



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.

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

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Signed off by: James Gilbert, Assistant Director - Corporate

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