

# Employment Committee



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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Monday, 22 June 2026 at 11.00 am  
Council Chamber - South Kesteven House, St. Peter's Hill,  
Grantham. NG31 6PZ

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**Committee Members:** Councillor Paul Stokes, Deputy Leader of the Council (Chairman)  
Councillor Gloria Johnson (Vice-Chairman)

Councillor Rhys Baker, Councillor Ashley Baxter, Councillor Harrish Bisnauthsing,  
Councillor Graham Jeal, Councillor Anna Kelly, Councillor Susan Sandall and  
Councillor Ian Stokes

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## Agenda

This meeting can be watched as a live stream, or at a later date, [via the SKDC Public-I Channel](#)

- 1. Apologies for absence**
- 2. Disclosure of interests**  
Members are asked to disclose any interests in matters for consideration at the meeting.
- 3. Minutes of the meeting held on 25 March 2026** (Pages 3 - 6)
- 4. Updates from the previous meeting** (Page 7)  
To consider updates on the Actions agreed at the previous meeting.
- 5. Corporate Plan 2024-27: Key Performance Indicators Report - End-Year (Q4) 2025/26** (To Follow)  
To present the Council's performance against the Corporate Plan 2024-27 Key Performance Indicators (KPIs) within the remit of this Committee for Quarter Four 2025/26.
- 6. 2026/27 Pay Award** (Pages 9 - 16)  
To explain the reasons for a recommendation to implement a pay award in line with the National Employers' for Local Government Services final offer effective from 1st April 2026.

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☎ 01476 406080

**Karen Bradford, Chief Executive**

[www.southkesteven.gov.uk](http://www.southkesteven.gov.uk)

- 7. HR Dashboard** (Pages 17 - 34)  
To note the information provided in the HR Dashboard for the 2025/26 year.
- 8. HR Policy Review** (Pages 35 - 47)  
To present the proposed Organisational Change Policy for approval.
- 9. Work Programme 2026 - 2027** (Page 49)
- 10. Any other business, which the Chairman, by reason of special circumstances, decides is urgent**
- 11. Exclusion of Press & Public**  
It is likely that the press and public will be excluded during discussion of the following agenda item because of the likelihood that information that is exempt under paragraphs 1 and 2 of Schedule 12A of the Local government Act 1972 (as amended) would be disclosed to them.
- 12. Proposed Director Objectives** (Pages 51 - 66)  
The report seeks input and engagement from Members of the Employment Committee and the approval for the proposed Directors' and Assistant Directors' appraisal objectives for 2026-2027.
- 13. Updates on Alcohol & Drug Testing and Speeding** (Pages 67 - 88)  
To provide an update to the Employment Committee on the application of the policies relating to: Driving at Safe Speed; and Alcohol and Drug Testing.
- 14. Chief Executive Pay Review** (Pages 89 - 97)  
To seek approval from Employment Committee to accept the findings of the East Midlands Council report on Chief Executive Pay Benchmarking and move from a 'single pay point' to a 'salary banding' for the Chief Executive pay.

## Meeting of the Employment Committee

Wednesday, 25 March 2026, 10.00  
am



SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL

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### Committee Members present

Councillor Anna Kelly (Chairman)  
Councillor Gloria Johnson (Vice-Chairman)  
Councillor Rhys Baker  
Councillor Ashley Baxter  
Councillor Susan Sandall  
Councillor Ian Stokes  
Councillor Paul Stokes

### Officers

Karen Bradford, Chief Executive  
Karen Whitfield, Assistant Director (Leisure, Culture and Place)  
Fran Beckitt, Head of Service – Human Resources and Organisational Development  
Sam Fitt, Senior HR Officer  
Joshua Mann, Democratic Services Officer

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#### 40. Apologies for absence

Apologies for absence were received from Councillor David Bellamy.

#### 41. Disclosure of interests

There were none.

#### 42. Minutes of the previous meetings

The minutes of the meetings held at 10.00, 12 November 2025 and 11.30, 21 January 2026, were proposed, seconded, and AGREED as an accurate record.

#### 43. Volunteering with South Kesteven District Council Update

The Volunteering with South Kesteven District Council Update was introduced by the Deputy Leader of the Council.

The Volunteering with South Kesteven District Council Policy was introduced in September 2023 following consideration by the Employment Committee. The Policy allowed Council officers to improve relationships with existing volunteer groups and organisations engaged in activity on Council owned land and assets.

At the time of the report's publication, there were 15 individual volunteers engaged in activities at Wyndham Park and the Wyndham Park Visitor Centre. This was overseen by the newly merged Wyndham Park Forum and Friends of Queen Elizabeth Park. During 2025, volunteers from the merged organisation undertook a total of 360 hours of work in Wyndham Park and 363 hours of work in Queen Elizabeth Park.

Grantham Rivercare was a volunteer organisation that also supported the upkeep and maintenance of the parks. The maintenance of the wetland ponds in Queen Elizabeth Park was covered by a Service Level Agreement between the Council and Grantham Rivercare.

A quarterly Park Stakeholder Forum meeting was established which all volunteer organisations and stakeholders involved in the operation of the parks were invited to attend.

The Guildhall Arts Centre in Grantham already had a strong cohort of volunteers who had been in place for some time. Following the introduction of the Policy, existing volunteers were requested to sign up to the principles within it, alongside new volunteers that were since recruited. Subsequently, following the introduction of the Policy, volunteer roles had also now been introduced to support the operation of Stamford Arts Centre.

A total number of 37 volunteers were signed up to support the Guildhall Arts Centre and a total of 15 at Stamford Arts Centre. Additionally, there were a total of 14 volunteer technicians who operated across the two venues.

During discussions, the following comments were made:

- The committee expressed thanks to all volunteers across South Kesteven.
- Members urged Parish Councils to promote voluntary work and suggested implementing their own volunteer policies.
- Attention was drawn to the key role volunteers played in litter picking. Members urged a co-ordinated effort across the district.
- Special thanks was given to the volunteers overseeing the Deepings Library, Community Centre, and football clubs.

The Volunteering with South Kesteven District Council Update was noted by the Committee.

#### 44. Employment Rights Act

The Employment Rights Act was introduced by the Leader of the Council, and a presentation was given by the HR Manager.

The presentation provided an overview of the key provisions of the Act that were relevant to SKDC. It highlighted changes that required amendments to the Council's policies and procedures to ensure continued legal compliance. These changes were encapsulated within the following areas:

- Unfair dismissal & tribunal changes
- Family friendly policies
- Menopause action plans
- Collective consultations
- Fair worker agency
- Flexible working
- Preventing sexual harassment
- Zero-hour contracts
- Trade union rights
- Pay and pay gap reporting
- Statutory sick pay
- Fire and rehire

A full table summarising the new Employment Laws, the implications for the Council, and the legal timeframes was included within the report.

During discussions, the following comments were made:

- It was requested for the presentation slides to be circulated to the committee. **ACTION**
- A Member expressed support for the changes being introduced, particularly the additions to the Paternity Policy, and commended the HR Team for the groundwork they had undertaken prior to implementation.

Following discussions it was proposed, seconded, and AGREED to:

1. Approve the proposed amendments to the Council's Probation Policy and Paternity Policy to ensure alignment with forthcoming legislative changes and best practice.
2. Note the update provided on the Employment Rights Act and the ongoing work to review and update relevant policies, plans, and procedures.

After the conclusion of the item, it was proposed, seconded, and AGREED to address *Any other business* next on the agenda.

**45. Any other business, which the Chairman, by reason of special circumstances, decides is urgent**

The Leader of the Council congratulated both the Customer Services and Housing Teams for their recent award nominations.

A Member sought clarity that Waste Team job adverts were open to applications from both genders. This was confirmed to be the case.

**46. Chief Executive Appraisal**

*It was proposed, seconded, and AGREED that under Section 100 (A) 4 of the Local Government Act 1972, the public and press be excluded from the meeting during consideration of this item on the grounds that it was likely, that if they were present, there could be disclosed to them exempt information as defined in the relevant paragraphs of Part 1 of Schedule 12A of the Act.*

*The meeting adjourned at 10.45 and resumed at 11.10.*

Following discussions, it was proposed, seconded, and AGREED to

1. Consider the contents of the appraisal report attached in Appendix A compiled by the Director of HR and Councillor Development, for East Midlands Councils.
2. Note the contents of the verbal presentation and Appendix B by the Chief Executive of the achievements over the last 12 months.
3. Notes the achievements of the Chief Executive against the 2025-2026 targets and objectives as detailed in Appendix C.
4. Approve the Chief Executive's targets and objectives set for 2026-2027 as attached as Appendix D.

