

# PAY PROGRESSION POLICY

## Policy reference – HR06

SUMMARY	This procedure applies to all Bradford City and Bradford Districts Clinical Commissioning Group staff employed under Agenda for Change terms and conditions of service and describes the approach to be followed concerning pay progression.
AUTHOR	Alison Ewart – HR Business Partner
VERSION	Final
EFFECTIVE DATE	<b>01.06.2014 – due to Bradford City and Bradford District CCG opting for implementation in shadow form for 12 months and go live from 01.04.2015 - a communication has gone out to all staff within the CCG confirming that until the end of March 2015 all increments in the CCG will be automatically made.</b>
APPLIES TO	NHS Bradford City and Districts CCG and all agenda for change positions
APPROVAL BODY	Senior Management Team of the CCG
RELATED DOCUMENTS	All HR policies
REVIEW DATE	Review carried out June 15 Future review date March 2018 and /or in accordance with Nationally agreed pay arrangements if these supersede the review date or any changes to the NHS terms and conditions of service handbook

**THIS POLICY HAS BEEN SUBJECT TO AN INITIAL EQUALITY IMPACT ASSESSMENT**

**VERSION CONTROL SHEET**

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Status</b>	<b>Comments</b>
Final	20.01.2014	Alison Ewart	HR Lead	See attached EIA
Amended Final	29.05.14	Alison Ewart	HR Lead	Amended to reflect automatic increment payable subject to a satisfactory PDR (compliance with related matters – see section 2.1)
Final	June 2014	Alison Ewart	HR Lead	Previously approved at SMT
Review	10.06.15	Alison Ewart	HR Lead	Updated to reflect Agenda for Change National terms and condition changes
Final following HR Policy Sub Group Meeting	02.07.15	Alison Ewart	HR Lead	Discussed at the HR Policy Sub Group on 02.07.15
Final	02.12.2015	Tazeem Hanif	HR Lead	Ratified at the Social Partnership Forum

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## INTRODUCTION

### 1.1. Purpose

Nationally agreed changes to Agenda for Change (AfC) were agreed by the NHS staff council in February 2013 clarifying new arrangements for staff progressing through pay bands (incremental pay progression). This procedure applies to all Bradford City and Bradford Districts Clinical Commissioning Group staff employed under Agenda for Change terms and conditions of service and describes the approach to be followed concerning pay progression.

Pay progression should not be seen as an automatic right by staff but rather is something to be earned and is a reward that is dependent on satisfactory performance, conduct and demonstration of meeting all statutory and mandatory training requirements relevant to their role. **If the above requirements are met, automatic pay progression will take place. If the member of staff is not being progressed to the next pay increment, the line manager will need to complete appendix 3B to ensure the increment is not paid on this occasion to the member of staff.**

The Bradford City and Bradford Districts CCG has a duty to provide high quality services to our stakeholders and partners, and strives to be a high performing organisation that continuously improves quality, safety and the patient experience. It is a key part of Bradford City and Bradford Districts CCG strategy to achieve its goals through maximising the contribution of each member of staff.

In support of this aim, and in accordance with AfC, this Policy sets out the basis upon which an individual's performance drives pay progression. It is expected that employees who can demonstrate the required level of performance and conduct, who have met their objectives and are compliant as regards their statutory, mandatory training will progress annually through the increments in their salary band.

For staff in pay bands 8C, 8D and 9, pay progression into the last two points in the pay band are annually earned and therefore not subject to pay protection (with the exception of 2.3). Where staff in these pay points/bands do not meet the locally determined performance standards for a given year, one annually earned pay point may be withdrawn

Any amendments to the NHS terms and conditions of service handbook will supersede this policy as new pay arrangements are agreed.

### 1.2. Scope

This Policy applies to all employees on Agenda for Change (AfC) terms and conditions of employment (including those on permanent and temporary contracts) and those of secondees to Bradford City and Bradford Districts CCG.

Bradford City and Bradford Districts CCG will ascertain a fair and consistent approach to applying the Pay Progression Policy and will give due consideration to employee's bespoke circumstances when considering a request for pay progression.

