

YORKSHIRE DALES NATIONAL PARK AUTHORITY
FINANCE & RESOURCES COMMITTEE

13th February 2006

PEOPLE STRATEGY

Purpose of the Report

To present a proposed strategy to members, being an integrated approach to making the most of the Authority's main resource, its people.

Strategic Planning Framework

The information contained in this report is consistent with the Authority's approved and adopted strategic planning framework:

- *Best Value Performance Plan*

"Plan and manage all aspects of the Authority's business so as to make the most effective use of our resources."

1. Introduction

As noted in paragraphs 6.18 and 6.19 of the Peer Review Report on the Authority's NPAPA self assessment process (Authority meeting, 29th November 2005):

"Many of the recent improvements to support services are important building blocks for the future....particular examples (include) the approach being taken to the creation of a human resources strategy. Whilst there are currently many human resources policies in place the proposed strategy will provide a strategic framework and context for their application".

Progress made at the time of the review was seen as one of the Authority's strengths; since the review, the human resources strategy, now metamorphosed into the People Strategy, has been completed. The final work involved auditing the status of the Authority's personnel policies, and analysing all of the relevant performance and management information, to embed both areas within the strategy.

Finally, a note on context. Like many public sector organisations, the Authority is always at risk from 'strategy overload'. This paper follows the Oxford English Dictionary (shorter version) definition of a strategy as 'a plan or policy to achieve something', and so aims to be both short and succinct (see below). Members will, however, be aware that the NPAPA process identified some additional strategies which it recommended the Authority to develop. These included **Asset (=Property) Management** and **Procurement**. Although, historically, neither of these last two have been seen as a priority for the Authority (it holds few property assets compared with other NPAs; procurement is small scale, and is covered adequately by contracting procedures), they would complete an overall approach to 'asset' management, of which by far the largest component is this **People Strategy**.

2. The structure of the People Strategy

The People Strategy has been written by three members of the Senior Management Team, and links together the Authority's existing approaches and policies to people management. The

strategy, at five pages long (excluding appendices) is deliberately brief, partly because the Authority is not a large or particularly complex organisation, and doesn't warrant anything larger, but also to make it comprehensible. The strategy as presented has been compared (and occasionally borrows from) case examples of best practice in other local authorities, and contains the necessary components common to all such strategies, with the exception of length.

Many public sector human resources strategies (particularly those other than the 'best practice' examples) are often very lengthy affairs, and include detailed analysis of the purpose of individual personnel policies together with management information and targets; this strategy has confined such detail to appendices. The strategy as written sits in front of the Authority's personnel policies (**Appendix 2**), the majority of which have a strategic element in saying how we operate the Authority, and it is also supported by a range of performance information (**Appendix 1**).

A statement setting out what officers can expect of the Authority, and what the Authority expects of them (p5). These expectations are intended to help to embed officers' ownership and understanding of the strategy.

3. Extending the strategy to Members.

The People Strategy is very much oriented towards managing the Authority's 'officer' resource. A separate strategy exists for volunteers, but there is nothing comparable for Members. Should this strategy be extended to Members and, if so, is there a modified version of the 'Signing up to the YDNPA' that could drive this work? For example, in addition to many of the components relating to officers, Members' responsibilities could include:

- To work for the benefit of the 'national' community of the national park
- To shape the Authority's vision, mission and core values
- To make the connection between customers' aspirations and shaping services
- To support, respect and value the workforce

There is some mileage in this suggestion and not simply from a resource perspective (in simple cash terms, Members 'cost' the Authority considerably less than officers, but considerably more than volunteers). Embedding Members' work fully within the work of the organisation, and in particular its 'planning, resource allocation & management / review' cycle, is obviously a key for the Authority's development, and a People Strategy that included Members would provide a clear framework for the various policies and procedures that relate to Members.

Members' views are sought on the above approach.

RECOMMENDATIONS

Members are asked:

1. to approve the People Strategy, and
2. to comment on the extension of the strategy to include Members, and in particular on the 'signing up to the YDNPA' component.