*The meeting concluded at 11.45.*

## Employment Committee Action Sheet

<i>Minute Number</i>	<i>Action</i>	<i>Assigned to</i>	<i>Status</i>
44	Circulate Employment Act 2025 presentation to Members	HR Manager/Democratic Services	<b>COMPLETED</b> – email sent to all committee members on 26/03/26.

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**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

## Employment Committee

22 June 2026

Report of Councillor Ashley Baxter,  
Leader of the Council and Cabinet  
Member for HR and Economic  
Development

## 2026/27 Pay Award

### Report Author

Fran Beckitt, Head of Service – Human Resources and Organisational Development

✉ [fran.beckitt@southkesteven.gov.uk](mailto:fran.beckitt@southkesteven.gov.uk)

### Purpose of Report

To implement a pay award in line with the National Employers' for Local Government Services final offer effective from 1st April 2026.

### Recommendations

The Committee is asked to:

**1. Recommend to Cabinet an additional budget of:**

- £214,000 from the Local Priorities Reserve to fund the General Fund impact of the proposed pay award impact for 2026/27.
- £37,000 from the Housing Priorities Reserve to fund the HRA Impact of the proposed pay award impact for 2026/27.

### Decision Information

Is this a Key Decision?	Yes
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective council
Which wards are impacted?	All Wards

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 As part of the 2026-27 budget process a predicted pay award of 3% was budgeted leaving a 0.3% shortfall against the proposed 3.3% award. This effects both council officers pay and Members allowances.
- 1.2 There is also a financial impact for the Real Living Wage increase required for grades SK3 – SK7 of an additional 1.8%.
- 1.3 The table below summaries the financial impact:

	<b>General Fund</b>	<b>HRA</b>
<b>Pay Award 0.3%</b>	£65,000	£35,000
<b>Real Living Wage 1.8%</b>	£147,000	n/a
<b>Members allowance 0.3%</b>	£2000	£2000
<b>Total</b>	<b>£214,000</b>	<b>£37,000</b>

- 1.4 As consequence a total of £214k will be required to meet the General Fund impact and £37k for the HRA which will be funded from the relevant Priorities Reserve accordingly as set out in the recommendations to this report. This will be compound financial impact on future years as these amounts aren't currently in the Medium Term Financial Strategy projections for 2027/28 onwards.

*Completed by: David Scott (Assistant Director of Finance and Deputy S151 Officer)*

### ***Legal and Governance***

- 1.5 The Committee's role is advisory only. The allocation of reserves and approval of supplementary budget provision are matters for Cabinet (and, where required, Full Council) in accordance with the Council's budget and policy framework and constitution.
- 1.6 The proposed use of reserves should be considered having regard to the purpose of the relevant reserve, the Council's overall financial position and the advice of the Section 151 Officer.

- 1.7 Any approved budget provision would support the implementation of the Councils employment obligations arising from the agreed pay award.
- 1.8 The committee's recommendation does not itself authorise expenditure and any release of reserve funding must be approved through the Council's established financial governance arrangements.

*Completed by: Graham Kitchen, Director of Law and Governance (Monitoring Officer)*

## **2. Background to the Report**

### **National Pay Award for 2026/2027**

- 2.1 The National Employers for Local Government Services (National Employers) are responsible for negotiating pay, terms and conditions of staff in many local authorities. They consult with councils and propose offers to relevant Trade Unions.
- 2.2 On 24 March 2026, the National Employers announced a full and final offer for Council employees (Appendix 1).
- 2.3 The offer is to pay an increase of **3.3%** across all National Joint Council pay spines, Chief Officers and the Chief Executive for the 2026/27 financial year. Whilst this award has not been formally agreed by the Trade Unions nationally, South Kesteven District Council (SKDC) has historically implemented the full and final offer in order to ensure staff receive the pay award in a timely manner, rather than delaying implementation pending formal agreement.
- 2.4 SKDC is not part of the national consultation process and the Council's pay scales are not on the National Joint Council (NJC) scales. Instead, SKDC consults with local Trade Union Representatives and aligns to local agreements. We have a local agreement to align the pay award to mirror the outcome of national negotiations.
- 2.5 The current budget allocation for the pay award is **3%**. The **0.3%** shortfall equates to a budgetary impact of **£65k** on the general fund and **£35k** on the HRA which will require additional funding from reserves.

### **Real Living Wage Pay Award**

- 2.6 Applying the **3.3%** alone would not raise the Council's lowest pay grades to the Real Living Wage. The lowest grade, SK3, will pay **£13.22** per hour after the **3.3%** rise. The real living wage is **£13.45** and therefore a further **1.8%** is required to bridge this gap resulting in an increase **£146k** for the General Fund and **£2k** for the HRA.

- 2.7 The Real Living Wage increase would need to be applied to grades SK3 – SK7 in order to maintain the sequential grade differentials and ensure all grades are above the Real Living Wage threshold. This would be from 1 April 2026.

### **Members Allowances**

- 2.8 Members allowances currently increase in line with staff pay awards and, therefore, face a **0.3%** shortfall on the budget provision equating to **£2k**.

## **3. Key Considerations**

- 3.1 It is recommended the **3.3%** pay award is applied to all grades, effective from 1 April 2026. This would require **£65k** from the General Fund and **£35k** from the HRA to fund the additional **0.3%**. This would be drawn from the Local Priorities Reserve and HRA Priorities Reserve accordingly or in year underspends should these be sufficient.
- 3.2 It is recommended a Real Living Wage increase is applied to grades SK3 – SK7. This would require **£147k** from the General Fund and **£2k** from the HRA. This proposal supports the Council's previously agreed commitment to paying the Real Living Wage, as endorsed by Full Council.
- 3.3 This would have a potential knock-on impact of **£2k** on the budget for Members allowances which currently increase in line with staff pay awards.
- 3.4 The budget shortfalls would need to be funded for the relevant reserves.

### **Approval Process**

- 3.5 Given the total potential value for the General Fund is **£214k** it will be a key decision but under the new financial regs Cabinet can approve reserve movements up to **£250k**.
- 3.6 Following approval by Cabinet, the Council would look to implement the increase in August 2026 payroll.
- 3.7 The National Employers pay offer has not been accepted by the Trade Unions and it is therefore subject to possible change. If this were to happen, SKDC would need, once again, to review budgets and consult with Trade Union representatives.

## **4. Other Options Considered**

- 4.1 Not implementing a pay award would have a significant impact on staff morale, employee relations, staff retention and relations with the Trade Unions.

## **5. Reasons for the Recommendations**

- 1.1. The staff award is a recognition of the hard work and dedication of our employees.
- 1.2. It is proposed to back date the pay award to 1 April 2026. A delay in implementation could negatively impact some members of staff.

## **6. Consultation**

- 6.1 The Trade Unions have been consulted and are in agreement with the proposed pay award.

## **7. Appendices**

Appendix A – Letter from the National Employer

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# National Employers for local government services

**Mike Short, Kevin Brandstatter, Clare Keogh**  
**Trade Union Side Secretaries**  
**NJC for Local Government Services**  
**c/o UNISON Centre**  
**130 Euston Road**  
**London NW1 2AY**

24 March 2026

Dear Mike, Kevin and Clare

## **LOCAL GOVERNMENT PAY 2026**

Thank you to you and your colleagues for taking the time today to meet with the National Employers to discuss your pay claim.

As you know, following receipt of your claim last December, the National Employers consulted councils and met initially on 24 February to discuss the key themes to come out of those sessions. They then adjourned for private political discussions before reconvening today.

Having heard the points raised at today's meeting, and recognising the volatility of the economic context, after a lengthy debate they agreed to make a full and final, one year offer. In doing so they hope you can consult your members on it promptly in order to expedite an agreement that mitigates the problems some employees face as a result of receiving back pay when agreement is reached later in the year.

