



**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

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Does the report contain any exempt or confidential information not for publication?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