**By deferring the process and implementing the framework in shadow form, would give Managers and Employees in the CCG the opportunity to embed the new appraisal process and adequate time for the collation of evidence against performance criteria ready for 1<sup>st</sup> April 2015.**

### **1.3 Definitions**

- **AfC** – Agenda for Change
- **Bradford City and Bradford Districts CCG** – Clinical Commissioning Group.
- **HR** - Human Resources
- **Line Manager** - For the purpose of the Policy Managers are defined as the senior person responsible for the employee's management

### 1.4 Equality Statement

In applying this policy, the organisation will have due regard for the need to eliminate unlawful discrimination, promote equality of opportunity and provide for good relations between people of diverse groups, in particular on the grounds of the following characteristics protected by the Equality Act (2010); age, disability, gender, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief and sexual orientation. A single Equality Impact Assessment is used for all policies and procedures.

### 1.5 Accountability

The Chief Officer is accountable for this policy

## **2.0 PAY PROGRESSION PROCEDURE**

- 2.1** Pay progression will be applied automatically through the Payroll Provider subject to the line manager completing the PDR/appraisal process with the member of staff – to the required satisfactory standard.

If the employee does not meet the requirements below, then automatic pay progression will not apply.

#### **Pay progression will be conditional upon:-**

- Individuals demonstrating that they have achieved the required level of competence.
- The achievement of appropriate objectives (both organisational and personal objectives).

Satisfactory assessment against the values and behaviours of the organisation – this recording mechanism will have to be developed with the support of the Learning and Development Team and would reflect the requirements of Bradford City and Bradford Districts CCG.

- All statutory and mandatory training relevant to the employee's role is up-to-date and recorded as compliant.
- Live disciplinary warnings may be taken into account.
- Being on a formal stage of the CCGs Performance Improvement Policy may be taken into account.

If the employee has failed to meet the pay progression criteria as a consequence of organisational constraints this must be documented by the line manager.

## **2.2 Pay progression that falls within a prolonged period of agreed or recognised leave**

For employees whose Incremental date falls within a period of long term sickness, Shared Parental Leave, adoption leave or during a secondment, the line manager would consider the 12 month period prior to the commencement of the current episode of leave to make a decision on pay progression.

Employees on secondment will undertake the pay progression procedure of the employing organisation. This may involve the substantive manager working in conjunction with the line manager of the partner organisation to undertake a review of performance over the previous 12 months.

In line with the Employment Break Policy, the increment of any employees on an employment break would be frozen until they return to work. If the incremental date is imminent on their return then they will progress as normal to the next incremental point within their pay band to ascertain they are not penalised. However, it is recommended that a review takes place to ascertain that their statutory and mandatory training is up-to-date and recorded as compliant.

If the incremental date is 3 months or more in advance of their return the normal process set out in Section 2.0 would apply.

## **2.3 Staff on pay bands 8C, 8D and 9**

For staff who have reached the top points of 8c, 8d and 9, these staff will not drop below their current pay point. Staff already (as 31<sup>st</sup> March 2013), on pay points 45 and 46, 49 and 50, 53 and 54, will be protected. For those staff progressing to the top points of 8c, 8d and 9 between 01.04.14 and 01.04.15 the same protection will apply.

For employees on pay bands 8C, 8D and 9, progression to the last two pay points on their pay band are annually earned in the same way as for other AfC employees. The last two pay points on their pay bands are only retained where the appropriate level of performance has been reached. For example, an employee on the second to last pay point who doesn't meet the criteria set out in 6.2.1 will drop a pay point for a 12 month period. No protection will apply. Support will be given in line with 4.0.

## **2.4 Employees not on AfC terms and conditions**

It is expected that all employees directly employed by the organisation will be subject to the organisations appraisal procedure. Pay progression for these staff will need to be agreed in accordance with their contractual arrangements and subject to agreement at the Remuneration Committee where applicable.

## **3.0 APPROVING THE REQUEST FOR PAY PROGRESSION**

Pay progression will be conditional upon individuals demonstrating that they have achieved the requisite criteria in Section 2.1. The line manager will review the employee's performance against the criteria for pay progression in conjunction with Section A of the Proforma (Appendix 1).

The line manager will need to ascertain that the employee has no 'live' disciplinary warnings in place at the time of the application date and are not being managed at a formal stage of the CCG's Performance Improvement Policy. If a disciplinary sanction is issued to an employee between their application for pay progression and their

incremental date the line manager may decline the request and contact Payroll to stop the progression.

