



PERSONNEL COMMITTEE

2.00 PM - MONDAY, 16 OCTOBER 2017

COMMITTEE ROOMS 1/2 - PORT TALBOT CIVIC CENTRE

PART 1

1. To receive any declarations of interest from Members.

Report of the Head of Financial Services

2. Shared Cost Additional Voluntary Contribution Scheme (*Pages 3 - 8*)

Report of the Head of Property and Regeneration

3. Changes to Facilities Management Structure (*Pages 9 - 16*)

Report of the Head of Transformation

4. Revised Staffing Structure - Library Service (*Pages 17 - 28*)

Report of the Head of Human Resources

5. Introduction of a Mediation Policy (*Pages 29 - 48*)

Report of the Head of Planning and Public Protection

6. Proposal to Restructure Support within the Trading Standards Service (*Pages 49 - 56*)
7. Any urgent items (whether public or exempt) at the discretion of the Chairman pursuant to Section 100B (4) (b) of the Local Government Act 1972.

S.Phillips
Chief Executive

Civic Centre
Port Talbot

Tuesday, 10 October 2017

Committee Membership:

Chairperson: **Councillor D.Jones**

Vice
Chairperson: **Councillor S.Paddison**

Members: Councillors R.Davies, E.V.Latham, S.Miller,
S.Bamsey, N.T.Hunt, S.A.Knoyle, D.Cawsey,
R.G.Jones, S.Renkes and A.J.Taylor

Non Voting
Member: Councillors P.D.Richards, C.Clement-Williams,
A.Wingrave, A.R.Lockyer, P.A.Rees and
D.W.Davies

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

PERSONNEL COMMITTEE

16th October 2017

REPORT OF THE HEAD OF FINANCIAL SERVICES – D Rees

MATTER FOR DECISION

WARDS AFFECTED

All

SHARED COST ADDITIONAL VOLUNTARY CONTRIBUTION SCHEME

Purpose of Report

1. This report seeks approval to implement a shared cost salary sacrifice scheme for additional voluntary contributions (SSAVC) as part of the Local Government Pension Scheme (LGPS) arrangements.

Background

2. Currently, staff who join the LGPS have the option to contribute an element of their pay as an additional voluntary contribution (AVC). This long term saving plan is offered by an independent insurance company and runs alongside the LGPS. AVC's are deducted directly from pay and currently attract tax relief. They allow staff to build up a capital sum for their retirement.
3. The Council has recently identified that the scope exists to implement a shared cost salary sacrifice additional voluntary contribution scheme, continuing with the current AVC providers, Prudential.
4. The advantage of such a scheme is that, in addition to the tax relief that is currently received, the employee will pay a lower national insurance contribution. The Council benefits as it will reduce the cost of the employer's national insurance contributions.

Shared Cost Additional Voluntary Contribution Scheme

5. To comply with the LGPS the salary sacrifice AVC scheme must demonstrate that the employee and employer contribute to the scheme. Operationally, this means that the employee agrees to a contractual reduction in salary and the Council contributes this amount into the shared cost SSAVC plan on their behalf. The employee also has to pay a nominal £1 a month into the SSAVC fund via a payroll deduction.

6. To ensure that the introduction of an SSAVC scheme attracts staff and results in reduced costs for the Council, it is proposed that earnings related payments such as overtime, pay awards and redundancy are calculated on the notional full salary. In addition, it is proposed that the LGPS pensionable pay is not affected as without this being specified it could significantly reduce retirement benefits and act as a disincentive to staff joining the scheme.
7. These changes would also mean that the current Local Government Pension Scheme Discretions Policy approved in September 2014 needs amendment and publication to give the Council the discretion to implement a shared cost SSAVC. The proposed changes are:

New discretion	Neath Port Talbot CBC will exercise the discretion to allow LGPS scheme members to contribute to a shared cost salary sacrifice additional voluntary contribution scheme.
----------------	---

8. There are a range of reasons for implementing a shared cost SSAVC and these include:
 - The Council will see a reduction of 13.8% in employer national insurance contributions on the total value of any SSAVCs.
 - Staff joining the SSAVC scheme will see a reduction in national insurance contributions and this will be an incentive towards saving towards a pension for both existing and new contributors. This saving is at 12% for most employees, with the saving falling to 2% for salary payments greater than £45,000.
 - Joining the scheme does not have a detrimental effect on staff pay or main pension benefits providing this is clearly stated as part of the development of the scheme.
 - The arrangements with the Swansea Pension Fund dealing with beneficiary information and coordinating the payment of AVCs will not change, even though this is an SSAVC scheme.