RICHARD BURNETT
HEAD OF FINANCE & RESOURCES

25th JANUARY 2006

The People Strategy

Aim

“The National Park Authority is a forward-thinking, focused and influential organisation, which provides its staff (and members and volunteers) with the necessary skills, knowledge and experience to make the most effective use of its resources” (Best Value Performance Plan 2006/07 , Section 7, ‘Corporate & Democratic Core Functions)

Introduction

With the Authority spending over 70% of its direct government grant on staff, there is a clear need to take a coherent approach to ensuring that such a resource supports and delivers the Authority’s priorities. The purpose of this Strategy is to support improvements to organisational performance, which can best be achieved through the Authority’s people.

This Strategy brings together the components of people resource management into one cohesive structure, to support the Authority’s work programme in the medium to long term; it sets the framework as to how people resources should be planned, managed, developed and evaluated to support the achievement of the Authority’s vision, values and objectives.

The Strategy is supported by the planned collection and evaluation of a range of performance information (**Appendix 1**), and by a comprehensive suite of policies and procedures (**Appendix 2**). Both the performance information and the policies link directly to each of the four parts of this strategy:

- resource planning,
- developing people,
- management: procedures and policies, and
- evaluation and performance review.

1. Resource planning

Recruit and retain a capable and talented workforce who are committed to delivering excellent services to the Authority’s stakeholders, so that we become the outstanding employer within the National Park Authority community

To ensure that the planned workforce is fit for delivering the long-term objectives of the Authority, a regular review of the staffing requirements is required. This fundamental review will be undertaken every three years as part of the rolling business planning cycle, to establish whether:

- the staffing establishment remains affordable within the annual and projected grant settlement from central government (**Appendix 1, # 5**);

- the current staff establishment can meet future delivery requirements, and to identify any significant areas of change required, including staff development and job changes. This is achieved as part of the annual objective setting process (including Performance Indicators) within the Best Value Performance Plan, which looks at a three year projection, which itself derives from the National Park Management Plan, covering a five to ten year period.

The Authority has established procedures for dealing with staff recruitment and retention (**Appendix 2, section 1a**), which aim to ensure a fair and consistent recruitment and selection framework. These policies have sufficient flexibility to cope with market failures: for example, salary supplements for those posts for which it is recognised that there is a national shortage of suitably qualified individuals. All posts have clear job descriptions, person specifications and advertisements.

The Authority collects information to underwrite the management of this approach (**Appendix 1, # 1-4**).

The terms and conditions of staff, along with pay, grading and allowance issues, are kept under review to ensure that they remain attractive; such 'standard' policies (**Appendix 2, section 1b**) are supplemented by work-life balance and training policies (see sections 2 and 3). The Authority is committed to maintaining safe and healthy working conditions for all staff, and to maintaining good communication and working relationships with trade unions and our people.

When planning for future delivery, where such is either linked directly to a specific grant, or where the nature of the work is of likely short duration (< 2 years), additional staff will be employed under short term contracts. This approach will help to ensure that the Authority does not over-commit itself in the longer term.

2. Developing People

To enable our people to deliver consistent and effective services and realise their own potential, so that best value services are achieved in support of the Authority's vision, core values, objectives and targets

The fundamental need is to develop existing staff to ensure that they continue to be able to deliver the Authority's objectives, and this marries well with career development and a culture of challenge and motivation.

The Authority has an established process for delivering and supporting training and development activities, linked to performance review and to its annual business planning processes (**Appendix 2, section 2**), and gathers management information and sets targets that support this process (**Appendix 1, # 6**).

Supported by its Training and Development policies and by a dedicated officer with overall responsibility for managing a delegated training budget, an integral 'whole Authority' annual training plan is prepared to deliver generic training objectives. This plan also assists in meeting the government's requirement to develop a 'Workforce development Plan' as part of its 'Local Government Pay & Workforce Strategy'.

