Each case would be assessed individually, and that advice or low-level treatment would still be offered where appropriate.

- Members queried the use of the term 'decanted' within the policy flowchart and sought clarity on whether this referred to temporarily removing tenants from their homes.
 - The Housing Repairs Manager confirmed that decanting referred to temporary relocation in circumstances where tenant safety required this, such as significant hazards requiring urgent repair. The terminology could be softened, for example by using 'temporarily relocated', while maintaining clarity around the process.

- Members asked whether they would be able to view the risk assessment and triage tools used to assess damp and mould cases.
 - The Housing Repairs Manager responded that:
 - The triage tools assessed both the severity of the issue and household vulnerabilities to determine response priority. That the

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documentation would be circulated to members by email after the meeting.

- Members identified an error within the table at the bottom of Appendix 3 and asked whether the date should read 16 December 2025.
 - The Housing Repairs Manager confirmed this would be corrected.
- Members raised concerns about contractors cancelling or attending appointments at short notice and asked how contractors were being held to account and whether repeat issues were monitored.
 - The Housing Repairs Manager explained that contractor performance was reviewed regularly through contract meetings, that a strengthened code of conduct was being introduced, and that future contracts would require clearer evidence of appointment confirmation through written and electronic notifications.
- Members queried the tender process used to appoint contractors undertaking damp and mould works and how contractor performance was assessed.
 - The Housing Repairs Manager advised that the current contract had been appointed through an open tender process, evaluated on both cost and quality, in line with procurement requirements.
- Members expressed concern that a proportion of contractor visits had taken place without prior notice to tenants and asked how this would be prevented in future.
 - The Housing Repairs Manager advised that this issue linked to wider contract management improvements and that clearer appointment confirmation processes were being implemented to strengthen accountability.
- Members asked whether follow-up contact for tenants requiring additional support, including the six-month review, would be limited to telephone contact.
 - The Housing Repairs Manager confirmed that whilst initial follow-ups were usually by phone, home visits could be arranged where appropriate and that cases could be flagged for earlier or more frequent contact depending on risk and vulnerability.
- Members commented on the low response rate to the

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tenant survey and queried how the Council could ensure wider awareness of reporting routes for damp and mould issues.

- The Housing Repairs Manager acknowledged the low response rate, advising that this could skew results, and confirmed that reporting awareness continued to be promoted through handbooks, campaigns, and direct engagement, enabling officers to act where concerns were raised.

AGREED:

- 1) That Tenant feedback on the revised Housing Damp Condensation and Mould (DCM) Policy 2026 be noted;
- 2) That following the noting of feedback from the Policy Development Panel on the revised Housing Damp Condensation and Mould (DCM) Policy 2026, the policy be recommended to Cabinet for adoption; and
- 3) That the recommendation to delegate minor operational amendments to the Assistant Director - Housing in consultation with the Portfolio Holder for Strategic and Operational Housing, be supported.

95. GRAFFITI AND STREET ART MANAGEMENT POLICY

Consideration was given to the report of the Assistant Director – Housing and Communities which presented to members an updated Street Art Management Policy and outlined the rationale for separating graffiti from street art within the Council policy.

The Cultural Venues and Creative Arts Manager and the Group Manager – Public Protection were in attendance for this item.

The Cultural Venues and Creative Arts Manager introduced the report which reviewed the Street Art Management Policy, originally approved in 2022. The revised policy clarified its focus on supporting community-led street art, while removing references to graffiti, which was addressed separately as a criminal matter under the Council's Corporate Enforcement Policy. The proposed changes aimed to reduce confusion to ensure a clearer distinction between permitted street art and enforcement activity.

Members considered the report and made the following comments:

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- Members queried the rationale for removing graffiti from the Graffiti and Street Art Management Policy and asked how graffiti would otherwise be addressed.
 - The Group Manager – Public Protection explained that graffiti continued to be treated as a criminal and environmental enforcement matter and would be managed through the Council’s Corporate Enforcement Policy and Enviro-Crime processes, including partnership working with the Police, cleansing teams and enforcement officers, and that this change did not alter the Council’s approach to tackling graffiti.

- Members sought clarification on the scope of the policy and whether street art was limited to Council-owned land.
 - The Cultural Venues and Creative Arts Manager advised that whilst the policy primarily supported street art on Council-owned or community-supported sites, street art could also take place on private property with the landowner’s consent, and that in such cases the Council could not insist on compliance but would encourage engagement with officers and the community.

- Members queried how officers distinguished between authorised street art and unauthorised graffiti, particularly where artwork might be visible from public areas.
 - The Cultural Venues and Creative Arts Manager explained that the determining factor was landowner consent and the consultation process set out in the policy, with unauthorised works continuing to be treated as graffiti and addressed through enforcement routes.

- Members raised concerns that members of the public might not easily be able to identify whether artwork had been formally approved and suggested whether approved street art should be visibly marked or labelled.
 - The Cultural Venues and Creative Arts Manager advised that, in practice, approved street art projects usually involved consultation, funding and promotional activity, and undertook to explore whether clearer identification or promotion of approved works could be incorporated.

- Members expressed concern that encouraging street art could lead to copycat graffiti on nearby properties.
 - The Cultural Venues and Creative Arts Manager

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explained that authorised street art projects were often delivered through workshops and educational activity, making clear distinctions between designated authorised spaces and unlawful graffiti.

- Members sought clarity on the relationship between the Street Art Management Policy and the Corporate Enforcement Policy, expressing concern that the enforcement policy did not include specific examples such as graffiti.
 - The Group Manager – Public Protection confirmed that the Corporate Policy was intentionally generic due to the breadth of legislation enforced by the Council and undertook to review accompanying web-based guidance to clarify the Council's practical approach to managing graffiti.

AGREED:

- 1) That the separation of the Street Art Management Policy from the Graffiti Policy be supported;
- 2) That as graffiti was already governed by national legislation and the Corporate Enforcement Policy, the proposal that a separate Graffiti Policy was not required, be noted;
- 3) That the Panel's comments be noted.

96. POLICY DEVELOPMENT PANEL WORK PROGRAMME

Consideration was given to the report of the Assistant Director – Governance (Monitoring Officer) which set out the Work Programme of the Policy Development Panel.

- Appendix 1 listed the schedule of meetings for 2026/27 with expected items populated against each meeting; and
- Appendix 2 outlined the task groups of the panel.

The Chairman invited the panel to propose any items that they wished to explore further, including any suggestions for a potential task group for future consideration by the Policy Development Panel.

Members discussed concerns regarding the operation of the Council's brown bin service, highlighting that:

- The service was not operating as intended, with no new brown bins having been issued for a significant period despite continued demand from residents;

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- Persistent software and IT issues had been encountered which were preventing residents from checking collection dates online, requesting new bins, or reporting missed collections electronically. These issues were described as having remained unresolved for some time, leading to confusion and frustration for residents;
- They had particular concern that residents paid an additional charge for the brown bin service and therefore reasonably expected a reliable and responsive service. It was noted that missed brown bin collections were not consistently being rectified promptly, contrary to members' understanding of the agreed arrangements. The inability to report missed brown bin collections online was also raised as a service failure;
- There was uncertainty around the policy framework governing the brown bin service. Members were unclear whether a standalone brown bin policy existed or whether the service was covered within a wider waste and recycling policy. It was acknowledged that, without clarity on the policy position, it was difficult to determine whether the operational issues stemmed from failures in delivery or from an outdated or inadequate policy;
- While the value of dialogue with the Portfolio Holder was recognised, members noted that repeated assurances at Council meetings had not resulted in tangible improvements. Members therefore agreed that a more structured and transparent approach was required;
- Members agreed that the first step should be to identify and review the relevant policy. Members considered it essential to establish what the service was intended to provide and whether this aligned with current resident expectations before undertaking further scrutiny of operational performance. It was noted that, depending on the outcome of this initial review, further work could include a dedicated task group jointly with the Performance Monitoring Panel; and
- Members requested that the Brown Bin policy (if there was one) be circulated to members via Democratic Services at the earliest opportunity in advance of the next meeting, and that a report come forward to the next meeting with attendance by the PFH and relevant officer.

Members further queried the work programme entry relating to the Derelict and Untidy Sites Task Group and noted a typographical error in the date recorded.

- The Democratic Services Support Officer confirmed that the date would be corrected in the minutes of the next meeting.

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Members asked for clarification regarding the work programme entry for Local Government Reorganisation (LGR), including when work would commence and who would be involved.

- The Chairman of the Panel advised that the task group had previously been agreed in principle, that further details including membership would be considered once more information was available, and that updates would be brought forward as the timetable became clearer.

AGREED:

That the Work Programme of the Policy Development Panel be noted.

97. DEBT WRITE OFF POLICY

The Chairman proposed that this item be considered together with item 19 in exempt session.

AGREED:

That agenda item 16 be considered as part of consideration of agenda item 19 in exempt session.

98. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT.

There were none.

99. EXCLUSION OF PRESS AND PUBLIC

Under Section 100A (4) of the Local Government Act 1972, the public were excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

100. DEBT WRITE OFF POLICY

Consideration was given to the report of the Director of Finance (Section 151 Officer) which asked members to review the Debt Write Off Policy.

AGREED:

That the Panel's comments on the Debt Write Off Policy be submitted to Cabinet for consideration.

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(The meeting ended at 8.33 pm)

(End of minutes)

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ACTIONS

<u>ACTIONS FROM THE POLICY DEVELOPMENT PANEL MEETING HELD ON 21 APRIL 2026</u>			
MINUTE NO.		ITEM	RESPONSIBLE OFFICER
93. 26/27		<u>21 April 2026</u> <u>ANTI-SOCIAL BEHAVIOUR (ASB) POLICY FOR THE HOUSING LANDLORD SERVICE</u>	
✓	a)	<p>Members queried how many properties were managed by the Council on behalf of other landlords.</p> <p>Minuted meeting response: The Change and Improvement Manager (HRA) advised that this information was not available at the meeting but undertook to provide the details to Members outside of the meeting.</p> <p>UPDATE: The Change and Improvement Manager(HRA) confirmed that in addition to the Councils own stock, we also manage properties on behalf of two landlords: Broadgate Homes (65 properties) and South Holland Homes (6 properties).</p>	Adel Gardner
✓	b)	<p>Members sought clarification on the meaning of ‘reasonable hours’ referenced within the list of behaviours not classified as anti-social.</p> <p>Minuted meeting response: The Change and Improvement Manager (HRA) acknowledged that interpretations could vary depending on individual circumstances and advised that further clarification and examples could be included within the policy, reflecting feedback received from tenants.</p> <p>UPDATE: The Change and Improvement Manager(HRA) confirmed the Councils approach. The Anti-social Behaviour, Crime and Policing Act 2014 does not set time thresholds; ASB is defined by the impact of behaviour, rather than when it occurs. ASB must be assessed using the legal test of reasonableness, considering all the circumstances (such as age of children, frequency, duration, time of day and local context). Setting fixed hours would remove this flexibility and could lead to unfair outcomes or potential legal challenge. For this reason, reports are considered on a case-by-case basis rather than against rigid time limits and it would not be lawful for the Council to define fixed “reasonable hours” in policy.</p>	Adel Gardner

ACTIONS

		<u>21 April 2026</u> <u>HOUSING (HRA) DAMP CONDENSATION AND MOULD POLICY</u>	
94. 26/27 *	a)	<p>Members asked whether they would be able to view the risk assessment and triage tools used to assess damp and mould cases.</p> <p>Minuted meeting response: The Housing Repairs Manager confirmed that the documentation could be circulated to Members by email.</p> <p>UPDATE: Awaiting for Officer confirmation.</p>	Chris Mycock
		<u>21 April 2026</u> <u>STREET ART AND GRAFFITI MANAGEMENT POLICY</u>	
95. 26/27 ✓	a)	<p>Members raised concerns that members of the public might not easily be able to identify whether artwork had been formally approved and suggested whether approved street art should be visibly marked or labelled.</p> <p>Minuted meeting response: The Cultural Venues and Creative Arts Manager undertook to explore whether clearer identification or promotion of approved works could be incorporated.</p> <p>UPDATE: This will be recommended to future street art projects, some street art already has a plaque acknowledging funders or the artist and this will be encouraged for future projects, but can't be enforced.</p>	Rachel Rowett
✓	b)	<p>Members sought clarity on the relationship between the Street Art Policy and the Corporate Enforcement Policy, expressing concern that the enforcement policy did not include specific examples such as graffiti.</p> <p>Minuted meeting response: The Group Manager – Public Protection further undertook to review accompanying web-based guidance to clarify the Council's approach to managing graffiti.</p> <p>UPDATE: A review will be undertaken in Q2 to coincide with a wider scheduled review of enviro-crime information on the council's website.</p>	Donna Hall

ACTIONS

100. 26/27		<u>21 April 2026</u> <u>Debt Write Off</u>	
✓		<p>Members raised queries in relation to housing benefit overpayments, including the causes or overpayments and delays in stopping payments. Members suggested that delays in processing changes in circumstances could contribute to increased debt levels and requested information on the average timescales for action after notification was received.</p> <p>UPDATE: I confirm for each Quarter in 2025/26 our speed of processing Housing Benefit change of circumstances was within the 12 days KPI target and the cumulative position at the end of year was 6.13 days.</p> <p>Whilst the 2025/26 end of year national Housing Benefit overpayment collection figures have not been released yet, for the first 6 months of 2025/26 South Holland's collection rate was 17.77% compared to the national average of 12%.</p> <p>Overpayments can arise for a number of reasons, most commonly:</p> <ul style="list-style-type: none"> • Delays or failures in customers reporting changes in circumstances • Delays in receiving information from third parties • Retrospective changes notified by customers or external agencies <p>Our processes, along with the Housing Benefit Award Accuracy (HBAA) initiative that we are signed up to with the DWP, are designed to reduce benefit error and fraud. We now receive real time information from the DWP so in many cases are being notified where changes occur, much of this we have automated which supports both the speed and accuracy of processing these changes. The Service continues to:</p> <ul style="list-style-type: none"> • Monitor processing times closely • Prioritise high-risk changes, such as those with a payment pending • Encourage prompt reporting of changes by customers • Review internal processes to improve efficiency 	Mark Woolerton/Russell Stone

ACTIONS

		<u>21 April 2026</u> <u>POLICY DEVELOPMENT PANEL WORK PROGRAMME</u>	
96. 26/27 ✓	a)	Members requested that the Brown Bin policy be brought to PDP for review at the next meeting. UPDATE: As this item is being considered by PMP at its next meeting, the PDP Chairman agreed that this item be deferred pending the outcome of this process.	Dems/Vick Burgess

		<u>TRACKING OF OUTSTANDING ACTIONS FROM PREVIOUS MEETINGS</u>	
76. 25/26		<u>3 February 2026</u> <u>SHDC MARKETS POLICY REVIEW</u>	
✓	b)	Members asked if the Markets Manager was first-aid trained. Minuted meeting response: The first aid training status of the Markets Manager would be confirmed, and training arrangements made if required. UPDATE: 3 February 2026 The Markets Manager was not first-aid trained. UPDATE: 21/04/2026 Members asked for additional information regarding the most appropriate form of first aid training for the Markets Officer. UPDATE: The Markets Manager updated that he fully acknowledged the concerns around the legal implications of officers administering first aid in a public setting, as well as the uncertainty about what the most appropriate form of training would be and what support is currently in place for officers when incidents occur and emergency services are required. Formal first aid training is not currently required for Market Officers, for a number of reasons The Market Officer role has evolved significantly in recent years and now includes a substantial administrative element, particularly following the introduction of the online booking and payment system. Officers are not present on the market for the	Phil Perry and David Smith

ACTIONS

		<p>entirety of trading hours and are generally on site for set-up and take-down rather than throughout the day.</p> <p>In addition, our markets operate in busy town-centre environments, surrounded by shops and premises where staff are often first aid trained and have access to appropriate equipment. In the event of an incident, this provides a realistic and immediate source of assistance for members of the public.</p> <p>It is more appropriate for the Market Officer to focus on supporting the emergency services and managing the wider incident. This includes coordinating access, managing road closures, clearing access routes, controlling the area and supporting responders. If an officer were administering first aid, they would be unable to effectively carry out these critical functions.</p> <p>To ensure staff are supported and clear on their responsibilities, a new Market Emergency Procedures document has been developed for partnership staff, with the assistance of the Health and Safety team, which is attached for members' convenience. This document sets out clear and consistent emergency procedures for market staff across all three councils' markets, aligned with existing Markets Policies. It provides guidance on managing fire, criminal, chemical and medical incidents, reinforces that emergency services must always be contacted first, and makes clear that staff should not put themselves at risk. Within the medical section, it confirms that only staff who are trained in first aid may provide assistance, and that untrained staff should follow instructions given by emergency services and not attempt medical intervention beyond what they are instructed to do. It also advises staff to familiarise themselves with the location of the nearest defibrillator.</p> <p>This document provides sufficient guidance and support for Market Officers when dealing with incidents on site.</p>	
<p>52. 25/26</p>		<p><u>25 November 2025</u> <u>SHDC AND S&ELCP POLICY REGISTERS</u></p>	
<p>✓</p>	<p>a)</p>	<p>Members raised concerns regarding the delay in reviewing the Data Protection Policy.</p> <p>UPDATE: The Data Protection Manager informed the Panel that due to the policy being aligned across the partnership the Policy was not ready for review.</p> <p>UPDATE 21/04/2026.</p>	<p>Corey Gooch</p>

ACTIONS

		The Business Intelligence and Change Manager informed the panel that the Data Protection Policy had been aligned across the partnership and approved and the Policy register would be updated to reflect this.	
53. 25/26		<u>25 November 2025</u> <u>ARTIFICIAL INTELLIGENCE (AI) POLICY</u>	
✓	a)	<p>Members queried if AI tools such as ChatGPT and Google Gemini were blocked for officers.</p> <p>UPDATE: The Business Intelligence and Change Manger provided the following update to the members via email. <i>'At present the councils proxy solution has a block on "Generative AI" other than Co-Pilot. There is an exception group to bypass the block where required, copilot is bypassed from this for all users. This will apply anyone that is proxied by the ICT firewall, for example work devices, however councillor iPad's would not be impacted by this'.</i></p> <p>UPDATE: 21/04/2026 The Business Intelligence and Change Manager explained that policy work remained ongoing, including considerations around firewalls and pilot arrangements, and advised that future updates would be provided.</p>	Corey Gooch
58. 25/26		<u>25 November 2025</u> <u>NET ZERO ACTION PLAN</u>	
*	a)	<p>Members asked how other local authorities were progressing with solar mats for fleet vehicles.</p> <p>UPDATE: The Environment and Sustainability Officer attached a case study from a waste management company and provided the following response: I have also spoken to WLDC as there were some concerns with their supplier which has left them with, in their words, a "sub optimal product" and have advised us to look elsewhere, they have recommended a company called Trailar. I have more information should we chose to investigate further including a business case and projections which WLDC have been happy to share. The procurement process would need to be very robust given WLDC's experience. They haven't monitored performance</p>	Dean Hempsall

ACTIONS

		<p>for quite some time which I think tells its own story. If we do take this forward, we should trial it on one or two vehicles.</p> <p>UPDATE: 21/04/2026 The Chairman noted that as work on the Net Zero Action Plan was still progressing and that the action should therefore remain open.</p>	
*	b)	<p>Members asked whether SHDC currently sourced green energy. Minuted meeting response: The Environment and Sustainability Officer would confirm with procurement and update the plan accordingly.</p> <p>UPDATE: The Environment and Sustainability Officer had reached out to both procurement and the energy supplier and it appears the contract for SHDC does not specifically state that electricity should be provided from renewable sources. I have asked for further clarity and to confirm the situation for ELDC and BBC as it appears they do receive “green” energy but waiting for confirmation. I will have a further chat with procurement once I know for sure and it’s something we can certainly look at once I know the terms of the contract. Noted for future action.</p>	Dean Hempsall
65. 22/23		<p><u>28 February 2023:</u> <u>SPALDING CEMETERY</u></p>	
*		<p>Members requested that councillor membership of the proposed working group be taken from the Policy Development Panel and that both the Portfolio Holder for Assets and Planning, and the Portfolio Holder for Health and Wellbeing, Conservation and Heritage be made aware that the matter required urgent attention. Members strongly recommended that the working group be set up as soon as the new administration was in place.</p> <p>MINUTED MEETING RESPONSE: The request was noted at the meeting by the Portfolio Holder for Health and Wellbeing, Conservation and Heritage and would be relayed to the Portfolio Holder for Assets and Planning.</p> <p>UPDATE: The Strategic Property Manager confirmed that the Working Group would need to be established after the 4 May 2023 Election.</p> <p>UPDATE 3/7/23:</p>	Marc Whelan, Andy Fisher

ACTIONS

		<p>Working Group formation is underway and has been circulated to key members (Wellbeing, Health and Heritage & Assets) on the basis that they will look to find other interested members with the strategic Operational & Property Manager included as Council liaison with also potentially the Cemetery Manager (Keith Taylor) and Facilities Manager (Katie Potter) involved</p> <p>UPDATE 18/09/23: Cemetery Expansion Working Group - The formation of the group is currently on hold at present. Cllrs and officers involved are working on reviewing still further the charges for non-residents. The likely further substantial increase will help limit the number of enquiries from outside the South Holland area. This was as per the enquiry from Cllrs at the last PDP meeting. This will give the Strategic & Operational Property Manager / Facilities Manager and the Cemetery team more time to investigate potential areas that may become available over the coming months with a view to bringing a concrete proposal forward in the future.</p> <p>UPDATE 17/11/23: No further update to report at this stage. Work is still going on in the background.</p> <p>UPDATE 18/03/24: It's on the project list when resources allow but the new depot & Sheep Market projects took precedence.</p> <p>UPDATE 15/05/24: We are looking at a piece of land now owned by SHDC and setting up a dig to look at water tables etc. Progress over the next couple of weeks and we might know a bit more come PDP.</p> <p>UPDATE 29/07/24: Bore holes have been dug and water table not hit until over 5ft down in both locations. SOPM to talk to group about preferable site.</p> <p>UPDATE 4/11/24 Work currently on hold until first quarter next year to prioritise office moves</p> <p>UPDATE 16/01/25 Pursuant to the 2023 statutory guidance "Protecting Groundwater from Human Burials"; officers have commissioned an Environmental Consultant and Hydrogeologist to undertake a the necessary 'Tier 1' ground monitoring protocol to determine whether the Council's adjoining land is suitable for use as a cemetery extension. Depending on the ongoing monitoring results, a Tier 1 assessment can take up to 12 months.</p>	
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ACTIONS

		<p>UPDATE 22/05/2025 Tier 1 assessment has progressed and looks positive. We have arranged to check until we have enough data. As of this week, SOPM has agreed that we revisit end of August for a continued overview. Once we have that data it will be down to the group to decide if we progress the site or not by appointing the next stage of the process to align with DEFRA 2023 guidance.</p> <p>UPDATE 04/09/25 Geo report being finalised shortly and will be circulated accordingly.</p> <p>UPDATE 29/10/25 Awaiting some further wet weather to help ensure data is as accurate as possible</p> <p>UPDATE 3/02/2026 Started a plan on CAD for debate with Councillors shortly.</p> <p>UPDATE: 21/04/2026 It was noted that the matter remained ongoing with further work still required.</p> <p>UPDATE: 22/05/2026 CAD design/drawings are finished and DEFRA surveys are complete. We are now progressing with Councillors before moving forward with next steps.</p>	
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Market Emergency Procedures for Staff

Applies to: Boston Borough Council, East Lindsey District Council and South Holland District Council Markets

Audience: Market Staff

1. Purpose

This document sets out clear emergency procedures for market staff to follow in the event of an incident on the Market Place. These procedures are aligned with the Boston, East Lindsey and South Holland Markets Market Policies and are intended to ensure the safety of staff, traders, the public and emergency service responders.

Overriding principle:

Once any emergency or serious incident is identified, staff must contact the appropriate emergency service in the first instance and then notify the Markets Manager or Assistant Director as set out below.

2. Key Contacts and Reporting Hierarchy

In **all** emergency situations:

1. **Emergency Services** – Contact first (999 / 101 / 111 as appropriate).
2. **Notify Management** – As soon as practicable after contacting emergency services:
 - David Smith – Markets Manager
 - In his absence: Phil Perry – Assistant Director

Staff must not delay contacting emergency services in order to make management aware.

3. Fire or Chemical Incident on the Market Place

This includes, but is not limited to:

- A trader's stall on fire
- Fire within a building or premises on the Market Place
- Gas, fuel or chemical-related incidents

Immediate Actions

- Call 999 immediately and request the Fire and Rescue Service.
- Clearly state:
 - Location of the market
 - Nature of the fire or chemical risk

Risk Management While Awaiting Emergency Services

If safe and practicable to do so:

- Minimise risk to surrounding areas.
- Ask traders to move away from the incident.
- Evacuate traders and the public to a safe and suitable distance from the Market Place.
- Encourage members of the public to stay well clear of the affected area.
- Remove or relocate nearby goods, stalls, gazebos or market pitches that may be affected only if it is safe to do so.

Access for Emergency Services

- Ensure roadways and access routes are kept clear for fire appliances and other emergency vehicles.
- Remove stalls, gazebos or trader goods from access routes if safe.

Management Notification

- Contact David Smith or Phil Perry (in his absence) once emergency services have been contacted.

4. Crime or Anti-Social Behaviour on the Market Place

This includes (but is not limited to):

- Anti-social behaviour
- Theft
- Violent or threatening behaviour
- Any behaviour posing a risk to staff, traders or the public

Non-Emergency Incidents

- If the incident is not an emergency, contact the police on 101.
- Provide full details of the incident, location and any descriptions requested.

Emergency Incidents

- If staff believe there is an immediate risk to safety, call 999.

Staff Safety

- Do not get involved if the situation is unsafe to deal with.
- Observe from a safe distance where possible.
- Await the arrival of the police or emergency services.

Management Notification

- Once police have been contacted, notify David Smith or Phil Perry (in his absence).
-

5. Accidents or Medical Incidents on the Market Place

This includes incidents affecting:

- Traders
- Members of the public
- Market staff

Non-Emergency Medical Incidents

- Call NHS 111 for advice and guidance.

Emergency Medical Incidents

- Call 999 immediately if the situation is life-threatening or urgent.

First Aid

- Staff trained in first aid may provide assistance where safe to do so.
- Staff not trained in first aid should:
 - Follow instructions provided by the ambulance service over the phone.
 - Not attempt any medical intervention beyond what they are instructed to do.

Defibrillators

- Staff are encouraged to familiarise themselves with the location of the nearest defibrillator at each market.
- Training is not required to use a defibrillator.
- Staff may be instructed by emergency services over the phone to use one.

Management Notification

- Once medical services have been contacted, notify David Smith or Phil Perry (in his absence).
-

6. Counter-Terrorism or Suspected Terror-Related Incident

If staff believe an incident may be terrorism or counter-terrorism related:

Immediate Actions

- Call 999 immediately.
- State clearly that the incident is suspected terrorism-related.

Public and Trader Safety

- Advise traders and members of the public to evacuate the Market Place to a safe and suitable distance where possible.
- Follow all instructions provided by the emergency services.

National Counter-Terrorism Guidance – Run, Hide, Tell

If caught in or near an attack, staff should follow national counter-terrorism advice:

- **Run** – Escape if you can. Leave belongings behind.
- **Hide** – If you cannot escape, hide, lock or barricade yourself in.
- **Tell** – When safe to do so, call 999 and provide information to the police.

Management Notification

- After contacting emergency services, notify David Smith or Phil Perry (in his absence) as soon as it is safe to do so.
-

7. Emergency Vehicle Access (All Incidents)

For all emergency situations, if it is safe:

- Clear roadways and access routes.
 - Remove market stalls, gazebos or trader goods as required.
 - Ensure emergency service vehicles can enter, operate and exit the market safely.
-

8. Reporting and Follow-Up

Following any accident, incident or near miss:

- Staff must ensure the incident is recorded on the Health and Safety reporting portal.
 - Provide accurate details including:
 - Nature of the incident
 - Actions taken
 - Emergency services involved
 - Any injuries or damage
-

9. Final Reminder to Staff

- Emergency services first – management second.
- Do not put yourself at risk.
- Follow professional advice from emergency services at all times.
- Clear access routes whenever it is safe to do so.

These procedures are in place to protect everyone on the Market Place and must be followed at all times.

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KEY DECISION PLAN

Issued – 11 May 2026

Representations in respect of all the matters shown should be sent in writing, at least one week before the date or period the decision is likely to be made, to:

Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE

Telephone: 01775 764451 Email: demservices@sholland.gov.uk

The Key Decision Plan shows all Key decisions that the Council is likely to make over the next **twelve months**

The Key Decision Plan is updated on a rolling basis and shows the decisions that will be considered and the date when the decision is expected to be made. In accordance with the Council's Constitution the DECISIONS detailed within this document, unless otherwise stated, come into force and may then be implemented on the expiry of a 5 working day call-in period from the date of publication of any decision.

Key decisions are: "A decision which, in relation to an executive function, has a significant effect on communities in two or more Wards of the Council and / or is likely to result in the Authority incurring expenditure, generating income or making savings in any single financial year above the threshold of £75,000 in respect of revenue expenditure and £180,000 in respect of capital expenditure."