The National Employers wish to make the following full and final, one-year (1 April 2026 to 31 March 2027) offer:

### **With effect from 1 April 2026:**

- **an increase of 3.30 per cent to be paid as a consolidated, permanent addition on all NJC pay points 3 to 43 inclusive, and on all pay points above the maximum of the pay spine but graded below deputy chief officer (*in accordance with Green Book Part 2 Para 5.4*<sup>1</sup>)**
- **an increase of 3.30 per cent on all allowances (*as listed in the 2025 NJC pay agreement circular dated 24 July 2025*)**

In response to the other elements of your claim:

- ***A minimum pay rate of £15 an hour for the NJC pay spine***  
The Employers reject this element of the claim. In order to achieve this objective would require increasing the bottom pay point by 16.73 per cent from its current

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<sup>1</sup> The Green Book Part 2 Para 5.4 provides that posts paid above the maximum of the pay spine but graded below deputy chief officer are within scope of the NJC. The pay levels for such posts are determined locally, but once fixed are increased in line with agreements reached by the NJC.

hourly rate of £12.85. That, plus the subsequent knock-on effect of increases to all subsequent pay points would be prohibitively expensive for councils at any time, not least during the current difficult financial circumstances.

- ***A two-hour reduction in the working week***

The Employers reject this element of the claim in relation to a proposed 35-hour week (34 in London). Such a reduction would be out of line with norms in local government and would result in an increase in costs that would adversely affect local authority services.

- ***An increase of one day annual leave***

The Employers reject this element of the claim. All NJC employees currently receive a minimum of 23 days' leave (with a further three days after five years' service), plus two extra statutory days, plus public holidays. Many councils have a more generous basic leave entitlement.

- ***The ability for school staff to take a day of paid leave during term time***

The Employers reject this element of the claim. With the School Support Staff Negotiating Body (SSSNB) expected to be reinstated later this year, which will have responsibility for considering changes to pay and conditions for this group, we believe school employers in particular would have concerns about the NJC reaching a national agreement that gave all their non-teaching NJC employees the right to take a day of paid leave during term time. The cost of having not only to pay for that day but also for cover, would be significant at a time when schools are struggling financially.

- ***The abolition of Level 1 Teaching Assistant role and instead all Level 1 role holders be moved onto Level 2***

The employers reject this element of the claim. We believe school employers in particular would have concerns about the NJC reaching a national agreement on this issue ahead of the reinstatement of the SSSNB, which is expected later this year.

We have a duty to balance your claim with the interests of local residents, in terms of the level and quality of services provided by local authorities. The proposed increase, greater than last year's, will again be very difficult to fund in a number of local authorities as this offer is at the limits of most councils' levels of affordability.

The National Employers of course respect that each of your unions will have its own processes and procedures to follow, but we hope you will again be able to synchronise the timing and duration of your membership consultations, as you did helpfully last year, in order that a final agreement is reached and employees, who continue to provide such critical support to their communities, can receive this award as soon as is practicable.

Yours sincerely,

*Naomi Cooke*

**Naomi Cooke**  
**Employers' Secretary**



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

## Employment Committee

22 June 2026

Report of Councillor Ashley Baxter,  
Leader of the Council and Cabinet  
Member for HR and Economic  
Development

## HR Dashboard

### Report Author

Fran Beckitt, Head of Service (Human Resources and Organisational Development)

✉ [fran.beckitt@southkesteven.gov.uk](mailto:fran.beckitt@southkesteven.gov.uk)

### Purpose of Report

To present HR metrics for the 2025/2026 financial year.

### Recommendation

**The Employment Committee is asked to note the information provided in the HR dashboard for the 2025/26 financial year.**

### Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective council
Which wards are impacted?	All Wards

## 1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The staffing budget remains the most significant annual cost incurred by the Council. It is important the Council actively reviews and understands the workforce composition, operation, development and performance to ensure it remains motivated, focused and skilled to support the delivery of the Council's Corporate Plan ambitions.

Completed by: *David Scott – Assistant Director of Finance and Deputy s151 Officer*

### ***Legal and Governance***

- 1.2 There are no specific governance implications arising from this report.

Completed by: *James Welbourn, Democratic Services Manager*

## 2. Background

- 2.1 Appendix A contains a presentation that provides an update on the Council's people metrics for the period from April 2025 to March 2026.

- 2.2 The dashboard covers the following themes from the People Strategy and narrative for each is outlined below:

- Recruitment and Workforce Planning
- Reward and Recognition
- Wellbeing
- Learning and Development
- Equality, Diversity and Inclusion
- Employee Experience

2.3 **Workforce Planning:**

- The establishment is 621 (340 males and 281 females). During the year, the Council had 105 new starters and 70 leavers.
- 60% of the workforce has been employed by SKDC for less than 5 years.
- The total combined service of Council Officers is 5,361 years.

- Exit interviews identify trends which are reported to the Senior Leadership Team.

#### 2.4 **Reward and Recognition**

- The Council's recognition strategy includes long service awards, employee awards and our '#TeamSK Thank You' scheme which has received nearly 600 nominations this year.
- A staff awards evening was held in June 2025. More than 200 nominations for the awards were received prior to the event and 19 awards were presented.
- The next Awards events are planned for 25<sup>th</sup> June 2026 with a separate event for staff at the depot on 22<sup>nd</sup> July 2026.

#### 2.5 **Wellbeing**

- Once again, a comprehensive wellbeing programme has been delivered including more than 50 events across the year to support engagement and resilience.
- Staff absence levels are 11.40 days per FTE compared to 12.45 for 2024/25.
- The most common reasons for absence (days lost) remain as stress and mental health related illness, back and neck and other musculoskeletal issues.

#### 2.6 **Learning & Development**

- There have been 121 formal learning events during the year.
- 94% of appraisals have been completed with the remaining ones being finalised. The outputs are being built into the Workforce Development Plan.
- There are 42 colleagues on apprenticeship programmes in varied topics including: senior leadership; joinery; facilities management and IT.
- Development opportunities this year have included: ILM courses; mentoring; internal work experience; coaching; and various bitesize learning sessions.
- Continued delivery of the Line Manager Forum saw a resilience training programme in March, alongside ongoing Senior Manager Forum engagement to strengthen leadership capability.

#### 2.7 **Equality, Diversity and Inclusion**

- A focus on being an inclusive place to work in 2025 has included: support through the Carer's Network; celebrating Black History Month; Menopause Cafes; and raising awareness of hidden disabilities.
- Nearly 70% of the workforce is aged over 40 with the largest proportion in the age range of 50-59. South Kesteven is an accredited 'Age-Friendly Employer'.
- The Council currently has a negative Gender Pay Gap meaning that, on average, women are paid slightly more than men across the organisation.

## **2.8 Employee Experience**

- Employee engagement levels were measured in a survey in June 2025. They demonstrated an increase across the Council.
- Feedback sessions took place across all teams to discuss the survey results and to recommend action plans in response to the survey.
- The People Panel continued to inform improvements and workforce decisions. The Panel is made of employees from across the Council (one from each team) who provide feedback, share employees' perspectives and act as a sounding board for proposed changes.
- The HR Hub continues to be enhanced to improve policy accessibility and support for employees.
- Staff engagement had been maintained during LGR through regular briefings and change planning activities.

## **3. Consultation**

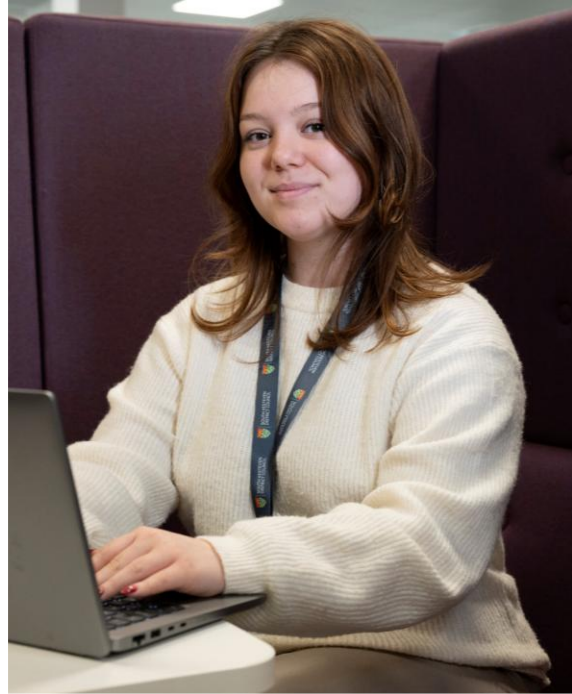
- 3.1 Discussions on the HR metrics in the HR Dashboard take place regularly with the Trade Unions.

