

LEE VALLEY REGIONAL PARK AUTHORITY
AUTHORITY MEETING
23 OCTOBER 2025 AT 14:00

Agenda Item No:

8

Report No:

A/4368/25

HUMAN RESOURCES POLICIES UPDATES

Presented by the Head of Human Resources

SUMMARY

The purpose of this report is to seek Member approval for the revised Performance & Conduct Policy and Grievance & Problem Solving Policy which have been updated as part of the Authority's review process. These policies have been updated to take account of legislative changes, best practice and the Authority's business objectives.

These policies were considered by the Executive Committee on 25 September 2025 (Paper E/897/25) and were approved for recommendation to Authority.

RECOMMENDATIONS

- Members Approve:
- (1) the Performance & Conduct Policy as set out in Appendix A to Paper E/897/25 attached at Annex A to this report; and
 - (2) the Grievance & Problem Solving Policy as set out in Appendix B to Paper E/897/25 attached at Annex A to this report.

BACKGROUND

- 1 The Authority has a register of policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. These policies are regularly reviewed to ensure they are relevant and up to date with legislation and best practice.
- 2 It should be noted that where possible the Authority implements legislative changes from the date they are introduced and there may be a time lag between this and the relevant policies being updated.
- 3 The Executive Committee approved for recommendation to Authority an updated Performance & Conduct Policy and Grievance & Problem Solving Policy at its meeting on 25 September 2025 (Paper E/897/25) which are attached at Annex A to this report for Members' consideration and approval.
- 4 Any environmental, financial, human resource, legal and risk management

implications are covered within Paper E/897/25 attached as Annex A to this report.

Author: Victoria Yates, 07739 852 235, vyates@leevalleypark.org.uk

PREVIOUS COMMITTEE REPORT

Executive Committee	E/897/25	Human Resources Policy Updates	25 September 2025
------------------------	----------	-----------------------------------	-------------------

ANNEX ATTACHED

Annex A	Paper E/897/25
---------	----------------



LEE VALLEY REGIONAL PARK AUTHORITY
EXECUTIVE COMMITTEE
25 SEPTEMBER 2025 AT 10:30

Agenda Item No:

Report No:
E/897/25

HUMAN RESOURCES POLICY UPDATES

Presented by the Head of HR

EXECUTIVE SUMMARY

The purpose of this report is to seek Members recommendation for approval of the revised performance and conduct policy and grievance and problem solving policy that have been updated as part of the Authority's review process. The policies have been updated to take account of legislative changes, best practice and the Authority's business objectives.

RECOMMENDATIONS

- Members Recommend to Authority:
- (1) the Performance and Conduct Policy attached at Appendix A of this report; and
 - (2) the Grievance and Problem Solving Policy attached at Appendix B of this report.

BACKGROUND

- 1 The Authority has a register of policies that ensure the organisation works efficiently and consistently towards delivering its Business Strategy. These policies are reviewed to ensure they are relevant and up to date with legislation and best practice.
- 2 It should be noted that the Authority implements legislative changes from the date they are introduced; and there may be a time lag between this and the relevant policies being updated.

PERFORMANCE AND CONDUCT POLICY

- 3 A draft of the updated Performance and Conduct Policy is attached at Appendix A of this report for Members' consideration and recommendation to Authority.
- 4 The Performance and Conduct Policy aims to ensure that all performance and conduct issues are dealt with fairly and consistently, and in line with statutory employment legislation, the Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice and HR best practice.

- 5 This policy in conjunction with the Disciplinary Procedure and Capability Procedure should aid managers and employees to improve performance and/or conduct.

GRIEVANCE AND PROBLEM SOLVING POLICY

- 6 A draft of the updated Grievance and Problem Solving Policy is attached at Appendix B of this report for Members' consideration and recommendation to Authority.
- 7 The Grievance and Problem Solving Policy aims to ensure that all grievances are dealt with fairly and consistently, and in line with statutory employment legislation, the ACAS code of practice and HR best practice.
- 8 The Authority aims to encourage a culture in which employees can raise any workplace problems, complaints or concerns in a supportive framework.
- 9 The Authority will always seek to resolve grievance issues at the earliest opportunity; and where possible they will be resolved informally, through open conversations and/or mediation. However, when a grievance is not resolved at the informal stage, the Authority's formal grievance and problem solving procedure will apply.