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Health & Wellbeing, Conservation & Heritage</u> (Councillor Elizabeth Jane Sneath)</p> <p>Crisis and Resilience Fund</p>	<p>To accept funding allocation from Lincolnshire County Council to deliver the Government funded Crisis and Resilience scheme locally. Crisis and Resilience Fund: Guidance for local authorities in England (1 April 2026 to 31 March 2029) - GOV.UK</p>	<p>N/A</p>	<p>Report and any relevant appendices</p>	<p>Executive Director - Finance (Section 151 Officer)</p> <p>Not before 28th May 2026</p>	<p>Roxanne Warrick, Strategic Lead - Healthy Living, Wellbeing and Community Leadership roxanne.warrick@e-lindsey.gov.uk</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Assets & Strategic Planning</u> (Councillor Henry J W Bingham)</p> <p>Disposal of Land and Property Assets</p>	<p>The Council holds a broad range of land and property assets; some of those provide limited amenity, others present cost risks with many offering alternative opportunity. A number of Executive Decisions will come forward in the short to medium term, all of which will be 'key decisions' taken by the Portfolio holder, declaring a range of land and property assets surplus and seeking to dispose of them. In all cases, due process will be followed so they can be put to the market and disposed/let in the most appropriate way including but not being limited to their freehold disposal or being let on a long or short tenancy.</p>	<p>Portfolio Holder for Assets and Strategic Planning Local ward members Portfolio Holder for Strategic and Operational Housing Housing team</p>	<p>Report and any relevant appendices</p>	<p>Portfolio Holder for Assets & Strategic Planning</p> <p>Before 30 Jun 2026</p>	<p>Andy Fisher, Executive Director - Programme Delivery andy.fisher@bos-ton.gov.uk</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Health & Wellbeing, Conservation & Heritage (Councillor Elizabeth Jane Sneath), Portfolio Holder for Assets & Strategic Planning (Councillor Henry J W Bingham)</u></p> <p>Spalding Conservation Area Appraisal, Spalding Heritage Strategy, Holbeach Conservation Area Appraisal, SELCP Design Guide.</p>	<p>To consider the documents prior to public consultation .</p>		<p>Report and any relevant appendices</p>	<p>Cabinet 30 Jun 2026</p>	<p>Emilie Wales, Heritage Manager Emilie.Wales@e-lindsey.gov.uk</p>

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PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Leader (Councillor Charles Nicholas Worth)</u></p> <p>Destination Lincolnshire Local Visitor Economy Partnership Destination Management Plan and SELCP Destination Management Plan</p>	<p>Destination Lincolnshire are the defined Local Visitor Economy Partnership (LVEP) for the Lincolnshire and Rutland areas. As part of this they have created a Plan to 2033 to promote and co-ordinate the Visitor Economy. This Plan will cover and impact the South Holland District Council area. In addition, a Destination Management Plan has been produced for the Partnership area. These two documents together form a suite to support the visitor economy in the Partnership area from the local to the sub-regional. It is therefore proposed that the LVEP Destination Management Plan should be acknowledged and agreed by the Council and the SELCP Destination Management Plan agreed by the Council.</p>		<p>Report and any relevant appendices</p>	<p>Cabinet 30 Jun 2026</p>	<p>Pranali Parikh, Executive Director - Economic Development pranali.parikh@boston.gov.uk</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Strategic and Operational Housing (Councillor Tracey Carter)</u></p> <p>Local Authority Housing Fund Round 4 for Temporary and Resettlement Homes</p>	<p>The report seeks agreement to accept the Local Authority Housing Funding MHCLG has offered to the council and agreement to match fund to enable the delivery of 2 Temporary and 1 Resettlement Homes</p>		<p>Report and any relevant appendices</p>	<p>South Holland District Council 15 Jul 2026</p>	<p>Stuart Horton stuart.horton@boston.gov.uk</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Strategic and Operational Housing (Councillor Tracey Carter)</u></p> <p>Award of periodical electrical testing for landlord safety certificate</p>	<p>A contract to be awarded, following full tender process, to an appropriate contractor to undertake the periodical Electrical Installation Condition Report that is required under legislation for the HRA Landlord to obtain.</p>	<p>Tracey Carter - Portfolio Holder</p> <p>Vikki Cherry - Assistant Director for Housing</p> <p>Russell Stone - S151 Officer</p> <p>John Medlar - Assistant Director for Governance</p>	<p>Report and any relevant appendices</p>	<p>Assistant Director – Housing</p> <p>Before 31 Aug 2026</p>	<p>Chris Mycock, Housing Property and Repairs Manager cmcock@sholland.gov.uk</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Finance (Councillor Paul A Redgate)</u></p> <p>Approval of the award and spend of funding from the UK Shared Prosperity Fund and Rural England Prosperity Fund</p> <p>25/26</p>	<p>Decision to allocate grant funding from the UK Shared Prosperity Fund and the Rural Prosperity Fund for South Holland District, in line with the Programme's three core themes highlighted in the Prospectus (Communities and Place, Supporting Local Businesses, People and Skills).</p> <p>This item could cover multiple Key Decisions in relation to the above, for the period until the end date of the entire programme (end of March 2026)</p>	<p>Panel of relevant Officers in Economic Development, Portfolio Holder and where appropriate, Leader of the Council</p>	<p>Report and any relevant appendices</p>	<p>Portfolio Holder for Finance</p> <p>Before 31 Aug 2026</p>	<p>Saul Farrell, Senior Programme Manager - Local Growth and Grant Funding</p> <p>Saul.Farrell@sholland.gov.uk</p>

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION
<p><u>Portfolio Holder for Health & Wellbeing, Conservation & Heritage (Councillor Elizabeth Jane Sneath), Portfolio Holder for Assets & Strategic Planning (Councillor Henry J W Bingham)</u></p> <p>Cultural Services Delivery Arrangements</p>	<p>To consider proposals for the future delivery of cultural services</p>		<p>Report and any relevant appendices</p>	<p>South Holland District Council 15 Oct 2026</p>	<p>Mark Humphreys, Head of Special Projects (Leisure) mark.humphreys@e-lindsey.gov.uk</p>

***Cabinet Membership**

Councillor C N Worth Leader (Portfolio Holder for Partnerships)
Councillor P Redgate Deputy Leader (Portfolio Holder for Finance)
Councillor J Astill (Portfolio Holder for Corporate and Environmental Services)
Councillor H Bingham (Portfolio Holder for Assets and Strategic Planning)
Councillor T Carter (Portfolio Holder for Strategic and Operational Housing)
Councillor A Casson (Portfolio Holder for Public Protection)
Councillor E Sneath (Portfolio Holder for Health and Wellbeing, Conservation and Heritage)
Councillor G J Taylor (Portfolio Holder for Community Development)

Corporate Management Team

Chief Executive (Head of Paid Service) Rob Barlow
Executive Director – Communities – Jason King
Executive Director – Finance (Section 151 Officer) – Russell Stone
Executive Director – Programme Delivery – Andy Fisher
Executive Director – Economic Development – Pranali Parikh
Service Director – Communities and Housing – Emily Spicer
Service Director – Corporate – James Gilbert
Service Director – Legal & Governance (Monitoring Officer) – John Medlar
Service Director – Strategic Projects – Richard Hodgson
Service Director – Planning & Strategic Infrastructure – Phil Norman
Service Director – Regulatory – Christian Allen
Service Director – Leisure and Local Services
Service Director – Culture & Regeneration – Maria Cotton
Service Director – Neighbourhoods – Victoria Burgess
Service Director – Strategic Growth & Development – Matthew Hogan

If you have any comments or queries regarding any of the entries in the Key Decision Plan please contact:

Democratic Services, Council Offices, Priory Road, Spalding, Lincolnshire, PE11 2XE
Telephone: 01775 764451 Email: demservices@sholland.gov.uk

PORTFOLIO HOLDER / SUBJECT	PURPOSE OF DECISION	CONSULTEES AND METHOD OF CONSULTATION	SUPPORTING DOCUMENTS	LIKELY DATE OF DECISION AND WHO WILL MAKE DECISION	OFFICER CONTACT INFORMATION

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SHDC Policy Register

Directorate	Policy Title	SHDC Approved Date	Policy Review Cycle	SHDC Policy Review Date	Policy Status	Latest Commentary	Policy Owner
Corporate	Communications Strategy	Sep-23	3 Years	Sep-26	Approved		James Gilbert
Corporate	AI Policy	Nov-24	1 Year	Nov-26	Approved		James Gilbert
Governance	Freedom of Information Policy	Nov-23	3 years	Nov-26	Approved		John Medler
Regulatory	Sustainable Products Policy	Jul-25	3 Years	Dec-26	Approved		Sarah Baker
Communities and Housing	SHDC Mobile Homes and Caravan Site Licensing and Fee Policy	Dec-23	3 Years	Dec-26	Approved		Emily Spicer
Finance	Capital Strategy	Feb-26	1 year	Feb-27	Approved		Russell Stone

Finance	Medium Term Financial Strategy	Feb-26	1 year	Feb-27	Approved		Russell Stone
Finance	Treasury Management Strategy (Includes Statement and Clauses)	Feb-26	1 year	Feb-27	Approved		Russell Stone
Finance	Minimum Revenue Provision Policy Statement	Feb-26	1 year	Feb-27	Approved		Russell Stone
HRA	Housing Allocations Policy	Feb-25	2 Year	Feb-27	Approved		Vikki Cherry
Regulatory	Health & Safety Policy	Feb-24	3 years	Feb-27	Approved		Christian Allen
Regulatory	RIPA 2000 Partnership Policy	Feb-24	3 Years	Feb-27	Approved		Christian Allen
HRA	Damp, Condensation and Mould Policy	N/A	3 Years	Apr-27	Approved		Vikki Cherry
Governance	Unreasonable Behaviour and vexatious requests	May-24	3 years	May-27	Approved		John Medler
Regulatory	Corporate Enforcement Policy	May-24	3 years	May-27	Approved		Donna Hall
Regulatory	Climate Change Strategy	Sep-25	3 years	Jun-27	Approved		Sarah Baker
Corporate	ICT Employee & Member Access Policy	Jul-24	3 years	Jul-27	In Review		Jackie Wright (PSPS)
Corporate	ICT Removable Media	Jul-24	3 years	Jul-27	In Review		Jackie Wright (PSPS)
Corporate	ICT Remote Working Policy	Jul-24	3 years	Jul-27	Approved		Jackie Wright (PSPS)
Corporate	ICT Third Party Supplier Access Policy	Jul-24	3 years	Jul-27	Approved		Jackie Wright (PSPS)
Corporate	ICT Systems Acquisition Development and Deployment Policy	Jul-24	3 years	Jul-27	Approved		Jackie Wright (PSPS)
HRA	Strategic Tenancy Policy	Jul-24	3 years	Jul-27	Approved		Jason King
General Fund Assets	Industrial Units Letting and Management Policy (25-30)	Oct-25	2 Year	Oct-27	Approved		Andy Fisher
Regulatory	Street Naming and Numbering Policy	Nov-24	3 years	Nov-27	Approved		Pauline Lyon
HRA	Housing Knowledge and Information Management Strategy	Nov-24	3 Years	Nov-27	Approved		Vikki Cherry
Communities and Housing	Health and Wellbeing Strategy	Jan-25	3 years	Jan-28	Approved		Emily Spicer/Roxanne Warrick

Regulatory	Gambling Policy - Statement of Principles	Jan-25	3 years	Jan-28	Approved		Donna Hall
General Fund Assets	Asset Management Policy	Jan-23	5 years	Jan-28	Approved		Richard Hodgson/Andy Fisher
Communities and Housing	Private Sector Housing Strategy	Feb-26	3 years	Feb-28	Approved		Emily Spicer
Corporate	Equality, Diversity & Inclusion Statement	Feb-24	4 Years	Feb-28	Approved		Rachel Robinson
Regulatory	Litter and Fly-Tipping Engagement and Enforcement Strategy	Feb-24	3 years	Feb-28	Approved		Donna Hall
HRA	Tenant Engagement and Influence Strategy	Mar-25	3 years	Mar-28	Approved		Jason King
Regulatory	Sexual Establishments Policy	Mar-23	5 Years	Mar-28	Approved		Donna Hall
Communities and Housing	Graffiti and Street Art Management Policy	Apr-25	3 Years	Apr-28	In review		Emily Spicer
HRA	ASB Policy (HRA)	Jul-25	3 Years	Jul-28	Approved		Vikki Cherry
Corporate	Long Service	Sep-24	4 Years	Sep-28	Approved		Rachel Robinson
Communities and Leisure	South and East Lincolnshire Community Safety Strategy	Oct-25	3 Year	Oct-28	Approved		Vikki Cherry
Communities and Housing	Safeguarding Policy	Nov-25	3 years	Nov-28	Approved		Emily Spicer
Finance	Counter Fraud and Corruption Policy	Sep-24	3 years	Dec-28	Approved		John Medler/Russell Stone
Governance	Customer Feedback Policy	Dec-24	3 Years	Dec-28	Approved		John Medler
Governance	Data Protection Policy	Feb-26	3 years	Feb-29	Approved		John Medler
Governance	Records Management Policy	Feb-26	3 years	Feb-29	Approved		Richard Steele
HRA	Housing Comments, Compliments Complaints and Compensation Policy	Feb-26	3 years	Feb-29	Approved		Vikki Cherry
Corporate	Pension Discretions (including Retirement - Early ill health comm)	Nov-25	4 Years	Nov-29	Approved		Rachel Robinson
Governance	Whistleblowing	Jan-26	4 Years	Jan-30	Approved		John Medler
Regulatory	Statement of Licensing Policy	Jan-26	5 years	Jan-31	Approved		Donna Hall

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Partnership Policy and Strategy Register

Directorate	Policy Title	SHDC Approved Date	BBC Approved Date	ELDC Approved Date	Policy Review Cycle	SHDC Policy Review Date	BBC Policy Review Date	ELDC Policy Review Date	Policy Status	Policy Owner
Corporate	Communications Strategy	Sep-23	Sep-23	Sep-23	3 years	Sep-26	Sep-26	Sep-26	Approved	James Gilbert
Corporate	AI Policy	Nov-25	Nov-25	Nov-25	1 year	Nov-26	Nov-26	Nov-26	Approved	James Gilbert
Governance	Freedom of Information Policy	Nov-23	Nov-23	Nov-23	3 Years	Nov-26	Nov-26	Nov-26	Approved	John Medler
Communities and Housing	SHDC Mobile Homes and Caravan Site Licensing and Fee Policy	Dec-23	Dec-23	Dec-23	3 years	Dec-26	Dec-26	Dec-26	Approved	Emily Spicer

Regulatory	Sustainable Products Policy	Nov-23	Nov-23	Nov-23	3 years	Dec-26	Dec-26	Dec-26	Approved	Sarah Baker
Regulatory	Health & Safety Policy	Feb-24	Feb-24	Feb-24	3 Years	Feb-27	Feb-27	Feb-27	Approved	Christian Allen
Regulatory	RIPA 2000 Partnership Policy	Feb-24	Feb-24	Feb-24	3 years	Feb-27	Feb-27	Feb-27	Approved	Christian Allen
Finance	Capital Strategy	Feb-26	Feb-26	Feb-26	1 year	Feb-27	Feb-27	Feb-27	Approved	Russell Stone
Finance	Medium Term Financial Strategy	Feb-26	Feb-26	Feb-26	1 year	Feb-27	Feb-27	Feb-27	Approved	Russell Stone
Finance	Treasury Management Strategy (Includes Statement and Clauses)	Feb-26	Feb-26	Feb-26	1 year	Feb-27	Feb-27	Feb-27	Approved	Russell Stone
Finance	Minimum Revenue Provision Policy Statement	Feb-26	Feb-26	Feb-26	1 year	Feb-27	Feb-27	Feb-27	Approved	Russell Stone
Regulatory	Corporate Enforcement Policy	May-24	May-24	May-24	3 Years	May-27	May-27	May-27	Approved	Christian Allen
Governance	Unreasonable Behaviour and vexatious requests	May-24	May-24	May-24	3 Years	May-27	May-27	May-27	Approved	John Medler
Regulatory	Climate Change Strategy	Sep-25	Sep-25	Sep-25	2 Years	Jun-27	Jun-27	Jun-27	Approved	Sarah Baker
Corporate	ICT Employee & Member Access Policy	Jul-24	Jul-24	Jul-24	3 Years	Jul-27	Jul-27	Jul-27	Approved	Jackie Wright (PSPS)
Corporate	ICT Removable Media	Apr-22	Apr-22	Apr-22	3 Years	Jul-27	Jul-27	Jul-27	Approved	Jackie Wright (PSPS)
Corporate	ICT Remote Working Policy	Apr-22	Apr-22	Apr-22	3 Years	Jul-27	Jul-27	Jul-27	Approved	Jackie Wright (PSPS)
Corporate	ICT Third Party Supplier Access Policy	Apr-22	Apr-22	Apr-22	3 Years	Jul-27	Jul-27	Jul-27	Approved	Jackie Wright (PSPS)
Corporate	ICT Systems Acquisition Development and Deployment Policy	Apr-22	Apr-22	Apr-22	3 Years	Jul-27	Jul-27	Jul-27	Approved	Jackie Wright (PSPS)
HRA	Strategic Tenancy Policy	Jul-24	Jul-24	Jul-24	3 Years	Jul-27	Jul-27	Jul-27	Approved	Vikki Cherry
Regulatory	Street Naming and Numbering Policy	Nov-24	Nov-24	Nov-24	3 Years	Nov-27	Nov-27	Nov-27	Approved	Pauline Lyon
Governance	Customer Feedback Policy	Dec-24	Dec-24	Dec-24	3 years	Dec-27	Dec-27	Dec-27	Approved	John Medler
Regulatory	Gambling Policy - Statement of Principles	Jan-25	Jan-25	Jan-25	3 Years	Jan-28	Jan-28	Jan-28	Approved	Christian Allen

Communities and Housing	Health and Wellbeing Strategy	Jan-25	Jan-25	Jan-25	3 years	Jan-28	Jan-28	Jan-28	Approved	Emily Spicer/Roxanne Warrick
General Fund Assets	Asset Management Policy	Jan-23	Jan-23	Jan-23	5 Years	Jan-28	Jan-28	Jan-28	Approved	Richard Hodgson/Andy
Regulatory	Litter and Fly-Tipping Engagement and Enforcement Strategy	Feb-24	Feb-24	Feb-24	3 Years	Feb-28	Feb-28	Feb-28	Approved	Christian Allen
Corporate	Equality and Diversity	Feb-24	Feb-24	Feb-24	4 Years	Feb-28	Feb-28	Feb-28	Approved	Rachel Robinson
Regulatory	Sexual Establishments Policy	Mar-23	May-24	Mar-23	5 Years	Mar-28	May-28	Mar-28	Approved	Christian Allen
Communities and Housing	Graffiti and Street Art Management Policy	Apr-26	Apr-26	Apr-26	3 years	Apr-28	Apr-28	Apr-28	Approved	Emily Spicer
Corporate	Long Service	Sep-24	Sep-24	Sep-24	4 Years	Sep-28	Sep-28	Sep-28	Approved	Rachel Robinson
General Fund Assets	Industrial Units Letting and Management Policy (25-30)	Oct-25	Oct-25	Oct-25	2 Year	Oct-28	Oct-28	Oct-28	Approved	Andy Fisher
Communities and Housing	Safeguarding Policy	Oct-25	Oct-25	Oct-25	3 Years	Oct-28	Oct-28	Oct-28	Approved	Emily Spicer
HRA	South and East Lincolnshire Community Safety Strategy	Oct-25	Oct-25	Oct-25	3 Year	Oct-28	Oct-28	Oct-28	Approved	Vikki Cherry
Finance	Counter Fraud and Corruption Policy	Sep-24	Sep-24	Sep-24	3 Years	Dec-28	Dec-28	Dec-28	Approved	John Medler/Russell Stone
Governance	Data Protection Policy	Feb-26	Feb-26	Feb-26	3 Years	Feb-29	Feb-29	Feb-29	Approved	John Medler
Governance	Records Management Policy	Feb-26	Feb-26	Feb-26	3 Years	Feb-29	Feb-29	Feb-29	Approved	Richard Steele
Corporate	Pension Discretions (including Retirement - Early, Ill health normal)	Oct-25	Oct-25	Oct-25	4 Years	Oct-29	Oct-29	Oct-29	Approved	Rachel Robinson
Governance	Whistleblowing	Jan-26	Jan-26	Jan-26	4 Years	Jan-30	Jan-30	Jan-30	Approved	John Medler
Regulatory	Statement of Licensing Policy	Jan-26	Jan-26	Jan-26	5 Years	Jan-31	Jan-31	Jan-31	Approved	Christian Allen
Regulatory	Taxi Policy	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Approved	Christian Allen
Regulatory	Animal Licensing Policy	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Approved	Christian Allen

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Report To:	Policy Development Panel
Date:	2 June 2026
Subject:	Strategy / Policy Review and Development
Purpose:	To consider an approach to future strategy / policy review and development in the lead up to Local Government Reorganisation
Key Decision:	No
Portfolio Holder:	Cllr Nick Worth, Leader of the Council
Report Of:	James Gilbert, Service Director – Corporate Services
Report Author:	Corey Gooch, Business Intelligence and Change Manager
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

Given the anticipated timeline for Local Government Reorganisation (LGR), this report proposes a refined and proportionate approach to the management of the Council's strategies and policies during the transition period to 2028.

The proposal only applies to policies outside the Policy Framework (reserved for Council), as identified at Appendix A.

It proposes that minor or non-material amendments, and consequential amendments where there has been a change in legislation requiring an amendment to these policies, are delegated to Service Directors, in consultation with the relevant Portfolio Holder and Monitoring Officer, removing the need for these changes to progress through the full Scrutiny and Cabinet for approval.

This approach seeks to maintain strong governance while ensuring proportionality and freeing up capacity to focus on LGR.

Recommendations

- That scrutiny committee considers this report and provides feedback to inform a future decision.

Reasons for Recommendations

- Many of the policies are unlikely to require significant change between now and Local Government Re-organisation (assuming a 2028 timeline).
- Local Government Reorganisation will place a significant pressure on the Council's internal capacity and the approach set out in this report will alleviate some of that pressure to focus on Reorganisation.

Other Options Considered

- Not to support the approach set out and to request the current strategy and policy review approach remain.

1. Background

- 1.1 The Council currently operates a governance framework in which most strategy and policy reviews and amendments are brought through the formal democratic process. Usually, any proposed changes - even minor changes - to a strategy or policy are first considered through scrutiny before progressing to Cabinet or another decision-making body, as appropriate.
- 1.2 With Local Government Reorganisation on the horizon (outcome likely to be known mid-2026) and the Councils likely to be dissolved on 1 April 2028, this report brings forward proposed changes that seek to free up capacity of council officers to help the Council prepare for Local Government Reorganisation.
- 1.3 Should Reorganisation not take place, or be delayed, existing strategy and policy review/development arrangements would remain in place.

2. Report

- 2.1 The Council maintains a structured and transparent approach to strategy and policy management, in which strategy and policy reviews and amendments progress through scrutiny before being considered by Cabinet or another relevant committee.
- 2.2 Local Government Reorganisation has increased the demands on officer capacity, and this will continue to increase significantly if Reorganisation proceeds. Continuing to deliver the existing volume of routine strategy and policy reviews is questionable where existing strategies and policies are likely to remain fit for purpose for the Councils remaining time or only require minor, non-material or legislative changes.
- 2.3 For clarity, Policies within the Council's constitutional Policy Framework (not in scope of this report) will continue to be reviewed and approved by Full Council.

- 2.4 The Policies within the scope of this proposal are included within Appendix A. The policies, where necessary, would be extended to 31 March 2028 with minor or non-material amendments, and consequential amendments where there has been a change in legislation requiring an amendment, to these policies (in Appendix A) being delegated to the Service Director in consultation with the Portfolio Holder and Monitoring Officer.
- 2.5 If a full policy review and amendment were to take place, this would still come forward for consideration via Scrutiny and Cabinet.
- 2.6 The requirement to consult with the relevant Portfolio Holder provides continued member visibility and oversight. In addition, Scrutiny will retain the ability to request the review of any policy where concerns arise, ensuring that democratic challenge and transparency remain in place. The requirement to consult with the Monitoring Officer provides assurance that decisions are taken in accordance with the delegation.

3. Conclusion

- 3.1. The proposed approach provides a balanced and proportionate framework for managing the Council's policies during the transition to Local Government Reorganisation. By retaining full member oversight for Policy Framework matters, while enabling minor, non-material and legislative amendments to non-framework policies (Appendix A) to be managed through delegated authority, the Council can free up capacity without compromising transparency or accountability.

Implications

South and East Lincolnshire Councils Partnership

The proposed approach streamlines workload, maintains alignment, and frees up capacity so the Partnership can focus on preparing for LGR without unnecessary strategy and policy review activity.

Staffing

None

Workforce Capacity Implications

The proposed approach will reduce pressure on officer capacity across the Partnership by limiting routine strategy and policy reviews during Local Government Re-organisation. By focusing only on the strategies and policies requiring substantial revision and enabling minor, non-material and legislative changes to be managed under delegated authority, services can redirect capacity toward Local Government Reorganisation work without compromising governance or compliance.

Constitutional and Legal Implications

There are no direct legal risks arising from the proposed approach. Substantial policy changes will still follow existing democratic and governance processes, ensuring

Background Papers

None

Chronological History of this Report

Report Version

1.1

1.2

Date

19/03/2026

20/05/2026

Report Approval

Report author:

Corey Gooch – Business Intelligence and Change Manager

Signed off by:

James Gilbert – Service Director – Corporate Services

Approved for publication:

Cllr Nick Worth – Leader of the Council

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Partnership Policy and Strategy Register

Directorate	Policy/Strategy Title	Owner	Proposed Action (LGR)
Communities and Housing	Safeguarding Policy	Emily Spicer	Extend Existing Policy
Communities and Housing	SHDC Mobile Homes and Caravan Site Licensing and Fee Policy	Emily Spicer	Extend Existing Policy
Communities and Housing	Street Art Management Policy	Emily Spicer	Extend Existing Policy
Communities and Housing	District Council Health and Wellbeing Strategy	Emily Spicer	Extend Existing Policy
Communities and Housing	CCTV Policy (currently Boston but to become Partnership policy)	Emily Spicer	Extend Existing Policy
Corporate	ICT Employee & Member Access Policy	Jackie Wright (PSPS)	Extend Existing Policy

Corporate	ICT Removable Media	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	ICT Remote Working Policy	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	ICT Third Party Supplier Access Policy	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	ICT Systems Acquisition Development and Deployment Policy	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	Communications Strategy	James Gilbert	Extend Existing Policy
Corporate	AI Policy	James Gilbert	Extend Existing Policy
Corporate	Equality and Diversity	Rachel Robinson	Extend Existing Policy
General Fund Assets	Industrial Units Letting and Management Policy (25-30)	Andy Fisher	Extend Existing Policy

Governance	Freedom of Information Policy	John Medler	Extend Existing Policy
Governance	Unreasonable Behaviour and vexatious requests	John Medler	Extend Existing Policy
Governance	Customer Feedback Policy	John Medler	Extend Existing Policy
Governance	Data Protection Policy	John Medler	Extend Existing Policy
Governance	Records Management Policy	Richard Steele	Extend Existing Policy
Regulatory	RIPA 2000 Partnership Policy	Christian Allen	Extend Existing Policy
Regulatory	Corporate Enforcement Policy	Christian Allen	Extend Existing Policy
Regulatory	Litter and Fly-Tipping Engagement and Enforcement Strategy	Christian Allen	Extend Existing Policy

Regulatory	Body Worn Camera Video Policy	Christian Allen	Extend Existing Policy
Regulatory	Street Naming and Numbering Policy	Christian Allen	Extend Existing Policy
Regulatory	Sustainable Products Policy	Sarah Baker	Extend Existing Policy
Regulatory	Climate Change Strategy	Sarah Baker	Extend Existing Policy



Report To:	Policy Development Panel
Date:	Tuesday, 2 June 2026
Subject:	Final Report of the Derelict and Untidy Sites Task Group
Purpose:	To consider the Final Report of the Derelict and Untidy Sites Task Group and provide feedback prior to its consideration by the Cabinet
Key Decision:	N
Portfolio Holder:	N/A
Report Of:	The Derelict and Untidy Sites Task Group
Report Author:	Marc Whelan, Strategic & Operational Property Manager
Ward(s) Affected:	(All Wards);
Exempt Report:	NO

Summary

The Derelict and Untidy Sites Policy was introduced by South Holland District Council in 2022 to address unsightly and neglected properties across the district. The policy aimed to proactively engage with landowners, provide guidance and escalate enforcement where necessary.

At the meeting of Policy Development Panel on 23 September 2025, it was agreed that the Derelict and Untidy Sites Task Group would look at the policy effectiveness, duplication of existing powers, and lack of demonstrable outcomes, and explore what other opportunities were available for consideration.

Recommendations

1. That the members of the Policy Development Panel consider the Task Group's final report, suggest any relevant amendments and consider making recommendations to Cabinet.

Reasons for Recommendations

To ensure the Derelict and Untidy Sites Task Group recommendations are considered.

Other Options Considered

1. Amending the current document- not recommended
2. Do nothing- not recommended

1. Background

- 1.1 That the policy had originally been introduced to provide a structured approach to addressing untidy or neglected sites across the district in the post-COVID period.
- 1.2 The policy had proven largely duplicative of existing statutory powers already available to Planning, Environmental Health, Anti-Social Behaviour, and Building Control teams. Those services routinely deployed legal mechanisms independently of the policy, which had not enhanced enforcement capability.
- 1.3 The policy did not fill a gap in service delivery or governance, nor did it introduce any new powers or frameworks beyond existing procedures. Its presence had not demonstrably improved outcomes or operational efficiency and was considered hollow in practical application.
- 1.4 From a legislative standpoint, robust powers already existed under:
 - Section 215 of the Town and Country Planning Act 1990
 - Environmental Protection Act 1990
 - Anti-social Behaviour, Crime and Policing Act 2014
- 1.5 These powers provided effective routes for intervention without the need for a supplementary policy and if the Council wished to acquire a property or site, it could develop its own business case independently of the policy.
- 1.6 A Derelict and Untidy Sites Task Group was established to assess whether the policy should be retired, retained, or repurposed as an informative document.
- 1.7 The Task Group sought to seek advice from officers including Planning, Environmental Health, Anti-Social behaviour, and Building Control Teams.

2. Report

- 2.1 The Task Group explored alternative options and took on the advice and feedback from consultative bodies.
- 2.2 The Task Group identified overlaps or duplication with existing council powers, departments, or enforcement mechanisms.
- 2.3 Appendix 1 provides the overview and final report of the Derelict and Untidy Sites Task Group.

3. Conclusion

1.1 That the existing Derelict & Untidy Sites Policy should be retired and replaced with a robust guidance signpost document.

1.2 A concise 2–3-page Member and Parish Council Guidance Signpost Document would be developed, covering:

- How to identify relevant issues
- What information to gather
- Which service to contact
- Realistic expectations of timescales
- Links to public reporting methods

1.3 The guidance signpost document would be for Members and Parish Councils, not the general public.

1.4 This new guidance signpost document could enable Members and Parish Councillors to report issues regarding derelict and untidy sites to the direct department, making the process more effective and efficient. Officers would help members direct enquiries internally and provide regular updates to the Member/Parish Council who had reported the issue.

Implications

None

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

Prevents duplication if the current policy is retired and the signpost document is implemented for councillors to reference against.

Constitutional and Legal Implications

None

Data Protection

None

Financial

None

Risk Management

None

Stakeholder / Consultation / Timescales

Working group have spent considerable amount of time discussing with relevant departments to arrive at this conclusion.

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

None

Climate Change and Environment Impact Assessment

None

Acronyms

None

Appendices

Appendix 1

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

APPENDICES	
<i>Appendix 1</i>	<i>Task Group Final Report – Untidy & Derelict Sites</i>

Chronological History of this Report

A report on this item has not been previously considered by a Council body

Report Approval

Report author: Marc Whelan, Strategic & Operational Property Manager

Signed off by: Andy Fisher, Deputy Chief Executive

Approved for publication: Councillor Paul Barnes (Chair of the Working Group)

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South Holland District Council

Review of

An Overview and Scrutiny Review undertaken by the Derelict and Untidy Sites
Task Group on behalf of the Policy Development Panel

10th April 2026

Contents

1. Introduction
2. Scope of the Review
3. Membership of Task Group
4. Background to Review
5. Method of Review
6. Summary of Findings
7. Conclusions and Recommendations
8. Financial implications of recommendations
9. Main Sources of Information and individuals contacted during the Review

1. **Introduction**

At the 23 September 2025 Policy Development Panel meeting, a discussion ensued around the potential formation of a new Task Group with the proposed aim of scrutinising the Derelict and Untidy Sites Policy.

The Derelict and Untidy Sites Policy was introduced by South Holland District Council in 2022 to address unsightly and neglected properties across the district. The policy aimed to proactively engage with landowners, provide guidance, and escalate enforcement where necessary.

However, at the Policy Development Panel meeting on 23 September 2025, concerns were raised about the policy's effectiveness, duplication of existing powers, and lack of demonstrable outcomes.

2. **Scope of the Review**

To assess the effectiveness, relevance, and future role of the Derelict and Untidy Sites Policy, and to make recommendations to the Policy Development Panel on whether the policy should be:

- Retired entirely;
- Retained and revised;

Or retained solely as an informative guidance document.

3. **Membership of Task Group**

Councillor David Ashby,
Councillor Margaret Geaney,
Councillor Mark Le Sage,
Councillor Paul Barnes,
Councillor J Reynolds

4. **Background to Review**

That the policy had originally been introduced to provide a structured approach to addressing untidy or neglected sites across the district in the post-COVID period.

The policy had proven largely duplicative of existing statutory powers already available to Planning, Environmental Health, Anti-Social Behaviour, and Building Control teams.

Those services routinely deployed legal mechanisms independently of the policy, which had not enhanced enforcement capability.

The policy did not fill a gap in service delivery or governance, nor did it introduce any new powers or frameworks beyond existing procedures. Its presence had not demonstrably improved outcomes or operational efficiency and was considered hollow in practical application.

- From a legislative standpoint, robust powers already existed under:
 - Section 215 of the Town and Country Planning Act 1990
 - Environmental Protection Act 1990
 - Anti-social Behaviour, Crime and Policing Act 2014

These powers provided effective routes for intervention without the need for a supplementary policy.

Members were informed that if the Council wished to acquire a property or site, it could develop its own business case independently of the policy.

Councillors agreed that a task group should be established to assess whether the policy should be retired, retained, or repurposed as an informative document.

The signpost document (if implemented) would also link to a robust and detailed reporting mechanism where PMP and members could track progress with the relevant department.

5. Method of Review

The task group would:

1. Review the original aims and objectives of the Derelict and Untidy Sites Policy (2022).
2. Identify overlaps or duplication with existing council powers, departments, or enforcement mechanisms.
3. Assess the policy's value as an informative tool.
4. Make clear if the policy should be retained and revised or retired entirely.

In effecting the review, the Group took evidence from the officers listed in section 9.

Exclusions

The task group will not consider private disputes over land or property unless they fall within the remit of the policy.

The task group will not review unrelated planning or enforcement policies.

6. Summary of Findings

Members of the Group unanimously felt that the current 25-page policy was overly long, technical, and not user-friendly with the Group's preference being the production of a practical guidance document, not a policy.

7. Conclusions and Recommendations

The Task Group agreed the following recommendations.

- That the existing Derelict & Untidy Sites Policy should be retired and replaced with a robust guidance signpost document.
- A concise 2–3-page Member and Parish Council Guidance Signpost Document would be developed, covering:
 - How to identify relevant issues
 - What information to gather
 - Which service to contact
 - Realistic expectations of timescales
 - Links to public reporting methods

The guidance signpost document would be for internal use only.

This new guidance signpost document would enable Members and Parish Councillors to report issues from derelict and untidy sites to the direct department, officers would direct enquiries internally and provide regularly updates to the Member/Parish Council who had reported the issue.

That the Policy Development Panel agree to the Derelict and Untidy Sites Policy being retired and recommend such to Cabinet for approval.

8. Financial Implications of Recommendations

None

9. Main Sources of Information and individuals contacted during the Review

The Strategic and Operational Property Manager
The Planning Enforcement Team Leader
The Group Manager – Building Control
The Environment Protection Team Leader
Assistant Director – General Funds Assets

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Report To:	Policy Development Panel
Date:	2 June 2026
Subject:	Review of HR Policies
Purpose:	To seek Policy Development Panel's views on the proposed HR policies prior to report to Council.
Key Decision:	N/A
Portfolio Holder:	Councillor Jim Astill, Portfolio Holder – Corporate and Environmental Services.
Report Of:	Rachel Robinson, Group Manager – Organisational Development
Report Author:	Rachel Robinson, Group Manager – Organisational Development
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

HR policies require regular review to ensure they are within the legal framework and reflect best practice. This report brings forward HR policies for review. The Policies have been developed by Public Sector Partnership Services, as the Councils' HR provider; with input from a Readers' Panel consisting of Officers and Trade Union Representatives (Local and Regional). The Readers' Panel have confirmed that operationally the policies are practical to implement.

The Policies will require approval at Council post Policy Development Panel.

Recommendations

- That the Panel considers the Policies and provides feedback and comments.

Reasons for Recommendations

HR policies need to be regularly updated to ensure they reflect best practice and are within the legal framework. This review has provided the opportunity to seek consistency in HR policy across the Partnership. This recommendation ensures the Panel has the opportunity to input into the final policy set prior to consideration by Council.

Other Options Considered

None

1. Background

- 1.1 It is important HR Policies are regularly reviewed to ensure they remain appropriate, reflect legislation and best practice and enable the Head of Paid Service to effectively manage the workforce.

