



network

The Newsletter of the Healthcare People Management Association



Mike Pyrah
HPMA President

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Bacon and eggs

This edition of Network coincides with our annual conference; therefore the HPMA president would normally be focussing all his/her attention on the conference, and on the year ahead for the Association. However as a PCT chief executive I am also somewhat pre-occupied by the changes to the NHS!

The changes to the configuration and roles of the PCTs, and the on-going development of foundation trusts, highlight the need for excellent human resource management in the NHS.

It is vital that these changes are managed effectively, and that we focus, throughout the process, on looking after our patients and our staff.

If we are to achieve these aims it is important that we all play our part, my concern is that in order to get this right we need to ensure that NHS organisations demonstrate clear and effective people management, and that we also have the same from our leaders!

Firstly, the leadership challenge for PCT leaders – whilst many of us are concerned about the demise of the organisations we are proud of, we need to lead our staff through the process. We have to recognise our role in the implementation of policy, and do everything we can to ensure our staff are able to concentrate on delivering services and care. We must recognise that in lots of places across the country change is needed, and that the last re-organisation didn't get it right. Most of all we must make sure that we put our staff and patients before our own self-interest.

Secondly, the leadership challenge for those 'above' us – we must have clear and consistent guidance, which is thorough and deliverable. We must have a comprehensive HR framework, irrespective of whether this is delivered nationally or locally. We have to recognise that

achieving our savings targets will result in redundancies and therefore we must ensure that the whole of the NHS (including foundation trusts) is really committed to dealing with the staffing implications of organisational change. The clearing house (I hate the phrase) arrangements we have had before will not work this time, we must ensure more active management of staff at risk and vacancies and potential vacancies.

Finally, we have got to get the leadership of the new organisations right, we cannot afford to lose good people, or to compromise on appointments, maybe it would help if we all acknowledged that we didn't get it right last time.

The changes to the NHS will provide a real challenge to the NHS, this will test our commitment to true 'partnership working', and the effectiveness of the new 'Employers Association', it will also test the robustness of local HR management. It is vital that we all feel able to offer our views and are able to feel part of the process of change, if we can do this, then we may be able to lead our staff through these changes whilst maintaining patient care. We must recognise that these changes (if managed badly) could effect all sectors of the NHS, and in many ways, the challenges for acute trusts preparing to be foundation are even more difficult.

Finally, I am reminded about the difference between participation and involvement – Bacon and eggs – the hen participates, the pig's involved.

As it is likely that the PCT I work for will merge with three others, I'm with the pig! I will therefore be able to observe the success of our people management from the sharp end!

BRANCH MEETINGS

Meetings at branch level take place usually on a bi-monthly or quarterly basis. They typically include speakers, presentations, social gatherings, workshops or educational activity and many branches run regular employment law updates.

Contact HPMA administrator Hannah Barnett on 020 8334 4530 or admin@hpma.org.uk for details on your local branch.

Are your HPMA colleagues getting eNetwork?

If you or any of your colleagues have experienced problems downloading, viewing or receiving the latest issues of the electronic newsletter please email Lauren@chamberdunn.co.uk at Chamberlain Dunn Associates.

HR winners take to the stage with Angela Rippon

Over two hundred and seventy HR people, sponsors and guests gathered at the Marriott Hotel Grosvenor Square on 15 September to celebrate the best in Healthcare Human Resources Management.

This year's ceremony was particularly special as we were joined by celebrity Angela Rippon. Angela was a brilliant host for the evening, adding a touch of class to the awards ceremony and making the night really memorable for all our winners.



The overall winner this year was from Wales, husband and wife team Andy and Rhiannon Jones from Gwent Healthcare NHS Trust (pictured below). The project was a compelling demonstration of HR excellence, the team from Gwent created a new role – the health and social care worker – which has resulted in happier patients and staff, as well as financial savings.



The HR Director of the Year award, now in its second year, went to Deborah O'Dea from St Mary's NHS Trust and last year's winner Sian Thomas was at the ceremony to present Deborah with her trophy, alongside Stephen Redmond and Andrew Foster.