The Authority recognises the opportunity for developing its staff for possible future vacancies (and advertises posts internally where appropriate), and aims to provide comprehensive training opportunities to enable the achievement of potential. Because of the small size of the organisation, however, the Authority appreciates that many of the career progression opportunities for existing staff are likely to be with other employers, and encourages staff to undertake development whilst employed by the Authority that will both expand their potential within their current role and that may lead to a career move beyond the Authority.

The Authority will continue to use accreditation to the Investors in People (IIP) standard to assure and drive its development of people. The reassessment process runs on a three year cycle, and this is incorporated within the business planning process. The Action Plan deriving from each reassessment supplements this strategy. The IIP standard itself places particular emphasis on effective management and employee involvement, factors which are considered to be key for this organisation.

Equipping managers to be effective is essential. Beyond training and development activity aimed at supporting specific objectives, the Authority will re-evaluate its approach to management training (40% of staff, including Senior Management Team members, have line management responsibilities), with particular emphasis on line management's understanding of this overall strategy and of its grounding in the Authority's core values, as well as its capacity to manage change. Corporate working is used extensively to extend the experience of line managers, although at present this operates chiefly at higher levels of management.

The Authority undertakes a full Staff Survey every two years, giving feedback on a range of activities and processes that affect staff development and other people management issues; a (monitored) action plan is prepared to resolve any issues identified by the survey.

In some circumstances, changing objectives in certain work areas may require fundamental changes to job roles. The Authority has robust procedures for dealing with any such changes, including full consultation with all affected parties, and recognises the need to support any training and development activity required for successful implementation.

3. Management: procedures and policies

Equip and develop managers, so that they meet their responsibilities to the Authority.

The purpose of the Authority's people management policies (**Appendix 2, section 3a**) is to support delivery of a motivated, competent workforce, appropriate to the needs of the organisation.

The Authority aims to promote a positive working culture, and so particular emphasis will be given to developing policies and approaches that address work-life balance issues, recognising the benefits these can bring in terms of improved morale and performance, and in response to the current direction of employment legislation (**Appendix 2, section 3b**); the Authority gathers key information and sets targets in these areas (**Appendix 1, # 7-9**). Policies will also be reviewed in the light of the Equality Standard, to identify any

modifications needed to meet best practice. Any changes introduced in these areas must, however, reflect the needs and operational requirements of the Authority, particularly bearing in mind its size and capacity for significant changes to working practices.

4. Evaluation and performance review

Develop a supportive culture that recognises achievements while continuously seeking to learn from and improve on what we do.

The Authority aims to have a supportive management ethos, recognising and valuing everyone's contribution, and in this context seeks to empower and enable all employees to be accountable for their actions and responsibilities, supporting this approach through appropriate policies (**Appendix 2, section 4**).

This strategy forms part of the annual business planning (and budget setting) process; it links overall people resources, as well as their performance (as monitored by the performance review procedure and through the achievements of Best Value Performance Plan targets; **Appendix 1, # 10**), to future objectives. This process will identify any adjustments needed to the Authority's people resource and to this strategy.

As well as the evaluation 'health check' provided by liP reassessment, the Authority will undertake a full Staff Survey every two years, to obtain feedback on a range of activities and processes that affect staff development and other People Management issues.

Performance information (**Appendix 1**) will, wherever practicable, be used to identify the success of this strategy and its component policies. At the highest level, success can be equated with the achievement of business plan targets, but routine reporting to managers and members is integral to continued performance management.

The Authority has linked the organisation's Core Values to required management behaviours, forming part of the existing appraisal scheme.

The Senior Management Team will continuously monitor the success of the People Strategy in achieving its aims. An annual report will be presented to the Finance & Resources Committee on the difference being made in the organisation as a result of the implementation of this strategy.

Finally, any strategy needs to be kept relevant by continuously assessing it against what is happening in the organisation. We need managers, employees and trade unions to play their full role in this by commentating and identifying any emerging gaps that might occur with the passage of time.