## **4. Appendices**

- 4.1 Appendix 1 – HR Dashboard



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# HR DASHBOARD 2025 - 2026

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# People Strategy

This presentation will discuss each strand, related HR metrics, and activities against each that took place from April 2025 to April 2026

**621** employees  
across the Council and  
a further 60 casuals

**50+** Teams  
delivering a wide range  
of services to our  
communities.



# Employee Journey



Employer Branding and Attraction

Recruitment and selection



Pre-boarding

Onboarding and induction

*Welcome!*



Learning & Development

Employee Experience



Reward and recognition



Employee wellbeing

Change and workforce planning



HR Hub



Employee relations

HR Policy and Employment Law

Equality, Diversity and Inclusion



Performance

Employment Committee

Working with Trade Unions

Exit and offboarding



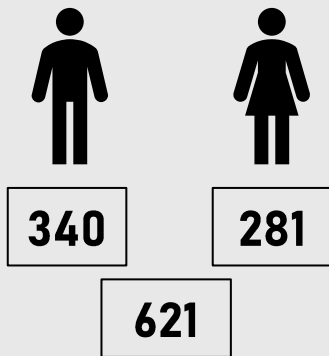
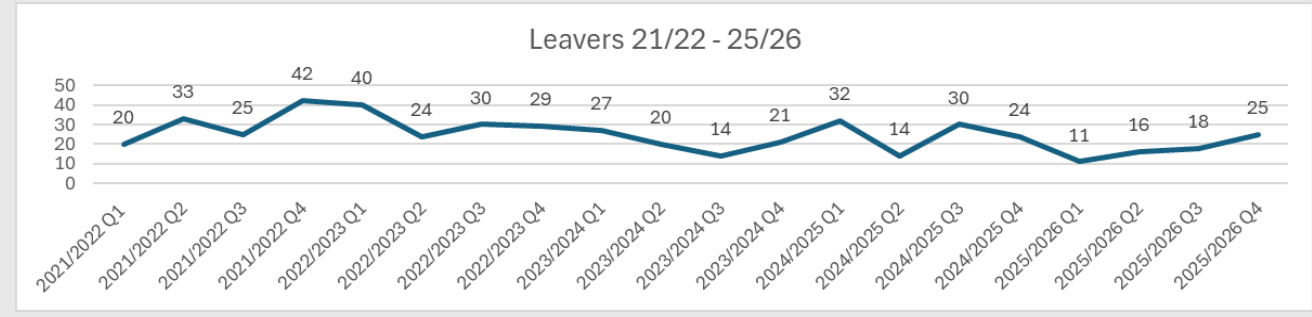
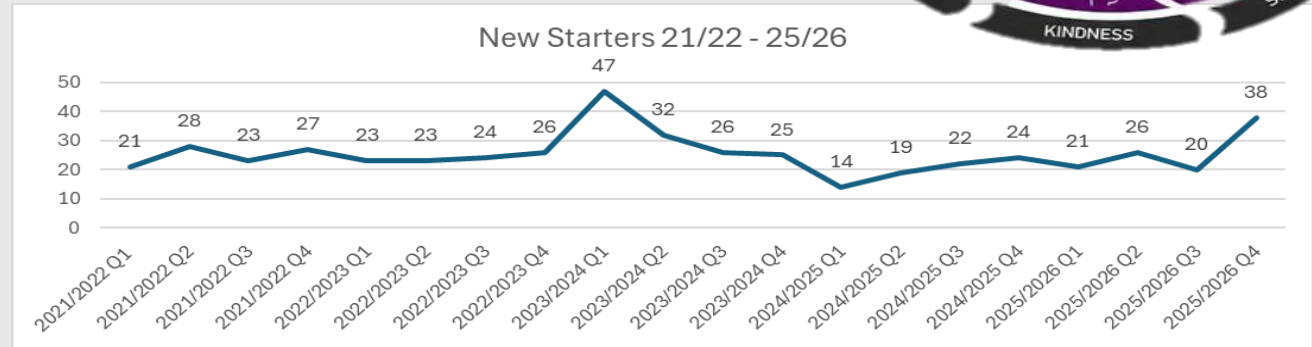
# Workforce Planning



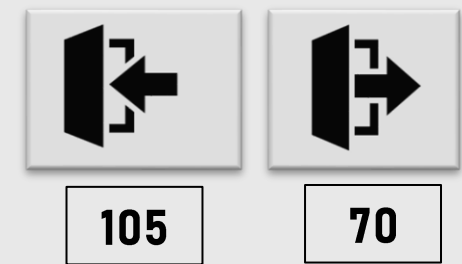
In 2025/26...

**1605** Applicants

**469** Candidates Interviewed



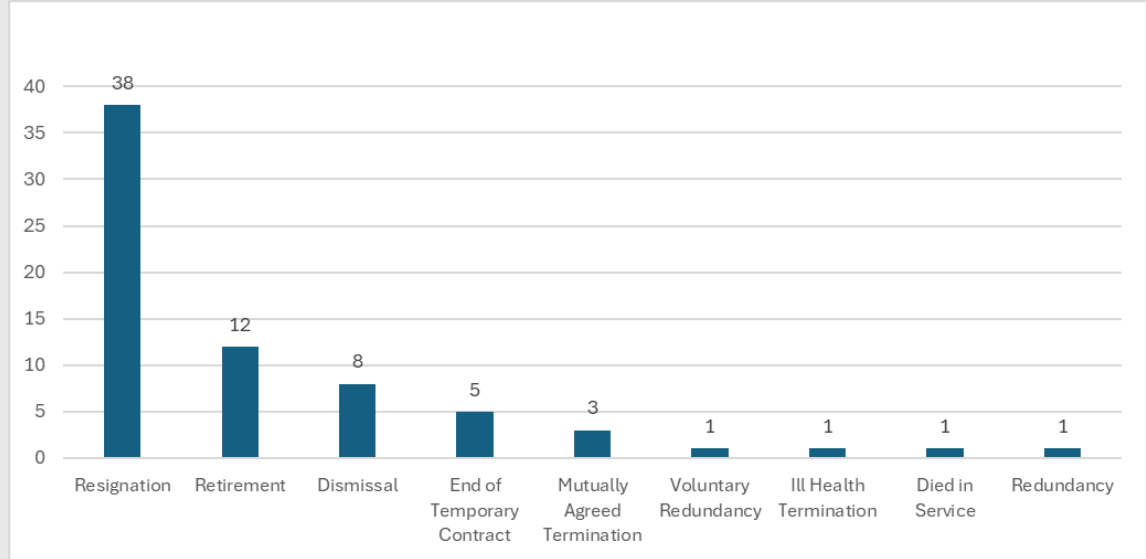
## Starters/leavers



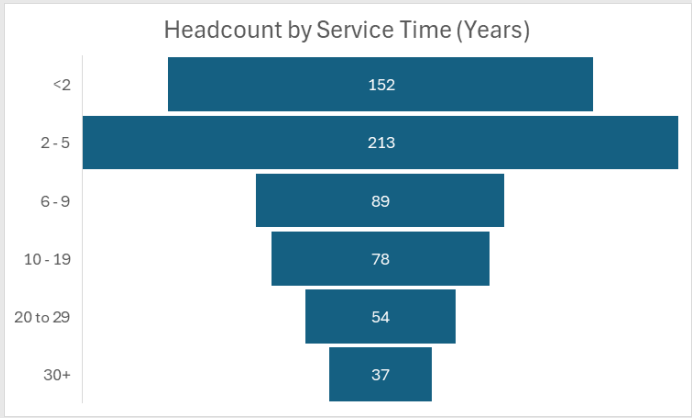
# Workforce Planning



## Reasons for leaving in 25/26



25



- ### Activity
- Exit interviews with HR offered for all leavers to get feedback, insights and trends, and this is shared with Senior Leadership.
  - Recruitment upskilling regularly offered to all Hiring Managers through bitesize learning.

# Reward and Recognition



## Awards Evening – June 2025



Over 235 nominations for staff awards and 19 awards won during a fabulous event with over 100 employees present



## #TeamSK Thank You

#TeamSK Thank You, **over 595 nominations** thanking colleagues for their hard work, achievements and support

## Extra Leave

5

extra days annual leave after 5 years continuous service



## Long Service

There were 21 long service awards being given this financial year, celebrating 10, 20, 30 and 40 years at the Council



Awards Evening planned for 25<sup>th</sup> June 2026  
New separate awards event planned for Waste, Tech Services and Street Scene on 22<sup>nd</sup> July 2026

## Pay Award

There was a 3.2% pay award delivered to all members of staff in August (backdated to April 2025).