Scheme implementation

9. To ensure that there is a successful SSAVC implementation, we will need to communicate the changes effectively to all the existing 439 LGPS AVC contributors. This will be achieved by direct correspondence, presentations and intranet content. It is proposed that the scheme will be designed with an automatic opt in to the new arrangements, though the contributors will be asked for their preference before implementation.

10. Any scheme must be implemented with care to ensure that the documentation is HMRC compliant. The Council's tax advisor has successfully supported one English authority through this process and ensured that the scheme and its documentation are HMRC compliant. This is extremely important, with failure to achieve this compliance resulting in the savings made for employees and employers failing due for repayment, along with interest and penalty charges.
11. As HMRC will not approve a salary sacrifice scheme until it is live, the scheme would be initially implemented for a single staff member. This would minimise the risk to the Council of incurring costs. Once the scheme is approved it can be rolled out throughout the Council, starting with those who are already contributing to AVCs.
12. This new SSAVC will introduce some additional checks for Payroll as a salary sacrifice arrangement cannot reduce an employee's cash earnings below the National Minimum Wage. This is unlikely to have a significant effect on staff members currently contributing to AVCs.

Financial Impact

13. The fixed fee agreed with the Council's tax advisor for the design of the scheme, negotiations with our investment provider and applying for HMRC clearance is £6,750, which will be funded from the existing budget position. Set against this is the potential to reduce the Council's costs. Assuming that 90% of the current contributors to AVC switch to this more beneficial scheme, savings of £70,000 can be made each year. It is anticipated that this option will be attractive as current AVC contributors will see an increase in their take home pay as demonstrated by the example in Appendix 1.
14. Once the SSAVC scheme is marketed and further employees join the scheme, the savings will increase.

Equality Impact Assessment

15. This proposal does not result in any equality issues, so there is no requirement for an equality impact assessment in respect of this item.

Workforce impacts

16. This scheme will provide a benefit to workforce members who are part of the LGPS.

Legal Impacts

17. There are significant legal requirements in respect of this item which can be addressed by working with our advisor and confirming HMRC approval before rolling out the scheme.

Risk Management

18. This report includes plans to mitigate the risks that arise during the introduction of the SSAVC scheme.

Consultation

19. There is no requirement under the Constitution for external consultation on this item.

Recommendation

20. It is recommended that Members:
 - Confirm the scheme is developed on the basis that earnings related payments such as overtime, pay awards and redundancy are calculated on the notional full salary. Also, that the scheme includes provision for the LGPS pensionable pay to be unaffected as part of the introduction of the arrangements.
 - Approve arrangements to amend and publish the Council's discretionary policy as updated for the new discretion to allow shared cost AVC.
21. The following recommendation will be presented to Policy and Resources Cabinet Board on 1st November 2017.
22. It is recommended that members agree that the Council commission its tax advisor PSTAX to support the development and implementation of a shared cost salary sacrifice additional voluntary contribution scheme on a fixed cost basis of £6,750, to be funded from the existing budget position.

Reasons for Proposed Decision

23. To introduce a shared cost salary sacrifice additional voluntary contribution scheme to reduce the Council's costs and provide a benefit to employees who are members of the Local Government Pension Scheme.

Implementation of Decision

24. The decision is proposed for implementation after the three day call in period

Appendices

25. Appendix 1- Additional Voluntary Contributions

List of Background Papers

Local Government Pension Tax Regulations

PSTAX newsletter – AVC Wise

Officer Contact

Mrs Janet North – Chief Accountant, Technical and Exchequer

☎ 01639 763635

E-mail: j.north@npt.gov.uk

Mrs Andrea Bowen – Payroll Manager, Exchequer

☎ 01639 763585

E-mail: a.bowen1@npt.gov.uk

Additional Voluntary Contributions

Current AVC Scheme

Alex earns £25,000 and contributes £3,000 a year by regularly monthly deductions from pay of £250.