Left to right: Stephen Redmond, Andrew Foster, Sian Thomas, Deborah O'Dea, Angela Rippon

Once again the award winners reflect UK-wide nature of the HPMa membership. From Causeway in Northern Ireland, Lorraine McDowell in the improving staff morale category was rewarded for her project that brought training programmes to support staff. From Cardiff in Wales, Paul Schanzer and Christine Bamford impressed the judges with an unusual project which has overcome time and geographical barriers to give expert mentoring support to senior staff in the e-technology category.

Entries from mental health trusts were particularly successful in the competition this year. Sandwell Mental Health and Social Care trust's project involved over 70 organisations in developing a ten-year vision for mental health services in the area. The HR in primary care winner impressed the judges with better workforce planning, new roles, learning and development initiatives and immediate improvement in services. Secondly from Leeds Neil Woods and Jane Burtoft received recognition for their best management practice in handling stress. The team took the employee as a 'whole person' and put stress management centre stage in the organisation, not merely an add on.



After the presentations and photographs, the music began and guests took to the dance floor - winners and runners-up alike - the celebrations continued well into the night.

EXCELLENCE AWARDS WINNERS

Attracting and developing medical staff

Sponsored by **BMJ Careers**
The Medway NHS Trust: Where East meets West

E-technology

Sponsored by **Consult Gee**
National Leadership & Innovation Agency for Healthcare: Peer e-mentoring: A 'Just in Time' learning solution for busy leaders

Improving staff morale

Sponsored by **UNISON**
Causeway HSS Trust: Focusing on non-traditional learners

Organisation development and training

Sponsored by **goodpractice.net**
South Staffordshire Healthcare NHS Trust: Associate Directors scheme

Recruitment and retention

Sponsored by **Society Guardian**
Kingston Hospital NHS Trust: Diagnostic radiographer recruitment & retention project

The HR impact on patient care and Overall winner

Sponsored by **Beachcroft Wansbroughs**
Gwent Healthcare NHS Trust: The introduction of a health & social care worker role

Diversity and equality

Sponsored by **Euro RSCG Riley**
Queen Elizabeth Hospital NHS Trust: Kings College Hospital & Queen Elizabeth Hospital clinical attachment scheme

HR in primary care

Sponsored by **BBL Medical**
Mental Health Workforce Planning Sub-Group for Sandwell: Whole economy mental health workforce of the future to deliver the service of the future

Innovation in HR

Sponsored by **Tribal Resourcing**
The Leeds Teaching Hospitals NHS Trust: HR audit and review

Best management practice in managing workplace stress

Sponsored by **HSE**
Leeds Mental Health Teaching Trust: Supporting staff at work

Effective recruitment advertising - Best advertisement

Sponsored by **Elsevier Healthcare**
West London Mental Health NHS Trust with Euro RSCG Riley: This is where you came in

Effective recruitment advertising - Most cost-effective advertisement

Sponsored by **Elsevier Healthcare**
Central Manchester and Manchester Children's University Hospital NHS Trust with TMP Worldwide: Keyboard?

Effective recruitment advertising - Best campaign

Sponsored by **Elsevier Healthcare**
Whipps Cross University Hospital NHS Trust with Euro RSCG Riley: Whipps Cross employer branding

Effective recruitment advertising - Best online or digital advertisement

Sponsored by **Elsevier Healthcare**
St Helen and Knowsley NHS Trust with TMP Worldwide: Improving information flow

HR director of the year

Sponsored by **Department of Health**
England, N Ireland Department of Health, Social Services and Public Safety, NHS Scotland, and Welsh Assembly Government.
Awarded for the most outstanding contribution to HRM over the past year.
Deborah O'Dea, St Mary's Hospital NHS Trust



**Excellence
in HRM Awards
2005**

Practical Guidance on Ethnic Monitoring in the NHS & Social Care

At the end of July the Department of Health, NHS Employers and the Health and Social Care Information Centre jointly published long awaited practical guidance on the collection and use of ethnic monitoring data on patients, service users and staff in the NHS and social services. The guidance will help organisations to meet their responsibilities under the Race Relations (Amendment) Act 2000 and to actively promote and implement their local Race Equality Schemes. The guide is available on line on the NHS Employers website at www.nhsemployers.org

Readers will be aware that there are other drivers behind the need to collect and use ethnic monitoring data beyond the requirements of the legislative framework. PCTs and partners are required to conduct Health Equality Audits in the production of Local Delivery Plans, and the 2003/4 Hospital Performance Ratings included an ethnic quality indicator as a separate performance indicator:

The guide emphasises the strongest driver for equality as the business case and thus reinforces the essential requirement that Boards/Committees should demonstrate a clear commitment to ethnic monitoring and show staff and the public how they are using ethnic monitoring data to influence decision making. Importantly the guide also introduces a 16 code national standard as a minimum for collecting and

reporting on the ethnic group of patients, service users and staff. Of particular use in the guide are many examples of good practice taken from around the service and clarification on how to handle the sensitive matter of data collection in a manner which emphasises the fundamental principle of self-classification as well as the need to gain consent and maintain confidentiality at all times.

Finally, and of particular importance to HR practitioners involved in the analysis of workforce equality data, the guide describes national standards in terms of information you should use to measure your data against. Further essential guidance on analysis and interpretation of ethnicity data will be produced later in 2005 by the London Health Observatory entitled 'Analysing ethnic differentials in health services and the workforce: a toolkit for local agencies'. It will be available on www.lho.org.uk.

In the meantime NHS Employers continue to develop a wealth of useful documentation and good practice guidance on their website at www.nhsemployers.org.uk. The Department of Health Equality Portal at www.equality.nhs.uk also provides in-depth advice on the legal framework relating to specific aspects of the equality and diversity agenda in the NHS.

Sharon Gregory is one of the expert consultants to Consult GEE NHS HR, www.sgttd.co.uk

CONSULT GEE National Health Service
Human Resources

And now the good news



Our newsletters this month are buzzing with the news that the Hospital at Night project is pronounced a resounding success. We have reported on it before but now the full report is out and it makes great reading, a rare success story in these hard times. Quite simply, it is good for doctors, nurses and patients. It is unusual to see *Employing Nurses & Midwives* and *Employing Doctors & Dentists* carrying the same messages from different sides of the professional divide.

It may well prove to be one of the Modernisation Agency's most important legacies. The pilots have shown that the scheme not only helps Trusts implement the EWTD for junior doctors, but that it delivers on much else: team building, developing nurses' skills, helping professionals communicate with each another; safer environment for patients, better work/life balance for doctors.

The pursuit of multi-disciplinary working was in danger of becoming a wish-list cliché, but now at last we have a superb example of how it can revolutionise the organisation of care. As one specialist registrar commented: 'There is more cohesion between doctors and nurses and the bridge is the co-ordinator role. It is better for patient care that there is more co-operation.'

If you would like a free sample copy of *Employing Nurses & Midwives*, *Employing Doctors & Dentists* and *Employing Allied Health Professionals & Health Scientists*, call us on 020 8334 4500 or email Clare@chamberdunn.co.uk

Alison Dunn
Editor-in-chief

Public Sector headlines

PERSONNELTODAY

Facing up to the cost of harassment

Cutting the level of bullying and harassment in the NHS by just 1% would save the health service £9m annually, according to internal health service estimates due to be published at the end of October. The estimates are contained in a report, based on employee surveys and absence figures across the NHS, that will be presented to the Department of Health at the end of October, Personnel Today has learned. Surinder Sharma, national director for equality and human rights at the Department of Health, said that a nationwide framework was needed to define the roles and responsibilities of staff and their managers in order to tackle this "critical issue". Sharma believes much of the blame lies with those in charge. "Managers walk away a lot from these [problems] in my experience," he said.

Public or private: who's the better employer?

Leading figures in the public sector have hit back at claims that private sector organisations are better employers. A debate between representatives from local government, unions and business at the Public Service People Management Expo in London turned combative after it was suggested that staff in the public sector should think more like those in the private sector. Rod Aldridge, chairman of the CBI's Public Services Strategy Board, said public sector workers often do not have enough commitment. But Jan Parkinson, president of the Society of Chief Personnel Officers, defended public sector workers, insisting many were engaged in what they do. And Brendan Barber, general secretary of the TUC, said there were plenty of examples of private sector services that were awful.