2. Report

- 2.1 Having a single set of shared HR Policies will ensure consistency in the way the Partnership's workforces are managed. There is also a benefit to Public Sector Partnership Services of a single HR policy set for each of the three Councils as it means rather than HR advisors administering three different policy sets, they only need to administer one.
- 2.2 This report brings forward three new policies; Fixed-term Contracts and Secondments Policy (Appendix A), Housing Competence and Conduct Policy (Appendix B) and Housing Code of Conduct (Appendix C). Four existing policies; Learning & Development Policy (Appendix D), Managing and Supporting Change Policy (Appendix E), Probation Policy (Appendix F) and Recruitment Policy (Appendix G) have been amended after a review. For the amended policies, feedback is only being sought on the amendments as outlined in that table at 2.6 and not the whole policies.
- 2.3 The policies, as presented in the appendices, have been reviewed by an internal Reader's Panel of officers from across the Partnership, trade unions and Senior Leadership Team. The policies have their support.
- 2.4 In addition to the core HR policy suite, this report includes Housing Revenue Account (HRA) specific policies (Appendices B & C), namely the Competence and Conduct Policy and the Housing Code of Conduct. These documents are designed to complement corporate HR policies by setting out role-specific expectations for employees delivering landlord services. Their inclusion reflects the expectations of the Regulator of Social Housing under the Competence and Conduct Standard and ensures that South Hollan can evidence how it develops, maintains and assures staff competence and behaviour within Housing Services. The alignment of the housing-specific documents with the wider HR policy framework supports a consistent and integrated approach to workforce standards across all service areas, while

recognising the distinct regulatory and tenant-facing requirements of housing services.

2.5 The housing-specific documents are supported by a Tenant Engagement and Evidence Report (Appendix H), which demonstrates how tenant views have formed the development of the Housing Competence and Conduct Policy and Code of Conduct. Engagement activities have included focus groups, tenant panels and analysis of existing feedback, ensuring that tenant experience has directly shaped communication standards, behavioural expectations and service delivery approaches. This aligns with regulatory expectations that tenants are given meaningful opportunities to influence and scrutinises policies affecting landlord services.

2.6 The Policies appended to this report are:

New Policy

Appendix	Policy Name	Objective	Rationale
Appendix A	Fixed-Term Contracts and Secondments Policy	Ensure fair, consistent and legally compliant use of fixed-term contracts and secondments across the Partnership, supporting workforce flexibility while protecting employee rights.	The policy aligns with employment legislation and supports workforce planning by clarifying appropriate use of fixed-term arrangements and secondments, ensuring employees are not treated less favourably and that managers apply consistent processes.
Appendix B	Housing Competence and Conduct Policy	Define and maintain the required competence, behaviours and standards for all roles delivering landlord services.	Supports compliance with the Regulator of Social Housing Competence and Conduct Standard and ensures staff have the skills, knowledge and behaviours to deliver safe, high-quality services.
Appendix C	Housing Code of Conduct	Provide clear, role-specific behavioural expectations for employees delivering housing services.	Strengthens tenant-facing standards and ensures consistent, professional and respectful interactions aligned to regulatory expectations and tenant feedback.

Page

Existing Policy

Appendix	Policy Name	Change	Objective	Rationale
Appendix D	Learning and Development Policy	Shared Partnership policy based on SHDC existing policy	Establish a consistent Partnership-wide framework for workforce development and continuous learning.	Supports organisational resilience and service quality by ensuring employees have access to appropriate learning aligned to strategic priorities and statutory requirements.
Appendix E	Managing and Supporting Change Policy	Shared Partnership policy based on SHDC existing policy and incorporates existing redundancy and redeployment policy.	Ensure organisational change is managed fairly, consistently and in line with legal and best practices requirements.	Supports workforce transition, minimises disruption and ensure compliance with consultation and redundancy process.

Appendix F	Probation Policy	Shared Partnership policy based on SHDC existing policy and ensures compliance with changes to the Employment Rights Act.	Provide a structured, fair and supportive framework for managing new starters' performance and suitability.	Ensures a consistent approach across the Partnership and supports compliance with employment legislation while improving onboarding and early performance management.
Appendix G	Recruitment Policy	Section 16.2 - Amendment to references requirements. Removing the need for two references if a period of at least 3 years is covered.	Deliver consistent, inclusive and effective recruitment approach across the Partnership	Improves recruitment efficiency and candidate experience whilst ensuring compliance with legislation, Equality, Diversity & Inclusion principles and Safer Recruitment good practice.

3. Conclusion

- 3.1. This report presents a suite of HR policies for consideration by the Policy Development Panel. These policies have been developed to ensure legal compliance, reflect best practice, and support consistent workforce management across the South and East Lincolnshire Councils Partnership.
- 3.2. The introduction of new policies demonstrates a proactive approach to employee wellbeing, inclusivity and compliance. The revisions to existing policies reflect operational feedback and evolving organisation needs.
- 3.3. The policies have been reviewed and endorsed by a Readers' Panel comprising officers, trade union representative and the Senior Leaders Team. Their feedback confirms the practicality and relevance of the proposed changes.
- 3.4. The Panel is invited to provide feedback on the proposed policies, particularly the amendments to existing policies, to inform the final versions that will be presented to Council for approval.

Implications

South and East Lincolnshire Councils Partnership

The adoption of a unified set of HR policies will enhance consistency in workforce management and streamline HR service delivery across the Partnership.

Corporate Priorities

The policies aim to make the Partnership more efficient and effective.

Staffing

The Policies will have a direct impact on the management of the workforce. The policies developed are in line with employee legislation and best practice and are designed to support positive workforce management.

Workforce Capacity Implications

Implementation will require a coordinated approach across HR, managers and services to embed consistent practice, including training, guidance and system updates. While no additional permanent capacity is identified, there will be an initial requirement for management time and HR support to ensure effective rollout and compliance.

Constitutional and Legal Implications

Employee Policies are important in protecting the Partnership Councils against any employment concerns that could arise.

The Housing Competence and Conduct Policy and Code of Conduct support compliance with the Regulator of Social Housing's standards, particularly in relation to staff competence, professional behaviour, and tenant engagement. The inclusion of these

policies strengthens assurance that the Council meets its obligations as a registered provider.

Data Protection

There are no direct data protection implications arising from the content of the report, but data relating to staff is protected under data protection laws. The Council has suitable technical and organisational measures in place to protect such data.

Financial

There are no additional financial considerations as a result of the implementation of these policies.

Risk Management

The introduction of a consistent policy framework reduces organisational risk by ensuring compliance with employment legislation and regulatory requirements. Failure to implement or apply policies consistently may result in legal, financial and reputational risk, particularly in areas such as recruitment, probation management, and housing regulatory compliance.

Stakeholder / Consultation / Timescales

The Policies have been reviewed by a Readers' Panel including officers, trade union representatives and the Senior Leadership Team. Their feedback has been incorporated into the final drafts.

Reputation

The Council recognises the importance of supporting its workforce and managing the workforce in a positive way. The policies aim to achieve that, thereby enhancing the reputation of the Council as an employer.

The inclusion of housing-specific competence and conduct standards enhances the Council's reputation as a responsible landlord, demonstrating commitment to tenant-focused services and regulatory compliance.

Contracts

None.

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

The policies explicitly promote inclusive practices, particularly through recruitment, learning and development, and housing service delivery, ensuring compliance with the Equality Act 2010 and supporting safeguarding responsibilities through mandatory training and professional standards.

Health and Wellbeing

The policies contribute positively to employee health and wellbeing.

Climate Change and Environment Impact Assessment

Not Undertaken

Acronyms

PSPS – Public Sector Partnership Services

SHDC – South Holland District Council

Appendices

Appendix A	Fixed-term Contracts and Secondments Policy
Appendix B	Housing Competence and Conduct Policy
Appendix C	Housing Code of Conduct
Appendix D	Learning & Development
Appendix E	Managing and Supporting Change Policy
Appendix F	Probation Policy
Appendix G	Recruitment Policy
Appendix H	Competence & Conduct Tenant Engagement

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report

Chronological History of this Report

A report on this item has not been previously considered by a Council body.

Report Approval

Report author: Rachel Robinson, Group Manager – Organisational Development. rachel.robinson@e-lindsey.gov.uk

Signed off by: James Gilbert, Assistant Director - Corporate

Approved for publication: Councillor Jim Astill, Portfolio Holder – Corporate and Environmental Services.

Fixed Term Contracts and Secondments Policy



The council needs a skilled and confident workforce able to deliver excellent services and to do this we engage the services of a variety of employees and workers, in addition to our permanent employees. We recognise that fixed term contracts can provide flexibility and be an effective tool for matching workforce capacity with service/business needs. This policy outlines how fixed term contracts should be used within the council appropriately, effectively, and in line with relevant employment legislation.

Policy	Fixed Term Contracts and Secondments Policy
Policy Author	HR Team - PSPS
Policy Issue date	MONTH 2026
Policy Review date	MONTH 2030, or earlier if required
Policy Consultation	Trade Unions recognised by the Council Council Reader Panel Senior Leadership Team
Policy Sign-off	Head of Paid Service / SHDC Council

Introduction

This policy sets out how we manage fixed term contracts and secondments. The purpose of The Fixed Term Employees (Prevention of Less Favourable Treatment) Regulations 2002 is to ensure that employees who are on a fixed term contract do not receive less favourable treatment than those who are permanently employed.

A fixed term contract is a contract of employment that comes to an end:

- upon reaching a specified date
- when a specified task has been completed; or
- when a specified event does or does not occur

Examples of fixed term employees are as follows:

- employees taken on to specifically cover a period of maternity or sick leave
- employees taken on to provide temporary cover for a permanent employee who is temporarily on secondment or absent for any other reason
- employees taken on to perform a specific task where funding is only agreed for a specific period of time

A fixed-term contract is a contract of employment for a fixed period. It has a known end date or length of contract.

A temporary contract is a contract where the end date or length of the contract is unknown. The contract will indicate the anticipated length of the contract. The contract should also state the reason for the temporary status.

A secondment is a temporary movement or loan of an employee to another department within the council (internal secondment) or to a separate organisation (external secondment).

Aim

The aims of the policy are as follows:

- protect fixed term contract employees from less favourable treatment and ensure we comply with the Fixed Term Employee (Prevention of Less Favourable Treatment) Regulations 2002, and the Employments Rights Act 1996;
- limit abuse through successive use of fixed term contracts;
- ensure that the correct procedure is followed by managers

Scope

The Policy applies to all employees of the Council including those employed on fixed-term contracts. Where this involves a statutory officer, Chief Executive, or chief officer, procedures set out in the Constitution and within the Memorandum of Agreement relating to an integrated Shared Workforce structure, between Boston Borough Council, East Lindsey District Council and South Holland District Council, known as the South and East Lincolnshire Councils Partnership (SELCP) may be used. It does not apply to apprentices, agency workers, self-employed contractors, or consultants.

Managing and Supporting Change Policy and Procedure

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1. Guiding Principles

1.1 The following principles govern the Council's Fixed Term Contract and Secondment Policy which are:

- **fairness** - actions should be reasonable, necessary, known and understood. Employees involved are entitled to be heard with courtesy and respect.
- **confidentiality** - information should not be divulged to a third party not involved in the process.
- **equality** - the Council will not discriminate unfairly or illegally, directly, or indirectly.

2. Responsibilities under this Policy – The Council

2.1 The Council's duty of care to all employees will be at the centre of this policy and will treat employees sympathetically and supportively.

2.2 The policy will be applied in a fair and consistent manner.

2.3 The Council will continue to develop further the extensive portfolio of proactive support service provisions available to its employees which currently include:

- Access to a free confidential 24/7 Employee Assistance Programme (EAP) that provides a range of advice and support services to employees including counselling;
- Qualified Occupational Health professional provision;
- Ongoing programme of employee initiatives to support employees of the Council's Health and Wellbeing, both physical and mental.

3. Responsibilities under this policy – People Managers

3.1 People Managers are responsible for fairly and consistently applying the Fixed Term Contract and Secondments Policy and its procedure.

3.2 People Managers will thoroughly consider the use of fixed term or temporary contracts and ensure their use is genuinely required

3.3 People Managers will clearly explain the fixed term nature and length of the contract during the recruitment process, and in related correspondence.

3.4 People Managers will treat all employees fairly and consistently and no less favourably than permanent employees.

3.5 People Managers will provide accurate and timely information to their fixed term or temporary contract employees about the nature of the contract and the likelihood of the contract being ended or renewed at the end date.

3.6 People Managers are responsible for following the process for ending or not renewing a fixed term or temporary contract within the timescales set in this policy. People Managers must take accountability for meeting with their employee and providing the correct notice to end the contract, in line with the appropriate timescales.

3.7 People Managers seek advice from HR before extending fixed term contracts, particularly when fixed term employees reach over 4 years in a single or successive fixed term contracts with the Council.

3.8 People Managers will ensure that meaningful communication takes place with employees and relevant trade union representatives.

- 3.9 People Managers will explore redeployment and seek suitable alternative employment with the aim of avoiding or mitigating redundancies due to the end of a fixed term contract.
- 3.10 People Managers must review all fixed-term contracts every 6 months to determine whether there is a continuing need for the role. Based on this review, appropriate action should be taken to either end or extend the contract, up to a maximum of 23 months.
- 3.11 While in theory contracts should not be extended, in practice extensions may occur, and managers must consider the additional implications regarding employee entitlements when doing so. People Managers are responsible for keeping HR informed of the status of all fixed-term contracts.
- 3.12 People Managers are responsible for confirming with HR when a fixed-term contract will be ending or extending, providing as much notice as possible.
- 3.13 People Managers are responsible for ensuring, wherever practicable, that the required notice can be given to the employee in line with contractual and legal obligations.

4. Responsibilities under this policy – PSPS Human Resources Team

- 4.1 The PSPS HR Team is responsible for providing advice, guidance and support to People Managers and employees on the application of this policy.
- 4.2 The PSPS HR Team is responsible for monitoring and reviewing the effectiveness of this policy.
- 4.3 The PSPS HR Team will provide support to management in the coordination of the formal collective and individual consultation and overall communication process.
- 4.4 The PSPS HR Team will provide advice and guidance to People Manager's on ending a fixed term contract and the dismissal process.
- 4.5 The PSPS HR Team will provide support to management in the coordination of the redeployment process by assisting in identifying suitable alternative redeployment and opportunities for retraining, along with offering advice to employees on job seeking skills.

5. Responsibilities under this policy – Employees

- 5.1 Employees should have a clear understanding of the fixed-term or secondment nature of their employment and reasons for it.
- 5.2 Employees should raise any issues relating to their fixed term employment or secondment with their manager at the earliest opportunity.
- 5.3 Employee should not have any expectation that their employment or secondment will be extended unless they have received formal confirmation of this.
- 5.4 Employees have the right to representation/support in relation to matters concerning their fixed-term contract or secondment.

6. Interaction with other Council policies

- 6.1 The arrangements set out in this policy and procedure may relate to the Managing Change Policies, Recruitment Policies, Notice Period Policies and the Probation Policies.

7. Key Principles of Fixed Term Contracts

- 7.1. Fixed Term employees have the right not to be treated less favourably than a comparable employee on a permanent contract in respect of pay, terms and conditions, training/development opportunities, opportunities to obtain permanent employment or be subjected to any detriment on grounds of status as a fixed term employee.
- 7.2. Employees on a fixed term contract have the following rights:
- not to be unfairly dismissed (after two years' service)
 - to a written statement of reasons for the dismissal
 - to a redundancy pay (after two years' service) if the reason for dismissal is redundancy, in accordance with Council's Managing Change policy, which may include statutory and/or enhanced provisions.
 - to a minimum notice period (as detailed in their contract of employment) of their contract ending before the agreed end date, task or event.
 - not to be selected for redundancy or be unfairly dismissed if the main reason for the selection was because the employee is on a fixed term contract.
 - fixed term employees will become permanent after 4 years of successive fixed term contracts unless the continued use of a fixed term contract can be objectively justified. Fixed term employees have the right to written confirmation of permanent status.
- 7.3. We may exceptionally justify different terms and conditions for employees on fixed-term or temporary contracts.
- 7.4. The same policies and procedures apply to a fixed-term or temporary contract holder as to permanent employees.
- 7.5. It is good practice to convert a staff member's fixed term contract to a permanent one after 2 years continuous service where the role is permanent, unless there is a good business reason for not doing so. Examples of valid business reasons include:
- The specific project for which the employee was engaged has not yet concluded.
 - The role is dependent on **external funding**, and the continuation of funding is uncertain.

8. Timescales

A fixed term contract becomes permanent after 4 years of successive contracts – unless it can be objectively justified not to make it permanent.	4 years
Fixed term employees who have more than 2 years' service with the council or an associated employer covered by the Redundancy Payment Modification Order (Local Government) 1983 will be entitled to a redundancy payment. In such cases, redeployment opportunities will also be sought. If the dismissal is some other substantial reason (SOSR) this may constitute potentially fair reason for dismissal. Please refer to section 14 for circumstances that may qualify as SOSR.	2 years
Managers should ensure that the end of a fixed term contract process is started in plenty of time before the contractual notice period.	3 months before FTC is due to end

9. Recruiting and Appointing to Fixed Term Contracts or Secondments

Use of Fixed Term Contracts

- 9.1. Where there is a specific, business-related reason, a fixed term contract may be more appropriate than a permanent contract.
- 9.2. Fixed term contracts should only be used in the following circumstances:
 - To cover periods of absence of longer than four weeks, e.g. maternity, parental or adoption leave, long term sickness or cover an absence due to another employee being on secondment.
 - Where funding for a post or project is time-limited and confirmed for a specific duration (e.g. external grant funding)
 - To complete a task/project within a stated time period, which cannot be resourced from within the existing permanent workforce.
 - To provide specialist expertise or experience in the short term, to support a specific project or piece of work.
- 9.3. Fixed term posts are subject to the Council's Job Evaluation scheme and process.
- 9.4. Fixed term posts should be advertised and appointed to in line with recruitment policies and processes, to ensure robust decisions and high-quality appointments.
- 9.5. The reason for and length of the fixed term post should be clear throughout the recruitment process and in correspondence with the successful candidate.
- 9.6. Fixed term contracts cannot be used as a method to assess an employee's capability to perform the role before offering on a permanent basis.
- 9.7. Every fixed term employment contract must include either:
 - a date on which it is due to expire; or
 - an event which will cause it to end (for example someone returning to work after an absence which is being covered by the fixed term appointment).
- 9.8. As the reason or event set out in the contract determines the process to be followed at the end of its fixed term, it is critical that this information is accurate. People Managers are responsible for keeping fixed term employees informed, within relevant timescales, of the likelihood of their contract being renewed or ended, and reasons for this, with the aim of minimising uncertainty wherever possible.
- 9.9. When recruiting to a fixed-term contract, People Managers must check whether the candidate has continuous service with the Council or another employer covered by the Redundancy Payments Modification Order (Local Government) 1983. If continuous service exists, the employee may be entitled to a redundancy payment at the end of the fixed-term contract, even if the contract duration is less than two years. Managers should factor this into workforce planning and budget considerations and seek advice from HR before confirming the appointment.

Use of Secondment Contracts

- 9.10. A secondment is a temporary movement or loan of an employee to another department within the council (internal secondment) or to a separate organisation (external secondment).
- 9.11. Secondment arrangements must be mutually agreed between the employee, current manager, and secondment manager. Managers are strongly encouraged to release employees for secondments, as this benefits both the employee and the Council.
- 9.12. A secondment contract can be used to fill a vacancy that is not permanent where a current employee is successful in the recruitment process, instead of a fixed

term contract. As the arrangement is temporary, the employee is therefore entitled to return to their substantive role after the secondment period.

- 9.13. Secondments are subject to the Council's Job Evaluation scheme and process.
- 9.14. The reason for and length of the secondment should be clear throughout the recruitment process and in correspondence with the successful candidate.
- 9.15. The secondment contract must include either:
- a date on which it is due to end; or
 - an event which will cause it to end (for example someone returning to work after an absence which is being covered by the secondment appointment).
- 9.16. Where managers release an employee on secondment, the employee's substantive role can be recruited to, but only on a temporary basis. Managers should ensure the dates of these temporary arrangements are appropriate/aligned where possible.

Filling a vacancy which a fixed term or seconded employee is covering

- 9.17. If it becomes possible to fill a fixed-term or temporary post permanently, permanent employees who are 'at risk' will have prior interview consideration to these roles if the role is considered to be suitable alternative employment.
- 9.18. If there are no such permanent employees, the current fixed term/seconded post-holder may be offered the permanent contract, in the same role, without a full recruitment process if:
- they were subject to an appropriate recruitment process, including a competitive interview, for that specific post at the outset; and
 - The duties of the job they were recruited to have not changed, and the grade is the same.
- 9.19. However, if there is more than one employee in this scenario that both meet the criteria, a shortened procedure of an expression of interest and selection process will be followed.
- 9.20. If the post-holder does not meet the above criteria, the post will be advertised in line with normal recruitment procedures. The manager will meet with post-holder to inform them that we will advertise the post. If a fixed term employee is subsequently unsuccessful at interview, the manager will follow the dismissal process set out in this policy. If a seconded employee is unsuccessful, they will be provided the appropriate notice to return to their substantive post.
- 9.21. In cases where a fixed-term employee demonstrates underperformance but there is an opportunity to make their role permanent, the People Manager should continue to manage performance in accordance with the Council's Improving Performance at Work Policy or Probation Policy (whichever applies) whilst the employee remains on a fixed-term contract. The People Manager may then offer the employee the role on a permanent basis if there has been sustained improvement in performance. If underperformance continues, the People Manager may dismiss the employee by reason of capability by following the fair process set out in the applicable policy. The People Manager may then proceed to recruit to the permanent role opportunity.

Fixed term or seconded employees applying for internal roles, other secondments or other fixed-term posts

- 9.22. We will give prior consideration to permanent employees who are 'at risk' for any internal roles, secondments and fixed-term opportunities that are suitable alternative employment, in line with the Managing Change Policy.
- 9.23. If there are no suitable permanent 'at risk' employees, employees on fixed term or temporary contracts are able to apply for internal roles, secondments and other fixed-term posts and will be treated no less favourably than permanent employees of the Council.
- 9.24. Where a fixed-term employee has two or more years of continuous service and is at risk of redundancy, they will be given prior consideration for suitable internal roles, secondments, and fixed-term opportunities before external recruitment, in line with the Managing Change Policy.

10. Secondments

- 10.1. A secondment agreement is not a fixed term contract. A secondment is usually for no longer than two years, secondments should only be extended beyond two years in exceptional circumstances. All parties will need to agree any extension to the original agreement.
- 10.2. People managers are required to monitor and manage secondments effectively to ensure they do not continue indefinitely and must communicate regularly and agree any changes to the secondment arrangement with the employee, including extensions or early endings, and keep HR informed at all stages.
- 10.3. The secondees substantive job remains available to them at the end of their secondment. Secondees should be made aware of any restructures, service reviews or any changes to their substantive role and be involved in any formal consultation process.
- 10.4. If the secondment opportunity becomes permanent, the seconded employee does not have the automatic right to be given the post if it is to become permanent within the establishment, the process set out in section 9 of this policy applies.
- 10.5. If the role is changing, being adapted, or amended the seconded employee will not have an automatic right to the role and a recruitment and selection process may apply.
- 10.6. Where a manager is not able to agree a secondment, and an existing employee chooses to move from a permanent to a fixed term contract, the employee must be made aware of the implications of changing their contractual status from permanent to fixed term, including that they will not have any entitlement to return to their substantive post at the end of the fixed term contract. The sections of the policy regarding fixed term contracts will then apply.
- 10.7. Managers must also be mindful of:
- Backfill arrangements for the employee's substantive post and the potential impact on service delivery.
 - Whether a secondment is the most appropriate way to fill a secondment vacancy, or if alternative arrangements (e.g., temporary promotion or FTC) would be more suitable.
 - Any secondment chain that may result from their decision, and the knock-on implications for other teams and employees when ending or extending secondments.

External Secondments

- 10.8. External secondments with other organisations can be arranged with the mutual consent of both the Council and the employee. In these cases, the Council makes a staff member available to work for another employer for a specific period. A formal secondment agreement must be developed and signed by the Council, the host organisation and the secondee. No change of employer is involved, and the seconded employee retains all conditions applicable to their employment with the Council. The only possible exception would be in relation to working hours where the secondee would be reasonably expected to work within the hosting employer's hours of work guidelines. The salary may increase during periods of external secondment, but it would not be subject to a decrease.
- 10.9. Secondments between SELCP partners (South & East Lincolnshire Councils Partnership) are classed as external secondments between two separate organisations and must follow the same process and formal agreement requirements outlined above.

Ending a Secondment before the agreed date

- 10.10. If the employer or employee wish to end the secondment arrangement before the agreed date, the contract variation sets out the required notice that must be given by either the employee or the employer to end the secondment agreement early.

11. Seconded Employees and Service Reviews

- 11.1. If the employee's substantive job is included in a service review/restructure during the secondment period, the employee will automatically be fully included in any consultation or process which affects the job, including the redeployment process where this applies.
- 11.2. If the substantive job is deleted from the structure, the term "secondment" will no longer apply as there is no substantive job to return to. The secondee may continue in the secondment role until their last day of notice, provided that this was agreed with all parties and the notice provisions of the secondment were adhered to.
- 11.3. If this was agreed and the employee continued in the temporary job, this would have to be on a fixed term contractual basis (which would also include a statutory four-week trial period).
- 11.4. When this temporary arrangement is approaching the end date, the end of fixed term contract process set out in this policy applies. HR advice should be sought and the employee made fully aware, in writing, of the implications of the changed contractual status, prior to them being asked to make a decision as regards to their continuation, or otherwise, in their substantive job.
- 11.5. If the employee does not wish to remain in the secondment beyond the date their substantive role is deleted from the structure, the Managing Change Policy will apply in this scenario.

Secondment affected by a Service Review

- 11.6. Normally, employees seconded into an area which is subsequently restructured or reviewed, should not be included in the ring fence and should return to their substantive post where this mitigates any other permanent or fixed term employee from becoming 'at-risk' of redundancy.

12. Fixed Term Employees and Service Reviews

- 12.1. Employees on fixed term contracts should normally be included in the consultation process for organisational reviews.
- 12.2. Fixed term employees must not be selected for redundancy purely on the basis of being fixed term, unless it is considered that the selection can be objectively justified and is appropriate, following HR advice.
- 12.3. Fixed term employees whose contract is due to end after the implementation date of an organisational review will be included in the review process, pool for redundancy and any 'matrix selection' or 'slotting in' process.
- 12.4. If there are fixed term employees with contracts due to end before the date an organisational review is implemented, the line manager will need to seek HR advice to review the circumstances of the contract and service review to determine if the review and redundancy pool applies to them.

13. Renewing or Extending a Fixed Term Contract

- 13.1. Extension/renewal of a fixed term contract must be justifiable. It must be clear whether the original reason for the fixed term contract still applies, or whether circumstances mean it has changed.
- 13.2. The employee currently employed under the contract should be offered the extension or renewal.
- 13.3. The successive renewal of fixed term contracts should be avoided. If an employee's fixed term contract is extended beyond four years, it is likely that the contract will need to be converted to permanent.
- 13.4. The People Manager will need to inform the employee and HR of the renewal/extension at their earliest opportunity, and a contract variation letter will be provided to the employee to confirm the new fixed term contract end date.
- 13.5. Poor performance is not acceptable grounds for not renewing a fixed term contract. Any concerns should be dealt with in the same way as for permanent employees under either Probation Policy or the Improving Performance Policy.

Permanent Status

- 13.6. A fixed term contract that has been renewed or extended (or where the employee is re-engaged on a successive contract) will become a permanent contract once the employee has completed four years' continuous service, in line with legislation, unless the continued use of a fixed-term contract can be objectively justified. There is no limit on the length of the first fixed-term contract and if this is longer than 4 years, it doesn't automatically become permanent unless it is renewed after the original contract end-date or the employee is immediately engaged on another fixed-term contract.
- 13.7. Successive fixed contracts do not only include renewals and extensions, but also situations where one fixed term contract ends and the employee is taken on

immediately on another fixed-term contract, even where it is a completely different job. However, if there is a break of more than a week (running from Sunday to Saturday) between two contracts, continuity will be broken (except where there are a redundancy and a new job is taken up within 4 weeks).

14. Ending a Fixed Term Contract

14.1. The termination of fixed-term contract, or non-renewal of a fixed-term contract beyond its expiry date is regarded as a dismissal and the procedure outlined below should be followed.

14.2. The reason for dismissal will be due to either:

- **Redundancy;**
 - e.g. where the requirement for the work to be undertaken has diminished or ceased
 - e.g. the employee recruited to carry out the completion of a specific task, such as project work that is dependent upon external funding, and the post will end once the funding ceases or no more funding can be found
 - e.g. the completion of a specific task which is then completed
 - e.g. the employee is recruited to provide additional staffing and the provision of services then reduces or ceases
- **SOSR (Some Other Substantial Reason);**
 - e.g. the employee recruited to provide cover for adoption/maternity/parental leave until post holder returns to work
 - e.g. the employee recruited to cover secondment of substantive post holder
 - e.g. the employee recruited to cover a vacancy whilst recruitment process is undertaken
 - e.g. the employee recruited to provide cover for long-term absence/sickness until employee who has been absent/sick returns to work

14.3 In the case of SOSR, employees should not normally have accrued two years' service due to the reason of the need for the fixed term/temporary contract therefore, no exit payment should be due in these circumstances.

Redundancy payment

14.4 Any employee who is dismissed on the grounds of redundancy by reason of the ending of their fixed-term contract will be entitled to a redundancy if they have 2 years' continuous service with the council or related employers as listed under the Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999 and subsequent amendments. Redundancy entitlement will be in accordance with the Council's Managing and Supporting Change Policy, which may include statutory and/or enhanced provisions.

14.5 Where a fixed-term contract, is brought to an end earlier than the stated expiry date by the employer, the employee will be eligible to the appropriate notice. If the employee resigns before the specified contract end date, they will need to provide the notice

stipulated in the contract of employment and will not be eligible for any redundancy payment if a resignation takes place.

People Manager Requirements before ending a Fixed Term Contract

- 14.6 People Managers must contact the PSPS HR Team to discuss the termination of a fixed term contract. HR will support in understanding the employee's rights before the contract ends as it may also be possible to redeploy the employee into an alternative role.
- 14.7 People Managers should be aware they will need to actively support their member of staff in accessing information relating to all employment vacancies within the South East Lincolnshire Council Partnership.
- 14.8 If the People Manager is ending a fixed term contract early, they must still follow the process in this policy and give the employee the correct notice, detailed in the individual employees' contract of employment. It is good practice to inform the fixed term employee as soon as it is known that the contract is to end early.
- 14.9 When a fixed term contract ends as planned on the agreed end date the employer is not required to give notice. However, it is good practice to meet with the employee prior to the planned end date to advise the employee that their temporary contract will not be extended. If a fixed term contract is not formally reviewed and the employee continues working beyond the end date, there is an 'implied agreement' that the end date has changed.

15. Process for Termination of a Fixed Term Contract

- 13.1 The expiry and non-renewal of all fixed term contracts is classed as a dismissal. Where early termination is necessary (prior to the planned end date), the appropriate notice period stated in the contract of employment will be given unless the reason for termination is gross misconduct.
- 13.2 The notice period will be a minimum of one month, but the employer notice period required will be stated in the contract of employment.
- 13.3 The People Manager must inform HR as early as possible and before commencing this process to ensure the correct reason for termination is selected. The PSPS HR Team will check if any redundancy payments apply and whether there are pension strain implications so pension estimates can be requested.

Inviting the employee to a notice meeting

- 13.4 The People Manager will need to invite the employee to a meeting to inform them that their fixed-term contract will not be renewed and as such will result in the termination of employment on the grounds of redundancy or SOSR.
- 13.5 This meeting must take place before the minimum notice period to ensure that the appropriate notice is issued.
- 13.6 The employee will be invited to the meeting and People Managers will need to use the letter at **appendix B** to do this. The employee will be provided with a minimum of 5 working days' notice to attend the meeting as they are afforded the right to be accompanied to the meeting by a recognised Trade Union Representative or work colleague.
- 13.7 If the employee confirms that they understand that the fixed-term contract is due to end, and that they do not wish to attend the meeting, the People Manager must inform HR, and the employee will be written to.

Holding the meeting

- 13.8 If the employee confirms that they wish to attend the meeting:
- Confirm with the employee that the contract of employment is to expire; the date of expiry and that it will not be renewed.
 - Explain the reason for the non-renewal.
 - Provide appropriate notice in line with the employee's contract of employment
 - Confirm the dismissal, the reasons and the termination date. The dismissal will be on grounds of redundancy or SOSR. Confirm if there is a redundancy payment and that the redundancy figure will be provided to them after the meeting in writing.
 - Confirm the employee is eligible for 'at risk' status for redeployment. Ensure that HR are informed so the employee is added to the 'at-risk' list so there is active search for suitable alternative employment.
 - Agree dates for any annual leave to be used
 - Following the meeting, the People Manager must inform HR of the meeting has been held and the employee will be written to.
 - The People Manager should then complete the Leaver's Request to ensure any overpayments/underpayments are avoided.
 - If the employee wishes to exercise their right of appeal they must do so within 10 working days of the date, they were notified of the decision to HR@pspsl.co.uk. This appeal will be in line with the appeals section set out in the Managing Change Policy.

Redeployment

- 13.9 If suitable alternative employment is found, the redeployment process as set out in the Managing Change Policy will apply.
- 13.10 The only exception to this is that pay protection will not apply if the employee accepts a role on a lower pay grade than their current fixed term contract.
- 13.11 Where notice has been given, if the individual has not been successfully redeployed by the end of their notice, they will be dismissed under the terms of their notice.

Further guidance can be sought from the PSPS HR Team.

Appendix A: FAQs

What constitutes less favourable treatment?

Less favourable treatment occurs where a fixed-term employee does not receive a term or condition of employment that a comparable permanent employee is entitled to (or receives it on less favourable terms), unless this is objectively justified. This includes contractual and non-contractual provisions. Certain benefits may have eligibility criteria based on factors such as contract duration or financial risk, which apply equally and are objectively justified.

What is an objective justification?

What constitutes an objective justification is not specified in the Regulations, but it is expected that it is:

- to achieve a legitimate objective, for example a genuine business objective
- necessary to achieve that objective
- an appropriate way to achieve that objective

Therefore, it is essential that the council has transparent, necessary and objective reasons for placing a post initially and subsequently on a fixed-term contract. The renewal or extension of the fixed term would also have to be justified separately by objective reasons.