If the employee has not actively participated in an appraisal, has failed to meet the agreed objectives or is not compliant with statutory and mandatory training applicable to their role pay progression would not be approved.

However, if the employee has failed to meet the criteria due to valid organisational constraints beyond their control pay progression would be approved. This would include any technological or practical reasons for statutory or mandatory training not being provided by the provider, or through software problems, lack of training or other issues.

If the employee has met the criteria for pay progression their request would be approved. Automatic pay progression will be applied through the Payroll provider.

## **4.0 DECLINING THE REQUEST FOR PAY PROGRESSION**

### **4.1 Deferment of pay progression**

At the incremental date, any employee remaining non-compliant in any of the areas identified in section 2.1 will not receive their pay progression. It is the employee's responsibility to submit their proforma in a timely manner.

Pay progression will subsequently be deferred for 12 months until the next incremental pay progression date. If at this stage the employees request for pay progression is approved, it will be paid from this date, no retrospective payments would be due for the previous 12 months.

The decision to defer pay progression must have been discussed with the employee prior to any deferment being instigated. The line manager will complete Section B of the Proforma submitted by the employee to record that incremental pay progression has been deferred for 12 months.

Any individual for whom a pay progression has been deferred must be offered the appropriate support in order that they have the fairest opportunity to meet the performance requirements in future.

## **5.0 THE RIGHT OF REVIEW**

Where an employee disagrees with the decision made to defer pay progression, the employee has the right to request a review of the decision. To do so, they must write to their line manager within 7 calendar days of the notification of the manager's decision. They must set out the grounds on which they are requesting the review. The employee has the right to be accompanied at the meeting by a work colleague or trade union representative, provided they are not acting in a legal capacity. The review will be undertaken by a senior manager and a HR representative. The employee's manager will also attend the review to explain why they believe the request cannot be agreed.

It will be up to the review panel to decide, on the basis of the evidence provided by both the employee and the line manager, whether or not pay progression is approved.

Where a review panel considers that pay progression has been inappropriately deferred, the pay progression will be reinstated from the incremental date and retrospective payments made from that date.

The employee must be informed of the outcome of their review in writing within 7 calendar days of the date of the meeting. This is the final decision and the end of the formal procedure.

## **6.0 ROLES AND RESPONSIBILITIES**

### **6.1 Employees**

**It is the responsibility of employees to ensure that they:**

- Initiate the process by completing and submitting the Pay Progression Proforma to their line manager in line with the specified timescale
- Actively participate in the annual appraisal process and jointly agree and work towards their objectives
- Make their line manager aware of any organisational constraints that are preventing them from achieving their objectives
- Demonstrate that they have reached a satisfactory level of performance and achievement of objectives in line with the Appraisal Policy and process within the previous 12 months
- Ensure that all statutory and mandatory training relevant to the individual's post is up to date and recorded as compliant
- Make their line manager aware of any organisational constraints that are preventing them from being compliant in statutory and mandatory training
- Have a good level of conduct in the 12 months prior to their incremental date

### **6.2 Line Manager**

**It is the responsibility of line managers to ensure that they:**

- Contact Payroll via Appendix 3 B when automatic pay progression is not taking place. To ensure this is done prior to applicable payroll deadlines, thereby ensuring no overpayment takes place.
- Discuss pay progression with the employee prior to any deferment of pay and the rationale for deferment.
- Undertake annual appraisals for all members of their team, prioritising appraisals in line with incremental dates.
- Conduct an objective review of the individual's work based on feedback, examples and previous informal discussions.
- Ascertain that unsatisfactory performance is managed effectively in line with the Performance Improvement Policy and that appropriate support is provided to address the concerns.
- Ascertain the employee is encouraged and given the opportunity to undertake statutory and mandatory training.
- Demonstrate they have encouraged and supported the employee to achieve the criteria for pay progression (please refer to section 4.1)
- Make the employee aware of the right of review.

### **6.3 Other Support**

The Human Resource representative will provide advice and support on all aspects of this policy to ensure application and support. The Learning and Development

Representative will make managers aware of their team's statutory and mandatory training compliance.

The Trade Union/Staff Representatives will offer support and advice to employees as required.