This means that for tax purposes the pay is £25,000 less £3,000 = £22,000.

The pay for National Insurance is £25,000.

The pay for the Local Government Pension Scheme is £25,000

Shared Cost Salary Sacrifice Scheme

Alex agrees that the Council contributes £3,000 a year into the SSAVC fund.

This means that for tax purposes the pay is £25,000 less £3,000 = £22,000.

The pay for National Insurance is also reduced to £22,000.

The notional full pay for the LGPS remains at £25,000.

Alex pays the required £1 a month into the SSAVC fund to meet the legislative requirements.

The effect on take home pay and the saving available to the Council are as follows:

	Current AVC	New SSAVC
Annual pay	£25,000	£22,000
AVC	-£3,000	-£12
LGPS	-£1,625	-£1,625
Income tax	-£1,775	-£1,775
National insurance	-£2,021	-£1,661
Net pay per year	£16,579	£16,927

Alex's take home pay per year increases by £348.

The Council saves national insurance of £414 each year.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee.

16th October 2017

Report of the Head of Property and Regeneration

S. Brennan

Matter for Decision

Wards Affected: All Wards

Changes to Facilities Management Structure

Purpose of Report

1. The purpose of this report is to seek Members' approval to restructure the existing 'Facilities Management' section to enable the employment of a modern Apprentice.

Background

2. 'Facilities Management', over the past few years, has lost approximately 50% of its office-based staff. Therefore, there has been increased pressure placed on the remaining staff to provide a reactive service.
3. The age profile in the 'Property and Regeneration' section, in which the 'Facilities Management' section falls, indicates that a substantial number of staff will be retiring in the next ten years, so in order to ensure that necessary skills and experience are available and retained within the Authority, it is vital that apprenticeships continue to be made available.
4. The proposal set out in this report supports one of the aims of the 'Career Start Scheme', in so far as the creation of

apprenticeship opportunities will enhance the employment prospects of a number of local young people as well as making a contribution towards a more diverse Council workforce in terms of age profile.

Proposal

5. Currently there are 6 x 'Concierge' posts (Grade 5), covering both Neath Civic Centre and The Quays, employed on a 30 hour a week contract. This allows for a twelve hour presence at these buildings with an overlapping shift when leave permits. There are currently only five concierges employed, as one has recently left the Authority. Due to the need to be more flexible with less staff, the proposal is to use the vacant 'Concierge' post to create an additional 'Charge-Hand' post (Grade 5) and delete one of the two existing posts of 'Handyperson' (Grade 3). Deleting one of these posts will also fund the 'Apprentice' post. The higher graded 'Charge-Hand' post will allow the service to use this post to cover the concierge duties when needed, as well as undertaking duties commensurate with the grade. There are currently two employees in the posts of 'Handyperson'. Under the 'Management of Change' policy, both employees will be placed 'at risk' of redundancy. These two employees will then be offered the opportunity to apply for the Grade 5, 'Charge-Hand' post and a competitive interview undertaken, should both apply. The 'successful' employee will be appointed to the Grade 5 post of 'Charge-Hand' and their Grade 3 post of 'Handyperson' deleted. In addition, the creation of an 'Apprentice' post will be used to assist with the office pressures and with succession planning.

Apprentice Recruitment.

6. Following consultation with the 'Corporate Training' section, suitable courses have been identified in Gower

College that are approved by the British Institute of Facilities Management (BIFM). It is the intention to aim the post at A' level leavers so they will enter the level three course with possible progression on to level four.

Financial Impact

7. No financial impact as funded through an internal restructure

Financial Appraisal – Appendix 1

Equality Impact Assessment

8. A Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this proposal does not require an Equality Impact Assessment – see attached.