5. Communication

Fundamental to the success of this strategy is its communication to all employees and their 'sign-up' to it. The Authority will undertake further development of the intranet and internet to make sure that corporate information is readily available, and will continue to use team meetings, newsletters and performance review meetings to get across the various aspects of this strategy. In addition, the final section of this strategy, '**Signing up to the Yorkshire Dales National Park Authority**', identifies what employees can expect from the Authority's people strategy, and what the Authority expects of them.

“Signing up to the Yorkshire Dales National Park Authority”

What you can expect

Employees

- To be appointed fairly
- To have a welcoming induction
- To be trained and developed properly
- To be well managed
- To be supported
- To enjoy work life balance
- To be listened to
- To have a healthy and safe work environment
- To be treated with dignity and respect
- Career development

Line Managers

All of the above, plus:

- Management development
- To be supported in your service development decisions
- To have a voice in your service's management

Service Heads

All of the above, plus:

- Delegated authority to shape your service
- To be supported in your policy decisions
- To be accountable for your service
- The opportunity to manage and facilitate change

Senior Management Team

All of the above, plus:

- Delegated authority to guide the work of the Authority
- To guide the future agenda and vision of the Authority
- To manage the Member interface

What we expect of you

Employees

- To apply the Authority's core values in everything you do
- To be capable of undertaking your job
- To perform to the best of your abilities
- To be customer focused
- To be a team player
- To be loyal to the Authority
- To raise any concerns early
- To treat people with dignity and respect
- To support service provision to meet the Authority's objectives

Line Managers

All of the above, plus:

- To be an ambassador for the Authority's culture
- To enable, develop and motivate people in your team
- To contribute to strategic decisions
- Consistent and fair management
- To manage service provision to meet the Authority's objectives

Service Heads

All of the above, plus:

- To lead people effectively
- To consult and inform Members
- To uphold liP standards
- To be innovative
- To direct service provision to meet the Authority's objectives

Senior Management Team

All of the above, plus:

- Apply a leadership style which empowers
- To lead and encourage organisational development
- To safeguard and develop the Authority's culture

Note: line managers may manage one of several teams within a service (pr section), hence the differentiation between them and service heads.

Supporting the strategy: performance information

1. RESOURCE PLANNING

Purpose	Action	Performance Information	Information / Target	Reporting	Frequency of measurement	
1. Provide an effective recruitment service	Recruitment advertising (Performance Information to highlight comparative costs, to relate to nature and description of job advertised)	Response rate to advertisements (number of respondents)	For information	Management	Annual	
		Cost of advertising (total cost, + ratio to response rates, plus success of various media)	For information	Budget Process	Annual	
	Monitor operational problems caused by slow recruitment	Speed of filling vacancies	For information	Management	Annual	
		Induction surveys (to assure induction process)	% of inductions fully completed	100%	Management	Six-monthly
		% of stage reports for new staff completed during six month trial period	100%	Management	Six-monthly	
2. Staff participation	Pension Scheme. The scheme is a key staff benefit; need to ensure that certain groups are not excluded for reasons of indirect discrimination.	% of staff in scheme (or aware of scheme, if choose not to join)	100%	Management	Annual	
	Health Scheme. That staff are aware of the option to join	% staff aware of scheme	100%	Management	Biennial (Climate Survey)	
3. Equalities.	Meet national performance targets , where appropriate.	% ethnic employees / FTE	For information, measured against other NPAs	BVPI	Annual	
		% disabled employees / FTE	As above	BVPI	Annual	
	Avoid indirect sex discrimination	Ratio male / female employees in management roles	As above	Management	Annual	