Payroll will ensure that pay progression request is processed in the specified timescales to initiate pay progression. This will be an automatic process instigated by Payroll unless the manager completes Appendix 3 section B.

## **7.0 CONSULTATION, APPROVAL AND RATIFICATION PROCESS**

### **7.1 Consultation**

The Social Partnership Forum which is composed of management and staff side representatives considers all draft HR Policies and guidance. All members have the opportunity to make comments and suggestions on the document content which is debated within the group and amendments made and agreed. The HR Policy Sub Group may also consider draft policies and procedures prior to submission to the Partnership Forum.

### **7.2 Approval and Ratification**

The amendments to the Pay Progression Policy were considered at the HR Policy Sub Group meeting on 02<sup>nd</sup> July 2015. Following the discussions at this meeting the Policy will be considered finally at a future Partnership Forum meeting.

## **8.0 DOCUMENT CONTROL**

### **8.1 Publication**

The Policy will be published on the Bradford City and Bradford Districts CCG Intranet site.

## **9.0 ASSOCIATED DOCUMENTATION**

Performance Management Documentation within the CCG  
Performance Management Policy  
Disciplinary Policy  
Education, Training and Development Policy

## **10.0 APPENDICES**

Appendix 1 and 2: Appraisal Paperwork – including strengths finder (2015 attached)  
Appendix 3 (Section A – employee declaration, Section B – manager declaration)  
Appendix 4: Equality Impact Assessment

**Bradford City and Bradford Districts Clinical Commissioning Groups  
 APPRAISAL: Objective setting, mid-year and annual reviews – 2016/17**

<b>Name:</b>		<b>Job title:</b>		<b>Line manager:</b>	
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Bradford City CCG and Bradford Districts CCG objectives							
	Programmes (BCCCG and BDCCG)		Priorities (Bradford City CCG)		Priorities (Bradford Districts CCG)		Enablers (BCCCG and BDCCG)
<b>P1</b>	Self-care and prevention	<b>C1</b>	Improving patient experience	<b>D1</b>	Improving patient experience	<b>E1</b>	Whole systems commiss'g/new payment models
<b>P2</b>	Out-of-hospital care	<b>C2</b>	Mental health	<b>D2</b>	Mental health	<b>E2</b>	Better use of IT
<b>P3</b>	In-hospital (planned) care	<b>C3</b>	Bradford beating diabetes	<b>D3</b>	Bradford's healthy hearts	<b>E3</b>	Engagement and co-production
<b>P4</b>	Urgent and emergency care	<b>C4</b>	Maternal and child health	<b>D4</b>	Living longer better	<b>E4</b>	Workforce
						<b>E5</b>	Use of assets
						<b>E6</b>	Optimum use of medicines

**1. WELLBEING**

**Capture discussion and two-way feedback** (*favourable/unfavourable*) around job satisfaction, relationships, environment, culture and workplace needs (including DSE):

2. WORKING ARRANGEMENTS <i>(line manager to confirm agreed working arrangements, please tick / write hours in applicable box)</i>			
<b>Full time</b> <i>(37.5 hours)</i>		<b>Annual hours</b>	
<b>Part time</b> <i>(please write in number of hours worked per week)</i>		<b>Condensed hours</b> <i>(please write in agreed working arrangement)</i>	
<b>Term time working</b>		<b>Job share</b>	
<b>Home working</b>			

**3. STRENGTHSFINDER – how I use my strengths in my role** *(completion of this section is optional)*

**My top five themes from Strengths finder 2.0 are:**

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**Capture discussion around what actions can be taken and how the identified strengths can be made the most of in an individual role, and/or as part of the team and/or as part of Bradford City and Bradford Districts CCGs:**

**4. PERSONAL OBJECTIVES** *(to be agreed by 30<sup>th</sup> April 2016 – or within 1 month of commencing in new post)*

<b>Personal objectives</b> <i>(SMART)</i> <i>(Add/delete lines as applicable)</i>	<b>Link to CCG(s) objective(s)</b>	<b>Expected outcomes / benefits</b> <i>(e.g. output / milestones / KPIs)</i>