Debunk the myths of talent management

The public sector's approach to talent management will be challenged in a major piece of research to be launched next February. The Society of Personnel Officers in Government Services (Socpo), which is behind the research, hopes the findings will equip public sector employers with new ways to recognise potential talent. Alan Warner, Socpo's new head of talent management, said: "Employers need to start thinking about talent that goes further than looking at competencies - I feel we're starting to drown in lists of competencies. What we want to find out is: what is it that makes some people better at their job?" Warner, who is also director of people and property at Hertfordshire County Council, is trying to debunk the myth that talent management is just about looking at future leaders. "It's about making sure everyone at all levels works to their [full] potential," he said.

Government told to wake up

Dave Prentice, leader of public sector union Unison, warned the Labour party conference that public sector workers are angry at proposals to change their pension rights. He told delegates that he has never seen his members so angry, and that the result could be unrest on a scale not seen since the General Strike of 1926. "Unless the prime minister and the government wake up to that fact they will face the biggest strike since 1926 in a matter of months," he said. Local government workers and NHS staff accepted lower rates of pay, perks and bonuses, Prentice said, because "one thing they were able to rely on was an adequate pension. They paid into their scheme and now they see it being snatched away".

HPMA CONFERENCE

People management moving centre stage

There is still time -just- to sign up for this year's HPMA UK conference in Glasgow next week. It's a tremendous programme set to challenge, inspire and inform every participant.

With leaders from the health world and wider business community plus many innovative thinkers populating the three days, we are confident delegates will find their voice this conference and have their say.

This year we welcome four HPMA and NHS Partners awards winners to the plenary programme, including the overall winning team Andy and Rhiannon Jones from Gwent, for our new 'hot spot' sessions. These mini-sessions give delegates a taster of the successful projects and demonstrate the breadth of good practice across the HPMA membership.

The social events also promise to be something special with NHS Employers and Consult GEE sponsoring the evening drinks reception and disco on Wednesday night as we try a new style networking

event at the Glasgow Science Centre. And on Thursday, delegates will be treated to a vampire theme night at The Arches, courtesy of Elsevier Healthcare.

With something for every member of the HR team, this annual conference is an event you can't miss - and where else could you find polar bears and vampires under the same roof!

Places are still available. Call us on 0208 334 4525



Adrian Webster,
Author Polar Bear Pirates

How healthy is your NHS career?

NHS Partners, the not for profit NHS people management HR consultancy and research agency www.nhspartners.org.uk has teamed up with the Healthcare People Management Association to offer complimentary free of charge career management support to delegates at the HPMA conference in Glasgow between 12th and 14th October 2005.

Many Directors and Managers from a range of NHS organisations including PCT's, NHS Trusts and Arms Length Bodies have benefited from NHS Partners expert coaching service, including their Career Development Programmes.

Clients prize the opportunity to take stock of their careers, review their progress to date and identify options for the future. Career planning is all important and NHS Partners particularly recommends the *Goodpractice.net five step model of career management;

- Reviewing values and skills
- Developing personal branding
- Networking
- Performance
- Long term planning

One recent beneficiary of NHS Partners career management support commented; 'I was made to feel totally at ease and was empowered to develop the solutions or way forward myself. I found the exer-

cise very useful and had never had an opportunity to talk about 'me' and myself for an hour before'.

NHS Partners consultants will be available throughout the conference to offer one hour introductory career management sessions on a confidential one to one basis. A total of 26 sessions are available across the three days of the Conference. The commercial rate for each session would typically be at least £200, however NHS Partners are offering sessions free of charge to Conference delegates.

Whether you are an existing Director or have just started your NHS career, here is your opportunity for some dedicated time to invest in something that we all sometimes neglect. This is the chance to reflect on your career to date, work on where you want to be in 5 years time, dust off and overhaul your CV, develop a personal marketing plan, brush up on interviewing techniques, or maybe something else - the choice is yours!

NHS Partners will also make available to delegates a range of career management self diagnostic tools, briefings and articles from their stand in the Exhibition Hall.

To book your free Conference introductory career management session, please contact Sue Trevascus, Project Administrator at NHS Partners on 01275 395456

nhs:partners
HR solutions in health and social care

New Partner - Manpower Software plc



HPMA is delighted to announce that Manpower Software plc is a new business partner. Manpower Software is now one of a select group of partners - only organisations that can contribute to achieving excellence in human resource management through their products and services are considered for this relationship.

Manpower Software plc have an excellent product suite designed specifically for the NHS to address – (i) workforce planning and (ii) staff rostering. Both are timely interventions in the market place and can make an effective contribution to the work of HR Departments.