Are there any employees exempt from the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002?

Yes, certain categories of worker who are excluded from the Fixed-term Employees (Prevention of Less Favourable Treatment) Regulations 2002:

- employees on certain government training schemes
- students on occupational placements of one year or less as a part of a higher educational programme

You can view the full list of exemptions in the legislation: [The Fixed-term Employees \(Prevention of Less Favourable Treatment\) Regulations 2002 – Exclusions \(Part 5\)](#).

What happens if an employer allows a fixed-term contract to expire and the employee continues working past the specified date?

If an employer allows a fixed-term contract to expire and the employee continues working past the specified date, then the contract has been extended without a fixed termination date. Pre-existing terms and conditions from the original fixed-term contract will form part of the ongoing implied agreement. If an employee continues working past the expiry of the fixed-term contract, employers should issue a further written agreement which complies with the provisions governing written particulars and confirms the continuation of the employment and that the pre-existing terms are still applicable. The same termination process should be followed as identified in this document.

What length of fixed term contract results in a redundancy payment if the contract ends due to redundancy?

If the contract or the employee's continuous service is two years or more on the last date of employment, they are entitled to a redundancy payment. If an employee's contract dates are, for example, 1 April 2023 – 31 March 2025; this is considered two years to the day if the last date of employment is the 31 March 2025, therefore, a redundancy payment is applicable.

Appendix B: Letter Template

To be added to relevant letterhead

Dear [NAME],

Fixed Term Contract Expiry – Meeting Invite

I am writing to inform you that your [insert number of months/years] fixed-term appointment as [job title] will end on [expiry date of contract].

I would like to invite you to attend a meeting to ensure that you are fully aware of the expiration of your fixed term contract. The meeting will take place as follows:

Date: [Date]
Time: [Time]
Meeting: [Location/Microsoft Teams]

At this meeting you have the right to be accompanied by a work colleague or a recognised trade union representative.

If you are unable to attend this meeting, I should be grateful if you would contact me on to arrange an alternative meeting date/time. If I do not hear from you, I will presume you are able to attend this meeting as outlined above.

In the meantime, should you have any queries in respect of the above, please do not hesitate to contact me.

Yours sincerely

People	Manager	Name
People Manager Job Title		

cc. HR@pspsl.co.uk

Competence and Conduct Policy for Social Housing Roles



served by One Team

South & East Lincolnshire Councils Partnership

For Employees Working in Social Housing Roles within South Holland, Boston and East Lindsey

Policy Title	Competence and Conduct Policy for Social Housing Roles
Policy Author	HR Team – PPSPL
Policy Issue date	August 2026
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Policy Consultation	Council Tenants Trade Unions recognised by the Council Councils Reader Panel Senior Leadership Team Council Employees Elected Members
Policy Sign off	Head of Paid Service / SHDC Council

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Author(s):	Housing Transformation Manager	Policy Owner:	HR

Prior to approval the policy has been reviewed by

- Senior Leadership Team
- SHDC Tenant Influence Panel
- Staff
- Unions
- Portfolio Holders
- Members

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1. Purpose

This policy sets out the Council's approach to ensuring that all relevant Employees (as defined in section 2) who deliver or influence the delivery of landlord services are suitably skilled, knowledgeable, experienced and exhibit the right behaviours, and that these standards are consistently maintained, evidenced, and improved. It also sets out how we ensure the same standards are applied by service providers acting on our behalf.

This policy fulfils the requirements of the Competence and Conduct Standard and is aligned with the Government's Policy Statement on Qualifications Requirements for Social Housing. This policy provides additional guidance and should be read alongside, and not as a replacement for the Officer code of Conduct and other relevant Council policies and procedures as detailed in section 14.

2. Definitions

- **Relevant Employees:** Employees and engaged workers whose roles deliver or materially influence the quality, safety, compliance, or tenant experience of landlord services.
- **Service providers:** Any third-party engaged to deliver services or functions related to landlord services.
- **Competence:** The combination of skills, knowledge, experience, and behaviours necessary to perform role requirements safely, ethically, and to a high standard.
- **Landlord services:** Services delivered to tenants and leaseholders in relation to the occupation, management, maintenance, safety, and improvement of homes and neighbourhoods.

3. Scope

This policy applies to:

- All relevant employees employed by the Council involved in the provision, oversight, or assurance of landlord services (Each council defines relevant employees based on its own structure. Only roles that directly deliver or influence landlord functions are included). The definition and identification of relevant employees is overseen and approved by the Assistant Director responsible for landlord services.
- Agency workers, interim Employees and apprentices, in relevant roles.
- Service providers (contractors, consultants, arms-length bodies, and partners) delivering landlord services or functions that impact service quality or resident safety on the Council's behalf.

4. Regulatory and Policy Framework

The Council will meet all applicable requirements of the Government's Policy Statement on Qualifications Requirements for Social Housing, and the Regulator's Competence and Conduct Standard. Where national requirements are updated, this policy and associated arrangements will be reviewed promptly and updated.

The following legal and regulatory references are relevant to the Competence and Conduct Policy:

- Housing and Regeneration Act 2008 - Gives legal authority for standards-setting and defines terms
- Competence & Conduct Standard Policy Statement - Sets background, qualifications, and conduct requirements
- Policy Statement on Qualification Requirements (2025) - Defines qualification expectations for senior roles
- Competence & Conduct Standard Policy Statement - Sets background, qualifications, and conduct requirements
- Professionalisation Guidance (CIH) - Describes required skills, behaviours, and evidence expectations

In line with the Public Sector Equality Duty under the Equality Act 2010, the Council has undertaken an Equality Impact Assessment (EIA) for this policy. The assessment considers the potential impact on tenants, colleagues and service users with protected characteristics and other vulnerabilities, and identifies mitigations to ensure fairness, accessibility and compliance with equality duties.

5. Roles and Responsibilities

Roles and responsibilities set out in this section are further defined and supported by the SELCP Learning and Development Policy.

5.1 Manager

- Ensure staff are competent, trained, and supported to meet role requirements.
- Monitor performance, record keeping and case progression.
- Hold regular one-to-ones and annual reviews in line with policy and guidance and using standard templates.
- Manage induction, probation, and poor performance in line with Improving performance policy and corporate frameworks.
- Promote safe, professional and tenant focused practice.

5.2 Employees

- Maintain the skills, knowledge, behaviours, and qualifications required for their role.
- Complete mandatory training and keep accurate case records.
- Follow the communication, conduct and safeguarding standards in this policy and the Code of Conduct.
- Engage in supervision, reviews and Continuous Professional Development (CPD).

5.3 HR and Organisational Development

- Maintain the policy and support managers with performance, conduct and development processes.
- Coordinate mandatory training and maintain qualification records.
- Ensure alignment with regulatory and employment requirements.

6. Our Approach to Managing and Developing Competence

6.1 Principles

- Competence will be tailored to each role (e.g., housing officers, repairs operatives, compliance officers, surveyors, managers).

- We will manage competence from recruitment through probation, induction, ongoing development, and career progression.
- Higher-risk roles (e.g., building safety/compliance) will have enhanced competence requirements and formal qualifications.
- Competence will be assessed and evidenced through qualifications, Continuous Professional Development (CPD) logs, observed practice, test/checks, 121 and Annual Review notes, and tenant outcomes.
- We will embed conduct expectations, including Integrity, Inclusive, Ethical, Knowledgeable, Skilled, Advocate, Leadership.

6.2 Role Understanding

- The service understands the relevant roles and the skills, knowledge, behaviours, and experience required to perform them effectively. It also identifies which roles require mandatory qualifications or certifications, along with any refresher or re-accreditation requirements and supervision or observation needs.

6.3 Induction and Probation

- All relevant Employees will complete a structured induction including:
 - Overview of regulatory standards, Council policies, relevant safeguarding and health and safety training dependent on role, equality diversity and inclusion, data protection and GDPR, complaints handling, whistleblowing, domestic abuse, Awaab's Law and code of conduct.
- Probation will include a competence review; unsuccessful probation outcomes will trigger a support and remediation plan or termination in line with the Councils [Probation Policy](#)

7. Communication Standards

7.1 Responsiveness

- All tenant contact must be acknowledged. Employees should provide a full response and, where appropriate, confirm a clear timeframe for resolution. Wherever possible, responses should use the tenant's stated communication preference.
- Enquiries will be acknowledged within five working days, unless a different timeframe is set out in the relevant policy (for example, ASB enquiries will receive a response within two working days and the complaints policy has specific response timescales).

7.2 Clarity and Accuracy

- Information given to tenants must be clear, accurate, and consistent.
- Employees will record the tenant's preferred communication method (phone call, email, letter) and endeavour to use this for updates where possible
- Employees must explain reasons for decisions, delays, and next steps using plain English or using translation or interpretation where required or requested. Explanation must include the rights to appeal and/or complaint where applicable.

7.3 Proactive Updates

- For repairs, ASB reports, complaints, and casework, Employees must provide updates at key milestones and where circumstances change.
- Employees must "close the loop" by confirming when issues are resolved and checking if tenants are satisfied with the outcome.
- If an appointment cannot be kept, the tenant must be informed as soon as possible the same day, with a new appointment offered as soon as practicably possible.

7.4 Listening and Acting on Feedback

- Employees must demonstrate active listening, acknowledge concerns, and ensure these are logged with Tenant Engagement and Experience Team where applicable and acted upon.
- Employees must inform their Service Manager and/or the Tenant Engagement and Experience Team of all relevant tenant feedback. This feedback will be used to identify themes, inform service improvements, and be shared with tenants through Your Voice, We Heard.
- Employees must inform tenants how to report a compliment, complaint and/or contact the Housing Ombudsman. Employees must record any dissatisfaction with the Housing Complaints Coordinator to investigate and any compliment with the Tenant Engagement and Experience Team to log.

7.5 Inclusive Communication

- Employees must consider tenants' individual communication needs and make reasonable adjustments (translation, easy read, email preference, advocacy involvement, accessible formats, etc.).

7.6 Case Ownership until Completion

- The first officer handling the issue retains responsibility until the matter is formally handed over and confirmed as accepted by another team.

7.7 Record Keeping

- Employees must maintain accurate, timely and complete records for all tenant interactions, decisions and actions taken.
- All records must be entered into the appropriate housing management system on the same working day or where this is not possible as soon as practicably possible.

8. Learning & Development (L&D) Approach

8.1 Ensuring Up to Date Competence

- Annual Training Needs Analysis driven by changes in law, regulation, building safety, complaints/ombudsman learning, audit findings, regulatory judgements, tenant feedback, and incident reviews.
- Mandatory refreshers that will be recorded for all staff and reported on (e.g., safeguarding, data protection, health and safety, Awaabs Law, vulnerability, domestic abuse, ASB, complaint handling code, consumer standards).

8.2 Qualifications

- The Council will identify all roles that fall within the scope of the Government's Policy Statement on Qualifications Requirements for Social Housing and maintain a list of qualification required roles.
- In line with the Government's Policy Statement on Qualifications Requirements for Social Housing, the Council will ensure that:
 - Senior Housing Managers (those with a substantive role in managing the direct delivery of housing management services) hold, or are working towards, an Ofqual-regulated Level 4 housing management qualification covering the nationally specified content.
 - Senior Housing Executives (Heads of Service/Directors with strategic responsibility for housing management services) hold, or are working towards, an Ofqual-regulated Level 5 housing management qualification (or equivalent foundation degree) covering the nationally required content.
 - These qualification requirements apply to both Council Employees and, where service providers deliver comprehensive housing management services on the Council's behalf, to their relevant senior managers.
 - It applies the statutory transition period so that Employees in scope are enrolled, working towards, or have completed the required qualifications within the national timeframe.
- Job descriptions for all qualification required roles will clearly state the mandatory qualifications. Candidates will be expected to already hold the required qualification at appointment. Where a suitably qualified candidate is not available, the Council may appoint a candidate who does not yet hold the qualification, provided they can achieve it within the statutory timeframe.
- Employees appointed without the qualification must enrol and begin working towards it within the nationally required timescales, and must complete it before the end of the transition period (2029 for South Holland District Council; 2030 for Boston Borough Council and East Lindsey District Council). The Council will provide protected learning time and appropriate support. Failure to enrol, make sufficient progress, or achieve the qualification within the statutory period will be managed under the Improving Performance Policy, taking account of reasonable adjustments and individual circumstances.
- The Council will maintain a qualification register recording: required qualifications, achievement dates, renewal/expiry dates, and evidence of CPD which will be monitored by line managers.
- Where the national qualification framework changes, the Council will review affected roles and ensure that relevant Employees obtain any new or additional qualifications within the statutory timeframe.
- Managers will monitor qualification progress during supervision and appraisal, and ensure Employees maintain competence through CPD, refresher training, and re-accreditation where required.
- In addition to the mandatory Level 4/5 housing management qualifications outlined above, the Council will ensure that all colleagues delivering Housing services hold or obtain any role-specific statutory or technical qualifications required for safe and

compliant practice (e.g., HHSRS (The Housing Health and Safety Rating System), damp & mould, Anti-Social Behaviour (ASB), safeguarding, tenancy management). These form part of the wider competence requirements for relevant roles and will be monitored through supervision, appraisal and CPD.

8.3 Priority Development Areas

- The Council will ensure that relevant Employees maintain and develop the skills, knowledge and behaviours required for their roles through ongoing CPD, refresher training and supervision. Priority development areas include mandatory training (e.g., safeguarding, health and safety, equality and data protection), technical housing skills, care and communication skills, leadership and management capabilities, and digital competence.

9. Annual Reviews and Managing Poor Performance

9.1 Annual Review Framework

- Annual review with mid-year review and regular one-to-ones.
- Objectives will cover service delivery, tenant experience, compliance/safety, values/behaviours, and personal development/CPD.
- Competence check is a standing item at each review.
- Training and development plans are reviewed as part of regular reviews.

9.2 Managing Poor Performance

- The Council places great importance on maintaining levels of performance at an acceptable standard. Performance will be managed in line with the Council's Improving Performance Policy and Procedure which aims to support employees with any intervention that may assist them to achieve the required expectations of their roles.
- The Council will ensure prompt consistent and fair treatment for all employees and to enable both the individual and the Council to be clear about the expectations of both parties.

10. Service Providers: Ensuring Competence and Conduct

Where applicable the Council will ensure service providers' Employees have the necessary skills, knowledge, experience, and behaviours through:

- **Procurement requirements:**
 - Pre-qualification on competence (accreditations, qualifications, H&S systems, training).
 - Specification clauses requiring role-specific competence, CPD, and conduct aligned to our Code.
 - Information security and data protection compliance.
- **Contract terms:**
 - Reporting on training completion, qualifications, and incident/near-miss learning.

- Sanctions for non-compliance up to termination.
- **Monitoring:**
 - Contractor meetings which will review Tenant feedback and complaints.
 - Adherence to the Councils Contractor Code of Conduct (developed with tenants).

11. Code of Conduct

11.1 Adoption and Content

The Council adopts a single corporate Code of Conduct which applies to all employees, regardless of role, service area or professional discipline. In delivering this Code, Employees are expected to demonstrate and uphold the Council's corporate values: We Trust, We Deliver, We Work Together, We Are Proud, We Care. These values underpin the behaviours, standards and expectations described throughout this Code.

This is set out in the Council's approved SELCP Code of Conduct (March 2024) and forms the baseline behavioural expectations for every member of Employees.

The corporate Code of Conduct typically covers the following core areas of professional behaviour:

- Integrity and honesty – acting impartially, avoiding improper influence, and maintaining the highest ethical standards.
- Accountability and openness – ensuring transparency in decision making and record keeping.
- Conflicts of interest – declaring and managing personal or financial interests appropriately.
- Standards of behaviour at work – including respectful conduct, professional boundaries, and appropriate use of council facilities.
- Compliance with laws, policies and procedures – including confidentiality, data protection, safeguarding, health and safety, and equality duties.
- Gifts, hospitality and fraud/anti-corruption expectations – ensuring probity and public trust.
- Representing the council – maintaining professionalism in all interactions with tenants, residents, partners and stakeholders.

In addition to the corporate Code of Conduct, the Council also adopts a Housing Specific Code of Conduct Appendix. This appendix supplements the corporate Code and provides:

- Detailed behavioural expectations linked to the delivery of landlord services.
- Additional conduct requirements shaped by statutory and regulatory duties (e.g. consumer standards, safety, professionalism, tenant engagement, complaint handling).
- Role specific expectations.
- Expectations regarding interactions with tenants, vulnerable residents and service users.

- Expectations relating to managing information, safety and safeguarding within housing operations.

This appendix ensures that Employees delivering landlord services meet the behaviours, and professional standards required under the Regulator of Social Housing's Competence and Conduct Standard.

The Housing Specific Code of Conduct Appendix is published and accessible to tenants, who were provided with meaningful opportunities to influence and scrutinise its development.

11.2 Embedding

- Mandatory induction and annual reaffirmation.
- Line manager reinforcement through supervision and audits.

12. Keeping the Policy and Code Up to Date & Tenant Accessibility.

- Review: Review annually or in light of any regulatory or legal changes.
- Tenant accessibility:
 - Publish the policy and the code on the Council website and make printed copies available on request.
 - Provide plain language summaries, easy read, audio, and translated versions on request.
 - Ensure Employees can explain the policy to tenants and signpost access routes.
- Tenant influence and scrutiny:
 - Engage tenants through Tenant Forum and focus groups, when developing or revising the policy or code.
 - Publish a You Said/We Did summary of tenant feedback and changes.

This policy references a number of internal Council policies and procedures (e.g. Disciplinary Policy, Improving Performance at Work, Grievance Policy, Probation Policy). These documents are internal HR or corporate policies and are not published for tenants.

The Council will, however, ensure that tenants have access to:

- This Competence and Conduct Policy
- The Housing Specific Code of Conduct Appendix
- Plain language summaries or easy-read versions on request

Where internal policies inform how the Council manages competence or conduct, their key principles will be explained in accessible terms within this policy or during tenant engagement activity, without sharing restricted internal documents.

13. Tenant Involvement in Developing the Policy and Code of Conduct

The Council is committed to ensuring tenants have meaningful opportunities to influence, shape and scrutinise this Competence and Conduct Policy and the Housing Specific Code of Conduct Appendix. Please see separate feedback on the Housing Specific Code of Conduct Appendix.

13.1 Tenant Involvement in Initial Development

Tenants were meaningfully involved in the development of this Competence and Conduct Policy and the Housing Specific Code of Conduct through multiple engagement activities. This included:

- Analysis of the 2025/26 SHDC Tenant Satisfaction Measures (TSMs), which identified specific service, communication and behaviour themes that tenants experience.
- Targeted tenant focus groups examining Employees conduct during repairs and home visits, communication expectations, ASB case handling, and complaint handling behaviours. These focus groups were opportunities for tenants to shape the standards included in the Housing Code of Conduct Appendix, including expectations for entering homes, cleanliness, communication, professionalism and respectful treatment.
- Tenant Influence Panel for the newly formed panel to scrutinise the Policy and Code.

Feedback from these activities directly shaped the communication standards, professional behaviour expectations and tenant facing transparency commitments included within this policy.

13.2 Ongoing Tenant Scrutiny

Tenants will continue to scrutinise the implementation of this policy through tenant panels, focus groups, and regular review discussions with the Housing team.

Any proposed changes to the policy or Code of Conduct will be subject to tenant engagement before adoption.

13.3 Monitoring and Assurance

Compliance with this policy is monitored through management reporting, feedback, complaints analysis as part of the complaints working group, tenant feedback, staff surveys and internal audits.

To support this, information relating to the following will be reviewed:

- KPIs linked to service quality and complaints
- Audit reports
- Learning from complaints
- Tenant satisfaction measures.

14. Related Documents

- SELCP – Disciplinary Policy
- SELCP – Equality Diversity and Inclusion Policy

- SELCP – Grievance Policy
- SELCP – Improving Performance at Work
- SELCP – Code of Conduct including Housing Specific Appendix
- SELCP – Learning and Development Policy
- SELCP – Workforce Development Strategy
- SHDC – Safeguarding Policy
- SHDC – Whistleblowing Policy
- SHDC – Probation Policy
- [Government Policy Statement on Qualifications Requirements for Social Housing \(Ch. 1–6\)](#)
- [Transparency Influence and Accountability Standard](#)
- Competence and Conduct Standard
- Complaints Policy; [Housing Ombudsman Complaint Handling Code](#)
- Contractor Code of Conduct
- SELCP ICT – Acceptable Usage Policy
- SELCP ICT – Removable Media Policy
- SELCP ICT - Third Party Supplier Access Policy
- SELCP ICT - Systems Acquisition Development Policy
- SELCP ICT - Acceptable Usage Policy

15. Legal, regulatory and guidance references:

Key legal, regulatory and guidance references for the Competence and Conduct policy:

- Housing & Regeneration Act 2008 (as amended)
- Competence and Conduct Standard (Government Direction, 30 September 2025)
- Policy Statement on Qualification Requirements for Social Housing (MHCLG/DLUHC)
- Competence & Conduct Standard Policy Statement
- Wider Policy context – Social Housing Professionalisation Programme
- Professionalisation Guidance (CIH)
- CIPD Code of Conduct & Ethics

Housing Landlord Services Code of Conduct appendix

Housing Landlord Services
Employees
South Holland District Council
Boston Borough Council
East Lindsey District Council
July 2026

Revision History

Date	Version	Comments
22/04/2026	6.0	
06/05/2026	7.0	Reviewed by the SHDC Tenant Influence Panel

1. Background

The Competence and Conduct Standard applies to all Registered Providers, but its practical impact differs depending on organisational size. South Holland District Council (SHDC) is classified as a large, Registered Provider, meaning it must meet the full suite of regulatory expectations including staff competence development, behavioural standards, and professionalisation requirements in accordance with the Regulator of Social Housing's Competence and Conduct Standard. The standard requires providers to ensure that all relevant staff possess the necessary skills, knowledge, experience and behaviours to deliver good quality services, and to take appropriate steps to ensure contractor staff meet the same standards.

In contrast, Boston Borough Council (BBC) and East Lindsey District Council (ELDC) are small, registered providers with less than 1000 units, and while subject to the Competence and Conduct Standard, the expectations relating to qualification deadlines, professional accreditation and structural workforce requirements apply on an extended transition period for smaller providers, as recognised within the Government's response and impact assessments. Smaller registered providers are still required to ensure relevant staff and contractors meet competency and conduct standards, but the regulatory approach takes into account their scale and resource capacity.

To ensure consistent professional behaviours and tenant facing standards across all three councils, the SELCP Corporate Code of Conduct remains the primary organisational policy. The Housing specific Code of Conduct acts as an Appendix to this policy, setting out the additional role specific expectations required for staff delivering landlord services across SHDC, BBC and ELDC.

2. Introduction

This code of conduct sets out the behaviour we expect of our employees when entering and working within tenants' homes and communities. It aims to ensure that all interactions are professional, respectful and considerate of tenants' rights, privacy and wellbeing. This Code applies to all interactions with tenants, including in-person, written, telephone and digital contact, and to all situations where employees are representing the Council in the delivery of landlord services

3. The principles

All employees must:

- Treat tenants and their homes with respect and dignity at all times.
- Have an ID badge to identify themselves.
- Act professionally and with integrity.
- Maintain tenant confidentiality and privacy.
- Follow health and safety regulations.
- Report any concerns about tenant welfare (including safeguarding) through correct procedures.
- Comply with all relevant laws and council policies.
- Have effective communication and tenant engagement practices.
- Embed tenant feedback into service delivery.
- Use learning from training to deliver great customer service.

4. Entry and conduct in a tenant's home

4.1. Prior notice and permission

- Tenants must be given a full scope of works to be carried out, including accurate timescales ahead of all planned works. If the property is undergoing works involving planned maintenance such as a new kitchen, bathroom etc, the tenant must be notified two weeks before work starts so that they can plan.
- Tenants must be given a minimum of 24 hours notice prior to visiting for responsive repairs except in emergency situations.
- Prior to a visit, the tenant should normally be informed of who is visiting and the reason for the visit. This requirement may be waived in circumstances where advance notice could undermine the purpose of the visit, such as safeguarding concerns or tenancy audits.
- There may also be occasions where staff are in the local vicinity, such as when undertaking nearby visits and may request access without a prior appointment. In

these circumstances, and where contact would not undermine the purpose of the visit, staff where possible, make a courtesy phone call to the tenant before attending.

- Tenants are encouraged to request to see ID before allowing access.
- Employees must adopt varying communication methods adhering to individual needs including large print and translations and adhere to SHDC's Reasonable Adjustments Policy (SHDC employees only).
- Consider any tenant vulnerabilities and provide suitable flexibility e.g. working appointments around care visits. Offer face-to-face appointments for complex or vulnerable cases or at tenant request.
- Employees must not enter a property if a child (under 18) answers the door and no responsible adult is present.
- If a tenant refuses entry for valid reasons, the refusal must be respected, and concerns should be escalated accordingly. Valid reasons for refusal could include illness or for example the tenant has supporting needs that requires a trusted adult to be present before allowing entry.
- If a tenant refuses entry with no valid reason, the no access procedure should be followed. (The no access procedure means we will first make reasonable efforts to understand why access isn't possible and work with tenants to agree a suitable appointment, including offering different times and methods of contact. If access is repeatedly refused without a valid reason, this is considered a breach of the tenancy agreement and may ultimately lead to formal warnings and legal action to ensure essential inspections or repairs can be carried out.)

4.2 Identification and communication

- Employees must always carry and display official identification.
- Upon arrival, they must introduce themselves, state the reason for their visit, and show identification before entering. If no identification is provided the tenant may refuse entry.
- Use clear, polite and plain English language or translation and interpretation services where required.
- If a scheduled appointment cannot be kept, every reasonable effort must be made to notify the tenant as soon as possible on the same day and to offer a new

appointment as soon as practicably possible. Failure to attend an appointment without prior notification may result in the tenant raising a formal complaint with South Holland District Council. Where notification is not possible due to an emergency, critical incident, or other unforeseen circumstances preventing communication, this will be taken into account when considering any complaint or compensation claim.

4.3 Respect for tenants and their homes

- Employees must treat the tenant, their household, their property and any pets with care and respect.
- Do not move or touch personal belongings unnecessarily or without permission.
- Avoid making excessive noise or disruption such as playing music loudly.
- Keep the working area within the home clean and tidy, clearing up after work is completed and at the end of each day. This could include dust sheets being used to protect flooring or furniture. Tenants may be asked to remove their belongings where it is appropriate to do so before works begin after receiving prior notice. The property should be left in a state of how it was prior to the works being completed.
- Upon entry, the employee should ask tenants whether they would like them to wear protective coverings over shoes.
- Ensure any rubbish is removed and disposed of correctly at the end of each day and on completion of works.

5 **Ongoing communication**

5.1 Keeping in touch

- Provide tenants with clear and appropriate contact details (such as a direct email address or named team mailbox), ensuring tenants know how to reach the right person.
- If further visits or communication are required, this should be explained to the tenant so that they are kept informed.
- Tenants should be made aware of timeframes including a proposed date for completion where appropriate.

- At the end of each interaction, employees and operatives should ask tenants whether there is anything else they need help with, to ensure all concerns are addressed and no issues are left unresolved.
- Proactively communicate if responsibilities change, for example, during periods of long-term leave, sickness, or handovers.

6 Professional behaviour and ethics

6.1 Appropriate conduct

- Do not smoke, vape or consume alcohol in a tenant's home or garden.
- Do not use offensive, discriminatory or inappropriate language.
- Do not engage in arguments, confrontations, or personal disputes with tenants.
- Avoid personal comments, jokes or remarks that could be misinterpreted.
- Tenants should not be asked to make hot drinks or provide food. Tenants can offer should they wish to do so, and employees are able to accept or politely decline.
- Employees to be responsible for own welfare facilities and not be reliant on tenants.
- No personal devices are to be used to hold tenant information or photographs.
- Employees to demonstrate their understanding of any negative stereotyping, handling challenges and dealing with conflict and working with a diverse range of tenants with complex needs.

6.2 Privacy and confidentiality

- Do not discuss a tenant's personal circumstances with others unless required for legitimate purposes (e.g. safeguarding concerns).
- Ensure confidential discussions are held in appropriate environments.
- Any documents, photographs or records must be handled with confidentiality and stored securely in line with the SELCP ICT Acceptable Usage Policy.

6.3 Gifts and personal relationships

- An employee should not accept significant personal gifts from contractors, outside suppliers or members of the public, although the Council will allow employees to

keep insignificant items of token value such as pens, calendars, and diaries. Full details on gifts need to be viewed in the SELCP Corporate Code of Conduct.

- Employees must not give or loan money to tenants or accept any loans or money offered by tenants.
- Any potential conflicts of interest (e.g. personal relationships with tenants) should be notified to the people manager ahead of the visit.

6.4 Quality workmanship and repairs

- Workmanship must meet agreed specifications and industry standards and comply with Health and Safety practices.
- Only approved and appropriate materials and methods will be used.
- Operatives must arrive suitably prepared for the work required, including bringing appropriate materials, tools and equipment necessary to complete the job safely and to an acceptable standard.
- Operatives must only carry out work that is within the scope of the authorised job order, unless additional work is both within their competency and skill set and within the Landlords Repairs Responsibilities in line with the Housing Repairs and Fitness for Habitation Policy.
- Where an employee needs to leave site during the day, such as to collect materials, as far as possible the tenant should be made aware to manage expectations.

7 **Safety and security**

7.1 Personal and tenant safety

- Employees must adhere to health and safety laws and council policies. The Councils Policy for Health and Safety and the Procedure for Safe Driving at Work should be read in conjunction with this Code and applied accordingly for employees who have driving duties within their job.
- Employees must report if unsafe conditions are observed (e.g. hoarding, gas leaks, Damp Condensation and Mould (DCM)) it must be reported to the appropriate teams. (For example in SHDC properties, DCM should be reported immediately to dcm@sholland.gov.uk)
- If a tenant behaves aggressively, employees should withdraw and report the incident to their line manager.

7.2 Protection of vulnerable tenants

- Anyone attending a tenant's property must be aware of and trained in safeguarding responsibilities concerning adults or children at risk.
- Any concerns about a tenant's welfare or a member of the household must be reported in line with safeguarding procedures.
- Work considerately with tenants who have additional needs such as knocking loudly, allow additional time for door to be answered, speaking slowly and clearly and ensuring any warnings regard noise and disruption are given where applicable.

7.3 Health and Safety legislation

- Employees must be equipped with, and use, all necessary and appropriate Personal Protective Equipment (PPE) where required by Health and Safety policy, regulations and instructions from their manager/service manager.
- All accidents and near misses must be reported through the Councils accident and near miss procedure.

7.4 Vehicle conduct and parking

- Employees must park considerately, ensuring they do not block driveways, pathways, emergency access routes or cause inconvenience to tenants. Where parking options are limited due to operational requirements, employees should take reasonable steps to minimise disruption, advise tenants where appropriate, and be prepared to move their vehicle if access is required.
- Engines should not be left idling unnecessarily. Periods of idling may be acceptable where needed for heating or air conditioning during breaks, or for safety or operational reasons.

8 **What we expect from tenants**

- Tenants should treat all Council Employees/ Contractors and Agents with courtesy and respect.
- Tenants should look after their home and gardens.
- Tenants should be a good neighbour by showing consideration and respect for others, avoiding behaviour that causes nuisance, disturbance, or annoyance, and helping to maintain a safe and pleasant living environment for the community.

- Tenants should ensure their homes are well-ventilated if smoke is present before officers arrive. Since their home is considered a workplace of our officers, persistent smoking during their visit may result in the appointment being cancelled.
- Tenants should look after their pets to keep them secure and not causing a hazard. Staff may ask tenants to secure or put pets away during visits where necessary for safety.
- Tenants should report repairs to the Council as soon as possible and allow access to the home.
- Tenants should follow their tenancy agreement terms.

9 Complaints and reporting misconduct

9.1 Tenant complaints

- Tenants have the right to report concerns about officer conduct. Tenants must be informed about the complaints process, and it must be formally logged with the Housing Complaints team.
- All complaints or expressions of dis-satisfaction should be reported to the Council, by the employee.
- Complaints should be handled promptly, fairly and professionally and in line with the Councils Comments, Compliments, Complaints and Compensation Policy.

9.2 Reporting breaches of conduct

- Any breaches of this Employee Code must be reported to the Council.
- Upon a breach being identified, the council will consider whether further sanctions should be taken such as an apology, training, compensation and managing poor performance.

10 Compliance

- All employees must undergo mandatory training on this Code of Conduct.
- A breach of the Code of Conduct may lead to disciplinary action in line with the Councils agreed Disciplinary Policy.

11 Linked policies and procedures

The Housing Code of Conduct should be read in conjunction with the following policies and procedures:

- SELCP Code of Conduct for Council Employees Policy
- SELCP Disciplinary Policy
- SELCP Equality Diversity and Inclusion Policy
- SELCP Improving Performance at Work Policy
- SELCP Learning and Development Policy
- SELCP Grievance Policy
- SELCP Workforce Development Strategy
- SELCP Competence and Conduct Policy
- SELCP Reasonable Adjustments Policy
- SELCP Safeguarding Policy
- SHDC Housing Comments, Compliments, Complaints and Compensation
- ELDC Housing Comments, Compliments, Complaints and Compensation
- BBC ELDC Housing Comments, Compliments, Complaints and Compensation
- SHDC Contractor Code of Conduct

Acceptance of the Code of Conduct

Employees are required to confirm their understanding and acceptance of the Housing Code of Conduct appendix to the Corporate Code. This acceptance of the Code by the employee must be completed before the end of their second week of employment with the Council.

The employee will be able to accept the Code by accessing the Corporate Library on First4HR to confirm their acceptance of the Code.

Alternatively, an employee is able to accept the Code by signing the document below and then scanning and return this page of the Code only to HR (HR@pspsl.co.uk) for retention on the employee's personal documents in First4HR.