**4. PERSONAL OBJECTIVES** (to be agreed by 30<sup>th</sup> April 2016 – or within 1 month of commencing in new post)

<b>Personal objectives (SMART)</b> (Add/delete lines as applicable)	<b>Link to CCG(s) objective(s)</b>	<b>Expected outcomes / benefits</b> (e.g. output / milestones / KPIs)

**5. KEY ACHIEVEMENTS delivered at MID YEAR REVIEW** (to be discussed and documented by 30<sup>th</sup> September 2016)

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**6. KEY ACHIEVEMENTS delivered at ANNUAL REVIEW** *(to be discussed and documented by 31<sup>st</sup> March 2017)*

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**7. SUMMARY COMMENTS following discussion at ANNUAL REVIEW** *(to be discussed and documented by 31<sup>st</sup> March 2017)*

**7. SUMMARY COMMENTS following discussion at ANNUAL REVIEW** *(to be discussed and documented by 31<sup>st</sup> March 2017)*

<p><b>Job holder summary:</b></p>	<p><b>Line manager summary:</b></p>
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<b>8. PERSONAL DEVELOPMENT PLAN for 16/17</b> <i>(Add/delete lines as applicable)</i>	<b>Support needed from line manager</b>	<b>To be achieved by</b>	<b>My level of commitment</b> <i>(Scale 1-5: 1 = lowest, 5 = highest)</i>	<b>Has this been achieved by the end of 16/17?</b>
				Yes / No
				Yes / No
				Yes / No

9. SIGNATURES	Job holder <i>(name + signature)</i>	Date	Line manager <i>(name + signature)</i>	Date
Objective setting				
Mid-year review				
Annual review				

**\*\*\*Please remember to scan and submit this page only (i.e. sections 7, 8 and 9) to [hrsolutions@bdct.nhs.uk](mailto:hrsolutions@bdct.nhs.uk)**

Appendix 3



Bradford City Clinical Commissioning Group  
Bradford Districts Clinical Commissioning Group

**Pay Progression Proforma**

**Section A – Employee Declaration**

To be completed for all pay progression applications

Name: Employee No:

Job Title: Band: Incremental Date:

I can confirm that:	Yes/No/ comments
Statutory and mandatory training is up-to-date & recorded as compliant	
Achieved satisfactory appraisal & associated objectives	
Live formal disciplinary warnings	
Formal stage of the capability process	
Please note any mitigation	
<b>Signed</b>	
<b>Dated</b>	
<b>Please ensure that you submit this to your line manager two months prior to the month that your incremental date is due.</b>	

**Section B - Line Manager Declaration – to be completed and sent to Payroll only when a member of staff is not going to receive automatic pay progression**

Confirmation	Comments
I confirm that the employee has failed to meet the criteria for pay progression and that there are no valid organisational constraints that have prevented this therefore pay progression is declined.	
I confirm that I have made the employee aware of this decision and the right of review (if applicable).	

**Name:**

**Position:**

**Signature:**

**Date:**

**Please place a copy on the employees file. If automatic pay progression is not taking place please notify Payroll using (appendix 3 B). A Change Form needs to be completed to ensure the current level of remuneration is maintained (and no increase is applied) - [hresolutions@bdct.nhs.uk](mailto:hresolutions@bdct.nhs.uk)**

## Equality Impact Assessment

<b>Title of policy</b>	Pay Progression Policy – HR06	
<b>Names and roles of people completing the assessment</b>	Alison Ewart – HR Business Partner	
<b>DATE ASSESSMENT STARTED/COMPLETED</b>	23.01.2014	24.01.2014

## 1. Outline

<b>Give a brief summary of the policy</b>	This procedure applies to all Bradford City and Bradford Districts Clinical Commissioning Group staff employed under Agenda for Change terms and conditions of service and describes the approach to be followed concerning pay progression from April 2015
<b>What outcomes do you want to achieve</b>	<p>An agreed and standardised process for measuring satisfactory performance amongst AfC staff in CCGs. The Pay Progression process is designed to reward good performance and to make individual employees accountable for their own performance and behaviour. It meets the needs of smaller organisations, ensuring that the skills of all employees are utilised to maximum benefit.</p> <p>Potentially motivational for employees as incremental progression is regarded as a reward for good performance rather than an automatic right irrespective of performance. Employees not able to demonstrate compliance in statutory and mandatory training, or employees who have been issued with formal warnings for conduct or placed on a formal stage of the Performance Management process may not qualify for incremental progression. Similarly employees who don't achieve set objectives or meet the agreed behaviours at appraisal (where CCGs have chosen to incorporate values and behaviours into their appraisal process) may not progress incrementally. Linking pay progression to short term sickness is a potentially contentious issue discussed at length in section 2. Analysis of Impact.</p>