4. Ensure that the organisation benefits from 'new blood' as well as retaining experienced workers	Monitor success recruitment	% positive recruitment surveys	100%	Management	Six-monthly
	Monitor success of retention	% of employees who leave within 2 years	For information	Management	Annual
		% positive exit interviews	100%	Management	Six-monthly
	Monitor internal recruitment	Number of posts that are filled internally	For information	Management	Annually
5. Maintain an affordable staffing establishment	Ensure that payroll costs remain consistent (where appropriate)	Ratio of payroll costs to DEFRA core grant	Set benchmark at current year	Management	Annual
	Review establishment / filled posts, to check that service delivery objectives are supported	% of staff posts filled	95% (to allow for vacancy factor)	F&R Committee	Quarterly
	Salary levels to remain competitive	Ratio to national NPA averages, for targeted posts	Mid-point	Management	Biennial
	Expenses claims. Ensure remain cost effective.	Total cost of expense claims, broken down into mileage / other expenses.	Year on year comparison	Management	Annual

2. DEVELOPING PEOPLE

Purpose	Action	Performance Information	Information / Target	Reporting	Frequency of measurement
6. Training and development provided to staff meets service improvement needs	Training & Development Policy. Evaluate the success of training at the point of delivery, and at individual & management level in terms of implementation.	Average days / employee of training / PA Training expenditure/ employee	% days / employee/ PA	BVPI	Annual
		% of training evaluations completed	Set target to improve on climate survey feedback	Management	Annual
		% of staff who believe they have sufficient training to do their job	95%	Management	Biennial (information from Staff Survey)
		% of training feedback that concludes that training was good/ excellent	Set target based on current year	Management	Six-monthly
		% of training objectives agreed within performance review process (and approved for funding) that are met.	75% (including revision of objectives at six-month point). Analysis by dept / whole Authority	BVPI	Annual

3. MANAGEMENT: PROCEDURES AND POLICIES

Purpose	Action	Performance Information	Information / Target	Reporting	Frequency of measurement
7. Provide a safe and supportive working environment	Accident Reporting Procedure.	Number of reported accidents at work	Reduce by 1 per 100 employees per year	F&R Committee	Quarterly
	Investigate all reportable accidents, determine cause and take preventative action	% of assessments completed to required date	100%	Management (H&S Group)	Quarterly
	Risk Assessment Procedure. Complete Risk assessment for all work stations	% risks resolved satisfactorily within 3 months	75%	Management (H&S Group)	Annually
8. Ensure healthy working	Flexible working / flexitime / leave policy. Monitor working hours and compliance with working time regulations.	% of employees working over 48 hours / week	0%	Management	Quarterly
		% of employees not using all of their annual leave entitlement.	0%	Management	Annual
	Sick leave. Monitor and actively manage.	% annual sick leave / FTE (national performance indicator)	Bottom quartile, NPAs	BVPI / F&R Committee	Quarterly
		% annual sick leave / FTE, excluding 'long term' sick leave	For information	F&R Committee	Quarterly
		% Completion of sickness reviews (in line with procedure)	100%	Management	Annual
		Number of referrals to Occupational Health Service	In line with other service users	Management	Annual

9. Improve work-life balance without compromising service delivery	Flexi-working patterns. That staff are available as required during core hours	% of staff working core hours	100%	Management	Annual
		% of staff taking advantage of flexi-scheme	Base on current year patterns	Management	Annual
		Average (& total) number of flexi days taken /annum	Base on current year patterns	Management	Monthly / annual
		Average (& total) number of Time off in Lieu days taken / annum	Base on current year patterns	Management	Annual

4. EVALUATION AND PERFORMANCE REVIEW

Purpose	Action	Performance Information	Information / Target	Reporting	Frequency of measurement
10. Staff performance meets or exceeds expected requirements	Performance Management Review. Adequate and timely completion	% of annual performance reviews completed by and May after year-end	100%	BVPI	Annual
		% of half yearly performance reviews completed, by end October	100%	Management	Six-monthly
		Ratio of performance assessment descriptions (Excellent / Good/ Fair/ Concern)	Based on current year patterns	Management	Annual.
	Achievement of BVPP targets	% of targets in annual BVPP achieved	Target within BVPP	BVPI	Annual