I confirm that I have read the Councils Corporate Code of Conduct and the Housing Code of Conduct appendix and I declare that I fully understand the standards of conduct that I have to follow to as an employee of the Council:

Name of Employee	
Department of Employee	
Job Title of Employee	
Date of start of Employee	
Signature of Employee	
Date the Code signed by Employee	

Any queries about the Code should be discussed first with your people manager who will be able to contact the HR team at PSPS to assist with any questions or concerns about acceptance of the Code.

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Learning and Development Policy



served by One Team

South & East Lincolnshire Councils Partnership

The Council recognises that its people are its greatest asset. To deliver high-quality services and meet future challenges, we are committed to fostering a culture of continuous learning and development. This policy sets out our approach to supporting employees in acquiring the knowledge, skills, and behaviours needed to perform effectively and progress within the organisation.

Our approach is fair, equitable, and transparent, ensuring that the needs of employees remain central while balancing these with the operational requirements of the Council.

Policy	Learning and Development Policy
Policy Author	HR Team – PSPS Limited
Policy Issue date	
Policy Review date	, or earlier if required
Policy Consultation	Trade Unions recognised by the Council Council Reader Panel Senior Leadership Team
Policy Sign-off	Head of Paid Service (at SHDC – in consultation with Portfolio Holder)

Learning and Development Policy

Introduction

This policy outlines the Council's approach and responsibilities for Learning and Development (L&D). Learning and Development refers to any activity designed to enhance employees' effectiveness in their roles by improving or updating their knowledge, skills and capabilities. This may include secondments, workplace shadowing, attending conferences or seminars, networking, coaching, and mentoring.

The Council is committed to investing in the continuous professional development of its workforce. We achieve this through a blended approach to learning, aligned with its Workforce Development Strategy.

Our goal is to continually raise the standard of service we provide. We believe that effective Learning and Development is essential to achieving this ambition and to meet our strategic objectives.

Aim

The aim of this policy is to:

- Ensure all employees have access to learning and development opportunities that enhance performance and career progression.
- Align learning initiatives with organisational priorities, workforce development strategy and statutory requirements.
- Promote equality, diversity, and inclusion in all development activities.
- Support organisational resilience and adaptability through a skilled workforce.
- Provide clear guidance on responsibilities, funding, and conditions for training.

Scope

This policy applies to all employees of the Council. It does **not** apply to agency workers, self-employed contractors, or consultants.

Where Council staff work alongside employees from other organisations, joint learning initiatives may occur; however, non-Council employees must follow their own organisation's policies.

Equality, Inclusion and Accessibility

The Council is committed to:

- Eliminating unlawful discrimination and promoting equality of opportunity.
- Ensuring all learning opportunities are accessible to employees with disabilities or additional needs.

Reasonable adjustments will be made to training delivery, materials, and venues. Employees should inform their manager or the L&D team of any accessibility needs in advance.

Legislation and Linked Policies

Compliance with statutory and legal requirements underpins all Learning and Development activities within the Council. Every training initiative, whether mandatory or agreed, is designed to ensure adherence to relevant legislation, safeguard employees and service users, and maintain organisational integrity. This ensures learning supports a safe, inclusive, and legally compliant working environment.

Legislation

- Learning and Skills Act 2000
- Equality Act 2010.
- Health and Safety at Work Act
- Data Protection Act 2018 (UK GDPR)
- Employment Rights Act 2025
- Apprenticeships, Skills, Children and Learning Act 2009

Linked Policies

- Equality, Diversity & Inclusion Policy
- Recruitment & Selection Policy
- Health & Safety Policy
- Safeguarding Policy
- Workforce Development Strategy
- Grievance Policy
- Probation Policy

Commitment

The Council is committed to developing a highly skilled workforce as outlined in its Workforce Development Strategy. We will:

- Allocate resources for learning and development equitably.
- Support employees to perform effectively and deliver high-quality services.
- Review departmental learning needs annually through the L&D Evaluation Framework.

Benefits of Training

Learning and development provide:

- Improved service quality.
- Enhanced organisational capability to achieve strategic goals.
- Increased skills and confidence among employees.
- Evidence that employees are valued.
- Compliance with legal and statutory requirements.

Key Principles

The Council seeks to maintain the following principles:

- Ensure all employees receive an appropriate induction and annual review
- Support employees to complete mandatory training essential to their role
- Record and evaluate completion of development and training
- Identify workforce development needs and agree training where appropriate to support performance and career development
- Ensure access to learning and development is fair, inclusive, and balanced with service effectiveness

Employees are expected to make the best use of learning opportunities and apply new knowledge, skills, and behaviours in the workplace.

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1. Types of Learning and Development

We recognise that Learning and Development can take many forms. The Council supports a blended approach, combining a range of methods such as e-learning, face-to-face training, on-the-job learning, coaching, mentoring and work-based experience, to ensure flexibility, accessibility and alignment with organisational priorities. Key categories are outlined below:

Mandatory Training

Mandatory training may be corporate, departmental, or role specific.

- It must be completed and refreshed in line with defined timescales.
- Completion rates are monitored via the Learning Management System (LMS) and reported to senior management to ensure compliance.
- Mandatory modules are essential for maintaining organisational standards, legal compliance, and a safe working environment.
- Cybersecurity and ICT safety training are also mandatory and delivered via designated e-learning platforms.
- Where service areas have additional qualification requirements linked to statutory or specialist operational duties, these form part of the mandatory learning requirements for the role.

E-learning

The Council provides access to a central Learning Management System (LMS) hosting:

- Mandatory courses
- Internal training modules
- Links to recommended external e-learning resources

Employees are encouraged to explore additional e-learning opportunities to support their development. People Managers should promote engagement with e-learning during performance and development conversations. (LMS)

Agreed Training and Development

Training and development agreed by a line manager should:

- Add value to the employee's performance and future progression.
- Support organisational goals and be cost-effective.
- Include training required for continued professional registration where applicable.

All agreed training should be documented in employee reviews or one-to-one meetings.

Training Courses, Programmes of Study, and Conferences

These may be mandatory or agreed (subject to completion of mandatory training). They include accredited academic programmes such as degrees, postgraduate courses, and block learning. Where places are limited, allocation must be fair and inclusive.

Other Forms of Development

Alternative development methods include:

- Work shadowing
- Deputising or temporary responsibilities
- Joining working groups
- Mentoring or training colleagues
- Networking with relevant groups
- On-the-job coaching
- Secondments
- Research

Development Programmes

Structured development programmes are designed to support leadership, management capability, and professional growth.

- Programmes are developed in response to business needs and workforce priorities.
- Examples include leadership academies and management programmes.
- Participation may be by nomination, application, or identified through performance reviews.
- The L&D team coordinates design, delivery, and evaluation, ensuring programmes remain relevant, inclusive, and aligned with strategic objectives.

Continuing Professional Development (CPD)

The Council supports professional qualifications where:

- The qualification is mandatory for the role and required to meet service-specific professional or regulatory standards.
- Outcomes cannot be achieved through internal training.
- It is identified as essential during performance reviews or development planning.

In addition, all employees must engage in ongoing CPD appropriate to their role and service area. CPD activity and outcomes will be discussed during annual appraisals, recorded appropriately, and used to evidence continued professional competence and compliance with service-specific requirements.

Funding will not be provided for qualifications unrelated to the current role or pursued solely for personal interest.

Employees seeking professional qualifications must submit a Training Agreement Form via the HR portal for approval.

Apprenticeships

Apprenticeships are the Council's default delivery method for accredited learning, funded via the Apprenticeship Levy.

- Apprenticeships can upskill existing staff or support new entrants.
- All apprenticeships must be authorised centrally and align with role requirements and strategic needs.
- Managers must confirm levy availability with the L&D team before progressing.
- The L&D team manages the Digital Apprenticeship Service (DAS) account and ensures compliance.

Service-Specific Training

Where training needs are unique to a service area:

- People Managers are responsible for sourcing suitable providers, coordinating logistics, and ensuring alignment with service objectives.
- Budget approval must be confirmed before committing to training.
- The L&D team provides guidance on procurement and quality assurance.

Other Development Opportunities

Learning is not limited to formal courses. Alternative methods include:

- Work shadowing
- Deputising or temporary responsibilities
- Joining working groups
- Mentoring or training colleagues
- Networking with relevant groups
- On-the-job coaching
- Secondments
- Research

The Council also supports core skills development (e.g., literacy, numeracy) and promotes access to First Aid training, recognising its importance for workplace safety. Employees holding a valid First Aid at Work (FAW) certificate may be eligible for a small monthly allowance.

Succession Planning

Learning and development may be agreed to support succession planning, enabling employees to meet essential requirements for more senior or alternative roles.

- Eligibility will be determined fairly, with published criteria and approval from the Executive Director.
- Succession planning development is classed as 'agreed training' and should not be mandated.

2. Responsibilities

To ensure effective implementation of this policy, the following responsibilities apply:

Senior Leadership

Senior leaders are responsible for:

- Championing a learning culture that values continuous improvement and evidence-based practice.
- Strategic alignment: ensuring L&D plans align with the Workforce Development Strategy and organisational priorities.
- Resourcing: allocating fair and sustainable resources for learning, including support for statutory and safety-critical training.
- Governance and assurance: overseeing compliance (e.g., mandatory/statutory training), reviewing annual L&D evaluations, and monitoring risk areas.
- Fair access and transparency: setting expectations for equity, inclusion, and accessibility across directorates and modelling the desired behaviours.

Managers

Managers are responsible for;

- Induction and onboarding: ensuring every new starter receives an appropriate induction and timely access to mandatory training.
- Needs identification and planning: using one-to-ones and appraisal to identify learning needs, document agreed development and align PDPs to service priorities.

- Time and access: enabling employees to take protected time for learning; communicating attendance to the team and arranging cover.
- Inclusion and accessibility: ensuring fair access to opportunities and arranging reasonable adjustments to delivery, materials, or venues as needed.
- Compliance oversight: monitoring mandatory training completion and addressing non-completion promptly; utilising LMS reports where applicable.
- Pre- and post-activity support: setting objectives, holding post-learning reviews, and coaching staff to embed new skills in the workplace.
- Career development and succession: supporting progression, succession planning, and access to accredited learning where appropriate.
- Quality and feedback: reviewing learner feedback, escalating issues to L&D, and capturing impact (e.g., changes to practice, KPIs, or service outcomes).

Employees

Employees are responsible for;

- Completing mandatory training within required timescales and keeping certifications up to date.
- Identifying self-development needs and opportunities through performance reviews, one-to-ones, and ongoing reflection.
- Actively participating in learning activities (including pre-work and follow-up tasks) and applying learning in their role (“transfer of learning”).
- Maintaining and updating their Personal Development Plan (PDP) and recording completed learning in the LMS where required.
- Providing feedback and evaluations to support continuous improvement of learning provision.
- Flagging accessibility needs early so reasonable adjustments can be made.
- Complying with policy and funding conditions, including any training agreements attached to accredited learning or apprenticeships.

HR / Learning and Development Team (L&D)

The L&D Team is responsible for;

- Provision and systems: maintaining the LMS, publishing joining instructions, and keeping the course catalogue current.
- Design and sourcing: designing or procuring learning that meets organisational needs and accessibility standards (e.g., alternative formats).
- Apprenticeships & funding: coordinating apprenticeships, managing the Apprenticeship Levy, and advising on funding routes and training agreements.
- Advice and guidance: supporting managers and employees with policy interpretation, pathways (e.g., CPD, qualifications), and reasonable adjustments.
- Evaluation & reporting: monitoring participation, mandatory compliance, and outcomes; analysing feedback; and reporting completion and impact metrics.
- Quality assurance: working with subject matter experts to ensure accuracy, relevance, and integrity of content; addressing issues promptly.
- Data and records: maintaining accurate records for audit and compliance (e.g., H&S, safeguarding, regulatory requirements) in line with data protection.
- Capability building enabling managers to support transfer of learning (e.g., toolkits, conversation guides, action plans) and sharing best practice.

3. Strategic Alignment

Learning and Development activities are aligned with the Corporate Strategy, Workforce Development Strategy, and Annual Service Plans to ensure training supports both individual growth and organisational priorities.

The L&D team works closely with senior leaders and managers to ensure initiatives contribute to:

Building workforce capability in priority areas.

Supporting leadership development and succession planning.

Enhancing service delivery and customer outcomes.

Promoting a culture of continuous improvement and innovation.

4. Identification of Training Needs

Training needs will be identified through:

- Annual appraisals and one-to-one meetings.
- Questionnaires and feedback.
- Legislative changes, new systems, or equipment.
- Complaints, accidents, or professional errors.
- Requests from employees or managers.
- Corporate priorities and service-level planning.
- Annual skills scans and service-level gap analyses to identify current and future competency requirements, inform development planning, and support succession and workforce planning across each service area.

5. Planning and Delivery

Learning plans will be developed at corporate, service, and individual levels, linked to strategic objectives and budget planning. Delivery methods include:

- Formal qualifications.
- E-learning and digital platforms.
- Workshops, seminars, and conferences.
- Coaching and mentoring.
- Secondments and partnership training.
- Development programmes

6. Coaching and Mentoring

Managers are encouraged to adopt a coaching style of leadership and provide mentoring to share knowledge build capability and foster a culture of continuous improvement. Coaching is available through the Council's emerging coaching pool; mentoring is provided internally by experienced staff.

Coaching

- Coaching is a structured process where a coach works with an individual to help them achieve specific goals.
- The coach supports the employee by using tools and techniques to clarify objectives and develop strategies for success.
- Coaching is accessible through our coaching pool, and investment in coaching support for individuals is determined based on need.

Mentoring

- Mentoring involves a more experienced person acting as a role model and guide to support another employee's development.
- Mentors are drawn from within the organisation and share their experience, knowledge, and insight to help others grow professionally.

7. General Conditions

- Mandatory training must be completed during working hours with pay and expenses covered.
- Agreed training attracts normal pay; costs and expenses require prior approval.
- Sessions outside working hours are normally completed in personal time.
- Funding is only approved where mandatory training is complete and prior authorisation obtained; retrospective funding is not permitted.
- Employees who believe access to training has been unfairly refused may raise a grievance.

All employees must complete mandatory learning within set timeframes to ensure compliance with Council policies, government guidelines, and statutory obligations. Exceptions or delays must be communicated to senior management with a clear rationale and an agreed plan to achieve compliance.

8. Protected Learning Time

The Council supports employees to engage in at least five days of learning per year. New managers receive half a day of protected learning time in their first two weeks to access leadership resources.

9. Study Leave

Employees undertaking approved qualifications that include formal exams are granted paid study leave for;

- The day of the exam
- Additional preparation – typically up to half a day per exam subject to manager approval and operational requirements

Approvals for study leave are at the discretion of the people manager and should consider:

- The relevance of the qualification
- Team load, workload and business needs
- The employee's performance and commitment to the course

Where additional time is needed, employees may request unpaid leave or use annual leave, subject to approval.

Employees approved for external qualifications may also receive time off for day-release courses and up to one day of study leave per exam (agreed in advance).

10. Short Courses and Workshops

For approved short courses and workshops, the Council will provide:

- Paid leave for the event.
- Course fees, travel expenses, and subsistence in line with Council policy.

11. Funding and Learning Agreements

Annual Training Plans and Budgets

People Managers will undertake annual reviews to set individual objectives and identify training needed to deliver the team's Annual Service Plan. Training needs identified must be submitted as part of the team's annual training budget request, including:

- Nature of training and target audience
- Classification (mandatory, essential, desirable, corporate priority)
- Estimated costs
- Whether the Apprenticeship Levy could fund the training

The L&D team will compile submissions into an organisational training plan and budget report for Senior Leadership review and approval. Final decisions will be communicated back to teams.

Apprenticeship Levy

The Apprenticeship Levy and Digital Apprenticeship Service (DAS) account are managed by the HR – L&D team. Managers must confirm levy availability and L&D approval before progressing with apprenticeship opportunities. Once approved, the employee and manager liaise with the provider on programme details; L&D completes required documentation and cohort setup in DAS.

Accredited Courses (Excluding Apprenticeships)

Accredited non-apprenticeship training will only be agreed where a relevant apprenticeship is not available, and the training is essential for the role or succession planning. Financial assistance may include course costs and leave for taught sessions if a Learning Agreement is signed. Normal pay applies only to sessions within working hours; others should be completed in personal time.

The Council covers the first exam sitting and may grant up to two days paid pre-exam leave annually. Funding may be considered where:

- The qualification is mandatory for the role; or

- Outcomes cannot be achieved through internal training; or
- The qualification is identified as essential in PDR/development planning.

Funding will not be provided for qualifications that are not directly relevant to the current role or pursued solely for personal interest/future aspirations outside scope.

Repayment of Fees and Transferability

Employees must remain in service for 24 months following course completion. If they leave before completing this period, they will be required to repay 1/24th of the total course cost for every month of the 24-month period that they do not complete.

Examples:

- Leaving with 24 months remaining: repay 24/24 = 100%
- Leaving with 12 months remaining: repay 12/24 = 50%
- Leaving with 0 months remaining: 0% repayable

The Council may, at its discretion, waive or reduce any repayment requirement in other exceptional circumstances, for example where employment ends due to organisational change, significant caring responsibilities, or other circumstances beyond the employee's reasonable control.

If funded learning is delivered under a **Learning Agreement**, the agreement remains valid and transferable if the employee moves to another role within the Partnership; repayment continue terms remain unchanged.

Local exception (if applicable): *If leaving exclusively to join PSPS, no fees are repayable.*

Repayments may be deducted from final salary where applicable. If funds cannot be recovered this way, a repayment plan can be arranged (typically up to 12 months). If repayment fails, the Council may initiate debt recovery processes.

Failure to Pass / Exam Resits

Where an employee fails to pass required examinations or assessments:

- The Council will normally fund the first resit where performance and engagement have been satisfactory.
- Subsequent resits or additional costs may be charged to the learner unless a business-critical justification is approved by the Head of HR and Organisation Development.
- Decisions will consider performance, course relevance, operational needs, and fairness.

12. Cancellation or Non-Attendance

Failure to attend learning events causes inconvenience and incurs costs for the Council. Where there is no valid reason for non-attendance or a late cancellation, a cancellation fee will be charged to the relevant service area.

Persistent non-attendance may be addressed through performance management processes, as it

impacts role effectiveness and compliance with mandatory requirements.

Where an employee refuses to complete mandatory training without reasonable justification, this may be treated as a conduct issue and managed under the Council's disciplinary procedure, as failure to comply with statutory or organisational requirements can constitute misconduct.

13. Evaluation of Training

All L&D activities should be subject to appropriate evaluation to ensure they meet intended objectives and deliver value. Evaluation will consider:

- Records of all training will be maintained in personnel files.
- Employees provide feedback on training effectiveness.
- Annual reporting to senior leadership on training activity and evaluation outcomes.
- Evidence of impact on service quality, operational performance, and tenant satisfaction will be captured and incorporated into the Council's evaluation framework, annual reporting, service reviews, and continuous improvement activity.

Responsibilities:

Managers:

- Review learning outcomes during one-to-ones/PDRs.
- Capture demonstrable impact, behaviour change, and next steps.
- Escalate issues or concerns to L&D for review and action.

L&D Team:

- Monitor participation and mandatory compliance through the LMS.
- Analyse learner feedback and impact indicators.
- Report completion and impact metrics annually to Senior Leadership and cascade findings to departments for accountability and improvement.

14. Failure to Make Satisfactory Progress

Training facilities will be provided for a period sufficient for an employee to progress and complete required examinations or assessments.

- For in-house training delivered by the Learning and Development team, the Head of HR and Organisational Development may determine whether training facilities should continue and on what basis, considering circumstances, learner engagement, agreed reasonable adjustments, and organisational requirements.
- For external courses or qualifications, decisions regarding continuation or withdrawal will rest with the relevant Head of Service, in consultation with HR, considering operational needs, budget implications, fairness, and the terms of any Learning Agreement.

All decisions will be documented and communicated to the employee and manager, including next steps and any implications for funding or repayment.

15. Appeals Process

If an employee believes a training request has been unfairly refused, they may appeal by submitting a written request to their Assistant Director within 10 working days of the decision. The appeal will

be reviewed in consultation with HR. Employees retain the right to raise a formal grievance if dissatisfied with the outcome.

16. Data Protection

All training records, including completion data and evaluation feedback, are stored securely in compliance with UK GDPR and the Partnership's Data Protection Policy. Access is restricted to authorised personnel for legitimate business purposes only. Employees may request a copy of their training record via the HR portal.

17. Monitoring and Review

Compliance is monitored via the LMS. Effectiveness is assessed through feedback and annual reporting. The policy is reviewed every four years or earlier if required.

18. Contact Queries

For queries regarding Learning & Development, please contact the HR Learning & Development Team at HR@pspsl.co.uk

Managing and Supporting Change Policy



served by One Team

South & East Lincolnshire Councils Partnership

The Council is committed to being a high-performing, sustainable local authority. We recognise that change is essential for continuous improvement and future resilience. Through forward planning, we aim to safeguard employment wherever possible and minimise disruption.

We acknowledge that change can be challenging for employees. Therefore, we will:

- Support employees affected by change and managers responsible for implementing it.
- Manage all change processes with care, sensitivity, and transparency.
- Ensure that all actions align with our core values and the standards set out in our Equality, Diversity, and Inclusion Policy.

Policy	Managing Change Policy and Procedure
Policy Author	HR Team - PSPS
Policy Issue date	2026
Policy Review date	2029, or earlier if required
Policy Consultation	Trade Unions recognised by the Council Council Reader Panel Senior Leadership Team
Policy Sign-off	Head of Paid Service / SHDC Council

Managing Change Policy and Procedure

Introduction

This policy sets out how we manage the organisational change that affects groups of employees. It can be in situations where:

- Roles and responsibilities in a service area are being re-aligned, or varied
- The size of the workforce in a service area is reducing
- Redeployment and redundancies may occur as a result of these changes

This policy, alongside supporting policies, ensures that the need for change is identified and the transition is managed effectively.

Before any restructure begins, managers must obtain approval from the Senior Leadership Team (SLT) and Corporate Management Team (CMT), including agreement with Finance on potential redundancy costs.

We are committed to reviewing how services are delivered and recognise that working collaboratively with employees and trade unions is the most effective way to manage change. Consultation will focus on voluntary measures wherever possible, supported by relevant policies and procedures.

Our guiding principles are:

- Full and open consultation with employees and trade unions at the earliest stage
- Clear and transparent communication processes
- Compliance with employment law
- Commitment to equality, diversity and inclusion

Where a change or restructure arises, we will:

- Ensure compliance with employment legislation and Council policies
- Complete an Equality Impact Assessment at the earliest stage
- Consult employees and their representatives on proposals and implementation
- Apply clear, objective criteria for redundancy selection
- Provide reasonable support and advice to employees considering redeployment or voluntary redundancy

All redundancy activity must be approved in accordance with delegated authority, typically by Full Council.

Aim

The purpose of this policy is to ensure that organisational change is managed fairly, consistently, and in accordance with legal and best practice standards. It aims to achieve this through constructive and meaningful consultation with employees and trade unions whenever the Council proposes changes that may affect roles, terms, or conditions of employment.

This policy will be applied consistently to all proposals for change. However, consultation will not be required for certain scenarios, including but not limited to:

- Awarding pay increases
- Awarding an employee benefit (i.e. holiday entitlement/pension contributions)
- Non-contractual changes such as line management changes
- Salary changes through the Job Evaluation process.

Scope

The Policy applies to all employees of the Council, including those employed on fixed-term contracts. Where changes involve statutory officers, Chief Executive, or chief officers, outcomes will be managed under the procedures set out in the Constitution and the Memorandum of Agreement relating to the integrated Shared Workforce structure, between Boston Borough Council, East Lindsey District Council and South Holland District Council, known as the South and East Lincolnshire Councils Partnership (SELCP).

This policy does not apply to agency workers, self-employed contractors, or consultants.

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Managing and Supporting Change Policy and Procedure

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1. Guiding Principles

The following principles govern the Council's Managing Change Policy and Procedure:

- **Fairness** - actions must be reasonable, necessary, transparent and understood. Employees are entitled to be heard with courtesy and respect.
- **Confidentiality** - information should not be divulged to a third party not involved in the process.
- **Equality** - the Council will not discriminate unfairly or unlawfully, directly, or indirectly.

2. Responsibilities under this Policy – The Council

- 2.1 The Council's duty of care to all employees is central to this policy. Employees will be treated sympathetically and supportively.
- 2.2 The policy will be applied in a fair and consistent manner.
- 2.3 The Council will continue to develop further the extensive portfolio of proactive support services, which currently include:
 - Access to a free confidential 24/7 Employee Assistance Programme (EAP) that provides advice and support services to employees, including counselling.
 - Qualified Occupational Health provision.
 - Ongoing health and wellbeing initiatives, supporting both physical and mental wellbeing

3. Responsibilities under this Policy –Managers

- 3.1 Apply the Managing and supporting Change Policy and procedure fairly and consistently
- 3.2 Work closely with the HR Department to ensure interventions are in place to support wellbeing and minimise impact.
- 3.3 Provide accurate, timely, and meaningful data for the business case
- 3.4 Explore all other avenues to avoid or mitigate redundancies
- 3.5 Respond to representations and concerns raised by Trade Unions and/or staff representatives.
- 3.6 Actively participate in collective and individual consultation processes.
- 3.7 Treat all employees fairly and consistently.
- 3.8 Maintain regular dialogue with employees, keep them informed, and feedback concerns to HR
- 3.9 Carry out objective assessments where selection for redundancy is required.
- 3.10 Identify suitable alternative employment opportunities within the redeployment process.
- 3.11 Conduct a review to ensure appropriate skills and experience mix is maintained.
- 3.12 Take all reasonable steps to avoid and/or minimise the need for redundancy.
- 3.13 Ensure meaningful consultation and communication takes place with employees and trade union representatives, in accordance with statutory requirements and good practice.
- 3.14 Ensure individuals concerned are given as much advance notification of redundancy as reasonably possible.
- 3.15 Inform employees and their representatives of decisions prior to any public announcement.
- 3.16 Ensure employees declared 'at risk' of redundancy have the opportunity to be considered for suitable alternative employment.

4. Responsibilities under this Policy – PSPS Human Resources Team.

- 4.1 Provide advice, guidance, and support to Managers and employees on applying this policy.
- 4.2 Monitor and review the effectiveness of the Managing and Supporting Change Policy and procedure.
- 4.3 Support and guide managers in fulfilling their responsibilities under this policy.
- 4.4 Coordinate formal collective and individual consultation and overall communication processes.
- 4.5 Work closely with management to ensure interventions are in place to support wellbeing and minimise impact.
- 4.6 Provide estimates of redundancy pay and superannuation benefits where applicable.
- 4.7 Issue formal notifications to unions and employees as appropriate.
- 4.8 Ensure assessments for redundancy selection are designed and carried out fairly and objectively.
- 4.9 Advise on the selection process for suitable alternative employment to ensure fairness and objectivity.
- 4.10 Ensure compliance with the Equality Act (2010) for employees affected by potential redundancies prior to formal consultation.
- 4.11 Respond to Trade Union concerns regarding the process.
- 4.12 Support management in coordinating the redeployment process, assist in identifying suitable alternative roles, and provide advice on job-seeking skills.

5. Interaction with other Council policies

- 5.1 The arrangements set out in this policy and procedure may relate to:
 - Flexible Working Policies
 - Retirement Policies (including Flexible Retirement)
 - Pension Policies
 - Recruitment Policies
 - Fixed term and Temporary Contracts Policy

6. Consultation

- 6.1 Meaningful consultation is a two-way process where employers share proposals with employees' and their representatives, seek their views and explore acceptable solutions. It is not simply passing information; it involves genuine dialogue aimed at reaching agreement where possible.
- 6.2 The Council will consult employees and unions on proposals involving organisational change before decisions are made, allowing time for feedback and consideration of suggestions.
- 6.3 Statutory Consultation Periods:
 - 1 to 99 redundancies; the consultation must start at least 30 days before any dismissals take effect
 - 100 or more redundancies; the consultation must begin at least 45 days before any dismissals take effect
- 6.4 If changes affect terms and conditions but do not involve redundancies, similar consultation periods will apply based on the number of staff affected.

Early Consultation

- 6.5 Early consultation provides an opportunity to explore alternatives to redundancy and allows employees who may be at risk to seek other employment. Wherever possible, consultation should begin at the earliest opportunity, initially through informal discussions with employees and recognised trade unions. These informal discussions enable affected employees to consider proposals and provide feedback before formal consultation begins.
- 6.6 Employees will always be advised of the risk of redundancy before any public announcements are made.
- 6.7 Managers (with support from HR) will contact the relevant Trade Union representative(s) to discuss the situation informally and explore any alternatives to redundancy.
- 6.8 Consideration and evidence of the following should be explored before redundancy is considered;
- Natural wastage;
 - Termination of agency or contract employees;
 - Voluntary redeployment to other suitable work with retraining where appropriate;
 - Reduction or cessation of overtime unless contractual or to cover an emergency; or
 - Voluntary retirement of employees
- 6.9 The Council will review all applications for voluntary redundancy; however, it retains the discretion to refuse any request where business requirements would not be met.

Formal Consultation

- 6.10 Formal consultation will take place with employees and unions, with a view to trying to reach an agreement before decisions are made.
- 6.11 HR will provide the Trade Unions with the statutory information required, including;
- Reasons for proposals;
 - Numbers and descriptions of employees at risk;
 - Total number of employees affected
 - Proposed method of selection
 - Proposed implementation process and timelines
- 6.12 Managers will consult individually with employees where changes can be achieved within existing contracts, involving union representatives where appropriate
- 6.13 Alternative proposals from trade unions will be given serious consideration and responded to formally.
- 6.14 Consultation begins when proposals are under consideration but before final decisions are made.

- 6.15 Statutory redundancy consultation will occur once a decision has been made which may result in redundancies.
- 6.16 Trade union representatives must be consulted on all redundancy proposals regardless of whether the employees in question trade union members are.
- 6.17 Employees' and their representatives must be given reasonable time to be consulted over proposals.
- 6.18 HR will notify the Redundancy Payments Service (RPS) using form HR1 and share a copy with trade unions where proposals include 20 or more employee redundancies.
- 6.19 Where a post in any revised structure is fundamentally the same as the existing post and there is only one employee for that role, the manager can slot the employee (assimilate them into the new post), taking into account any training and development needs, without the need for an interview.
- 6.20 For slotting to take place, the post must be fundamentally the same. Determining this is a matter of judgment, considering the range, size, and scope of accountabilities, professional requirements, and the context in which the post operates. These details will usually be outlined during the consultation phase of any proposed changes.

Informing Employees

- 6.21 Once formal consultations with the Trade Unions have commenced, all employees declared 'at risk' of redundancy would be addressed collectively, with Trade Union colleagues invited to attend.
- 6.22 All affected employees will be offered (in writing) the opportunity for formal 1:1 meeting with their manager to discuss how the situation affects them personally. Employees have the right to be accompanied by a Trade Union representative.
- 6.23 A member of the HR team will attend the 1:1 meeting to provide support. Notes from the meeting will be recorded and shared after the meeting.
- 6.24 Details of the selection criteria applied will be provided prior to the 1:1 meeting.
- 6.25 Managers must ensure that employees who are absent are included and make arrangements to include them in the process and engage with them.
- 6.26 At the end of the formal consultation period, the Council will agree with the representatives that consultation has been completed and confirm the outcome. If redundancies are required, affected employees will be notified.
- 6.27 Employees given notice of redundancy are entitled to reasonable paid time off to seek alternative employment or undertake training during their notice period.

7. Implementation of changes

- 7.1 There are five steps to follow to implement changes in organisational structures. The Council aims to avoid compulsory redundancy where possible.
- 7.2 Assistant directors, or their representatives, will:
- Identify the posts and areas affected
 - Carry out an impact analysis assessment
 - Consider change mechanisms, e.g., natural wastage, restrictions on recruitment
 - Explore voluntary solutions e.g., early retirement, redundancy, reduction in hours,
 - Operate the redeployment procedure
- 7.3 When determining the positions in the new structure, existing employees should assimilate into the posts where appropriate, taking into account expressions of interest and voluntary solutions.
- 7.4 Assimilation must consider whether employees meet the essential requirements of the job.
- 7.5 Employees affected by restructuring are entitled to discuss their interests and concerns with management and may be accompanied by a work colleague or trade union representative
- 7.6 Where the number of posts in the new structure is fewer than the employees affected, ring-fencing will apply to give priority for available posts. Agreement will be reached with unions on:
- The method of selection for new posts
 - Ring-fencing arrangements
- 7.7 During the assimilation process, the Council will safeguard the interests of employees seeking alternative roles but unlikely to secure a position in the new structure. The Assistant Director is responsible for this.
- 7.8 As a principle, significant promotions should not occur at the expense of redundancies elsewhere. Job losses should not disproportionately affect one group (e.g., lower-graded posts).

8. At Risk Status

- 8.1 Employees may be designated as 'at risk' where consultation indicates that their post may cease or is expected to reduce in scope or number. Being 'at risk' does not guarantee redundancy but notifies the employee that change may impact their employment. Declaring 'at risk' status early enables employees to explore alternative employment options, and the council are committed to seeking redeployment for employees 'at risk' to minimise the impacts of potential redundancies.

Eligibility for At Risk Status

- 8.2 The Assistant Director will identify employees as 'at risk' following consultation where:
- Posts are deleted or reduced,
 - Restructures result in displacement, or
 - Service requirements change or diminish.