## 2. Analysis of impact

This is the core of the assessment, using the information above detail the actual or likely impact on protected groups, with consideration of the general duty to; eliminate unlawful discrimination; advance equality of opportunity; foster good relations			
	<b>Are there any likely impacts? Are any groups going to be affected differently? Please describe.</b>	<b>Are these negative or positive?</b>	<b>What action will be taken to address any negative impacts or enhance positive ones?</b>
<b>Age</b>	If formal short term sickness triggers are to be	Negative if not managed	If short term intermittent sickness is to be used then CCGs will need to

	incorporated into this policy then it may have a differential impact on this group as in some cases age can be associated with more frequent bouts of ill health.	properly.  Potential negative consequence could be that staff extends their short term absence to long term to avoid formal monitoring and possible loss of incremental progression.  Positive if line managers understand the links between all policies	mitigate against the potential impact of any disputed decisions. 1) The trigger point needs to be regarded as a guide rather than a definitive point and current sickness needs to be viewed in context with length of service and previous sickness records 2) Occupational health services will need to be involved in the process. 3) A paragraph may need to be added to the Absence Management policy around personal responsibility for own health and wellbeing. e.g. if individual is absent due to stress and doesn't take advantage of OH services e.g. stress management courses or staff counselling then this would be a factor included in the discussion about incremental progression. 4) Needs to link with flexible working policy to ensure that alternative working patterns and reasonable adjustments have been fully explored.
<b>Carers</b>	This may have a differential impact on staff who take time off sick to care for dependents	As above	As above
<b>Disability</b>	If formal short term sickness triggers are to be incorporated into this policy then it may have a differential impact on this group as in many cases disability can be associated with more frequent bouts of ill health	As above	As above
<b>Sex</b>	May have a differential impact on female employees. The largest age group in the NHS is 30 to 49 where gynaecological issues are likely to be more prevalent.	As above	As above
<b>Race</b>	N/A		
<b>Religion or belief</b>	N/A		
<b>Sexual orientation</b>	N/A		
<b>Gender reassignment</b>	N/A		
<b>Pregnancy and maternity</b>	N/A		
<b>Marriage and</b>	N/A		

<b>civil partnership</b>			
<b>Other relevant group</b>	N/A		
<b>3. Monitoring, Review and Publication</b>			
<p>If any negative/positive impacts were identified are they valid, legal and/or justifiable? Please detail.</p>	<p>Including sickness triggers on the policy as a means of measuring performance has been the subject of a recent tribunal case, where withholding increments was judged to be an unlawful deduction from wages. This was based on the view that sickness should not be used as a measure of performance.</p> <p><i>Bent and others v Central Manchester University Hospitals NHS Foundation Trust ET/2400833/11 and others</i></p> <p>If CCGs chose to implement this element of the policy they must find a way of applying this in an objective and fair way, using Occupational Health services to support their decision. Where CCGs attempt to apply this they may find themselves subject to formal reviews, and potentially legal processes.</p> <p>In making their decision CCGs need to consider if the Pay Progression process is the most appropriate way of dealing with short term sickness</p>		

<b>3. Monitoring, Review and Publication</b>			
<b>How will you review/monitor the impact and effectiveness of your actions</b>	Consultation with staff, support from Learning and Development regarding training and rolling out the appraisal process/documentation in 2014 ready for full implementation from 01.04.2015		
<b>Lead Officer</b>	Alison Ewart	<b>Review date:</b>	April 2016 Reviewed August 2015

<b>4. Equality and Diversity Sign off</b>			
Equality Lead Officer			
Lynne Carter	Supplied to Lynne Carter	Date approved:	24 <sup>th</sup> January 2014

<b>5. Sign off</b>			
Lead Officer			
Fiona Stephens			
<b>Director</b>	Associate Director of Corporate Affairs	<b>Date approved:</b>	August 2015