Workforce Impact

9. There are no workforce impacts associated with this report

Legal Impact

10. There are no legal impacts associated with this report

Risk Management

11. None.

Consultation

12. There is no requirement under the Constitution for external consultation on this item

Recommendation(s)

13. It is recommended that members approve the proposals in this report in relation to the proposed restructure and creation of an apprentice post within the structure.
FOR DECISION

Reason for Proposed Decision(s)

14. To assist the Facilities Management section in providing a more flexible reactive service and to ensure succession planning for the section.

Implementation of Decision

15. The decision is proposed for immediate implementation.

Appendices

16. Appendix 1 - Financial Appraisal
Appendix 2 – Equality Impact Assessment Screening Form

List of Background Papers

17. None

Officer Contact

18. Mr David Phillips, Property & Valuation Manager. Tel: 01639 686980 or e-mail: d.phillips@npt.gov.uk

SET UP COSTS

	<u>Current</u> <u>Year</u>	-	-	-	-	<u>Comments</u>
	<u>£</u>					
Costs						
Recruitment Costs	0					
Accommodation Costs	0					
Office Costs	0					
Others	0					
Total Set Up Costs	<u>0</u>					
Funding of Set Up Costs						
Revenue Budget	0					
Reserves	0					
Special Grant	0					
Other (Specify)	0					
Total Funding of Set Up Costs	<u>0</u>					

RECURRING COSTS

	<u>Current</u> <u>Year</u>	-	<u>Next</u> <u>Year</u>	-	<u>Max</u> <u>in Full</u> <u>Year</u>
	<u>£</u>		<u>£</u>		<u>£</u>
Costs					
Employee Costs (Financial Appraisal Statement)	70,919		69,731		69,731
> Starting Salary					
> Additional cost at Maximum Salary	0		2,194		2,194
Accommodation Running Costs	0		0		0
IT Annual Costs	0		0		0
Other Running Costs (specify)	0		0		0
Total Recurring Costs	<u>70,919</u>		<u>71,925</u>		<u>71,925</u>
Funding of Recurring Costs					
External Sources					
Specific Grant:					
- staffing costs	0		0		0
- other	0		0		0
Funding from External Agencies	0		0		0
Service Level Agreement	0		0		0
Other (specify)	0		0		0
Internal Sources					
HRA	0		0		0
Existing Budget Allocation	70,919		71,925		71,925
Additional Guideline Allocation					

Other (specify)	<u>0</u>	<u>0</u>	<u>0</u>
Total Funds Available	<u>70,919</u>	<u>71,925</u>	<u>71,925</u>

Equality Impact Assessment Screening Form

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

Section 1

What service area and directorate are you from?

Service Area: Facilities Management

Directorate: Environment

Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input checked="" type="checkbox"/>	<input type="checkbox"/>				

(b) Please name and describe below
Restructure of section

Q2(a) What does Q1a relate to?

Direct front line
service delivery

(H)

Indirect front line
service delivery

(M)

Indirect back room
service delivery

(L)

(b) Do your customers/clients access this service...?

Because they
need to

(H)

Because they
want to

(M)

Because it is
automatically provided to
everyone in NPT

(M)

On an internal
basis
i.e. Staff

(L)

Q3 What is the potential impact on the following protected characteristics?

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?

High visibility
to general public

(H)

Medium visibility
to general public

(M)

Low visibility
to general public

(L)

(b) What is the potential risk to the council's reputation? (Consider the following impacts – legal, financial, political, media, public perception etc...)

Equality Impact Assessment Screening Form

High risk
to reputation
 (H)

Medium risk
to reputation
 (M)

Low risk
to reputation
 (L)

Q5 How did you score?
Please tick the relevant box

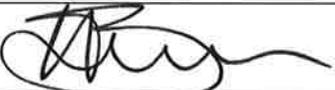
MOSTLY H and/or M → **HIGH PRIORITY** → **EIA to be completed**
Please go to Section 2

MOSTLY L → **LOW PRIORITY / NOT RELEVANT** → **Do not complete EIA**
Please go to Q6 followed by Section 2

Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).

The proposal is to undertake an internal alteration to the Facilities Management structure. The alteration will have no impact on the public as we only provide services to internal Directorates and staff.