Fixed-Term or Temporary Employees

- 8.3 Where eligibility for 'at-risk' status applies to employees on fixed term or temporary contracts, they will be declared 'at risk' if their contract is due to end after the implementation date of the organisational review. They will therefore be included in:
- Consultation processes,
 - Redundancy pools,
 - Any ring fencing or selection exercises.
- 8.4 An employee whose fixed-term contract is due to end before the implementation date will not be included in the redundancy pool or matrix selection process, as their contract already has a defined end date. However, if an appointment process is part of the review, these employees will be considered alongside other colleagues for available roles.
- 8.5 If the end or non-renewal of a fixed-term contract arises outside of an organisational change process, this must be managed in line with the Fixed Term Contracts and Secondments Policy. The employee may be eligible for redundancy payments if they meet the statutory qualifying criteria (e.g. length of continuous service).
- 8.6 Employees on fixed term contracts should normally be included in the consultation process for organisational reviews, regardless of contract type, to ensure fairness and transparency. Fixed term employees must not be selected for redundancy purely on the basis of fixed term status. Exceptions apply only where selection can be objectively justified and is appropriate, following HR advice. If they are at risk due to organisational change (and not simply because their contract expires), the full redundancy process outlined in this policy applies.

Responsibilities During the At-Risk Period

- 8.7 Employees designated 'at risk' will:
- Receive priority consideration for suitable alternative employment (same grade or one grade lower) provided they meet the essential requirements of the role or could do so with reasonable training,
 - Be considered for redeployment opportunities,
 - Be supported to explore voluntary options such as:
 - Voluntary redundancy,
 - Early retirement,
 - Reduction in contracted hours,
 - Job share arrangements.
- 8.8 Employees share responsibility for actively seeking and considering alternative employment and are expected to be flexible and constructive.

Consideration of Suitable Alternative Employment

- 8.9 The Council has a statutory obligation to minimise redundancies and will explore suitable roles with employees in line with the redeployment process set out at section 9.

8.10 If an employee is not appointed to a suitable post, written reasons must be provided before a different appointment is made.

Recruitment During the 'At Risk' Period

8.11 If no at-risk employees meet the essential criteria for a vacancy, Assistant Directors may recruit externally. The Council will notify at risk employees and trade unions where this applies and explain the reasons.

Outcomes Following at Risk Status

8.12 Once formal consultation ends, the Council will confirm the outcome. Employees may:

- Secure a role through assimilation or ring-fenced selection,
- Enter redeployment,
- Proceed with voluntary options, or
- Enter the redundancy process where no suitable alternative employment is identified.

8.13 Employees given notice of redundancy are entitled to reasonable paid time off to seek alternative work or undertake training.

8.14 Employees with two or more years' continuous service are entitled to receive a written statement of reasons for dismissal upon request

9. Redeployment

Eligibility for Redeployment

9.1 The Council is dedicated to identifying redeployment opportunities for employees who may be at risk, although such placements cannot be guaranteed in all circumstances. Redeployment may occur for various reasons, including but not limited to the following:

- At risk of redundancy,
- Affected by the end of post funding,
- Recommended for medical redeployment,
- Reassigned following a grievance, bullying or harassment outcome, or
- Redeploying for other agreed organisational reasons.

Principles of Redeployment

9.2 Redeployment is primarily focused on finding the 'at risk' employee suitable alternative employment. This normally means finding a like for like role within the organisation. The Council will make every effort to identify the most suitable alternative position, however where unavailable, similar roles aligned to skills and circumstances will be explored.

9.3 Redeployment opportunities will be offered fairly and consistently. Employees will be appointed based on their ability to perform the role with reasonable support or training and where they meet the essential criteria, the employee may not need to interview. Where more than one employee under notice of redundancy meets the essential criteria for a vacancy, interviews will be held to identify the most suitable person for the role.

9.4 Employees may voluntarily move to lower graded or reduced hours roles; salary will adjust accordingly at the end of notice.

9.5 Employees at risk of redundancy are entitled to reasonable paid time off to seek alternative work.

Suitable Alternative Roles

9.6 Employees declared 'at risk' will receive priority for vacancies at the same grade or one grade lower, where they meet the essential criteria or could do so with training.

9.7 A role will be considered suitable alternative employment where, based on a reasonable and objective assessment, it is broadly comparable to the employee's current post. The Council will consider the following factors:

- Skills, experience and qualifications: Whether the employee has the necessary skills for the role or could reasonably acquire them with training or support.
- Job content and responsibilities: The extent to which the main duties, level of responsibility and job purpose are similar to the employee's current role.
- Pay, grading and benefits: Whether salary, grade, allowances and core contractual benefits are broadly comparable.
- Hours of work: Whether working hours, patterns, and flexibility requirements are reasonably consistent with the employee's existing arrangements.
- Location and travel: Whether the work location is reasonable in relation to the employee's current place of work, including any significant change in travel time or costs.
- Status and terms: Whether the role offers a similar level of seniority, professional standing, and contractual terms.

9.8 When assessing suitability, the Council will take into account both operational requirements and the employee's individual circumstances. Where a role meets the above criteria, it may be classed as a suitable alternative role, and an unreasonable refusal may affect redundancy entitlement.

Assessment and Selection

9.9 Employees will be given reasonable time to consider offers, ask questions, and reach agreement

9.10 Selection criteria will be applied in a manner consistent with the Equality Act 2010. Criteria must not directly or indirectly disadvantage employees with protected characteristics.

9.11 Where an employee does not fully meet essential criteria, the Council will assess whether gaps can reasonably be addressed through training.

9.12 Interviews may be used to assess transferable skills and suitability for a trial period. If an employee is not appointed, written reasons must be provided before any further appointment.

9.13 Where mutual agreement cannot be achieved, the Assistant Director may offer a transfer to another suitable post following consultation with trade unions.

9.14 If a role is mutually agreed unsuitable, other options will be examined.

Trial Periods

- 9.15 Employees redeployed as an alternative to redundancy are entitled to a statutory 4-week trial period, where contractual terms differ.
- 9.16 The purpose of the trial period is for both parties to assess suitability without loss of redundancy rights. Employees may end the trial if the role is unsuitable.
- 9.17 Trial periods can be extended beyond four weeks if retraining is required, by written agreement specifying the end date and terms.
- 9.18 If the employee continues beyond the 4-week statutory trial period (or any formally agreed extension for retraining), the alternative role is deemed accepted and the employee's statutory redundancy entitlement will cease.
- 9.19 Trial periods may also apply for medical/ill-health/capability redeployment.

Redeployment to Lower Grades and Pay

- 9.20 Employees may apply for roles at a lower salary, grade, or reduced hours than their current contract, even if these roles would not ordinarily be considered suitable alternative employment. In such cases, the employee's salary will adjust at the end of their notice period to reflect the grade and/or working hours of the new role.
- 9.21 Pay protection may apply in some redeployment arrangements. See section 11 for pay protection eligibility and details.
- 9.22 Employees previously redeployed and receiving salary protection retain a right to interview for vacancies at the same grade as their previous post for two years following redeployment.

Completion of Redeployment Process

- 9.23 If redeployment cannot be secured by the end of the employee's notice period, the employee will be dismissed under the terms of their notice.

10. Redundancy

Definition of Redundancy

- 10.1 Redundancy is defined under Section 139 of the Employment Rights Act 1996. An employee is dismissed by reason of redundancy if the dismissal is wholly or mainly attributable to:
- Business Closure – The employer ceasing or intending to cease the business for which the employee was employed
 - Location Closure – The employer ceasing or intending to cease business at the location where the employee was employed
 - Reduced Work Requirements – The need for employees to carry out work of a particular kind has ceased or diminished or is expected to do so
 - Reduced Work at Location – The need for employees to carry out work of a particular kind at a specific location has ceased or diminished or is expected to do so

Redundancy Protection for Family Leave

- 10.2 Employees on maternity, adoption, or shared parental leave have priority rights to suitable alternative roles 18 months from:
- The estimated week of childbirth (maternity),

- The date of placement (adoption),
- The child's date of birth (shared parental leave, where 6 consecutive weeks are taken).

10.3 A meeting may be held to confirm whether their skills and experience meet the essential requirements of the job. If they meet the essential criteria, the role will be offered without a competitive interview, regardless of the number of colleagues in the ring-fence for that role. To exercise this right, the employee must comply with the requirement to notify their line manager of their intention to return. If more than one employee is at risk of redundancy while on maternity, adoption, or shared parental leave, a competitive process may be necessary to determine appointment.

10.4 Managers should also be aware that additional dismissal protections for pregnant employees and employees returning from family leave apply under the Employment Rights Act 2025. Guidance is available from HR.

Selection for Redundancy

10.5 Selection will be objective, fair, and non-discriminatory. Criteria may include:

- Skills, qualifications, and experience,
- Performance and contribution,
- Conduct and attendance.

10.6 Where more differentiation is required, additional criteria or weighting may be agreed and shared during consultation.

LGPS Pension Considerations

10.7 LGPS members aged 55 or over at the proposed date of redundancy will receive an estimate of their accrued pension benefits.

10.8 People managers will separately be provided with any pension strain costs for the employer.

Fixed-Term Contracts

10.9 Collective consultation requirements do not apply to the expiry of fixed-term contracts on their contractual end date. However, a redundancy payment may be due when a temporary or fixed-term contract ends, and the Council does not offer renewal. Entitlement depends on:

- Length of continuous service – The employee must have completed two years' continuous service (if not, there is no entitlement).
- Reason for Non-Renewal – The decision not to renew must be due to redundancy (e.g., cessation of work or funding).

10.10 If a fixed-term contract is ended early by the Council, the employee is entitled to the appropriate notice period and any redundancy payment due. This also applies where an employee has transferred from a permanent role to a temporary or fixed-term contract.

10.11 Where the non-renewal of a fixed-term contract is for reasons other than redundancy, such as maternity/sickness cover, removal from a non-substantive post, failure to pass probation, disciplinary action, or incapacity, the matter will be managed under the relevant policy for that reason and not under redundancy provisions.

10.12 Collective consultation obligations apply if 20 or more redundancies are proposed within a 90-day period, regardless of contract type.

Voluntary Redundancy (VR)

10.13 The Council may seek volunteers from the affected group before or during consultation. Decisions regarding the invitation and acceptance or rejection of voluntary redundancy requests rest solely with the Council at its absolute discretion.

10.14 Where VR requests exceed organisational need, selection criteria will be applied. Management will evaluate requests by taking into account various factors, including the necessity of retaining an appropriate balance of skills, knowledge, and experience. Approved voluntary redundancies will include statutory redundancy pay, ensuring no payment is less than the statutory minimum. VR may be inappropriate where a whole service area is closing.

10.15 The Council is under no obligation to consider VR requests from individuals outside the potentially affected group, though it may choose to do so at its discretion - typically if an employee at risk possesses the skills to assume a role filled by someone outside the group who wishes to volunteer for redundancy.

Redundancy Payments

10.16 Employees with two years' continuous service are entitled to redundancy pay calculated under the statutory framework but based on actual salary (not capped). Payments up to £30,000 are tax-free under HMRC rules; amounts above this are subject to tax. Enhanced terms apply as outlined in section 10.10

10.17 Unused Annual Leave: The value of all unused annual leave will be treated as remuneration and paid via payroll, with appropriate tax and National Insurance deductions. Pay and benefits will be taxed in the normal way while notice of redundancy is being served.

10.18 Salary Sacrifice Arrangements: Where an employee made redundant is in receipt of a salary sacrifice benefit (e.g., cycle-to-work scheme), the Council will give sympathetic consideration to repayment on the original agreed terms, or longer in cases of hardship

10.19 Training and Qualification Costs: Employees made redundant, or who accept early retirement as an alternative to redundancy, will not be required to repay financial assistance provided for qualifications or training.

10.20 Re-Employment Restrictions: Employees receiving redundancy pay must not be re-employed by the Council for at least four complete calendar weeks after leaving, in compliance with HMRC rules

Enhanced Redundancy Payments

10.21 The maximum redundancy payment is 66 weeks' pay, calculated by working backwards from the termination date. The calculation follows the statutory age/service framework, without additional multipliers, and is based on the actual weekly rate of pay rather than the statutory capped rate.

Service Calculation

- Under age 18: 0.5 weeks' pay per completed year of service
- Age 18–21: 1 week's pay per completed year of service
- Age 22–40: 1 week's pay per completed year of service

- Age 41–65: 1.5 weeks' pay per completed year of service
- (Capped at the 66-week maximum)

10.22 Pension Scheme Members: Service is defined as “service qualifying for pension purposes”, including transferred service from other schemes. If using the continuous service date is more beneficial to the employee, that will be applied

10.23 Ready Reckoner Table: A detailed age-by-service matrix is included in Appendix 3 to show the number of weeks payable for each combination.

10.24 All redundancy processes will comply with the Employment Rights Act 1996, Equality Act 2010, and relevant Council policies

11. Pay Protection

11.1 The Council aims to provide Pay Protection as a supportive measure to help employees continue their careers within the authorities whilst minimising financial detriment following organisational change.

Eligibility

11.2 All employees of the Councils, regardless of their length of service, are eligible for pay protection if they:

- Are redeployed into a lower graded role following organisational change, including but not limited to restructure or pay review;
- Experience a change in role as a result of a service review;
- Are subject to a reduction in salary following job evaluation;

Application of Pay Protection

11.3 Pay protection **will not apply** in the following circumstances:

- Where the change relates solely to contracted hours, without a change in grade or salary rate;
- Where an individual requests a change of job;
- Where a disciplinary finding results in downgrading;
- Where an employee unreasonably refuses suitable alternative employment;
- At the end of a fixed term contract (employees may apply for other positions, but pay protection will not apply)
- To temporary arrangements such as secondments, temporary promotions, acting up arrangements and internal transfers.

11.4 Employees who qualify for pay protection will have their former basic salary protected from the commencement date of the new salary. See Appendix 2 for duration

11.5 Protection of earnings will cease when:

- The protection period expires
- The employee obtains employment at an equivalent or higher level
- The employee applies for and is appointed to a new position
- The salary level of the new position reaches the protected pay level

11.6 At the end of the protection period, the employee's basic salary will revert to the top of their new grade.

11.7 Salary enhancements/supplements, (e.g., car user allowances or responsibility allowances) are not included in pay protection and may cease where appropriate.

11.8 The pay protected salary will be frozen at the point the pay protection commences, increments or pay awards will not be added.

12. Notice Period

12.1 An employee made redundant will be given notice (or pay in lieu of notice) in accordance with their contract of employment.

13. TUPE (Transfer of Undertakings – Protection of Employment)

13.1 TUPE refers to the legal framework that transfers employees and associated liabilities from one employer to another under the TUPE Regulations 2006.

13.2 If the Council transfers work to another organisation, employees will normally transfer under TUPE on their existing terms and conditions. This is not a redundancy situation.

13.3 Employees who choose not to transfer are treated as having resigned and are not entitled to redundancy pay.

13.4 Protections under TUPE include:

- Continuity of employment and preservation of terms and conditions
- Transfer of all rights, duties, and liabilities to the new employer
- Automatic unfair dismissal protection unless an economic, technical, or organisational (ETO) reason applies
- Transfer of collective agreements, including the Managing Change Policy
- LGPS members retain pension rights or receive a broadly comparable scheme

14. Support

14.1 The Council will provide:

- Pay protection for redeployment to a lower grade (see Section 11)
- Pension protection in line with LGPS regulations and the Pensions Act 2004

- Access to the Employee Assistance Programme (EAP) for confidential advice and counselling
- Reasonable paid time off for employees under notice of redundancy to seek alternative employment or training

14.2 If an employee feels we have unfairly applied the measures to them, they may look to address this through the grievance procedure.

15. Appeal Procedure

15.1 Termination of employment by redundancy is classed as dismissal under Section 98 (2) of the Employment Rights Act 1996; employees have the right to appeal.

15.2 Employees may appeal against their selection for redundancy or redeployment

15.3 There is no right of appeal against the decision to declare redundancies or require redeployment.

15.4 The effective date of termination will remain as stated in the notice letter.

15.5 Appeals must be submitted to the Head or HR & OD via HR@pspsl.co.uk within 10 working days of receiving the decision letter.

15.6 Appeal hearings will normally be held as soon as practicable.

15.7 Appeal Panel that will comprise of:

- A manager acting as Chair and decision-maker
- An HR representative providing advice

15.8 Hearings will be conducted formally and respectfully. The panel may question the employee, who will have the opportunity to make a final submission. The panel will consider its decision in private.

15.9 The Chair will notify the outcome as soon as possible, normally within 10 working days of the hearing.

15.10 Written confirmation will be sent to the employee's home address or personal email (with consent) and copied to their manager.

16. Data Protection

16.1 The Council processes personal data in accordance with its Data Protection policy. Data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the Council's Data Protection policy immediately.

17. Appendix 1

Ready Reckoner

An age-by-service matrix showing payable weeks for each combination

LINK (once approved link will be inserted)

18. Appendix 2

Pay Protection – Duration and Level of Protection

Council	Policy Summary
South Holland District Council (SHDC)	2 Years Pay Protection: Year 1: 100% Year 2: 100%

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served by One Team

South & East Lincolnshire Councils Partnership

Enhanced redundancy payments

Enhanced redundancy payments (up to 66 weeks) - ready reckoner

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AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
18	2.0																		
19	2.0	3.5																	
20	2.0	3.5	4.5																
21	2.0	3.5	4.5	5.5															
22	2.0	3.5	4.5	5.5	6.5														
23	3.5	4.5	5.5	6.5	7.5	9.0													
24	4.5	5.5	6.5	7.5	9.0	10.0	11.0												
25	4.5	6.5	7.5	9.0	10.0	11.0	12.0	13.0											
26	4.5	6.5	9.0	10.0	11.0	12.0	13.0	14.5	15.5										
27	4.5	6.5	9.0	11.0	12.0	13.0	14.5	15.5	16.5	17.5									
28	4.5	6.5	9.0	11.0	13.0	14.5	15.5	16.5	17.5	18.5	20.0								
29	4.5	6.5	9.0	11.0	13.0	15.5	16.5	17.5	18.5	20.0	21.0	22.0							
30	4.5	6.5	9.0	11.0	13.0	15.5	17.5	18.5	20.0	21.0	22.0	23.0	24.0						
31	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	21.0	22.0	23.0	24.0	25.5	26.5					
32	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	23.0	24.0	25.5	26.5	27.5	28.5				
33	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	25.5	26.5	27.5	28.5	29.5	31.0			
34	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	27.5	28.5	29.5	31.0	32.0	33.0		
35	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	29.5	31.0	32.0	33.0	34.0	35.0	
36	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	32.0	33.0	34.0	35.0	36.5	37.5
37	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	34.0	35.0	36.5	37.5	38.5
38	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	36.5	37.5	38.5	39.5
39	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	38.5	39.5	40.5
40	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	40.5	42.0
41	4.5	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	43.0
42	5.5	7.5	10.0	12.0	14.5	16.5	18.5	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0

43	6.5	9.0	11.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0
44	6.5	10.0	12.0	14.5	16.5	18.5	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5
45	6.5	10.0	13.0	15.5	17.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5
46	6.5	10.0	13.0	16.5	19.0	21.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5
47	6.5	10.0	13.0	16.5	20.0	22.0	24.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5
48	6.5	10.0	13.0	16.5	20.0	23.0	25.5	27.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5
49	6.5	10.0	13.0	16.5	20.0	23.0	26.5	28.5	31.0	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0
so	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	32.0	34.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5	54.0
51	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	35.0	37.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0	55.0
52	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	38.5	40.5	43.0	45.0	47.5	49.5	51.5	54.0	56.0
53	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	42.0	44.0	46.0	48.5	50.5	53.0	55.0	57.0
54	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	45.0	47.5	49.5	51.5	54.0	56.0	58.5
SS	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	48.5	50.5	53.0	55.0	57.0	59.5
56	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	51.5	54.0	56.0	58.5	60.5
57	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	55.0	57.0	59.5	61.5
58	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	58.5	60.5	62.5
59	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	61.5	64.0
60	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	65.0

AGE	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
61	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
62	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
63	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
64	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0
65	6.5	10.0	13.0	16.5	20.0	23.0	26.5	29.5	33.0	36.5	39.5	43.0	46.0	49.5	52.5	56.0	59.5	62.5	66.0

1. Service below age 18 is calculated at 0.5 weeks pay per completed year of service

2. Service above age 65 is calculated at 1.5 weeks pay for each year of service and remains the same as at age 65 as the maximum entitlement has been reached
3. Maximum payment is 66 weeks' pay generated by calculating service backwards from the date of termination
4. **For pension scheme members** - service is defined as "service qualifying for pension purposes". This is the length of time an employee has been a member of the pension scheme, including service brought in from other pension schemes. However if using the continuous service date is more beneficial to the employee this will be used instead

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Probation Policy



Policy Title	Probation Policy
Policy Author	HR Team - PSPS
Policy Issue date	2026
Policy Review date	2030, or earlier if required
Policy Consultation	Trade Unions recognised by the Council Council Reader Panel Senior Leadership Team
Policy Sign-off	Head of Paid Service/SHDC Council

Probation Policy and Procedure

Introduction

The Probation Policy ensures that all new employees receive appropriate support and guidance during their probationary period. This period allows both the Council and the employee with an opportunity to assess suitability for the role in a fair and structured manner.

All new employees will have a probationary period, as outlined in their employment contract, including its duration and any related conditions. The Council is committed to supporting new starters throughout this time to help them succeed.

Purpose

This policy ensures a fair, structured and supportive process during the probationary period so that employees understand expectations, receive timely feedback and support, and the Council can make an informed, timely decision on suitability for the role. Managers must use this policy to monitor and document performance, conduct and attendance, addressing issues early and proportionately.

The probationary period provides as an opportunity to:

- Ensure new employees understand and meet the requirements of their role
- Enable employees to contribute effectively to the organisation
- Confirm that required standards are achieved within an appropriate timeframe

Commitment to Fairness and Equality

The Council is committed to promoting equal employment opportunities and preventing unlawful discrimination. We strive to maintain a workplace free from harassment and bullying, fostering dignity and respect for all. As an equal opportunities' employer, the Council ensures that both employees and prospective employees are treated equitably and fairly at every stage of employment.

Scope

This policy applies to all new Council employees, whether fixed-term, permanent, full-time, or part-time. Employees with continuous local government service may be exempt from a new probation unless a prior probationary period remains incomplete and is carried over.

The policy does not apply to agency workers or those engaged via a third-party arrangement.

The probationary period will assess the employee's performance, conduct, and overall suitability for the role. Any concerns, including alleged misconduct during probation will be managed in accordance with the Council's relevant policies and procedures.

Supporting Documents

- Absence and Sickness Management Policy
- Code of Conduct for Council Employees
- Disciplinary Policy
- Supporting Your Performance Policy

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1. Key Responsibilities under this Policy

Employees

1.1 It is the responsibility of all employees to:

- Understand the expectations during their probationary period, including job outputs and performance standards.
- Document timely evidence of progress against objectives.
- Inform their People Manager of any support or training needed to perform effectively, where needed.

People Managers

1.2 It is the responsibility of all People Managers to:

- Implement this policy and procedure fairly and consistently.
- Monitor and record employee performance and progress throughout the probationary period.
- Ensure employees complete induction and mandatory corporate training.
- Clearly communicating expectations and setting SMART objectives from the outset.
- Hold monthly one-to-one meetings to provide feedback, raise concerns, and document progress.
- Provide support, training, and development opportunities.
- Appoint a buddy/mentor where appropriate.
- Seek HR Guidance when concerns arise
- Consider reasonable adjustments.

PSPS Human Resources Team

1.3 It is the responsibility of the HR Team to:

- Monitor and review the effectiveness of this policy.
- Provide guidance to managers and employees to ensure consistent application.
- Support managers with probation monitoring, exceptional extensions, and potential terminations.
- Advise on reasonable adjustments and equality-related matters.

2. Principles

2.1 All new employees will complete a **four-month probationary period**, starting from the first day of employment

2.2 **Employment decisions must be confirmed before the employee's six-month service date. Probation cannot exceed this timeframe under any circumstances.**

- 2.3 Extensions are exceptional, must be short (normally up to 4 weeks) and narrowly defined, and may only be used where improvement is realistically achievable within that short period and where both the extension and the Extension Outcome Meeting can be completed before the employee's six-month service date. Where fewer than 4 weeks remain, the extension length is capped by the time remaining.
- 2.4 Extensions must be agreed with HR before being discussed with the employee.
- 2.5 People Managers must provide support, early feedback, and timely review points.
- 2.6 The probationary process is a two-way, transparent approach that encourages open discussion of achievements, concerns, and areas requiring support. Any issues should be raised promptly to allow time for improvement.
- 2.7 People Managers are responsible for providing the necessary training, tools, and guidance to help employees meet the required standards. This may include internal shadowing, training courses, external programmes, and on-the-job learning.
- 2.8 Monthly one-to-one meetings will be held to support employees with their new role. They will be an opportunity to review performance, conduct, timekeeping, attendance, and alignment with the Council's values and behaviours. These meetings are in addition to day-to-day management and should be documented digitally.
- 2.9 Early identification and support for underperformance are key to helping employees meet expectations within the probationary timeframe. Managers should work with employees to understand any underlying issues affecting performance, conduct, or attendance.
- 2.10 Employees with continuous service transferring internally will not normally undergo new probation unless their previous probation was incomplete.
- 2.11 Both the employee and People Manager share responsibility for ensuring review meetings are completed in line with this policy. While timescales may be affected by external factors (e.g., training availability), the focus remains on ensuring the employee has the support needed to succeed.

3. Objective Setting

- 3.1 During the first week of employment, the People Manager will meet with the new employee to establish clear and measurable objectives. These objectives should be **SMART**—Specific, Measurable, Achievable, Relevant, and Time-bound—and tailored to the role.
- 3.2 The purpose of setting objectives is to provide the new employee with clarity on priorities and expectations, helping the employee to understand what success looks like in their new role. The objectives create a structured framework to monitor progress and identify development needs early.
- 3.3 For new starters, objectives should focus on:
 - Role Familiarisation: understanding key responsibilities, systems and processes

- Integration: building relationships with colleagues and adapting to team culture
- Learning & Development: completing essential training and gaining knowledge required for the role.
- Early Deliverables: Achieving initial tasks or duties that demonstrate capability and confidence

3.4 Objectives should align with the Council’s values and behaviours and be reviewed regularly throughout the probationary period.

4. Absence During the Probation Period

4.1 Where attendance issues arise during the probationary period, appropriate support will be provided to help the employee improve. However, if attendance continues to impact performance or overall suitability for the role, the employee may be invited to a probation review or hearing to consider next steps.

5. Required Reviews & Decision Points

5.1 Where, at a formal probation review, dismissal is a potential outcome, the meeting will be conducted as a formal meeting. The employee will be given reasonable written notice, advised of the concerns and the potential outcome, and reminded of their right to be accompanied. HR advice will be sought prior to the meeting.

5.2 The probation process contains fixed decision points at Month 2 and Month 4 (Final Review). Month 6 is not a standard review stage; it is only the conclusion of any exceptional extension window.

Review Stage	Timing	Purpose	Decision Options
Objective setting	Week 1	Clarify role, responsibilities, and performance expectations.	
First Month Review (Informal – 1:1)	End of Month 1	Assess early performance, integration, and identify support needs.	
Formal Probation Review – First	End of Month 2	Structured performance review with documented feedback.	Satisfactory; Improvement plan required; Early escalation for serious concerns.
Final Review (Conclusion of 4-month probation)	End of Month 4	Mandatory final decision point. Assess whether standards are met and confirm outcome.	Pass; Apply exceptional extension; End employment; Escalate to Probation Hearing.

Review Process Guidelines

- 5.3 Week 1: Clarify role and expectations; set SMART objectives; agree initial support.
- 5.4 End Month 1: Informal 1:1 to review early performance and integration; identify immediate support.
- 5.5 End Month 2 (Mandatory): Provide structured feedback; confirm gaps, improvements required, standards and timeframes. Record on the HR Portal.
- 5.6 End Month 4 – Final Review (Mandatory): The manager must make the final employment decision:
 - Confirm appointment; or
 - Apply a short, exceptional extension (only where realistic improvement is achievable, and time allows completion before the six-month service date); or
 - End employment; or
 - Escalate to a Probation Hearing.

The decision and rationale must be documented on the HR Portal and communicated to the employee. Where dismissal is a potential outcome, the review meeting will be conducted as a formal meeting. A separate Probation Hearing is not required unless HR advises that escalation is necessary due to the complexity or risk of the case.

- 5.7 Operational cap on extensions: If fewer than 4 weeks remain before the six-month service date, any extension is limited to the time remaining. Where no time remains, an extension cannot be used.
- 5.8 Managers should assess quality and speed of work, attitude and motivation, conduct, attendance and timekeeping, and any training or wellbeing needs. Concerns should be raised promptly rather than saved for reviews.

Ability to End Employment at Any Review Stage

- 5.9 At a formal review stage (Month 2 or Month 4 Final Review), if evidence shows that the employee is not meeting the required standards, and the concerns are sufficiently serious, sustained or fundamental, employment may be ended at that review.
- 5.10 Decisions must:
 - Be based on clear documented evidence of underperformance, conduct or capability concerns;
 - Demonstrate that the employee has been given reasonable opportunity and support to improve;
 - Be taken only following consultation with HR;

Where dismissal is a potential outcome, be confirmed as a formal meeting This ensures managers can act proportionately and avoid unnecessarily prolonging employment where there is no realistic prospect of improvement.

Pull-Forward Review Hearing

5.11 Where concerns arise between scheduled formal review points, managers may convene a Pull-Forward Review Hearing for example, where;

- Concerns have deteriorated significantly
- New information indicates suitability concerns
- There are repeated failures to engage with support
- Service or compliance risks increase

Possible outcomes:

- End employment
- Allow probation to continue with tightened objectives
- Progress to a full Probation Hearing

5.12 Where dismissal is a potential outcome, a Pull-Forward Review Hearing will be conducted as a formal meeting, including written notice, clarity of concerns and potential outcomes, the right to be accompanied, and prior consultation with HR. HR must be consulted before issuing an invite.

5.13 The employee retains the right to be accompanied.

6. Formal Probation Reviews

6.1 Formal reviews are essential checkpoints in the probationary process. Month 2 and Month 4 (Final Review) are mandatory decision points.

First Review (Month 2)

6.2 The Month 2 review is a formal decision point at which the manager must determine whether the employee is:

- Meeting expectations,
- Requiring an improvement plan, or
- Presenting concerns serious enough to trigger early escalation.

6.3 The review must be documented on the HR Portal and communicated to the employee. The manager must clearly record:

- Identified gaps
- Required improvements
- Expected standards
- Timeframes for improvement

Final Review (Month 4) (Mandatory and Concluding Decision Point)

6.4 At Month 4 the manager must make the final employment decision:

- Confirm appointment,

- Apply an exceptional, short extension, only with HR agreement and only where there is sufficient time to complete the extension and hold the Extension Outcome Meeting before the six-month service date);or
- End employment at the review, or
- Escalate to a Probation Hearing.

6.5 Where dismissal or extension is being considered:

- HR must be consulted before the meeting,
- The employee must receive written notice (minimum 5 working days),
- The meeting will be conducted as a formal meeting with the right to be accompanied.

6.6 If an extension is applied at Month 4, the manager must schedule an Extension Outcome Meeting to occur before the employee's six-month service date. The Extension Outcome Meeting confirms the final decision (confirm appointment or end employment; escalation to a Probation Hearing may be used where time allows and HR advises).

6.7 Possible Outcomes across Month 2 and Month 4:

- Successful completion (Month 4 only): Appointment confirmed.
- Improvement required: Continue probation with a clear improvement plan.
- Exceptional extension: Only where short, tightly defined and realistically achievable.
- End employment at the review: Where concerns are sufficiently serious, sustained or fundamental.
- Escalate to a Review Hearing or Probation Hearing: Where concerns require formal consideration

6.8 Where dismissal is appropriate, the manager may end employment without the need for a separate Probation Hearing, provided HR has been consulted and the decision is taken following a formal meeting with employees being given the right to be accompanied.

A Probation Hearing, which includes HR presence will only be used where escalation is appropriate due to the seriousness or complexity of the concerns.

6.9 **Employment cannot continue beyond six months under any circumstances.**

7. Exceptional Extensions

7.1 An extension does not extend the total length of probation. The six-month limit is fixed. Extensions only extend the decision period within that fixed timeframe. They provide a

short, focused window for improvement, but the Final Review must still take place before the employee reaches six months' service.

7.2 Extensions are not routine and may only be used after the Month 4 Final Review where:

- The employee has shown meaningful partial progress, and
- Improvement is genuinely considered achievable in a short, additional period, and
- There is sufficient time to complete the extension and the Extension Outcome Meeting before the six-month service date; and
- The reason for needing extra time is not due to lack of effort or engagement (e.g., unavoidable absence affecting assessment, delayed training).

7.3 Extensions must be **short, normally no more than 4 weeks**, and only where strictly necessary to complete assessment. Where fewer than 4 weeks remain before the six-month service date, the extension is capped by the time remaining. Where no time remains, an extension cannot be used.

7.4 HR approval is mandatory before proposing an extension.

7.5 Objectives for the extended period must be clear, time-bound, and realistically achievable within the short timeframe.

7.6 A formal midpoint review must occur during the extension to assess progress and determine if escalation to a hearing is required.

7.7 Following the extension, the manager must hold an Extension Outcome Meeting before the six-month service date to confirm the final decision. Possible outcomes are:

- confirm appointment;
- end employment; or
- escalate to a Probation Hearing (where time allows and HR advises).

7.8 The meeting must;

- Be formally invited with appropriate notice;
- Allow the employee to be accompanied by a trade union representative or workplace colleague;
- Be followed by written confirmation of the decision.

7.9 Under no circumstances can employment continue beyond six months without a confirmed outcome.

8. Probation Hearing

8.1 A Probation Hearing will be convened only where dismissal is being considered in a complex, sensitive, disputed, or higher-risk case, and where escalation beyond the Month 4 Final Review is appropriate to ensure procedural fairness (e.g., independent chair, contested evidence, serious conduct/safeguarding, potential bias concerns). A hearing may be arranged at any point during the 4-month probation or any

post-Month-4 extension window, provided there is sufficient time to conclude the process before the employee's six-month service date and HR has been consulted.