# Wellbeing - Absence



## Absence Days Lost

657

P12 25/26

6446

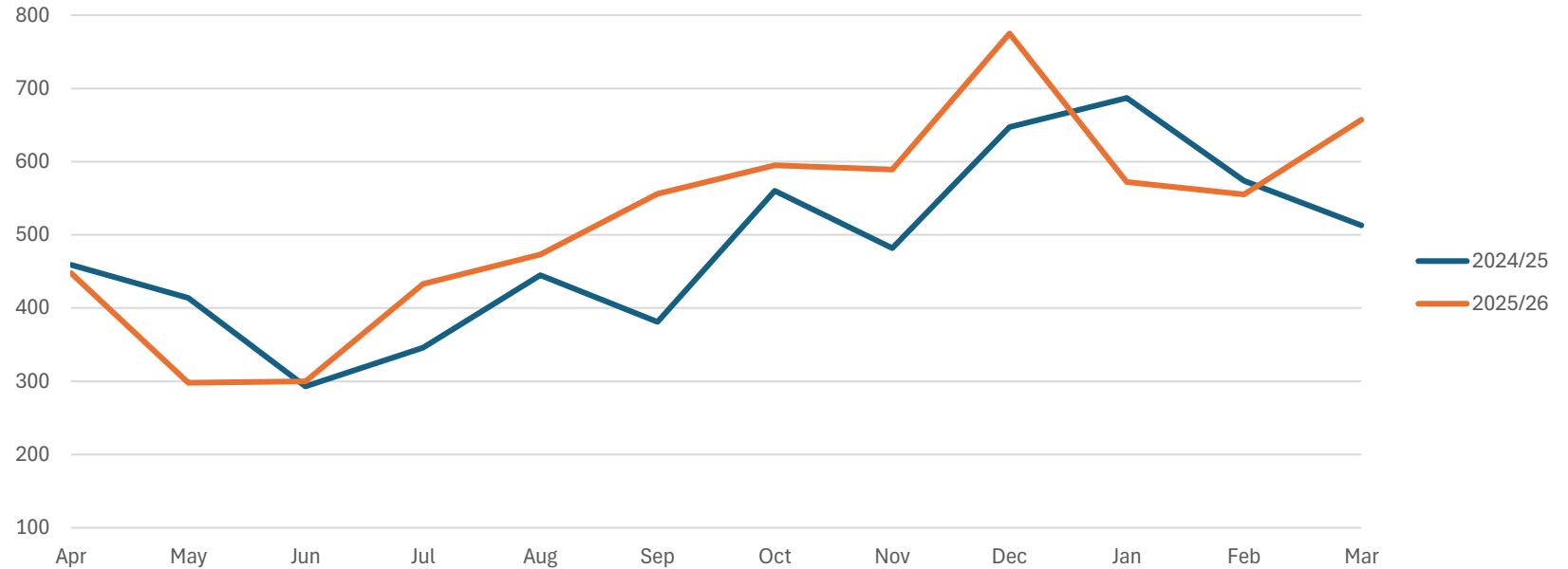
YTD 25/26

513

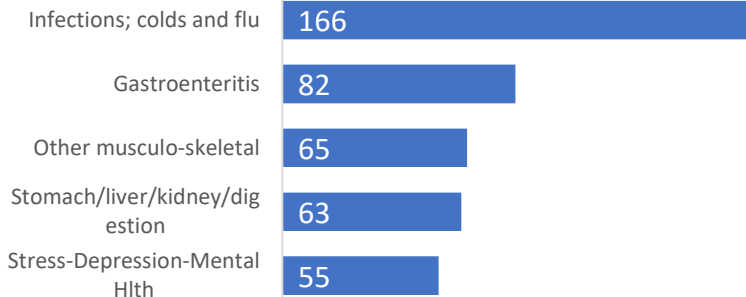
P12 24/25

6323

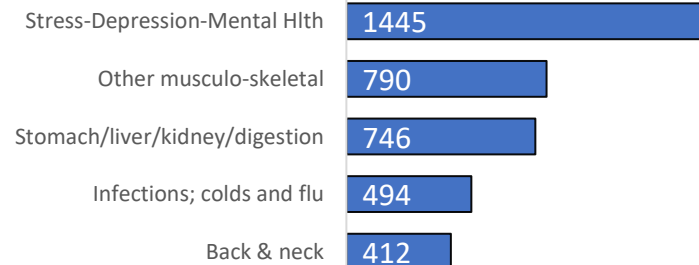
YTD 24/25



## Top 5 reasons for absence – no. of instances (YTD)



## Top 5 reasons absence days lost per FTE (YTD)



## Days lost (YTD)

11.40

Days lost per FTE (25/26)

Down from 12.45 days per FTE in 24/25

# Wellbeing - Absence



**68**

Short term cases in P12 (25/26)  
[57 in P12 24/25]

**547**

Short term cases YTD

**1565**

Short term sick days lost (YTD)

Top 3 reasons for short term absence in P12

	Reason	No. of instances
1	Infections; colds and flu	14
2	Gastroenteritis	13
3	Other musculo-skeletal	8

**32**

Long term cases in P12 (25/26)  
[12 in P12 24/25]

**125**

Long term cases YTD

**4881**

Long term sick days lost (YTD)

Top 3 reasons for long term absence in P12

	Reason	No. of instances
1	Stress-Depression-Mental Hlth	8
2	Other musculo-skeletal	7
3	Cancer related absence	3

# Wellbeing - Absence



## Actions being taken to reduce absence levels

Training on mental health related topics

Dedicated HR support for each long-term sickness case

Upskilling sessions focusing on 'Return to Work' meetings and managing long term sickness

Early intervention with staff absent with work related stress and mental health to support (e.g. risk assessments)

Monthly partnering meetings with high absence departments to ensure appropriate action plans are in place

Monthly sickness absence scorecard identifies trends and additional support needed

Weekly Sickness Absence meetings with Waste team

26

Triggers actioned YTD

48

Visits to the EAP (2025)

100%

Return to work conversations completed (672 out of 672)

64

OH Referrals (YTD)

128

Mental Health First Aiders conversations (YTD)

# Wellbeing



We're an Age-friendly Employer



## Connecting with Colleagues

- Easter Egg Hunt (April)
- Choir (May/June/Nov/Dec)
- Wimbledon Day (July)
- Bowls Evening (August)
- Christmas Quizzes (December)
- Christmas Scavenger Hunt (December)
- Mince Pies and Festive Treats (December)
- Christmas Advent Raffle (December)
- Random Acts of Kindness Day (February)

## Keeping Active

- Bike Week/ Bike to Work (June)
- Outdoor Summer Hunt (July)
- Swimathon (August)
- Mind & Body Tone (October)
- White Ribbon Day Football Tournament (November)
- 100 Miles Challenge (November)
- Car Free Day (January)
- Swimathon (February)
- TeamSK Move More Challenge (February)
- Gingerbread Football Cup (March/April)



Over 65 employees attended our IWD event

## Raising Awareness

- Stress Awareness Month (April)
- Sleep Health Workshop (April)
- Children's Sleep Health Workshop (May)
- Mental Health Awareness Week (May)
- Wellbeing for Working Parents Webinar (May)
- Carers Week (June)
- Age Without Limits Day (June)
- Blood Cancer Awareness (September)
- International Day of Older People (October)
- Black History Month (October)
- Wear Red Day - show racism the red car
- International Men's Day (November)
- Christmas Jumper Day (December)
- Blue Monday / Brew Monday (January)
- Time to Talk Day (February)
- International Women's Day (March)
- Andy's Man Club presentation (March)
- Women's Wellbeing (March)

Move More Challenge Winners



## Keep Learning

- British Sign Language Taster (April)
- Knitting (May/July)
- Photography (July)
- Difficult Conversations Workshop (October)
- Water colour Painting Xmas Cards (November)
- Wreath Making (December)
- Red Nose Day Crafts (March)

30



"The wellbeing program is amazing, and I enjoy getting involved"

"The wellbeing offering is extremely comprehensive. This is something SKDC can be proud of!"