Section 2

Screener- This to be completed by the person responsible for completing this screening	
Name: Richard Jenkins	
Location: The Quays	
Telephone Number: 01639 686253	
	Date: 2/10/17
Approval by Head of Service	
Name: Simon Brennan	
Position: Head of Property and Regeneration	
	Date: 2/10/17

Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

16th October 2017

Report of the Head of Transformation, Mr Andrew Thomas

Matter for Decision

Wards Affected: All wards

Revised staffing structure - Library Service

1. Purpose of the Report

To seek Member approval for a revised staffing structure for the library service:

- a. Create post of Library Assistant 37 hours - Grade 3
- b. Amalgamate 2 x 15 hours Library Assistant post to 30 hours - Library Assistant (Glynneath) - Grade 3
- c. Confirm Children's Literacy Officer (Project officer) as a Permanent 37 hour post - Grade 6

Delete the following post:

- d. Reference librarian, 37 hours Grade 5

2. Executive Summary

The proposal to amend the staffing structure reflects operational changes which have proved necessary following the Library service review in 2013 and the requirement to make additional financial savings from the service in 2014-15 and subsequent years. To ensure continuity of service and meet the authorities' statutory duty in providing a public library service, it has proved necessary to make a number of temporary amendments to the staffing structure which are now presented to members for approval.

3. Background

Compliance with meeting the statutory provision for public libraries in Wales is interpreted via the Welsh Public Library Standards (WPLS) issued by Welsh Government which provide detailed guidance on aspects of the service for local authorities. In terms of staffing Neath Port Talbot currently operates its library service on one of the lowest staffing levels in Wales and well below the recommended minimum level as set out in the WPLS. Every vacant post within the library service is monitored and where possible further savings and efficiencies are made taking into account alternative ways of delivering the service and implementation of new technology. The service has been successful in developing professional staff and expertise within the authority.

4. Proposals

i) The specialist post of Reference librarian (grade 5) at Neath library be deleted, as much of the information role of this post has been superseded by the impact of the internet. In addition, Library staff are better trained to deal with a wider range of enquiries. It is proposed to replace this post with a generic post of Library Assistant (grade 3).

ii) That the 2 x 15hour library Assistant posts (grade 3) at Glynneath library, one of which is vacant be combined to 1 x 30 hour post (grade 3). This will enable continuity in service provision and allow the library staff to develop a wider range of activities.

iii) That the post of Project Officer (Grade 6) which was initially externally funded, but from 2013 has been fully funded from the library service budget now be confirmed on the library service structure permanently.

Since 2010, this post has evolved into a Children's Literacy Office and acts as an essential link between NPT schools and the library service.

iv) That following consultation with the unions, the above posts detailed above be ring fenced to the employees within the library service currently at risk as per the Managing Change in Partnership Procedure.

5. Financial Impact

The proposals will be funded through the existing library service budgets and will not impact on other services within the Council. The saving achieved of £7,815 being the difference between the grade 5 post and the proposed new Library Assistant post (grade 3)were given up at that time as part of the FFP/Saving Strategy for 2016/17. Please see Appendix 1 for a full Financial Appraisal.

6. Equality Impact Assessment

An Equality Impact Assessment screening form was completed to assist the authority in complying with its Public Sector Equality Duty. The screening indicated that there was no requirement to carry out a full equality impact assessment.

7. Workforce Impacts

The recommendations in relation to staffing matters comply with employment legislation and the Council's own employment policies.

8. Legal Impacts

Implementing the recommendations of this report will enable the Council to meet its statutory responsibility in providing a public library service.

9. Risk Management

There are risks, as defined in the Corporate Risk Management Policy, associated with failing to implement the proposed recommendations as follows:

- i) Loss of professional staff and expertise within the library service.
- ii) Continued failure to achieve the staffing Standard of the WPLS.
- iii) Reputational risk to the Council, particularly with regard to meeting its statutory duty of providing a library service.

10. Consultation

There is no requirement under the Constitution for external consultation on this item.

11. Recommendations

It is recommended that Members approve the following amendments to the staffing structure:

- a. Create post of Library Assistant 37 hours - Grade 3
- b. Amalgamate 2 x 15 hours Library Assistant post to 30 hours - Library Assistant (Glynneath) - Grade 3
- c. Confirm Children's Literacy Officer (Project officer) as a Permanent 37 hour post - Grade 6

Delete the following post:

- d. Reference librarian, 37 hours Grade 5

12. Reasons for Proposed Decision

The recommendation is made that members approved the proposed restructure of the library service, which will enable the authority to maintain its existing professional staff and confirm the appointments of long term temporary staff.