Supporting the strategy: policies and procedures

1a. RESOURCE PLANNING: RECRUITMENT

Personnel Policy/Procedure	Purpose	Implementation Date/ Last Review Date	Next Review Date
Market Rate Supplements	Salary supplements in situations where employment market fails.	2003/04	2007
Probationary Periods - Assessment Procedure	Good practice guide and administrative procedure.	2003	2006
Recruitment Process (including CRB arrangements)	Good practice guide, standard proformas etc.	2003	2006
Relocation	Recruitment and retention aid.	April 2003	November 2006

1b. RESOURCE PLANNING: TERMS & CONDITIONS

Personnel Policy/Procedure	Purpose	Implementation Date/ Last Review Date	Next Review Date
Annualised Hours Contracts	Supplementary Guidance to accompany contract.	April 2001	2007
Banding Structure	To Single Status arrangements.	April 2001	2007
Car Allowance	To implement national conditions but varied by local agreement.	April 2001 (Single Status)	Allowances implemented following annual national agreement.
Car Purchase Scheme	As policy title (note: pre-1997 NYCC policy: rarely used).	-	2006
Contracts of Employment - Guide to Fixed Term Contracts.	Guidance in line with Fixed Term Regulations and statutory dismissal procedure.	New in 2005	2008
Early Retirement Scheme	Discretionary area of Local Government Pension Scheme.	1998	2006 (awaiting legislation)
Essential User Guidance	Guidelines for classification.	2001	2008
Facilities Agreement with UNISON	Time off arrangements etc.	Draft state only since 2003	2006
Grading	Job review process.	Modified 2005	2007
Ill Health Referral and Dismissal Procedure	Guidance Notes on Occupational Health Referral Procedure (no formal document but there is a need).	-	2006

Merit Incentive Payment Schemes	As scheme title (note: pre-1997 NYCC scheme: not in use).	N/A	Management review to agree deletion from policies (May 2006).
Mileage and subsistence guidance	Guidance on claims from officers.	2002	2007
Regrading Policy	Implement the national conditions of service.	Draft state since 2001	2006
Reorganisation & Redundancy Policy and Guidance Note	Good practice guide in line with statutory requirements.	April 2005	April 2008
Spectacles & Eye Tests - Users of DSE	See Health and Safety.	-	-
Staff Discounts	Purchasing discounts available from Retail service.	Pre 2001	2006
Travelling & Subsistence Allowances	Implement national conditions and local variations.	April 2001 (Single Status)	N/A
Variations to Contracts of Employment – A guide to	As guide title. Not in existence but would be useful to have; possible future work area.	-	2006/07

2. DEVELOPING PEOPLE

Personnel Policy/Procedure	Purpose	Implementation Date/ Last Review Date	Next Review Date
Core values	Direction and ethos of delivery of Authority's services; link to 'behaviours'.	September 2005	2007
Bar Criteria Guidance	Guidance and consistency in this area of management.	April 2003	January 2006
Career Break Scheme	As scheme title (note: pre-1997 NYCC scheme: rarely used). Aims to support work/life balance objective.	Not in use	2007
Training and Development Policy	Staff Development.	April 2005	November 2006