"The Wellbeing Team boost morale & opportunities for colleagues to connect"

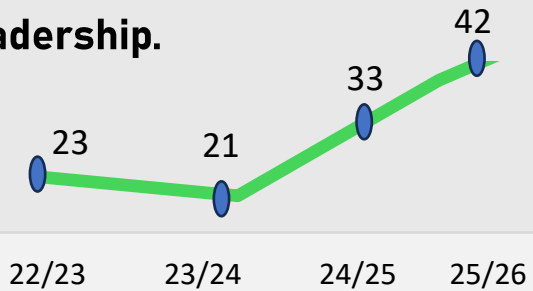
"The wellbeing team do a great job offering a range of activities, which are improving year upon year"

"The program is varied with great lunchtime opportunities for employees to learn new skills"

# Learning & Development



**42** apprentices studying a range of courses from Plumbing and Electricians to Environmental Health and Leadership.



**121** formal learning events in 25/26

More than **50** elearning modules



**94%** of appraisals

completed for 25/26 so far. Outputs built into the Workforce Development Plan.

**76** managers are part of our Line Manager Forum

&

**16** senior managers are part of the Senior Manager Forum

**'Learning at Work Week'**

**18<sup>th</sup> – 22<sup>nd</sup> May**  
Celebrating and promoting professional development.



Focus on holistic development including coaching, mentoring, internal work experience and bitesize training etc.



# Equality, Diversity, Inclusion & Belonging



## Gender Pay Gap

**-4.83%**  
mean pay gap (2025)

**0.80%**  
median pay gap (2025)

**11**

awareness events in the last year

## Networks

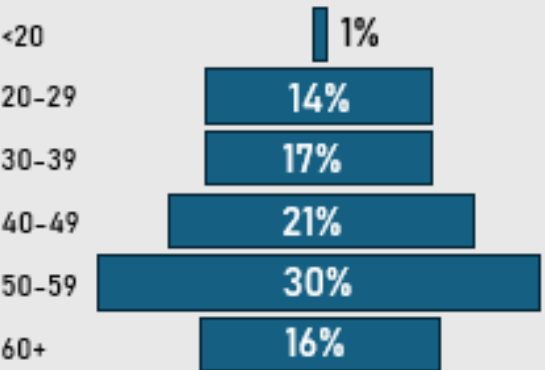
Carers' Forum

Menopause Cafe

Working Parents' Forum



### Age profile



# Employee Experience



**27** colleagues form our People Panel meeting quarterly.



**Handbook and policy refresh completed. Employment Rights Act plan in place.**

## Engagement Survey key results

Over 80% of teams/respondents have had survey results sessions

Themes from sessions:

- Issues around fairness in pay at lower end of scale
- Communication is great from CMT/SLT, but messages from middle managers is sometimes lost
- Wider theme of some areas of inconsistency between department managers (policies, leave, flexi, wellbeing)
- Wellbeing needs to be more accessible to all employees e.g. on part time hours and different locations



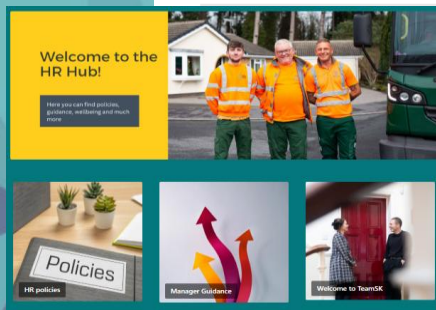
**2025 winner  
Excellence in  
Employee  
Engagement**

## LGR

- Regular staff briefings and communications
- Joint Lincs HR Group workforce planning for LGR.
- Resilience training for Line Managers to build change readiness.



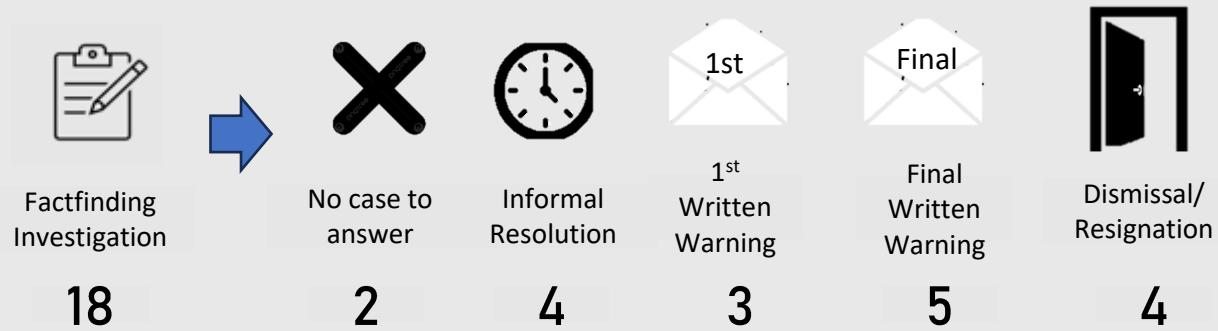
**Over 11k** visits to the HR Hub since it launched in 2024



# Cases



## Disciplinary



## Grievances



### Activity

- Investigations training delivered April (30 managers trained).
- Total 18 disciplinary cases and 1 appeal during the year.



**SOUTH  
KESTEVEN  
DISTRICT  
COUNCIL**

## **Employment Committee**


Monday, 22 June 2026

Report of Cllr Ashley Baxter,  
Leader of the Council and  
Cabinet Member for HR and Economic  
Development

## **HR Policy Review**

### **Report Author**

Fran Beckitt, Head of Service – Human Resources and Organisational Development

 [fran.beckitt@southkesteven.gov.uk](mailto:fran.beckitt@southkesteven.gov.uk)

### **Purpose of Report**

To present the proposed Organisational Change Policy.

### **Recommendations**

**The Committee is asked to recommend approval of the proposed Organisational Change policy to the Chief Executive.**

### **Decision Information**

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective council
Which wards are impacted?	All Wards;

## **1. Implications**

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

### ***Finance and Procurement***

- 1.1 The Organisational Change Policy provides the framework through which change exercises will be managed and any future restructuring proposals that have financial implications will be supported by a separate business case and considered through the Council's governance arrangements, including review by the Section 151 Officer.
- 1.2 There are no proposed changes to the current terms and conditions for staff (e.g. redundancy calculations) and therefore there are no direct financial implications arising from the approval of this policy.

*Completed by: David Scott (Assistant Director of Finance and Deputy S151 Officer)*

### ***Legal and Governance***

- 1.3 This policy has been developed in line with relevant employment legislation, including recent changes to employment redundancy consultation requirements and protections relating to maternity, adoption and shared parental leave.
- 1.4 The Head of Paid Service has delegated authority to approve operational People and Organisational Development policies, working procedures and protocols.

*Completed by: Graham Kitchen (Director of Law and Governance, Monitoring Officer)*

## **2. Background to the Report**

- 2.1 The proposed policy (Appendix 1) provides a clear, fair and transparent framework for managing organisational change across South Kesteven District Council (SKDC) including: restructures; redeployment; ring fencing arrangements; redundancy situations; pay protection; and support for affected employees.
- 2.2 The Council has undertaken a full review policy to ensure all policies are fit for purpose, reflect current legislation and support the Council's objectives. SKDC now has 39 standalone policies accessible to colleagues on the HR Hub. The current

organisational change policy (currently called the 'redundancy policy') has not been reviewed recently.

- 2.3 The proposed policy does not change terms, conditions or processes for colleagues. Redundancy calculations, redeployment terms, ring fencing arrangements and other conditions all remain the same as the current policies and Trade Union agreements. The only exception is the strengthening of provisions for employees on maternity leave, adoption and shared parental leave which have changed in line with Employment Law.
- 2.4 If approved, the policy will be published on the HR Hub and communicated to employees.

### **3. Key Considerations**

3.1 The proposed policy includes:

- Clear guiding principles for managing organisational change.
- Requirements for consultation with employees and recognised Trade Unions.
- Measures to avoid or minimise compulsory redundancies.
- Positioning of redundancy as one outcome within wider change, not the main focus as was the case in the previous policy.
- Support available to employees affected by organisational change.
- An explanation of how decisions link to service delivery needs, priorities and financial considerations.
- An emphasis on transparency, open communication, employee wellbeing and a fair process.
- An additional requirement for business case and governance of approval.

### **4. Other Options Considered**

- 4.1 Retaining with the existing Redundancy Policy. This is not comprehensive and would not align to recent changes in Employment Law.