8.2 The hearing will be chaired by an independent manager with the authority to dismiss who has not previously been involved in the case. HR will attend to advise. The People Manager will attend to present a concise summary of the probation period and the evidence relied upon. The employee has the right to be accompanied by a trade union representative or workplace colleague.

8.3 The employee will receive a written invite setting out:

- The nature of the concerns and the potential outcome (including dismissal).
- The date, time, location/format, and their right to be accompanied.
- The evidence bundle (e.g., objectives, one-to-ones, review notes, support provided, performance data, any relevant conduct/attendance records).
- Any witnesses the Council intends to call (where applicable).

A reasonable period of notice must be given to allow the employee to prepare.

8.4 At the hearing, the chair will:

- Review the employee's performance, capability, conduct and overall suitability for the role with reference to the documented evidence and support provided.
- Hear the People Manager's summary and any witness evidence (where relevant).
- Invite the employee and/or their companion to respond and present any relevant information or mitigation.
- Consider whether the concerns are sufficiently serious, sustained or fundamental to justify dismissal, or whether a lesser outcome is appropriate.

8.5 Possible outcomes include:

- Dismissal (employment ends; outcome confirmed in writing).
- Continue employment (e.g., confirm appointment, or continue the extension already in place with tightened objectives) only where time allows completion and a final decision before the six-month service date.
- No further action (rare).

8.6 The chair may exceptionally endorse a short extension only where time remains before the six-month service date, objectives are tightly defined and realistically achievable, and HR agrees. An Extension Outcome Meeting must then be scheduled to confirm the final decision before the six-month service date.

8.7 If dismissal is the outcome, the employee will be informed promptly and provided with written confirmation setting out:

- The reasons for dismissal;
- The termination date and any notice (in accordance with the contract of employment);
- The right of appeal and the timeframe for lodging an appeal.

8.8 All documentation (invite, evidence bundle, notes, outcome letter) will be retained on the employee's HR file in accordance with data protection requirements.

9. Appeal Process

9.1 An employee has the right to appeal against an outcome of dismissal at a Probation Hearing and dismissals at review meetings.

9.2 An appeal must be submitted to HR, clearly stating the grounds for appeal.

9.3 The appeal should be submitted within 10 working days from receipt of the decision letter.

9.4 Appeals will normally be heard as soon as reasonably practicable.

9.5 The appeal will be heard by a manager acting as chair that has not previously been involved in the case. HR will attend to provide advice and guidance.

9.6 The Chair will notify the employee of the hearing date and ensure all relevant documentation is shared in advance.

9.7 The purpose of the Appeal Hearing is to determine:

- Whether the decision reached at the Probation Hearing was procedurally fair
- Whether the decision was reasonable based on the evidence available
- Whether any new, relevant evidence or mitigating circumstances should be considered

9.8 The Appeal Panel will review the findings of the Probation Hearing / Review Meeting (whichever is appropriate) and reach a decision to uphold, amend, or overturn the dismissal decision.

9.9 There is only one stage of appeal. The outcome of the Appeal Hearing will be confirmed in writing as soon as reasonably practicable.

10. Data Protection

10.1 The Council processes personal data in accordance with its Data Protection policy. Data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data

breach and should be reported in accordance with the Council's Data Protection policy immediately.

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Recruitment Policy



The Council recognises its employees as being fundamental to its success. A strategic and professional approach to recruitment and selection help enable the organisation to attract and appoint employees with the necessary skills and attributes to fulfil its strategic aims and support the Council's people first values. We are committed to applying our Equalities, Diversity and Inclusion Policy at all stages of this policy. Shortlisting, interviewing and selection will always be carried out without regard to any protected characteristic.

This policy applies to all potential and existing employees. Those involved in carrying out recruitment and selection represent the Council and must promote the Council in a positive manner.

Policy Title	Recruitment Policy
Policy Author	HR Team - PSPS
Policy Issue date	2026
Policy Review date	2029, or earlier if required
Policy Consultation	Trade Unions recognised by the Council Council Reader Panel Senior Leadership Team
Policy Sign-off	Head of Paid Service/SHDC Council

Recruitment Policy and Procedure

Introduction

This Policy sets out the Council's standards, processes, and responsibilities for recruiting and appointing internal and external candidates, including Apprentices. It ensures practices are consistent, inclusive, efficient and effective, aligned with legal requirements and SELCP governance.

The Council is committed to

- Disability Confident principles
- Supporting the Armed Forces Covenant (Bronze).
- Promoting fairness, transparent and non-discrimination at every stage of recruitment

Commitment to Fairness and Equality

The Council is an equal opportunities employer and is committed to:

- Providing equal employment opportunities and preventing unlawful discrimination;
- Maintaining a workplace free from harassment and bullying;
- Fostering dignity and respect for all;
- Ensuring both employees and prospective employees are treated equitably and fairly throughout the employment lifecycle.

The policy will be reviewed in line with changes arising from the Council's EDI programme of work, ensuring recruitment practices remain inclusive and up to date.

Scope

This Policy applies to all recruitment conducted on behalf of the Councils, excluding statutory chief officer, non-statutory chief officer and deputy chief officer roles, which follow procedures set out in each Council's Constitution and the SELCP Memorandum of Agreement (Shared Workforce). These exempt roles are governed by the Chief Officer Employment Panel and Chief Officer Employment Appeals Panel.

Neurodiversity Inclusion

The Council recognises and values the diversity of thought, experience, and strengths that neurodivergent individuals bring to the workplace. Neurodiversity encompasses conditions such as autism, ADHD, dyslexia, dyspraxia, and other neurological variations.

Our commitment:

- Ensure job descriptions, adverts, and selection processes are accessible and inclusive for neurodivergent candidates. This includes using clear, concise language, offering alternative application methods, and being flexible with interview formats.
- Make reasonable adjustments during recruitment, such as providing additional time for assessments, offering quiet spaces for interviews, and allowing candidates to bring a support person if needed.
- Provide training and resources to all employees involved in recruitment to raise awareness and understanding of neurodiversity, including respectful and inclusive language and behaviour.
- Encourage candidates to request adjustments at any stage and ensure these are considered promptly and sensitively.
- Continuously review and improve recruitment practices to foster a culture of inclusion and respect for all employees.

Supporting Documents and Legislation

All supporting documents referenced in this policy are accessible via the Council's HR SharePoint site: [PSPS Documents - HR Documents - Recruitment - All Documents](#)

This includes templates, guidance, and forms required for recruitment and selection processes.

The Council's recruitment policy and procedures are underpinned by the following key legislation:

- **Equality Act 2010**
Prohibits discrimination and requires fair, inclusive recruitment practices.
- **Employment Rights Act 2025**
Sets out statutory employment rights and protections.
- **Rehabilitation of Offenders Act 1974**
Governs the treatment of spent convictions in recruitment.
- **Data Protection Act 2018 & General Data Protection Regulation (GDPR)**
Regulates the collection, processing, and storage of candidate data.
- **Immigration, Asylum and Nationality Act 2006**
Requires employers to verify candidates' right to work in the UK.
- **Agency Workers Regulations 2010**
Ensures agency workers receive equal treatment after 12 weeks in a role.

- **Police Act 1997 & Safeguarding Vulnerable Groups Act 2006**
Regulates Disclosure & Barring Service (DBS) checks for safeguarding.

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1. Key Responsibilities

1.1 This section outlines the key responsibilities of all parties involved in the recruitment process, ensuring clarity of roles and accountability throughout each stage of recruitment and selection.

Employees / Applicants

1.2 It is the responsibility of all employees to:

- Provide right to work evidence, qualifications, and suitable referees.
- Undergo DBS process, where applicable.
- Act professionally and ethically throughout the recruitment process.
- Be transparent and honest regarding potential conflicts of interest and other active employments.
- Demonstrate respectful, inclusive behaviour towards all people involved in recruitment processes.
- Submit resignation letters in good time and return Council assets when leaving.

Managers

1.3 Managers play a critical role in implementing change. This section describes the specific responsibilities of managers in applying the policy, supporting employees, and ensuring that organisational changes are carried out effectively and compassionately. It is the responsibility of all People Managers to:

- Adhere to this Policy and all related procedures.
- Treat candidates fairly and consistently; apply safer recruitment practices.
- Ensure equal opportunity and inclusive adjustments throughout selection.
- Provide a positive candidate experience regardless of outcome.
- Notify HR/Payroll of leavers promptly (including resignations).
- Ensure information submitted is accurate.
- Advert Wording: Recruiting managers are accountable for advert content, compliance, and accuracy.
- Armed Forces Identification: Use the application self-declaration/tick box (where present) and consider Armed Forces Covenant commitments during shortlisting where applicable.
- English Language Requirement: Include in adverts and Job Descriptions for public-facing roles (see section 7.5)
- Disability Confident Scheme: Where a candidate has declared a disability and meets all essential criteria for the role, they must be offered an interview in line with the scheme's commitments.

PSPS Human Resources Team

1.4 The PSPS Human Resources Team provides essential support and guidance throughout the change process. This section sets out the team's responsibilities in advising managers and employees, coordinating consultation, and ensuring compliance with policy and legislation. It is the responsibility of the HR Team to:

- Guide and advise recruiting managers in applying this Policy.
- Ensure processes satisfy safer recruitment and equal opportunity.
- Process HR & Payroll Portal requests promptly and accurately.
- Review the Policy and procedures regularly in line with legislation and practice.
- Process reference requests and maintain recruitment records per retention schedules.

2. Recruitment & Selection – Vacant Post Identified

2.1 When a vacancy arises, it is essential to follow a structured process to ensure that recruitment is justified, efficient, and aligned with organisational needs. This section details the initial steps to be taken when a post becomes vacant.

2.2 Refer to Recruitment & New Starters – Managers Guidance for process details.

2.3 Recruitment (including Apprentices) requires approval in line with the current Vacancy Management process. Assess whether recruitment is necessary before proceeding.

Consider:

- Team resourcing;
- Redeployment Register – Employees currently at risk of redundancy
- Efficiency improvements;
- Internal/external environmental factors;
- Financial implications.

2.4 A TUPE transfer or redundancy does not create a vacancy; posts are disestablished accordingly.

2.5 Where a vacancy arises following dismissal, the campaign may begin only after Leadership Team approval. No conditional offer may be issued until appeal stages are exhausted.

3. Job analysis

3.1 Job analysis is a critical first step in the recruitment process. It ensures that each vacancy is reviewed in the context of current and future organisational requirements, rather than simply replacing roles on a like-for-like basis.

3.2 Conduct analysis as soon as a post becomes vacant. This analysis should not assume a like-for-like replacement and must review strategic need, alternative delivery options, workforce capacity, financial implications, and updated role requirements.

3.3 Whilst undertaking this analysis, managers should consider the tests that the vacancy management process applies, set out at section 4.1 of this policy.

3.4 Consider any available exit feedback/leaver insights to help identify potential areas for improvement and address any concerns with the role.

3.5 Align with Corporate Strategy, service objectives, operating needs, resourcing, financial sustainability, and future demand.

3.6 Cross-partnership roles require multi-Council approval before progressing.

4. Corporate Vacancy Management Process

4.1. The vacancy management process provides a framework for assessing the necessity and strategic value of filling a vacancy. This ensures that recruitment decisions are evidence-based and aligned with organisational priorities.

- 4.2. Managers must follow the vacancy control procedures in place at the time they propose to recruit ensuring compliance with current organisational requirements and governance.
- 4.3. Vacancy approval must follow the current organisational process, which typically involves obtaining approval from the relevant senior leaders (e.g., Chief Executive and Section 151 Officer) via email.
- 4.4. The approval process should ensure consideration of:
 - Fundamental need to recruit;
 - Suitability for Apprenticeship;
 - Development/secondment opportunities;
 - Financial resource;
 - Linking with other vacancies;
 - Redeployment and at-risk considerations (advertising may be delayed);
 - Amendments to role.
- 4.5. The Vacancy Management request must include evidence of job analysis and clear rationale for proceeding.
- 4.6. Managers should actively consider opportunities to support workforce development, including the use of Apprenticeships and clear development pathways are appropriate. HR can price advise on available options

5. Job Description (JD) & Person Specification (PS)

- 5.1 Accurate and up-to-date job descriptions and person specifications are fundamental to fair and effective recruitment. This section explains how to develop and review these documents to ensure they reflect the needs of the role and the organisation.
- 5.2 All posts must have an up-to-date, accurate job description/ person specification or job role profile. The person specification or job role profile is the central tool of the recruitment and selection process as it sets down the experience, knowledge, skills, values and behaviours that are necessary to enable a person to perform successfully in the role. **Where substantial changes are made to a job description or person specification, a formal job evaluation must be undertaken** to ensure the grading remains appropriate and consistent with organisational pay structures. Refer to section 5.3 for job evaluation requirements.
- 5.3 The recruiting manager must review the JD/PS following Job Analysis; discuss with Service Manager/AD and HR.

- 5.4 Use current templates on the Intranet Recruitment page; ensure correct template to avoid delays.
- 5.5 JD defines duties/seniority; PS defines qualifications, knowledge, skills, aptitudes, and competencies.
- 5.6 Criteria must be job-related and justified—do not inflate requirements or create barriers.
- 5.7 Ensure the language is clear, concise and proportionate. Avoid being overly prescriptive or using unnecessarily complex or specialised terminology.
- 5.8 Use behavioural and competency-based statements where possible and ensure the JD/PS is written using inclusive, plain language that reflects the Council’s values and EDI commitments.

6. Job Evaluation Review

- 6.1. Job evaluation ensures that roles are graded fairly and consistently across the organisation. This section outlines when and how to conduct a job evaluation review as part of the recruitment process.
- 6.2. Once the JD/PS has been created/updated, consider grading implications; if a new role or the role has significantly changed, Job Evaluation (JE) applies before advertising. If the position is revised/new and not yet formally job evaluated, liaise with HR to obtain the provisional grade from HR and complete the JE process prior to advertising.
- 6.3. Advertise “subject to JE” for newly established/shared roles where grading is pending/the role is only provisionally job evaluated, ensuring candidates are informed of potential changes.

7. Advert

- 7.1. Recruitment adverts play a vital role in attracting suitable candidates and promoting the Council as an employer of choice. This section provides guidance on creating effective, inclusive, and compliant adverts.
- 7.2. Recruitment advertisements should reflect the realistic requirements of the job with regard to skills, qualifications and experience and shall not include any unjustifiable or discriminatory requirements.
- 7.3. Advertising aims to attract the best available candidate; a clear strategy is key.

- 7.4. The recruiting manager is responsible for strategy, channels, and wording compliance (corporate style and standards), HR can provide advice to support the recruiting manager or visit [PSPS Documents - Guides - All Documents](#)
- 7.5. Typical channels include:
- Council website & internal job site;
 - Local Government Jobs;
 - Social platforms (LinkedIn/X/Facebook);
 - Forces Families Jobs (mandatory for all external roles per Covenant);
 - Professional media;
 - Online recruitment websites;
 - Approved employment agencies (by AD approval);
 - Partnership agencies;
 - Schools & universities;
 - National Apprenticeship Service;
 - Other Local Authorities
- 7.6. The Council is a signatory to the Armed Forces Covenant and is committed to supporting members of the Armed Forces community, including spouses and families. All external vacancies must also be advertised on Forces Families Jobs in line with our Covenant obligations and any future enhancements to our accreditation level.
- 7.7. For a limited number of senior management positions or hard-to-fill professional posts, it may be appropriate to use external agencies to assist with finding potentially suitable candidates.
- Approval must be obtained in line with the current senior recruitment process, which typically requires authorisation from the Assistant Director, Chief Executive, and Section 151 Officer.
 - Once approval is granted, HR must be notified to ensure compliance, manage contracts, and support sourcing activities.
- 7.8. For public-facing roles where the employee is required, as a regular and intrinsic part of the job, to speak to members of the Public, either face-to-face or over the telephone, managers must have regard to the guidance within the “Code of Practice on the English Language Requirement for Public Sector Workers”. This means that they must ensure that employees in such roles, irrespective of their nationality or origins, have a command of spoken English which is sufficient to enable them to perform the role effectively. The level of fluency required must be appropriate to the demands of the role and this must be specified in the person specification or job role profile.
- 7.9. Use the corporate advert template and sell the role, location, benefits, and application process; keep content clear, concise, and engaging.

- 7.10. Adverts must reflect the corporate image and accurately describe the role; avoid overstating or adding artificial barriers.
- 7.11. Adverts must clarify DBS requirements (level) and whether the post is politically restricted. Managers must check the eligibility tool/guidance before stating DBS level/political restriction. Managers are responsible for confirming these requirements. Where uncertainty exists, managers must seek advice from HR to ensure compliance.
- 7.12. Disability Confident Commitment: Where logo placement is not supported by a platform, include commitment text and ensure branding/logo appears on Council careers pages.
- 7.13. Adverts remain live for their stated period but may close early if sufficient high-quality applications are received—seek HR advice before early closure.
- 7.14. Ensure content avoids direct/indirect discrimination.
- 7.15. Development/Trainee Pathways: Where accepting part-qualified or high-potential candidates, state the adjusted duties, salary, progression plan, and learning support in the advert, agreed with HR.
- 7.16. The Council is committed to making recruitment adverts accessible and visually representative of our inclusive values. Advert content should include:
- Department overview and purpose
 - Role overview: key duties, responsibilities, level, and potential future challenges
 - Person requirements: skills, qualifications, and attributes
 - Closing date/advertising period and clear instructions on how to apply
 - Summary of benefits and flexible/hybrid arrangements (where applicable)
 - Use of plain English, short sentences, and bullet points to aid readability
 - Compatibility with assistive technologies, such as text-to-speech and magnifier tools
 - Inclusion of diverse imagery in adverts and recruitment materials, showcasing employees from various backgrounds and abilities
 - A clear statement of the Council’s commitment to equality, diversity, and inclusion, with an invitation for candidates to request reasonable adjustments
 - Offer of flexible working arrangements and alternative assessment methods where appropriate
- 7.17. Do:
- Use plain, audience-appropriate language
 - Keep sentences short
 - Refer to the reader as “you”
 - Maintain corporate style
 - Be succinct
- 7.18. Don’t:
- Use excessive jargon

- Over-complicate sentences or paragraphs
- Rely only on technical detail
- Use uninspiring descriptions of the job role
- Focus solely on duties without person attributes

8. Advertising Process

- 8.1. Once an advert is approved, it must be published through appropriate channels to reach a diverse pool of candidates. This section details the advertising process and timelines.
- 8.2. On receipt of an approved advert request, HR normally posts within 2 working days, subject to all information and details being made available and appropriate.
- 8.3. In addition to requested channels, HR will place on the Council website, Indeed, Find a Job and Forces Families Jobs (for externals).

9. Application Process

- 9.1. A clear and accessible application process ensures that all candidates have a fair opportunity to apply. This section describes the standard application procedures and expectations for both internal and external candidates.
- 9.2. The Council's standard application process is:
 - CV (and covering letter where requested); plus
 - Completion of the online application form on the Council's recruitment system.
- 9.3. Candidates submit via the Council website / recruitment system using the Apply function.
- 9.4. The recruitment system hosts the application form template (system-generated)—ensure completion in addition to CV upload.
- 9.5. HR receives applications automatically and will collate; managers are encouraged to review applications as they arrive to keep strong candidates engaged and avoid losing them.
- 9.6. Managers will receive appropriate notifications from the system; volume alerts may be moderated to avoid unnecessary emails.
- 9.7. Internal candidates ordinarily follow the same process as external candidates unless the advert explicitly states an expression of interest (EOI) route (see secondments and ringfencing).
- 9.8. Candidates can apply through the usual recruitment process or submit an Expression of Interest (EOI) by:
 - Answering the designated application question; or
 - Providing a CV with a supporting statement (if requested by the recruiting manager).

Where secondments are ringfenced to a specific team, EOIs can be submitted via the provided link or emailed to recruitment@pspsl.co.uk, who will upload them into the recruitment system. All EOIs must include confirmation of line manager support before consideration.

- 9.9. Secondments may be advertised internally (Intranet/Jobs page) with EOIs to recruitment@pspsl.co.uk and include confirmation of line-manager support. Candidates can apply through the usual recruitment process or submit an Expression of Interest (EOI) by:
- Answering the designated application question; or
 - Providing a CV with a supporting statement (if requested by the recruiting manager).

Where secondments are ringfenced to a specific team, EOIs can be submitted via the provided link or emailed to recruitment@pspsl.co.uk, who will upload them into the recruitment system. All EOIs must include confirmation of line manager support before consideration

10. Longlisting & Shortlisting

- 10.1. The recruitment and selection of employees is one of a manager's most important responsibilities. Normally, all members of the recruiting panel should shortlist.
- 10.2. All must be impartial and be able to add value to the process.
- 10.3. Under no circumstances must an individual who is a friend, family member or has, or has had, a personal relationship with a candidate participate in shortlisting or sit on an interview panel. The same would apply if an individual's knowledge of an applicant is such that their objectivity may be compromised. This may have particular relevance where internal applicants have been shortlisted.
- 10.4. In these circumstances, the individual must declare an interest and withdraw from the recruitment process.
- 10.5. Managers can use the Longlisting/Shortlisting Assessment template for each application (CV + personal statement). Interview only candidates meeting essential criteria, unless the advert invited part-qualified/high-potential applicants.
- 10.6. Disability Confident Guarantee: The Council's policy ensures applicants with a disability are guaranteed an interview if they meet the essential criteria
- 10.7. Identify issues to test at interview for safer recruitment (e.g., employment gaps, training history, reasons for leaving).

11. Training Requirement

- 11.1. To maintain high standards and compliance, all those involved in recruitment must complete relevant training. This section outlines the training requirements for panel members and managers.
- 11.2. At least one panel member must be Safer Recruitment trained or demonstrably competent in recruitment processes for every selection panel. Managers and recruitment officers should complete core recruitment training (shortlisting, structured interviews, scoring matrices) before participating.

12. Interview Arrangements

- 12.1. Effective interview arrangements are key to a positive candidate experience and robust selection. This section covers the practicalities of inviting and managing candidates for interview.
- 12.2. When the manager changes a candidate's status to Invite to Interview, the system sends the invite (time/date/location).
- 12.3. HR will support senior-role assessments and complex selection exercises.
- 12.4. Internal applicants who leave employment after applying may still be considered if they were employed at the time of application, subject to reason for leaving (e.g., dismissal or live investigations may preclude appointment—seek HR advice).
- 12.5. Where strong candidates are identified, managers are encouraged to interview promptly rather than waiting for the closing date (with fairness maintained).
- 12.6. Communication processes must reflect current practice; verbal confirmation is not required where the system provides audit-proof invites and acknowledgements. Managers must ensure all invited candidates have confirmed attendance.
- 12.7. To promote fairness, inclusivity, and a positive candidate experience, interview questions may be shared with candidates prior to the interview. This approach ensures that the process assesses capability rather than memory recall and allows candidates - particularly those who are neurodivergent or require additional processing time - to prepare and provide their best responses.
 - Questions should be sent at least 48 hours before the interview unless exceptional circumstances apply.
 - Managers must ensure that all candidates receive the same set of questions to maintain consistency and fairness.
 - Candidates should be informed that while they may prepare, responses will still be assessed on relevance, depth, and alignment with role competencies.
 - HR will provide templates and guidance for sharing questions securely and consistently.

13. Interview Selection Tools

- 13.1. An interview must form the core part of every recruitment and selection process. For many posts, a structured interview will be sufficient as the sole method of assessment for others, particularly more senior, technical roles or require specialist skills, a more robust selection process may be appropriate. This may include additional assessments or testing. Selection tools should be proportionate to the role's level and the critical competencies required. This section explains the options available and how to select the most appropriate methods.
- 13.2. Selection methods must be matched to the criteria for the role, ensuring validity, fairness, and inclusivity.
- 13.3. Assessment tools may include:
- Individual presentation;
 - Work samples/reports (submitted in advance);
 - Psychometric assessments;
 - General cognitive ability tests;
 - Aptitude tests;
 - Skills/ability assessments;
 - Leaderless group exercises;
 - Structured interviews (with competency/behavioural questions);
 - Phone/virtual/video interviews.
- 13.4. When choosing assessment tools, consider:
- The seniority and leadership demands of the role
 - The technical competence required
 - The behavioural competence required
 - The time and effort required versus the risk of poor selection
 - Available resources and budget
- 13.5. Ensure that all selection tools and assessments do not directly or indirectly discriminate against protected groups. Reasonable adjustments must be offered to candidates who require them, including neurodivergent applicants.
- 13.6. HR can advise on and facilitate preferred assessment techniques. External assessors may be engaged for specific tests where appropriate.
- 13.7. Where appropriate, combine multiple assessment methods to improve validity and reduce bias. For junior roles, a structured interview may be sufficient.
- 13.8. Candidates must be notified in advance if additional assessments or selection tools will be used and provided with information about reasonable adjustments available.
- 13.9. Care must be taken to ensure that selection methods do not unfairly discriminate. Where a candidate is known to have a disability that may put him/her at disadvantage, the panel should make reasonable adjustments to the selection

methods to enable the candidate to participate fairly. Proposed selection methods should be discussed with HR. See the [Recruitment Toolkit](#) for more information.

14. Panel Diversity and Independent Members

- 14.1. For continuity and consistency, it will be usual for the same managers who were involved in shortlisting to also sit on the interview panel. Under no circumstances should a manager interview alone.
- 14.2. To reduce bias and ensure fair selection, interview panels should be as diverse as possible, reflecting a range of backgrounds, experiences, and perspectives.

Panel composition:

- Consider, where possible, including at least one independent panel member from outside the recruiting service, for both internal and external interviews, permanent and temporary roles.
 - If used, the independent panel member should not have direct involvement with the role
 - Panel diversity should be considered in terms of gender, ethnicity, disability, neurodiversity, and other protected characteristics wherever possible.
 - For short-term interim or contractor assignments, service area-only panels may be used, but diversity is still encouraged.
- 14.3. Observers on recruitment panels must not participate in the decision-making process.
 - 14.4. Where a first-time recruiter is involved as part of their management development, there must be at least 2 other experienced recruiting managers to ensure robust decision making and provide support.
 - 14.5. For apprentice roles, it is recognised that the interview process can feel particularly daunting for candidates. Therefore:
 - Panels should be kept as small and supportive as possible while maintaining fairness and compliance.
 - Consider including a manager familiar with apprenticeship pathways or a mentor to help create a positive and encouraging environment.
 - Avoid overly formal settings and ensure clear communication of expectations to reduce anxiety for candidates.

15.The Interview

- 15.1. The interview is a central component of the recruitment process. This section provides guidance on conducting interviews that are fair, structured, and effective in assessing candidates.
- 15.2. The recruiting manager chairs the panel which must comprise of at least two members, including one with Safer Recruitment training. For senior/sensitive roles, include an independent panel member to enhance impartiality and reduce bias.
- 15.3. HR attends where there is an extenuating need or dependent on seniority.
- 15.4. Interviews assess presentation/communication, skills, experience, behaviours, and cultural alignment.
- 15.5. Use behavioural/competency questions (e.g., STAR); link to templates on the Intranet.
- 15.6. Recognise interviews are formal and may not perfectly reflect workplace behaviour— consider complementary assessments where relevant.
- 15.7. Plan interviews carefully; use the Interview Questions template.
- 15.8. Keep interviews fair, objective, and structured; base questions on JD/ES.
- 15.9. Allow candidates to elaborate; avoid excessive yes/no questions unless clarifying facts.
- 15.10. Ensure tone and set-up match seniority.
- 15.11. Observe relevant body language while avoiding subjective bias.
- 15.12. Record notes factually and appropriately; records may be audited or subject to FOI.
- 15.13. For safer recruitment, probe and record explanations for employment/training gaps, anomalies, and concerns.
- 15.14. Verification of documents (originals) must occur before start date and is ideally completed at interview where feasible:
 - Identity;
 - Right to work in the UK;
 - Relevant qualifications;
 - Professional memberships.

Remote/Hybrid Interviews

If interviews are virtual (Teams/online), in-person verification of RTW/DBS evidence is mandatory before employment commences.

Reasonable Adjustments

All candidates have the right to request reasonable adjustments. Managers must consider adjustments in interview and assessments (with HR/OH input where appropriate).

16. References and Post Selection Checks

16.1. The Council reserves the right to undertake all necessary pre-employment checks to ensure the suitability of the applicant for the job in question. Before confirming an appointment, it is essential to carry out thorough pre-employment checks. This section details the reference and vetting processes required to ensure candidate suitability.

16.2. References

- References provide additional information on suitability and validate candidate claims.
- Where a candidate has completed a minimum of three years' continuous service with their current or most recent employer, one professional reference covering this period is normally sufficient.
- Where a candidate does not have three years' continuous service, a minimum of two references is required.
- For roles eligible for a Disclosure and Barring Service (DBS) check, the Council may require additional references or safeguarding assurances where necessary to support a robust risk assessment.
- One referee must be the candidate's current or last employer (or last place of study/overarching agency if never employed).
- Character references must be from a professional position (e.g., teacher, manager, supervisor, or other professional role).
- Referees must not be relatives or partners.
- HR requests references after a verbal conditional offer.
- Agency workers provide references via the agency.
- HR may request additional references if initial ones are insufficient.
- Conditional offers may be made subject to satisfactory references. Employment must not commence until references are received and risk assessed. If references are delayed, managers must consult HR to decide whether to defer start or proceed with documented risk mitigations (e.g., supervision, probation targets).

16.3. Where a candidate has limited or no employment history (e.g., school leavers, college leavers, individuals entering the workforce for the first time), the following adjusted requirement applies:

- One reference is required.
- This reference may come from:
 - A teacher, tutor, or lecturer
 - A form tutor or head of year
 - A work experience supervisor
 - A volunteering or community leader

- A professional individual who has known the candidate in a non-personal capacity

The reference must not be provided by a relative, partner, or friend. Where reference information is minimal due to lack of work experience, HR and the recruiting manager may consider additional safeguards (e.g., enhanced supervision, defined probation targets).

16.4. Health clearance:

- Successful candidates must complete a health questionnaire and, where appropriate, obtain medical clearance confirming fitness for the role.

16.5. Verification of Qualifications and/or Professional Registration:

- Where required for the role, original certificates and/or evidence of professional registration must be verified.

16.6. Disclosure & Barring Service (DBS) Check:

- Where appropriate to the post, a DBS check must be completed and deemed satisfactory before employment commences.
- In exceptional circumstances where employment starts before the DBS check is received, managers must ensure the individual does not undertake any duties that require a DBS clearance until the check is confirmed as satisfactory.

16.7. Right to Work in the UK Check:

- All candidates must provide evidence of their right to work in the UK, in line with statutory requirements.

16.8. Driving Licence Check:

- Where driving is an essential requirement of the role, a valid driving licence and, where applicable, insurance, tax, and MOT documentation must be verified.

17. Record Keeping

17.1. Recruitment records for unsuccessful candidates must be retained for 12 months post-decision, after which they should be securely destroyed. This retention period is necessary to:

- Provide feedback to candidates upon request;
- Defend against potential discrimination claims or Employment Tribunal challenges, as claims can be brought within three months of the alleged act (with possible extensions);

- Maintain evidence of fair and consistent decision-making throughout the process.

After this period, all records must be securely and confidentially destroyed in compliance with UK GDPR and the Data Protection Act 2018.

17.2. For successful candidates, all recruitment documentation (e.g., application forms, interview notes) become part of their **employment file** and should be retained:

- While employed, and
- For **up to 6 years** after their employment ends, in alignment with the Limitation Act 1980 and data protection principles.

18.Appointment

18.1. The recruiting manager issues a verbal conditional offer; subject to satisfactory pre-employment checks. HR undertakes the necessary pre-employment checks and, once complete, issues the contract of employment.

18.2. The recruiting manager is responsible for ensuring that all required onboarding arrangements (for example ICT equipment, system access and induction requirements) are requested through the appropriate process or portal in place at the time

18.3. Managers must notify unsuccessful interviewed candidates (system/email).

18.4. The recruiting manager must provide objective and constructive feedback to all interviewed candidates before rejection emails are sent, to ensure a positive candidate experience and acknowledge the time invested in the process. Feedback should focus on strengths, areas for development, and alignment with role requirements. For internal candidates, offer a debrief session and signpost development opportunities to support career progression.

19.Safer Recruitment

19.1. Safer recruitment practices are designed to protect vulnerable groups and maintain high safeguarding standards. This section explains the Council's approach to safer recruitment.

19.2. The Councils take all reasonable steps to prevent unsuitable people from working with children, young people, and adults at risk, through safer recruitment and verification. Panels must include at least one person trained in Safer Recruitment.

19.3. Pre-selection checks for all posts include:

- Up-to-date, complete CV (probe gaps at interview);
- Criminal records self-disclosure;
- Where appropriate, DBS consent and checks;

- Identity and qualification substantiation.

19.4. Upon verbal conditional offer, references must be sought and received satisfactorily before confirming the unconditional offer.

20. Disclosure & Barring Service (DBS)

(See detailed guidance on the Intranet Recruitment page.)

- 20.1. Certain roles require additional checks to ensure the safety of service users. This section outlines the requirements and procedures for Disclosure & Barring Service (DBS) checks.
- 20.2. Standard/Enhanced/Enhanced with barred lists checks apply for roles engaging with children/young people/adults at risk in regulated activity (SVGA 2006; PoFA 2012).
- 20.3. Basic DBS may be used for other roles where appropriate. The Councils do not accept checks provided by previous employers or other external activities.
- 20.4. For roles requiring Enhanced or Enhanced + Regulated Activity, staff may be re-checked routinely every 3 years (or sooner where concerns arise).
- 20.5. HR maintains the DBS schedule and renewal programme.
- 20.6. A new DBS check is required for internal appointments into roles with DBS requirements, regardless of a current "live" disclosure.
- 20.7. Baseline Personnel Security Standard (BPSS) applies where individuals access government assets.
- 20.8. Rehabilitation of Offenders Act 1974 (ROA):
- 20.9. Generally, spent convictions must not be considered.
- 20.10. Exception: For ROA-exempt roles (per the Exceptions Order) where Standard/Enhanced DBS lawfully discloses spent convictions, these may be considered proportionately in line with safeguarding and fairness.