The partnership arrangement includes regular features in NETWORK describing progress and results achieved by application of the products in the healthcare. Manpower Software has a growing NHS client list covering the length of the country from Plymouth to Hartlepool.

The products are ideally suited to help achieve 'high impact HR actions' mentioned in the 'Workforce Response to Local Delivery Plans. One of these actions is

controlling temporary staff cost – the Manpower Software rostering product can help eliminate these costs at source by effective utilisation of staff. Users of the system have found that the savings resulting from implementation significantly outweighed the cost of the solution.

The workforce planning system is ideally suited to planning in situations where jobs are redesigned; teams and departments are reconfigured thus supporting 'working differently' and the flexibility workforce.

All the systems integrate with current NHS systems including the Electronic Staff Record by drawing information from existing systems and avoiding duplicate data input.

Manpower Software will be demonstrating their products at the HPMA conference in Glasgow and delegates will be able to get a 'hands on' experience of the systems.

For further details visit

http://www.manpowersoftware.com/prod_nhs_overview.asp

Or contact 0207 389 9500

HPMA Membership



We have better communication with our members than ever before and our numbers are swelling month by month. If you have not yet renewed for the year remember that your membership starts from the day of renewal so you now enjoy a full 12 months. The many benefits of membership are outlined below and all from as little as £25 for an individual member or £250 to sign up your whole trust (unlimited members).

Our activities and benefits for members:

HPMA UK Conference

This is the focal event of the year and is held each autumn. It attracts speakers of national and international repute and addresses topical HR related issues. Lively workshops and an interesting exhibition of HR products and services. HPMA members enjoy discounted conference fees.

Special one-day events are held nationally from time to time on specific topics or to develop an Association-wide view on issues of national importance. See the website for further details.

Branch events

Branches occasionally organise events on a bi-monthly or quarterly basis. They typically include speakers, presentations, social gatherings, workshops or educational activity and many branches run regular employment law updates. Branch annual conferences take place in some areas.

Publications

The Association's electronic newsletter Network is published 10 times a year and carries news, views, articles and topical updates on all aspects of HRM.

Research and consultation

From time to time the Association either commissions, takes part in or publicises research in the HR field which may be of importance to the membership or promotes good practice within the healthcare sector. We are regular and influential contributors to HR policy.

Corporate partners

HPMA works with a number of corporate partners, and has negotiated significant discounts for members. See the website for further details.

- ConsultGEE
- Manpower Software
- Personnel Today
- goodpractice.net
- Chamberlain Dunn Associates Employment Newsletters
- The Knowledge Exchange

If you are interested in becoming a member or renewing your membership of the HPMA call 020 8334 4530 or see www.hpma.org.uk/html/how_to_join.php.

Know the rules

John Adsett is a lay member of tribunals and an independent consultant. He is always glad to hear of new cases and can be found on jadsett@dialstart.net or 07791 310379.



The Employment Act 2002 placed a duty on employers to follow a recognised procedure for issues of a disciplinary or 'dispute' nature. This provision came into force for all cases lodged at tribunal after 1 October 2004. As part of the process any claimant to tribunal has to show that they have lodged a grievance or appeal before they can proceed with their claim. This backfired on the employee in the case of **Noskiw – v – Royal Mail**. In this case N lodged a tribunal claim on 24 November 2004 alleging disability discrimination by denying him a pay review, denying him access to training and failing to select him for several posts within the company. He had emailed the employer on the 15th October about the pay review, but had not raised the other two issues because he believed that even if he did the employer would not deal with them. Tribunal found that N had failed to comply with the statutory grievance procedure because he had not raised all of his complaints with the employer, and even the one that he had raised was a very general email that made no mention of disability discrimination. It is a little-known fact that under the tribunal rules, an employee such as N is automatically allowed a further 3 months in which to re-submit his claim. This in effect means that he has time to go back to the employer and re-frame his grievance and obtain a proper hearing of his grievance.

Employers who ignore or fail to properly comply with the new statutory procedures can expect to get hit in the pocket. In **Giles –v – Cornelia Care Homes**, the employer lost and then found that the financial ward against them had been raised by 40%.