ENVIRONMENTAL IMPLICATIONS

- 10 There are no environmental implications arising directly from the recommendations in this report.

FINANCIAL IMPLICATIONS

- 11 There are no financial implications arising directly from the recommendations in this report.

HUMAN RESOURCE IMPLICATIONS

- 12 The new policies will be communicated to all staff and the Authority will ensure that managers are adequately trained to implement the procedures in accordance with these policies.

LEGAL IMPLICATIONS

- 13 The legal implications are set out in the body of this report.

RISK MANAGEMENT IMPLICATIONS

- 14 There are no risk management implications arising directly from the recommendations in this report.

Author: Victoria Yates, 07739 852 235, vyates@leevalleypark.org.uk

APPENDICES ATTACHED

Appendix A	Performance and Conduct Policy
Appendix B	Grievance and Problem Solving Policy

LIST OF ABBREVIATIONS

HR	Human Resources
ACAS	Advisory, Conciliation and Arbitration Service

Performance & Conduct Policy

August 2025

Reference: [Version 4]

ii Document information

Title:	Performance & Conduct Policy
Status:	Draft
Current Version:	4.0

Author:	Victoria Yates – Head of Human Resources Human Resources ✉ vyates@leevalleypark.org.uk ☎ 07739 852 235
Sponsor:	Beryl Foster – Deputy Chief Executive Corporate Services ✉ bfoster@leevalleypark.org.uk ☎ 01992 709 836
Consultation:	Human Resources, Policy & Procedure Review Group, Senior Management Team
Approved:	Approved by: Authority Approval Date: October 2025 Review Frequency: Every 5 years or earlier if there is a change in Government legislation Next Review: October 2030

Version History		
Version	Date	Description
2.0	October 2019	Statutory ACAS Code of Practice updated in 2015
2.0	October 2019	Updated relevant policies and procedures section
3.0	August 2020	Updated officer names and job titles
3.0	September 2020	Agreed for recommendation to Authority at Executive paper E/688/20
3.0	October 2020	Signed off and approved at Authority paper A/4286/20
4.0	August 2025	Updated phone numbers
4.0	August 2025	Checked relevant legislation
4.0	August 2025	Added relevant policies & procedures
4.0	August 2025	Added conduct vs capability section

ii Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
i	Document Information	2
ii	Contents	3

Main Body		
Section	Title	Page
1	Context	4
2	Policy Aims	4
3	Content	4
4	Conduct vs Capability	5
5	Responsibilities	5
6	Legal Considerations	6
7	Relevant Policy & Procedures	6
8	Policy Implementation	6
9	Monitoring & Evaluation	6
10	Review	6
11	Glossary of Terms	6

1. Context

- 1.1 An employee's performance contributes to the goals of not only their team, but to the Authority as a whole. Every employee is expected to perform at the required level, ensuring that the team and business objectives are met.
- 1.2 All employees have a duty to work to the best of their ability, and to uphold the Authority's values.
- 1.3 This policy sets out the Authority's approach to dealing with performance and conduct issues.

2. Policy Aims

- 2.1 The aim of this policy is to ensure that all performance and conduct issues are dealt with fairly and consistently, and in line with statutory employment legislation, The Advisory, Conciliation and Arbitration Service (ACAS) Code of Practice. This policy in conjunction with the Disciplinary Procedure and Capability Procedure should aid managers and employees to improve performance and/or conduct.
- 2.2 Ensure that each situation is reviewed and addressed on an individual basis and in relation to the particular circumstances.