### **5. Reasons for the Recommendations**

- 5.1 To provide a clear, consistent and transparent framework for managing organisational change. This supports compliance with employment legislation, promotes meaningful consultation and establishes fair processes.

### **6. Consultation**

- 6.1 The draft policy has been developed with consultation with Trade Union representatives.
- 6.2 The policy itself places significant emphasis on meaningful consultation with employees and Trade Unions during any future organisational change process.

## **7. Appendices**

- 7.1 Appendix 1 - Organisational Change Policy



# Organisational Change Policy

The purpose of this policy is to provide a consistent, fair and transparent framework for managing organisational change.

## Contents

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### Relevant forms and letters:

- Redundancy toolkit (available from HR)

### Related policies:

- Equality, Diversity and Inclusion
- Employee Handbook

If you have any questions about this policy or require any further support, please contact the HR team by emailing [hr@southkesteven.gov.uk](mailto:hr@southkesteven.gov.uk)

For independent support, our Employee Assistant Support service offer a completely confidential helpline for employees. Call 0800 716 017 to receive support for mental health, legal signposting, practical help, manager coaching and much more.

## 1.0 Policy Statement

The Council recognises that to ensure it is best placed to deliver services effectively, there may be circumstances where organisational change is required including restructuring, relocating, changes to roles or reporting lines or redundancies are necessary. SKDC recognises that organisational changes may have a significant impact on employees and may involve periods of uncertainty. We are committed to supporting colleagues through periods of change and to minimise any negative impact.

This policy sets out the rights, responsibilities and support available to employees before and during this process. Our approach ensures legal compliance and to provide appropriate support to those employees who are affected.

## 2.0 Scope

This policy applies to permanent employees of South Kesteven District Council and those employees on a fixed term contract who have two or more years continuous service. The policy does not apply to casual workers or agency staff.

Matters relating to Statutory Officers and Chief Officers will be managed in accordance with the Council's constitution and relevant terms and conditions.

## 3.0 Guiding principles

This policy is based on the following guiding principles:

- The Council recognises that organisational change can have a significant professional and personal impact on employees and is committed to managing change sensitively, fairly and transparently.
- The Council will seek to communicate openly and honestly throughout change processes and provide employees with timely information wherever practicable.
- Meaningful and timely consultation will be carried out with employees and recognised Trade Unions.
- SKDC will seek to minimise redundancies wherever possible and employees at risk of redundancy will be given priority consideration for suitable alternative employment across SKDC.
- Selection and appointment processes arising from organisational change will be fair, objective and non-discriminatory.
- The Council will not discriminate against employees because of their race, ethnic origin, religion or belief, gender, marital status or possible family commitments, sexual orientation, disability or age.
- The Council will seek to support employee wellbeing during periods of change.
- Decisions relating to change will be based on service needs, organisational priorities and relevant financial considerations.

The Business Case for organisational change and/or redundancy situations must be approved through the Council's governance arrangements. This will normally include consideration by:

- The Chief Executive (Head of Paid Service)
- Section 151 Officer
- Monitoring Officer

The Council reserves the right to pause, amend or not progress any organisational change proposal at any stage of the process. This can include following feedback received from employees and Trade Unions.

#### 4.0 Consultation

The consultation period is an opportunity for employees to understand the implications of any proposed changes on their roles and provides an opportunity to raise concerns, explore alternatives and consider mitigating actions. The Council aims to reach agreement where practicable with the Unions during periods of organisational change.

SKDC recognises and consults with the following unions:

- Unison
- Unite
- GMB

The level and type of consultation required will vary depending on the nature of the organisational change.

Informal Consultation may take place in advance of the formal consultation process. Employees may be informed of the need to make changes and engaged in helping to shape the changes needed. This informal consultation may be in the form of workshops or input into proposed job descriptions and role requirements.

When organisational change could potentially give rise to 20 or more redundancies, Collective Consultation is a statutory requirement. The length of consultation period is outlined in the table below.

Potential number of employees to be made redundant	Minimum consultation period
20-99	30 days
100+	45 days

Once a proposal has been put forward that may result in redundancies, the Council will consult with the unions, who will be given sufficient time to formulate constructive proposals. The requirement to consult employee representatives covers not only those likely to be dismissed, but also those who may be affected in other ways, e.g. the reallocation of work etc.

SKDC will provide the recognised union(s) with the following information:

- The reason for the proposals
- The numbers of employees potentially affected
- The total number of employees at the particular site or service
- The proposed method of selecting employees

- The proposed method for carrying out the dismissals, including the proposed time frame
- The proposed method of calculating redundancy payments

The appropriate Trade Union representatives will have access to affected employees, office accommodation and facilities if necessary and reasonable time off with pay to carry out their duties. A Trade Union representative will not suffer any detriment because of their union activities.

If SKDC plans to make fewer than 20 redundancies, there is no statutory requirement for collective consultation, but SKDC will consult with any individual potentially affected by a restructure. Consultation will begin shortly after the individual has been identified as being “at risk” of redundancy and will last as long as necessary for meaningful consultation to take place.

Whether there is a need for collective consultation or not, any employee potentially affected by a redundancy situation will have an individual meeting with their line manager as soon as possible following the identification of their role being at risk of redundancy. This consultation will usually include the following:

- The individual will be notified in writing that they are “at risk” of redundancy and invited to attend a first stage meeting with their manager and a member of the HR team to discuss the proposals. The individual will be given an opportunity to put forward any comments or proposals to avoid the redundancy situation.
- A second stage meeting at which any submissions are considered, any opportunities for potential redeployment are explored and any questions asked.
- A third stage meeting when a decision is made.

The employee has the right to be accompanied to all meetings by a colleague or trade union representative. There is also the right to appeal in line with SKDC’s appeal procedure.

## 5.0 Avoiding or minimising redundancy

SKDC will take all reasonable steps to avoid or minimise redundancies. The strategy adopted may vary with each redundancy situation, but typically will include one or more of the following depending on its appropriateness in the circumstances:

- Redeployment and retraining procedures;
- Achieving the necessary reductions through natural attrition;
- Freezing recruitment, or only appointing temporary employees, or filling vacancies from existing employees;
- Reviewing overtime working;
- Reviewing contracted work;
- Reducing hours of work of employees on variable hours contracts; or
- Seeking voluntary reductions in working hours or volunteers for job-sharing.

Any such measures should not adversely affect service delivery and development. Early planning and consultation is important in order to minimise the effects of redundancies.

## 6.0 Selection Criteria

Where the number of posts in the new structure is exceeded by the employees affected and active selection is required, SKDC is committed to the method of selection being fair, non-discriminatory and objectively justifiable. On occasions, no active selection may be required.

The Council will determine the most appropriate method of selection and is committed to timely consultation with the recognised trade unions and affected employees over the particular method of selection and any ring-fence arrangements.

Typical methods of selection will vary from situation to situation and could include selection on the basis of one or more of the following:

- “Self-selection”, i.e. certain posts are clearly identifiable as that particular work will cease;
- Volunteers;
- Relevant skills, qualifications, or contribution;
- Costs.

In line with the SKDC’s stated commitment to active selection, full consideration will be given to equal opportunities and legal obligations in the application of the methods of selection in respective redundancy situations.

## 7.0 Redeployment and alternative employment

SKDC will seek to redeploy employees whose posts are at risk of redundancy. If an employee is offered suitable alternative employment but unreasonably refuses the offer, they lose the right to a redundancy payment. However, if the alternative employment offered is unsuitable and/or the employee’s refusal of the offer is reasonable, they will be treated as having been dismissed by reason of redundancy and will retain the right to a redundancy payment under the terms of this policy. When considering redeployment opportunities, the Council will take into account the location of the alternative role and the impact this may have on the employee.

Priority consideration will be given to employees for jobs at the same grade/level of the employee’s current job. In such situations, employees will be offered the new job subject to their meeting the essential requirements of the role. Additionally, where a redundant employee believes that there is an available post within SKDC that could be suitable, they should raise this with their manager or the HR team at the earliest opportunity.

Where a suitable position is identified at a higher grade or where an employee has expressed an interest in an advertised position at a higher grade, the employee will normally be interviewed in accordance with normal recruitment and selection procedures, and this may be in competition with other applicants.