3a. MANAGEMENT: GENERAL MANAGEMENT AND CONDUCT

Personnel Policy/Procedure	Purpose	Implementation Date/ Last Review Date	Next Review Date
Alcohol, Drugs & Substance Misuse Policy	As policy title (note: pre-1997 NYCC policy, not in use).	-	Management review to agree deletion from policies (May 2006); having confirmed all key aspects are covered by other extant policies.
Anti Harassment	As policy title; pre-1997 NYCC Policy. Not used in last 5 years.	Policy area undergoing revision (winter 2005), re: anti-harassment / bullying.	Review new policies, to check the contents of this version fully covered; June 2006.
Children in the Workplace	Reduce risks, link with health and safety.	August 2005	August 2008
Code of Conduct	Give guidance to officers about their behaviour.	Pre 1997 Review ongoing, led by Legal section.	2006 / Pending new National Code.
Disabilities - Employment of people with	As policy title. Pre-1997 NYCC policy. Not in use but considering resurrecting to promote equality.	2006/07	2009/10
Email Protocol	Now within IT Policies; describes standards of operation expected of officers in e-communications.	2005	2008
Equal Opportunities	Good practice guidance.	1997	2006
Gifts & Hospitality	Guidance / reporting policy.	Pre 2001	2006 (link to 'Code of Conduct' work).
Health and Safety Policy and Codes of Practice	See Handbook.	N/A	Area under continuous development through H&S Working Group.
HIV Disease - Policy on	As policy title (note: pre-1997 NYCC policy: not in use).	N/A	2006. Review to ensure all aspects covered by other existing policies.
Ideas Scheme (Staff suggestion scheme)	As scheme title (note: pre-1997 NYCC scheme: not in use).	-	Possible future work; area for management review in 2006.
Smoking Policy	See Health and Safety.	-	-
Violence Against Employees	See Health and Safety.	-	-

3b. MANAGEMENT: WORK LIFE BALANCE

Personnel Policy/Procedure	Purpose	Implementation Date/ Last Review Date	Next Review Date
Adoption Leave	Adds Statutory procedure to pre-existing NYCC policy.	April 2003	May 2006
Annual Leave & Time Off Provisions e.g. special leave, public duties	Outlines terms and conditions.	April 2001 during Single Status negotiations. TOIL and overtime guidance 2005	May 2006 April 2008
Flexible Working Hours (Flexitime)	Work/life balance Initiative.	April 2001 (Single Status)	2005 for new time and attendance system. 2006 for possible general review.
Flexible Working Request Policy and Procedure	Implements statutory procedure.	November 2003	November 2005
Job Sharing Scheme	Pre-1997 NYCC scheme: work/life balance initiative.	Pre 1997	2006/07
Maternity Leave - Maternity Support Leave Provisions and Paternity	Implements national conditions and statutory requirements.	April 2003	2006/07
Off Site Working	Supports and manages occasional offsite working, with particular reference to IT and H&S aspects. Adopted August 2005.	2005	November 2006
Parental Leave	Implements statutory requirements, work/life balance initiative.	February 2002	Update as legislation evolves; review 2007.
Terms & conditions: overtime and TOIL guidance	As policy title.	2005	2007
Weekend Working Agreement	Local Agreement on unsocial hours payments.	April 2003	April 2006 (to consolidate current practice).

4. EVALUATION AND PERFORMANCE REVIEW

Personnel Policy/Procedure	Purpose	Implementation Date/ Last Review Date	Next Review Date
Advice & Counselling - Notes of Guidance on	As guidance title. Pre-1997 NYCC guidance. Overtaken by operation of Staff Care Network.	-	2006: review to ensure content covered fully by Staff Care Network arrangements and other policies.
Appraisal Scheme	Staff development.	April 2001 but updated guidance each year (No change to scheme)	December 2006
Capability Procedure	To manage poor performance/attendance at work.	Pre 1997	May 2006
Confidential Reporting Policy	"Whistle-blowing" arrangements.	December 2005	2006.
Disciplinary Rules and Procedures	To maintain Standards of Conduct. Legislative requirement.	Pre 1997	May 2006

Disputes Procedure	As procedure title. Pre-1997 NYCC procedure. Review for applicability.	-	2006
Exit Interviews	Feedback mechanism and recruitment aid.	Introduced in 2003	2007
Grievance Procedure	Settle disputes quickly and effectively.	Pre 1997	May 2006
Sickness Absence - Notification Procedures	Maintain standards and consistency, Statutory Sick Pay requirement.	1999	2007
Sickness Absence - Notes of Guidance for Monitoring and Managing	Good practice guide.	1999	2007
Staff Care Network	Access instructions.	On Intranet, 2005	Revise, if and when supply contract changes.