3. Content

- 3.1 If any guidance in this policy is in conflict with the ACAS Code of Practice, then the guidance in the ACAS Code of Practice will take precedence.
- 3.2 The policy is based on the following core principles:
 - The primary aim of any disciplinary action is to encourage and support employees to improve their performance;
 - Matters should be resolved informally in the first instance wherever practically possible;
 - Managers should aim to resolve matters as speedily as possible;
 - Employees will be informed of the complaint against them, and given an opportunity to state their case before decisions are reached;
 - Employees can be accompanied at formal meetings by either a workplace colleague or an accredited Trade Union official;
 - Sanction, if any, will not be imposed until the matter has been fully investigated;
 - Employees will always be given a written explanation for any such sanctions taken, so they know what improvement is expected;
 - Employees will have an opportunity to appeal at every formal stage;

- All matters relating to this policy should be treated as confidential by all those concerned;
- Issues will be dealt with thoroughly, promptly and consistently.

4. Conduct vs Capability

- 4.1 It is important to understand and make the distinction between (prolonged) poor performance that may be due to a lack of capability/competence (skills, ability, aptitude or knowledge), and which the employee is willing to, or 'can', address through support and training, as opposed to misconduct, where the employee has the ability to improve but fails to, or won't, attain the required standard(s) of behaviour or performance.
- 4.2 Conduct is within the employee's control and as such, issues of conduct will be dealt with via the Authority's Disciplinary Procedure.
- 4.3 Capability, on the other hand, refers to the capacity and ability of the employee to perform their job and will be dealt with via the Authority's Capability Procedure.
- 4.4 Managers must take advice from Human Resources on all conduct and capability cases.
- 4.5 In some cases, a problem may appear at first to be a conduct issue, but later transpires to be one of capability or vice versa.

5. Responsibilities

- 5.1 Managers are required, when dealing with a performance or conduct issue, to follow the Authority's Disciplinary Procedure and Capability Procedure and to take all necessary steps to bring the matter to a satisfactory conclusion, within the timescales identified.
- 5.2 Managers must also ensure that all employees are able to readily access copies of the Disciplinary Procedure, Capability Procedure and the Authority's Performance & Conduct Policy, when the employee does not have access to the Authority's intranet.
- 5.3 The Senior Management Team are accountable for ensuring that this policy is implemented across the Authority, ensuring it is communicated and understood, translated into practice and enforcing its contents.
- 5.4 The Human Resources Team are responsible for implementing this policy across the Authority.

6. Legal Considerations

- 6.1 The primary legislation that influences this policy is the Employment Act 2008 and the Statutory ACAS Code of Practice 2015. Relevant Policy & Procedures

7. Relevant Policies or Procedures

- 7.1 This policy operates in conjunction with the following policies, procedures and statements:

- The ACAS Code of Practice on discipline and grievance 2015
- Whistleblowing Policy
- Anti-Fraud, Bribery and Corruption Policy
- Sickness Absence Procedure
- Some Other Substantial Reason (SOSR) Procedure
- Disciplinary Procedure
- Capability Procedure
- Grievance & Problem Solving Policy
- Grievance & Problem Solving Procedure
- Appeals Procedure
- Equality, Diversity & Inclusion Policy
- Harassment Policy

8. Policy Implementation

- 8.1 This policy will be available on the intranet for all employees to access. Once the policy has been approved HR and line managers will be responsible for ensuring on behalf of the Authority's Senior Management Team that this is carried out.

9. Monitoring & Evaluation

- 9.1 This policy will be monitored and evaluated on effectiveness periodically.

10. Review

- 10.1 This policy will be reviewed in light of any new legislation/regulations or every five years, whichever is the earlier.

11. Glossary of Terms

Term	Definition
ACAS	Advisory, Conciliation and Arbitration Service

Grievance & Problem Solving Policy

August 2025

Reference: [Version 4]

ii Document information

Title:	Grievance & Problem Solving Policy
Status:	Draft
Current Version:	4.0

Author:	Victoria Yates – Head of Human Resources Human Resources ✉ vyates@leevalleypark.org.uk ☎ 07739 852 235
Sponsor:	Beryl Foster – Deputy Chief Executive Corporate Services ✉ bfoster@leevalleypark.org.uk ☎ 01992 709 836
Consultation:	Human Resources, Policy & Procedure Review Group, Senior Management Team
Approved:	Approved by: Authority Approval Date: October 2025 Review Frequency: Every 5 years or earlier if there is a change in Government legislation Next Review: October 2030