Still on statutory procedures in **Cooke –v –Secure Move Property Services** an employee resigned anticipating dismissal for gross misconduct and tried to enter a tribunal claim for constructive dismissal. The employer

resisted on grounds that C had not followed statutory procedures but failed because it was considered that a letter to the employer alleging bias was enough to satisfy the requirement to raise a grievance.

Three cases which seem to suggest that the rules are loaded against employers. Incentive to get it right!

Another new piece of legislation was the Employment Equality (Religion or Belief) Regulations 2003, which outlawed discrimination on grounds of religion. So far the main test cases have been brought by Christians. In the latest of these, **Copsey –v- WWB Devon Clays**, an employer introduced a seven-day sift pattern which might sometimes require employees to work on Sundays. C refused to work on Sundays and was dismissed. Tribunal found that the employer had sound business reasons for the change and had done everything it could to avoid dismissal including an offer of other jobs. EAT agreed and C went to Court of Appeal with a claim under Section 3 of the HRA. CA was not sympathetic but interestingly all 3 members of CA gave different reasons for rejecting his appeal.

Every now and then a case comes up that provokes a 'nice try' reaction from observers. This month is no exception! In **SITA –v- Hope** an employer tried to defend an equal pay claim on the grounds that H was doing more work than her male comparator:

In Brief: A draft of the Age Discrimination Regulations and the new Disability Discrimination Act 2005 are both out and make interesting reading. DDA has new definitions of 'disability' to include cancer, HIV and MS and also introduces a new 'positive duty' on public bodies similar to those in the RR(amendment)Act.

DATES FOR YOUR DIARY

- **HPMA UK Conference** 12-14 October 2005, Glasgow Moathouse Hotel
- **London & South East branch event with Andrew Foster, Director of HR, Department of Health** 24 November 2005 5.30-7 pm. Aneurin Bevin House, NE London SHA
- **BMJ Careers Medical Careers Fair** 2-3 December 2005, Islington Business Design Centre

Executive news



Peter King
HPMA Executive Director

Another conference, another year flown by, another reorganisation to cope with – some things never change.

Membership Structure

At the EGM on the 9 September it was agreed to modify the membership structure and introduce a category of commercial membership. This is partly in response to the growing number of practitioners working as independent HR consultants in the NHS (many of whom are former NHS employees) and partly due to the pluralistic nature of providers of services in the NHS. A third reason is that providers of products and services to the NHS often work in partnership with HPMA members and the Association has always sought to provide a comprehensive view of all those working in HR within the healthcare industry.

Commercial membership fees will be the same as individual membership fees for those operating as individual practitioners and rise to £1000 for those with a turnover of more than £1m. Commercial members will have the opportunity to have their goods and services listed (for a modest charge) in a digest, which HPMA will make available to potential customers and clients. If you know of an organisation or individual who might benefit from this put them in contact with admin@hpma.org.uk.

Profiles

The Agenda for Change generic profiles for HR are now complete and agreed by the NHS staff council. There are now eight profiles – one each for bands 2 to 6 and two each for bands 7 and 8. Details are published on the A4C web site and a full report with supporting information is available to members only via admin@hpma.org.uk. There is some interest from

members in sharing KSF outlines and anyone who has completed an outline for generic profile is welcome to send it to admin@hpma.org.uk where it will be available to members.

Annual General Meeting

Our AGM (as previously notified) will take place at 10.30 on Wednesday 12 October 2005 at the Glasgow Moat House Hotel. The agenda will cover the accounts for 2004/2005, a revised constitution – this will take into account the recent changes in presidential period of office, management arrangements, and membership structure – but will not need specific approval as all the individual changes were agreed at AGM's the endorsement of a new Vice President/President Elect (see below). Any member is welcome to attend.

Next President

The next president of the HPMA will be endorsed at the AGM. As with previous years the process has been – nominations were sought from branches and reviewed by a group of previous presidents working in behalf of the UK Council. This year one nomination has the support of the review group and will be put forward for endorsement at the AGM. We are delighted to announce that the nomination is for Deborah O'Dea, HR Director at St Mary's NHS Trust in Paddington. Deborah had just won the HPMA and NHS Partners HR Director of the Year Award and will I am sure receive the support of the Association and be a worthy successor to Mike Pyrah in October 2006.

Peter King
Executive Director

HPMA UK Conference 2006

Cardiff City Hall

11-13 October 2006