21. Agency Staff

- 21.1. Agency staff play an important role in supporting Council services. This section sets out the requirements for engaging and managing agency workers.
- 21.2. Agency workers must receive thorough induction, including corporate/departmental overview, information security, health & safety, code of conduct, etc.
- 21.3. Agency workers may apply for internal vacancies.
- 21.4. Under Agency Workers Regulations, after 12 continuous calendar weeks in the same role, agency workers are entitled to no less favourable treatment in basic employment/working conditions.

22. Politically Restricted Posts

- 22.1. Certain local government posts are politically restricted (LGHA 1989) under legislation. This section explains the implications for affected roles and the requirements for compliance.
- 22.2. Holders are barred from:
 - Holding elected office (except Parish/Town Councils);
 - Holding office in a political party;
 - Canvassing elections;
 - Speaking/writing publicly on party-political controversy.
- 22.3. If identified as politically restricted, this must be stated in adverts and written into the contract of employment. There is no right of appeal against designation.

23. Market Supplement

- 23.1. In certain circumstances, market supplements may be used to attract and retain staff in hard-to-fill roles. Where JE salary range lacks market competitiveness for hard-to-fill roles, Market Supplements may be agreed if evidenced.
- 23.2. Approval by Senior Leadership Team is required to apply any Market Supplement and they will be subject to review; see Market Supplement Guidance.

24. Beyond Recruitment (Induction & Onboarding)

- 24.1. A structured induction and onboarding process helps new employees settle in and become effective quickly. This section describes the Council's approach to induction and onboarding.
- 24.2. On Day 1, the new starter reports to their designated work base per contract; the manager meets and greets and arranges photo ID/security card.
- 24.3. Provide required PPE before duties commence.
- 24.4. Introduce to team and, where feasible, Service Manager/Assistant Director/Senior Management Team; familiarise with workplace.
- 24.5. Discuss key policies, procedures, safe systems of work; allocate time for familiarisation.
- 24.6. Ensure understanding of departmental policies and practices.
- 24.7. The recruiting manager is responsible for induction and ensures completion of the Recruitment & Induction Checklist.
- 24.8. Submit the Induction Completion form (normally at 4 weeks) via the HR & Payroll Portal.

24.9. For internal appointments, complete the formal induction documentation.

25. Feedback Mechanisms and Continuous Improvement

25.1. We are dedicated to providing a positive candidate experience and continuously improving our recruitment processes.

25.2. Feedback and improvement:

- All candidates should be offered the opportunity to provide feedback on their recruitment experience, for example via a post-interview survey.
- Feedback will be reviewed regularly by HR and recruiting managers to identify areas for improvement and inform future policy updates.
- Candidates who are unsuccessful should be offered constructive feedback and signposting to development opportunities.

25.3. The Council will review this policy at least every three years, or sooner if required, incorporating candidate and manager feedback to ensure ongoing relevance and effectiveness.

26. Data Protection

The Council processes personal data in accordance with its Data Protection policy. Data collected is held securely and accessed by, and disclosed to, individuals only for the purposes of managing the recruitment exercise effectively to decide to whom to offer the job. Inappropriate access or disclosure of job applicant data constitutes a data breach and should be reported in accordance with the Council's Data Protection policy immediately.

27. Fraud and Dishonesty Prevention

Recruitment plays an active role in fraud prevention. All recruitment and selection activities must comply with the Council's Counter Fraud Policy and associated procedures. Hiring managers must ensure that all information provided by applicants is accurate and complete. Any concerns regarding false declarations, dishonesty, forged or misleading documentation, or any activity that may constitute fraud must be reported immediately in accordance with the Council's Counter Fraud Policy.

28. Policy Review

The Recruitment Policy will be reviewed regularly, and proposed changes will be recommended to the Board. The Senior Leadership Team is responsible for oversight, ensuring fair and transparent recruitment processes are consistently applied across departments, reviewing and approving exceptions to standard procedures, monitoring

recruitment metrics (including time-to-hire, cost-per-hire, and diversity statistics), championing inclusive hiring, and supporting hiring managers in best practice.

Appendices – Guidance & Checklist

A. Recruitment Checklist

[PSPS Recruitment and Induction Checklist.pdf](#)

- Necessity to fill vacancy established.
- Role signed off; budget agreed.
- JD, pay, and T&Cs up to date.
- JE review necessary?
- JD/ES current and representative.
- Vacancy Management form completed.
- Corporate advert drafted.
- No discriminatory content in JD/ES/advert/selection.
- Shortlisting process free of bias.
- Process accommodates disabled candidates (Disability Confident).
- Scoring systems agreed by panel in advance (what constitutes a “5”).
- Weighting reflects job requirements fairly.
- Consider redeployment/ringfencing opportunities; advertise only if appropriate.
- Advertising medium cost-effective and relevant.
- Application data sufficiency; add screening questions if needed.
- Selection method determined/approved (interview/tests/assessments).
- Selection methods validated, accurate and job-relevant.
- Reasonable adjustments considered and recorded.
- Timeline planned; candidates informed of key dates.
- Interview format and questions planned; panel confirmed.
- HR requested references (successful candidates); received/scrutinised.
- Conditional offer made.
- Conditions met; unconditional offer issued.
- Offer accepted and start date agreed.
- Contract issued.

- Unsuccessful candidates informed.
- Induction processes established.
- Signed contract returned.
- ICT equipment/user profile requested/confirmed.
- Induction plan prepared.
- Initial work plan designed.
- Workplace buddy assigned.
- Probation meetings scheduled.

B. Inclusive Interview Preparation (Optional)

Purpose: To support inclusive recruitment—especially for neurodiverse candidates or those disclosing disability/anxiety—managers may share selected interview questions in advance.

When to consider:

- Candidate has disclosed disability/neurodiversity.
- Roles with high-pressure technical questions.
- To promote transparency and reduce anxiety.

How to apply:

- Share a selection of key questions (not all) 24–48 hours before interview.
- Include context/expectations (e.g., use STAR format).
- Keep consistency across all candidates for the role.
- Consult HR for senior/sensitive roles.

Template message to candidates:

“To support your preparation, we’re sharing a few of the interview questions in advance. This is part of our commitment to inclusive recruitment. You may be asked additional questions during the interview.”

Notes: No legal restriction prevents sharing; public sector practice increasingly supports it. Balance benefits (reduced anxiety, better quality responses, fairness for under-represented groups) against risks (over-rehearsed answers, reduced spontaneity).

C. Ringfenced Roles (Internal) & Redeployment

Ringfencing may be used in appropriate circumstances (e.g., Managing Change outcomes, business restructure, at-risk groups, maternity/adoption/shared parental leave protections) to ensure fair opportunities for existing employees.

Redeployment principles: Offer suitable alternative employment where possible; assess ability to carry out the role with reasonable support/training rather than competitive “best candidate” selection.

Follow the Managing Change Policy for eligibility, scope, selection, and appointment.

Expressions of Interest (EOIs) may be used for ringfenced roles; ensure clear timelines and selection criteria.

If a role remains unfilled after 6 months, seek further approval (AD/SLT) to confirm approach (readvertise/re-scope/market supplement/training pathway).

D. Interview Panels & Scoring Matrices

Panels must include at least two members and one Safer Recruitment-trained member.

For senior/sensitive roles, include an independent panel member. This may also be appropriate when there are internal only recruitment campaigns or if there are a high volume of internal applicants.

Agree scoring matrices and “what a 5 looks like” before interviews to secure consistency.

Record scores and rationales; maintain audit trail. Keep notes factual and suitable as this information may be disclosable to the candidate under a data subject access request.

E. Reasonable Adjustments (Selection & Interview)

Proactively invite adjustment requests in adverts, invites, and at scheduling.

Examples: extra time, accessible rooms, questions in advance, alternative formats, quiet waiting areas, breaks, assistive tech.

Consult HR (and Occupational Health) where needed; decisions must be proportionate, fair, and recorded.

F. Remote/Hybrid Working Consideration

Prefer face-to-face interviews where reasonable; if virtual, ensure parity and access.

RTW and DBS identity checks must be verified in person before employment starts, even if interviews were virtual.

G. Advertising Exceptions & Direct Offers

Managers must consider whether all roles need advertising. Exceptions may include ringfenced redeployment, suitable alternative employment, or business continuity cases.

Where managers seek to directly offer (without advertising), this must be justified, approved by AD/SLT, and compliant with equality, transparency, and audit requirements.

New or substantially changed roles must be advertised subject to JE where grading is pending.

H. Secondments (Including Cross-Council)

[Managers Guide for requirements to share a role across the Partnership](#)

Secondment agreements require compliance checks (RTW, DBS if applicable, data security, payroll implications, line-management protocols).

Cross-Council secondments must align with Section 113 arrangements and relevant Council governance, see reference point Q.

Employees Leaving One Council to Take Up a Role in Another Within the Partnership

Where an employee resigns from one Council within the Partnership and is appointed to a role in another Council within the Partnership, the following principles apply:

This is not a secondment

Once an employee accepts a role with another Council within the Partnership, this becomes:

- a standard recruitment and appointment process, and
- employment with a new legal employer.

A Section 113 agreement is not applicable in this scenario.

Employment Continuity

Local Government continuous service will normally be preserved in line with:

- the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order, and
- local HR policies across the Partnership.

Managers must ensure start/end dates are processed accurately to protect service records.

Compliance and Onboarding Requirements

The receiving Council must still complete:

- Right to Work verification
- DBS checks (where required)
- Pre-employment declarations and references
- IT/data access setup and mandatory security briefings
- New payroll and contractual arrangements

Even within the Partnership, each Council must meet its own statutory employer obligations.

Notice Periods and Handover

Employees must:

- resign from their current Council following standard notice requirements, and
- agree a handover plan with their manager to ensure service continuity.

Managers should work collaboratively across Councils to support smooth transition.

Governance and Recruitment Compliance

The move must follow:

- the receiving Council's standard recruitment and selection procedures
- the agreed Partnership Recruitment Protocol
- appropriate approval routes for creating/filling posts

No employee should transfer between Councils without a completed recruitment process and formal offer.

I. Right to Work (RTW) Guidance

Follow the RTW guidance on the Intranet/SharePoint (statutory documents, verification process, and record-keeping).

Originals must be seen and verified; copying and retention per Data Protection schedules.

J. Shortlisting Templates & Fair Process

Use the Shortlisting template (Intranet Recruitment page).

Keep documented, evidence-based decisions; ensure consistency with JD/ES.

K. Advert Compliance Checklist

- ✓ Corporate template used; department and role overview included.
- ✓ Benefits and flexible/hybrid arrangements (where applicable).
- ✓ DBS level (checked via eligibility tool) and political restriction status stated.
- ✓ Disability Confident commitment included (logo on careers page where platform limits apply).
- ✓ Armed Forces Covenant: vacancy posted on Forces Families Jobs.
- ✓ English language requirement included for public-facing roles.
- ✓ Development/Trainee pathway details (duties, salary, progression, learning support).
- ✓ Closing date (or advertising period) and application instructions.
- ✓ Inclusive adjustments invitation statement included.

L. Shortlisting & Scoring Matrix (Guidance)

[Shortlisting Candidates](#)

- Define essential vs desirable criteria; shortlist by essential.
- Agree weights and scoring definitions in advance (e.g., 0–5 scale).
- Apply scoring consistently; record evidence (application references).
- Use tie-break rules agreed pre-panel (e.g., highest weighted competence).
- Record Disability Confident considerations and adjustments.

M. Reasonable Adjustments (Examples)

Extra time; breaks; accessible formats (large print, plain English); questions shared in advance (selected subset); assistive tech; environment adaptations; interview scheduling flexibility.

N. Sharing Interview Questions in Advance (Manager Guide)

[SELCP Guidance for Managers- Sharing Interview Questions in Advance.pdf](#)

- Eligibility/When: disability disclosure, neurodiversity, technical roles, transparency aims.
- Scope: share selected key questions only; 24–48 hours prior; include STAR guidance.
- Fairness: apply consistently across candidates for the same role; consult HR for senior/sensitive roles.
- Template message provided in Section A.

O. Recruitment Flowchart (Summary)

[SELCP- Recruitment Process Flowchart V3.pdf](#)

P. Ringfencing & Redeployment (Overview)

Follow Managing Change Policy for eligibility, process and appointment.

Use EOIs with clear timelines/criteria; appoint based on ability to perform with support, not competitive “best candidate” selection.

Maternity/adoption/shared parental leave protections apply.

Re-approval required if unfilled after 6 months.

Q. Cross-Council Secondment Guidance & Section 113 Requirements

When Section 113 Documentation Is Required

Section 113 of the Local Government Act 1972 must be completed whenever an employee of one local authority will be working for, or placed at the disposal of, another local authority.

You must complete Section 113 documentation if:

- The secondee’s home employer and host organisation are different local councils; and
- The secondee will be managed, directed, or performing duties for the host council

Why Section 113 Is Needed

Section 113 ensures:

- The host council has legal authority to direct and manage the secondee.
- Employment responsibility remains clear (the home council remains the employer).
- Liability, insurance cover, and health & safety duties are formally allocated.
- Continuity of service and terms & conditions are protected for the employee.
- Both councils comply with audit and governance standards.

Documentation Managers Must Complete for All Secondments

Managers must ensure the following are completed before the secondee starts in post:

Mandatory Compliance Checklist:

- ✓ Right to Work verification
- ✓ DBS clearance (if the role requires it)
- ✓ Data access and information governance briefings
- ✓ Clarified payroll arrangements (who pays, how, and from which budget)
- ✓ Agreed line-management and supervision arrangements
- ✓ Section 113 agreement (for cross-Council secondments only)
- ✓ Clear return-to-post terms agreed with the employee and home manager

Completed documentation must be stored in line with HR requirements and system workflows.

Manager Responsibilities

- Always use the latest secondment templates and guidance (available on the Intranet Recruitment page).
- Seek HR advice where:
 - duties differ significantly between councils,
 - supervision sits outside the home authority, or
 - the secondment may become permanent.

HR must be notified at the earliest opportunity to ensure compliance.

Summary for Managers

If the secondee is working for another council → Section 113 is required.

If both councils simply share central HR → Section 113 is still required.

If the councils are one legal employer → Section 113 is not required.

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SHDC Housing Landlord Service – Competence and Conduct Engagement outcome report and detail of changes made.

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Background

As per the Social Housing (Regulation) Act 2023, the Regulator of Social Housing has placed a greater emphasis on treating tenants with respect and giving tenants a wide range of meaningful opportunities to influence and scrutinise their landlords' strategies, policies and services.

The Regulator of Social Housing's, Competence and Conduct standard required outcome states:

1.8.1 Registered providers must a) secure that their relevant staff have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality. b) take appropriate steps to secure that the relevant staff of their services providers have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality

The specific expectations of the outcome states:

2.6.2 Registered providers must have a written policy which includes:

- a) their approach to managing and developing the skills, knowledge, experience and behaviours of their relevant staff and how they will tailor this approach, as appropriate, to the different roles of relevant staff within their organisation;*
- b) their approach to learning and development for their relevant staff. This must include how they ensure that their relevant staff maintain and demonstrate appropriate and up to date skills, knowledge, experience and behaviours in their roles;*
- c) their approach to appraising and regularly reviewing the performance of their relevant staff, including their approach to managing poor performance; and*
- d) the appropriate steps they will take to secure that the relevant staff of their services providers have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.*

2.6.3 Registered providers must develop or adopt an appropriate code of conduct for their relevant staff and ensure it is embedded within their organisation.

2.6.4 Registered providers must ensure that the written policy and the code of conduct referred to in 2.6.2 and 2.6.3 are kept up to date, fit for purpose and are accessible to tenants. Tenants must be given meaningful opportunities to influence and scrutinise the development of the written policy and decisions relating to the adoption or development of the code of conduct.



“Relevant staff” refers to all staff involved in the provision of landlord services, meaning anyone contributing to the management of social housing.

The Competence and Conduct Standard requires the Council to set out how it will manage and develop the skills, knowledge, experience and behaviours of its staff. While the qualification requirements apply only to senior housing managers and senior housing executives, the Code of Practice makes clear that the competence and conduct expectations apply to all relevant staff. This means our approach must be tailored to different roles across the workforce, including tenant-facing officers, to ensure that all staff delivering landlord services have the competencies needed to provide safe, high-quality and respectful housing services.

The Competence and Conduct Policy introduces an approach to defining, assessing and maintaining competence for all staff involved in delivering landlord services. It also introduces a role specific Housing Code of Conduct that strengthens expectations around communication, respectful behaviour, professionalism, and transparency.

The expectation of the Regulator is that tenants are provided with meaningful opportunities to influence and scrutinise the development of both the written policy and the Code of Conduct.

To achieve this, we adopted a qualitative engagement approach that enabled richer, more in-depth conversations with tenants. This included attending tenant focus groups and drawing on existing insight such as Tenant Satisfaction Measures (TSMs), complaints intelligence, and wider service feedback. This approach ensured that tenants’ lived experiences directly shaped the content of the policy and code. We selected a qualitative approach to minimise additional burden on tenants, as several surveys were already in progress at the same time, including the Repairs Project survey, the Damp, Condensation and Mould (DCM) survey, and the Anti-Social Behaviour (ASB) survey. Based on the recognised risk of survey fatigue, introducing an additional questionnaire would not have been proportionate or productive for this engagement.

The qualitative approach has provided detailed tenant insight without requiring new surveys. All findings and proposed changes were presented to the new Tenant Influence Panel to ensure continued tenant involvement, influence and oversight.

Introduction

This document summarises the responses to the engagement and scrutiny on the development of the Competence and Conduct Policy and Housing Code of Conduct.

The aim of the engagement was to:

- Provide tenants with an opportunity to share their views on what should be included within the Competence and Conduct Policy and Housing Code of Conduct.



- Give tenants, staff and members an opportunity to shape and make changes to the draft Competence and Conduct Policy and Housing Code of Conduct prior to adoption.
- Demonstrate the Council's commitment to acting on tenant feedback and supporting tenant-led scrutiny in shaping housing policy.

To encourage open and maximum possible contribution, the programme of engagement consisted of print, online and face to face communication.

The engagement sought to encourage a broad range of responses from across the tenant group. The programme of engagement took place in person. All information about the engagement was posted on the Council website. Texts and emails were sent to tenants directly promoting all of the face-to-face events happening across the district.

Tenant Engagement

Existing Tenant engagement events were attended across South Holland district in a variety of Council estates attended by Officers of the Housing Landlord Service and members of the Tenant Forum.

The sessions offered the opportunity for tenants to engage with Officers and discuss the engagement.

Officers attended the following existing events on dates shown below to discuss the Competence and Conduct Standard as part of the scheduled agendas.

Event	Location	Date	Time	Tenants in attendance
Property Focus Group	Fleet Hargate Community Centre	10 th February 2026	2-4pm	7
Tenancy Focus Group	Lime Court Community Centre	4 th March 2026	9-11am	5
Complaints and Performance Focus Group	Lyndis Walk Holbeach	11 th March 2026	2-4pm	5
Tenant Forum	St Matthews	18 th March 2026	10-12pm	8
Tenant Influence Panel	Sezanne Walk	6 th May 2026	2pm-4.30pm	6



Tenant Feedback	Proposed Policy / Code of Conduct development areas	Document for inclusion
<p><i>Officers polite and helpful but need to “close the loop.”</i></p> <p><i>Tenants want staff to take ownership, not pass on and not follow through.</i></p>	<p>Add a communication standard to require proactive updates and ownership until completion.</p> <p>Add a “close the loop” section to include confirming completion, explaining actions, and ensuring the tenant knows next steps and contacts.</p> <p>Add “case ownership” rule: first officer keeps responsibility until confirmed handover.</p>	<p>Competence and Conduct Policy</p>
<p><i>Call transfers fail – tenant left ringing out.</i></p>	<p>Add guidance that Customer Contact or Transferring Officer must stay on the line until the transfer is successful or arrange a callback.</p>	<p>Competence and Conduct Policy</p>
<p><i>Face to face support appreciated especially if delivering a negative response.</i></p>	<p>Add requirement to offer face-to-face support for complex/vulnerable cases in the code of conduct.</p>	<p>Housing Code of Conduct</p>
<p><i>No notification when repairs staff are coming.</i></p>	<p>Requirement included for advance notice of visits and same day notification of delays/changes.</p>	<p>Housing Code of Conduct</p>
<p><i>Need standard response times.</i></p>	<p>Minimum expectations added of 5 working days where no timeframe has been agreed</p>	<p>Competence and Conduct Policy</p>
<p><i>Confusion about what is an emergency repair.</i></p>	<p>Clear definitions of emergency, urgent, and routine repairs and that their timescales are in the Repairs Policy however inclusion in the Code of Conduct that Employees and Operatives must tell tenants the repair category (Emergency/Urgent/Routine) and the expected timescales as set out in the Council’s Repairs Policy</p>	<p>Housing Code of Conduct</p>
<p><i>Safeguarding awareness seen in operatives was valued.</i></p>	<p>Reinforce safeguarding competence in repairs team requirements as part of the competence framework</p>	<p>Skills work</p>



<i>Repairs staff sometimes undertake tasks beyond what they were planned to carry out.</i>	Explicit boundaries: staff must not perform work outside job order unless additional work is both within their competency and approved by the Councils repairs team or manager before proceeding	Housing Code of Conduct
<i>Customer Contact praised for asking “anything else we can help with?”</i>	This has been added as a standard expectation across all housing-facing roles.	Housing Code of Conduct
<i>We would like staff to park considerately when visiting properties</i>	Section included on vehicle conduct and parking	Housing Code of Conduct
<i>We think the code of conduct should include reference to</i> <ul style="list-style-type: none"> • <i>Not taking personal phone calls</i> • <i>Do not swear</i> 	Section included on appropriate conduct in the code of conduct which covers this areas.	Housing Code of Conduct

Tenant Influence Panel – 6th May 2026

The Tenant Influence Panel was asked to review the Competence and Conduct Policy and the Code of Conduct. Overall, tenants were supportive of both documents and felt that they were fair and transparent from a tenant perspective. When asked specifically about fairness, panel members agreed that the expectations set out for officers were reasonable and proportionate.

The panel also confirmed that tenant engagement on the development of these documents had been meaningful. They recognised that genuine efforts had been made to attend a wide variety of tenant groups, hear from different voices, and use a range of other data and insight to inform the final content.

When discussing the Code of Conduct in more detail, panel members requested clearer information about what the “no access procedure” involves. In response to this feedback, an explanation of the no access procedure has been added to provide greater transparency for tenants.

Panel members discussed access arrangements. They understood that officers may be working nearby and seek to attend earlier than planned for efficiency, which the Panel supported. However, they noted that, for some tenants, a courtesy phone call in advance would be preferable to an unannounced visit where possible, this was included.



There was also discussion about officer identification. Panel members asked what Council ID cards look like, and the Tenant Engagement Team took an action to follow this up.

Finally, while feedback on both the policy and the code was very positive, tenants described the documents as “very good but dry”. The panel strongly recommended the development of an easy-read guide to the Code of Conduct, similar to the existing easy-read guide for the Contractor Code of Conduct, to make expectations clearer and more accessible to tenants.

Working with Tenants to Define “What Good Looks Like” in Practice

Tenant engagement has begun to inform the design of the supporting approach to training and development. Through qualitative engagement, tenants have shared what they feel good conduct and professionalism look like in practice, particularly in tenant-facing roles.

This work is being taken forward on a phased basis. Initial engagement has focused on key tenant facing roles such as Housing Officers and Repairs, where tenant interaction is most frequent, this has been carried out in the Tenancy Focus Group initially. Feedback gathered to date has helped to identify priority areas for development and has informed the early design of role specific competence requirements.

Tenant feedback is being used to:

- Shape the behavioural standards set out in the Housing Code of Conduct.
- Inform priority training themes
- Support the ongoing development of a skills and training matrix, which is primarily focused on skills, knowledge and experience and will continue to be expanded across the service over time.

This approach recognises that defining “what good looks like” across all roles cannot be achieved in a single phase and that behavioural expectations and training arrangements need to be embedded and reviewed over time. Engagement with tenants will continue as training approaches are rolled out and refined, ensuring that tenant insight remains central to how competence and conduct expectations are applied across the Housing Landlord Service.

Member Consultation

Informal Member briefings

An All-Member Briefing was hosted on 25th March 2026 to inform Members about the Competence and Conduct Standard and the work being undertaken by the team to engage tenants and to provide them with meaningful opportunities to influence and scrutinise the development of the Policy and the Code of Conduct.

Members supportive of the engagement being carried out.

Policy Development Panel - 2nd June 2026



Staff Engagement

SLT – 30th March 2026.

Senior Officers were supportive of the Policy development, recognising the importance of compliance with Regulatory expectations and ongoing workforce development.

Staff sessions

Feedback on the Policy and Code of Conduct was gathered through a series of targeted engagement activities with staff, including briefings with Housing Team Leaders and Managers, an all-staff email consultation, drop-in sessions, and a dedicated workshop with Repairs Operatives.

Colleagues provided constructive feedback on clarity, practicality, and consistency, with a particular focus on communication timeframes, safeguarding (including DBS requirements), lone working, conflict management, use of plain English and translation services, escalation routes, social media engagement, and operational items such as access to homes, scheduling of appointments, and vehicle parking when on-site.

In response, the Policy and Code were refined to clarify service-specific timeframes, strengthen provisions around contact details, communication preferences, safeguarding, notice requirements for home visits, and tenant engagement, and to ensure language was consistent and non-contradictory. Where feedback related to operational practice or training needs such as lone working arrangements, recording notes consistently, and how staff are supported to meet behavioural expectations these have been identified for inclusion in supporting procedures, training, and rollout activity. Overall, the changes made reflect staff feedback and aim to ensure the documents are clear, practical, and supportive of high-quality, tenant-focused service delivery.

Corporate Readers Panel (including Unions)

The draft Policy and Code was sent to the Readers Panel on 31st March 2026 for 2 weeks. No feedback was received, suggesting the documents were clear and raised no immediate issues.

Union engagement

A suite of HR policies including the draft Policy and Code was shared with the three recognised unions (GMB, Unison and Unite) on 31st March 2026 for 2 weeks. No feedback was received during the review period, indicating that there were no concerns with the proposals.



Report To: Policy Development Panel

Date: Tuesday 2 June 2026

Subject: Policy Development Panel Work Programme

Purpose: To set out the Work Programme of the Policy Development Panel

Key Decision: No

Portfolio Holder: n/a

Report Of: John Medler, Service Director - Legal & Governance (Monitoring Officer)

Report Author: Samantha Bradley, Democratic Services Support Officer

Ward(s) Affected: None

Exempt Report: No

Summary

This report sets out the Work Programme of the Policy Development Panel and allows the Panel to monitor its progress and identify any additional items to be added to the Programme.

Recommendations

That the Panel considers the content of this report and identifies any issues for discussion.

Reasons for Recommendations

To allow members to feed into the Panel's calendar of Work Programme items and the Work Programme on a regular basis, to ensure that they stay relevant and up to date.

Other Options Considered

Do nothing

1. Background

- 1.1 This report records the issues for consideration that have been identified by the Panel for inclusion on its Work Programme.

2. Report

- 2.1 Appendix 1 sets out the dates of future Panel meetings along with proposed items for consideration. These items were either originally suggested by councillors or are being referred to the Panel from officers or the Cabinet. The appendix will be updated as new items are identified.
- 2.2 Appendix 2 sets out the task groups that have been identified by the Panel. The table shows: the name of the task group; what it wants to achieve; key dates; membership of the task group and when the task group will be reporting back to the Panel.

3. Conclusion

- 3.1. In presenting the information to the Panel, and by having the report as a standing item on the agenda, it will record the issues identified by the Panel and provide the opportunity for councillors to monitor the progress of its Work Programme.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

In identifying issues for inclusion on the Work Programme, Members consider the suitability of the subject, taking into account considerations such as whether the issue is strategic and significant and whether it is likely to lead to effective outcomes.

Staffing

None

Workforce Capacity Implications

The establishment of task groups requires additional workforce capacity of a Lead Officer and Democratic Services support throughout the life of the task group.

Constitutional and Legal Implications

None

Data Protection

None

Financial

None

Risk Management

None

Stakeholder / Consultation / Timescales

None

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

None

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1
Appendix 2

Work Programme Calendar 2026/27
Task Group Work Programme 2026/27

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

Chronological History of this Report

A report on this item has not been previously considered by a Council body

Report Approval

Report author: Samantha Bradley, Democratic Services Support Officer
Samantha.bradley@sholland.gov.uk

Signed off by: Assistant Director - Governance (Monitoring Officer)
John.medler@e-lindsey.gov.uk

Approved for publication: N/A

CALENDAR OF WORK PROGRAMME ITEMS 2026/27

SHDC POLICY DEVELOPMENT PANEL

2 June 2026	<ul style="list-style-type: none"> • Strategy Policy Review and Development. – Corey Gooch • Final Report of the Derelict and Untidy Sites Task Group – Marc Whelan • Employee Policies – Rachel Robinson
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PENDING WORK PROGRAMME ITEMS

SHDC POLICY DEVELOPMENT PANEL

9 Sept 2026	<ul style="list-style-type: none"> • ICT Policies – Corey Gooch <i>Review of ICT Policies 2 years from adoption.</i> • Tenant Engagement and Influence Strategy 2025-2027 - Adele Gardner <i>Update be presented to the Policy Development Panel one year from adoption at Cabinet – due to be received by Cabinet in June 2026.</i> • Communications Strategy – Corey Gooch <i>Review of Communications Strategy 3 years from adoption.</i> • PSPS Transformation and Service Modernisation Programme - James Gilbert / Lewis Duckett <i>Review of delivery of the programme 18 months from adoption – approved by Cabinet January 2025.</i> • Carbon Footprint Update FY24/25 – Dean Hempsall
4 November 2026	<ul style="list-style-type: none"> • Vulnerable Person and Reasonable Adjustment Policy – Housing Landlord Service 2025 – 2029 <i>review of new policy one year from adoption</i> - Adel Gardner • Disabled Aids and Adaptations Policy: Housing Landlord Service <i>review of new policy one year from adoption</i> - Louis Humphreys • AI Policy - Corey Gooch <i>Policy Development Panel requested to review the policy in November 2026</i> • Public Space Protection Order (PSPO) review - Peter Hunn
19 January 2027	<ul style="list-style-type: none"> • Review of Aids & Adaptions Policy – Caroline Hannon
23 March 2027	<ul style="list-style-type: none"> • South and East Lincolnshire Councils Partnership Safeguarding Policy <i>review of new policy one year from adoption</i> - David Postle

	<ul style="list-style-type: none"> • Social Media Policy Shaun Gibbons – <i>review of new Policy one year from its adoption at Cabinet January 2026</i>
2028/29	<ul style="list-style-type: none"> • Partnership Environment Policy - Sarah Baker <i>Request to review policy 2028/2030</i> • Housing Standards Policies - Jon Challen / Luke Settle <i>Empty Homes Policy, Housing Enforcement Policy, Houses of Multiple Occupation</i> <i>Policy development Panel review of new policy one year from its adoption at Cabinet.2027</i>

POLICY DEVELOPMENT PANEL – WORK PROGRAMME 2026/2027

TASK GROUPS

Name of Task Group	What the Task Group wants to achieve	Date added to Work Programme	Date Work Commenced	Membership of Task Group	Proposed date to report back to Panel
Derelict and Untidy Sites Policy Task Group	To evaluate the policy's value and potential future use and in so doing, decide whether the policy should be retired.	23 Sept 2025	First meeting 19 Nov 2025	D Ashby P Barnes M Geaney M Le Sage J Reynolds	Follow up meeting of the Task Group held on 15 January 2026. Final report presented to PDP on 2 June 2026.
Business Frontage Task Group (previously Street Scene)	To set up a mechanism which encourages/enforces improvements to the aesthetics of: 1) district-wide town centre commercial/shop windows in respect of vinyl treatments; and 2) district-wide town centre frontages of empty commercial buildings/shops.	11 Oct 2023	Date of first meeting 16 Jan 2024	D Ashby M Geaney J Le Sage J Whitbourn A Woolf	Final report presented to PDP on 11 February 2025, and to Cabinet on 1 April 2025. Six- monthly update due to PDP September 2025.
South Holland Centre Task Group (JOINT)	To review the historic operation of the SHC, examine the proposals, consider other activities, uses and operation that may be possible to help inform the task group in making recommendations to enable the Centre to serve the public and ensure a viable future.	8 Sept 2021	28 September 2021	B Alcock (Chair) F Biggadike P Redgate S Walsh D Wilkinson A Woolf	The final report was presented to a Joint PMP/PDP meeting on 4/05/22 and recommendations agreed at Cabinet on 7/06/22. A Cabinet sub-group was appointed, and an Action Plan submitted to Cabinet on 15/11/22; and to PMP on 29/11/22. Follow-up meetings of the Joint Task Group were held on 25/01/23; 15/02/23; 22/03/23; and 12/04/23. Updates presented to PMP on 04/07/23 and 13/09/23; to a Special Joint PMP/PDP on 18/04/24; further updates to PMP on 16/10/24, 11/12/24 and 20 May 2025.

PENDING TASK GROUPS

Name of Task Group	What the Task Group wants to achieve	Date added to Work Programme	Date Work Commenced	Membership of Task Group	Proposed date to report back to Panel
Local Government Reorganisation (LGR)	Scope to be confirmed - Task Group agreed at 24 June 2025 PDP meeting	24 June 2025	Start date on hold - UFN	TBC when approaching start date	TBC

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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