Where an employee is offered and accepts an alternative post, they will be entitled to a statutory four-week trial period beginning on the day the employee starts the new position. The purpose of the trial

period is for both the employer and the employee to establish whether or not the job is in fact suitable for the employee. This trial period can be extended by mutual agreement. In the case where a role is deemed to be unsuitable during the trial period, further scoping for redeployment or redundancy may apply.

Where, as a result of redeployment (including change of location of an employee's existing post), an employee incurs additional travelling expenses, a travelling allowance (taxable) will be paid for up to two years. The allowance will be calculated on excess travel distance (the difference between the employee's home to current-base distance and home to new-work base distance) only and is based on the most direct route. No payment will be made in respect of any additional travelling time.

## **8.0 Pay Protection**

Where an employee accepts redeployment into a role one or two grades lower as an alternative to redundancy, their pay will be protected at their old rate for a period of two years. Annual pay awards will not apply during the protection period. If the new lower grade salary becomes higher than the pay protected salary, the employee's grade would revert to the new lower grade prior to the pay protection period finishing.

Pay protection is intended to support employees through organisational change, encourage redeployment and minimise compulsory redundancies where possible.

## **9.0 Ring fencing**

During organisational change, the Council may use ring-fencing arrangements to provide affected employees with priority consideration for posts within a new or revised structure where there is a clear and demonstrable similarity with the existing role and the proposed post. Ring-fencing is intended to support fair and transparent workforce transition arrangements, minimise compulsory redundancies where possible and retain organisational knowledge and skills.

The scope of any ring-fence will be determined based on factors such as similarity of duties, skills, responsibilities, grade and organisational impact. Employees within a ring-fence may be required to participate in an assessment or selection process where there is more than one suitable candidate for a role.

Posts that remain vacant following completion of the ring fence process may then be opened to the wider redeployment or recruitment processes.

The Council will consult with affected employees and recognised Trade Unions regarding proposed ring-fencing arrangements as part of the organisational change process.

## **10.0 Notice period**

When selected for redundancy, employees will normally be expected to work out their notice. The length of notice that an employee is entitled to receive is laid out in their principal statement of

particulars. If SKDC considers that there are exceptional circumstances where it would be appropriate for an employee to be paid in lieu of notice, any such notice will be paid net.

### **11.0 Hearings and Appeals**

Any employee selected for redundancy will be notified in writing of the reason for their redundancy and invited to discuss the matter with the appropriate manager at a Hearing before the selection is confirmed in writing. The employee has a right to be accompanied at the meeting by a Trade Union representative or work colleague.

An employee also has the right to appeal against selection for redundancy. The Appeal will be heard by the Senior Manager for the department, or another appropriate senior manager.

### **12.0 Assistance to Employees**

SKDC will give all reasonable help to employees made redundant and this may include:

- Reasonable paid time off to look for other work
- Reasonable retraining facilities to retrain for alternative work, if appropriate;
- Practical one to one support in dealing with the problems of redundancy;
- Information on current vacancies within the Council;
- Redeployment as set out below;
- Approaching other local employers re: possible job opportunities
- Advice on redundancy and pension payments.

### **13.0 Maternity, Adoption and Parental Leave**

Employees who are on maternity, adoption or parental leave, or for a protected period after the leave, when their post becomes at risk will receive prior consideration for suitable alternative jobs in preference to other employees whose posts are at risk of redundancy. The protected period extends:

- 18 months from the child's birth for maternity leave
- 18 months from placement/adoption for adoption leave
- For eligible shared parental leave, protection applies during leave and for a period after return when at least six consecutive weeks of SPL has been taken.

The Council will offer a suitable alternative vacancy directly to the protected employee where one exists and the employee is not required to compete through a selection process against other employees.

The provisions relating to suitable alternative employment and trial periods outlined in section 7 of this policy apply to employees who are on maternity, adoption or parental leave.

## 14.0 Termination Benefits

Employees' redundancy payments will be based on actual weekly pay (rather than the statutory maximum) and paid in line with the statutory guidelines as follows:

For each complete year of service up to a maximum of 20, employees are entitled to:

- Under age of 22 – half a week's pay
- At age 22 but under 41 – one week's pay
- At age 41 or over – one and a half weeks' pay.

In addition, SKDC applies a multiplier of 2.2 to the above rates for employees who are redundant and not eligible to access their Local Government Pension Scheme (LGPS) benefits.

Where employees are redundant and as a result are entitled to early payment of LGPS pension benefits, they will receive redundancy entitlements in accordance with the statutory scheme based on actual week's pay but without the multiplier. Such employees will also receive entitlements in accordance with SKDC's pension policy in line with relevant statutory provisions in place at the time. These will take account of the transitional arrangements in place for the LGPS and SKDC's agreed policy in place at the time.

Employees who are not members of the LGPS and are not able to access early payment of pension benefits will receive the benefits of the multiplier.

An employee who is offered and commences employment with one month and one day of their date of redundancy with a body specified in Part II of Schedule 2 of the Redundancy Payments (Continuity of Employment in Local Government, etc.) (Modification) Order 1999, will be required to repay any redundancy payment that has been made. These arrangements constitute the Council's discretionary redundancy scheme under the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006.

## 15.0 Voluntary Redundancy

The voluntary redundancy process provides an objective, fair and non-discriminatory approach to workforce reduction. This includes circumstances where there is a fair selection to voluntary redundancy to limit compulsory redundancies.

This procedure outlines the criteria for selection. Managers will define the specific criteria required for the service area in order to release individuals to ensure limited disruption for the service area and to deliver future SKDC priorities.

The process should be used where there are potential redundancies as part of the reshaping of a service area. South Kesteven District Council has an obligation to try and reduce compulsory redundancies.

Employees should note that:

- There is no guarantee that a voluntary redundancy application will be granted
- Business needs of the Council take priority
- Volunteers will continue to work until the date agreed by their manager

In some situations, management may decide not to invite voluntary redundancy applications or to restrict it specifically to those staff who are in a ring fence situation where there are more people than posts which will result in redundancies. Under these circumstances voluntary redundancy applications could reduce the number of people in the ring fence or reduce it completely so that people are then assimilated to posts without the need for a selection interview, thus reducing the number of compulsory redundancies.

It is a management decision whether or not to grant voluntary redundancy applications and the timing of this during the organisational change process.

In the event that there is oversubscription for voluntary redundancy where application of the criteria does not clearly differentiate between applicants, the Council may determine that voluntary redundancy applications cannot be supported and will process to a selection process.

### **15.1 Voluntary Redundancy Appeals Process**

Where an employee's application for voluntary redundancy is rejected, the employee may appeal that decision. Any appeal must be submitted within five working days of being informed of the decision in writing. This right of appeal means that SKDC's Grievance Procedure cannot be used as this replaces that right.

The appeal must be lodged in writing to the manager who has informed the employee of the outcome of the assessment. The Manager who considers the appeal will inform the employee of the outcome within seven working days of hearing the appeal.

For further information about this policy, please contact the HR Team at [hr@southkesteven.gov.uk](mailto:hr@southkesteven.gov.uk).

- This policy applies to all employees within South Kesteven District Council unless stated otherwise within the policy.
- This policy does not form part of contracts of employment.
- The Council reserves the right to amend this policy from time to time.

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# Employment Committee Work Programme 2026 – 2027

Chairman: Councillor Paul Stokes

Vice-Chairman: Councillor Gloria Johnson

Subject	Purpose	Outcome sought
<b>10 September 2026</b>		
Local Government Reorganisation	Local Government Reorganisation Update	To note the update.
<b>10 November 2026</b>		
HR Dashboard – Half year	November 2026 Committee – Half year 26/27 dashboard presenting people metrics, progress and updates.	The Committee to note the HR Dashboard
Pay Policy Statement	November 2026 Committee - Annual report of the Pay Policy Statement	The Committee to note the Pay Policy Statement.
Gender Pay Gap	November 2026 Committee - Annual reporting of the gender pay gap position.	The Committee to note the Gender Pay Gap position
HR Policy Review	To present the new Code of Conduct for approval	The Committee to approve the Code of Conduct for employees
<b>12 January 2026</b>		
<b>16 March 2026</b>		

<b>Items to be allocated in 2026-2027</b>		
Local Government Reorganisation Updates	Updates to be provided to the Committee regularly as new information becomes available.	The Committee to note the update.
HR Policy updates	When required in line with legal and organisational requirements	The Committee to approve new and amended HR policies.

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Agenda Item 9

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of the Local Government Act 1972.

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