Version History		
Version	Date	Description
2.0	October 2019	Statutory ACAS Code of Practice updated in 2015
2.0	October 2019	Updated relevant policies and procedures section
3.0	August 2020	Updated officer names and job titles
3.0	September 2020	Agreed for recommendation to Authority at Executive paper E/688/20
3.0	October 2020	Signed off and approved at Authority paper A/4286/20
4.0	August 2025	Checked relevant legislation
4.0	August 2025	Updated phone numbers
4.0	August 2025	Added relevant policies & procedures

ii Contents

Preliminary Pages		
Section	Title	Page
Cover	Title Page	1
i	Document Information	2
ii	Contents	3

Main Body		
Section	Title	Page
1	Context	4
2	Policy Aims	4
3	Content	4
5	Responsibilities	4
6	Legal Considerations	5
7	Relevant Policy & Procedures	5
8	Policy Implementation	5
9	Monitoring & Evaluation	5
10	Review	5
11	Glossary of Terms	6

1. Context

1.1 Grievances are concerns, problems or complaints that an employee may raise through the normal line management chain or directly to Human Resources where appropriate. This policy sets out the Authority's approach to grievances and problem solving.

1.2 The policy is for Authority employees. It does not cover self-employed contractors, temporary agency workers or volunteers.

1.3 If an agency worker has a grievance they should raise this with their agency.

1.21.4 If a volunteer has a grievance they should raise this using the Volunteers Problem Solving Procedure

2. Policy Aims

2.1 The aim of this policy is to ensure that all grievances are dealt with fairly and consistently, and in line with statutory employment legislation, The Advisory, Conciliation and Arbitration Service (ACAS) Statutory Code of Practice on discipline and grievance and HR best practice.

2.2 The Authority aims to encourage a culture in which you can raise any workplace problems, complaints or concerns in a supportive framework.

3. Content

3.1 If any guidance in this policy is in conflict with the ACAS Code of Practice, then the guidance in the ACAS Code of Practice will take precedence.

3.2 The Authority will always seek to resolve grievance issues at the earliest opportunity; and where possible they will be resolved informally, through open conversations and/or mediation. However, when a grievance is not resolved at the informal stage, the Authority's formal procedure will apply.

3.3 The emphasis of this policy is on problem solving and mediation rather than confrontation or an adversarial process.

4. Responsibilities

4.1 Managers are required, when receiving a complaint from an employee, to follow the Authority's Grievance and Problem Solving Procedure and to take all necessary steps to bring the matter to a satisfactory conclusion, within the timescales identified.

- 4.2 Managers must also ensure that all employees are able to readily access copies of the Authority's Grievance and Problem Solving Procedure and Grievance and Problem Solving Policy, when the employee does not have access to the Authority's intranet.
- 4.3. The Senior Management Team are accountable for ensuring that this policy is implemented across the Authority, ensuring it is communicated and understood, translated into practice and enforcing its content
- 4.4. The Human Resources Team are responsible for implementing this policy across the Authority

5. Legal Considerations

- 5.1 The primary legislation that influences this policy is the Employment Act 2008 and the Statutory ACAS Code of Practice 2015.

6. Relevant Policies or Procedures

- 6.1 This policy operates in conjunction with the following policies, procedures and statements:
 - The ACAS Code of Practice on discipline and grievance 2015
 - Sickness Absence Procedure
 - Some Other Substantial Reason (SOSR) Procedure
 - Performance & Conduct Policy
 - Disciplinary Procedure
 - Capability Procedure
 - Grievance & Problem Solving Procedure
 - Appeals Procedure
 - Equality, Diversity & Inclusion Policy
 - Harassment Policy
 - Whistleblowing Policy

7. Policy Implementation

- 7.1 This policy will be available on the intranet for all employees to access. Once the policy has been approved HR and line managers will be responsible for ensuring on behalf of the Authority's Senior Management Team that this is carried out.

8. Monitoring & Evaluation

- 8.1 This policy will be monitored and evaluated on effectiveness periodically.

9. Review

- 9.1 This policy will be reviewed in light of any new legislation/regulations or every five years, whichever is the earlier.

10. Glossary of Terms

Term	Definition
ACAS	Advisory, Conciliation and Arbitration Service