13. Implementation of Decision

The decision is proposed for implementation after the three day call in period

14. Appendices

Appendix 1 Financial Appraisal

Appendix 2 Staffing structure - Neath / Glynneath libraries

Appendix 3 Equality Impact Assessment Screening Form

15. List of Background Papers

Library service Strategy 2016 -2021

16. Officer Contact

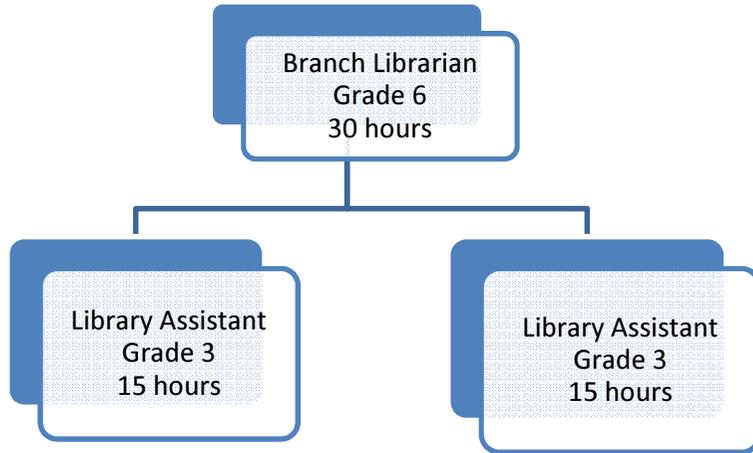
Wayne John, County Librarian. Tel: 01639 899829. Email: w.john@npt.gov.uk

This page is intentionally left blank

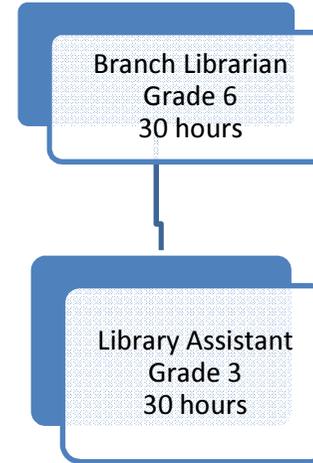
APPENDIX 1
Funding statement

<u>SET UP COSTS</u>	<u>Current Year</u>	<u>Full Year</u>	<u>Maximum</u>
	<u>£</u>	<u>£</u>	<u>£</u>
<u>Costs</u>			
Recruitment Costs	-	-	-
Accommodation Costs	-	-	-
Office Costs	-	-	-
Others	-	-	-
Total Set Up Costs	-	-	-
<u>Funding of Set Up Costs</u>			
Revenue Budget	-	-	-
Reserves	-	-	-
Special Grant – Foundation Phase	-	-	-
Other (Specify)	-	-	-
Total Funding of Set Up Costs	-	-	-
<u>RECURRING COSTS</u>	<u>Current Year</u>	<u>Full Year</u>	<u>Maximum</u>
	<u>£</u>	<u>£</u>	<u>£</u>
<u>Costs</u>			
Employee Costs (Financial Appraisal Statement)	(7,815)	(7,815)	(6,047)
> Current Salary incl. employer's contribution			
Accommodation Running Costs			
Other Running Costs = Redundancies			
Total Cost / (Saving)	(7,815)	(7,815)	(6,047)
<u>Funding of Additional Recurring Costs</u>			
<u>External Sources</u>			
Specific Grant			
Funding from External Agencies -			
Other (specify)			
<u>Internal Sources</u>			
Existing Budget Allocation - (Funded from existing revenue staffing budgets)			
Existing Budget Allocation – Transferred from ELLL Service			
Additional Guideline Allocation			
Other (specify)			
Total Funds Available			
<u>TOTAL COST/ (SAVING)</u>	7,815	7,815	6,047

Glynneath Library – Present Structure

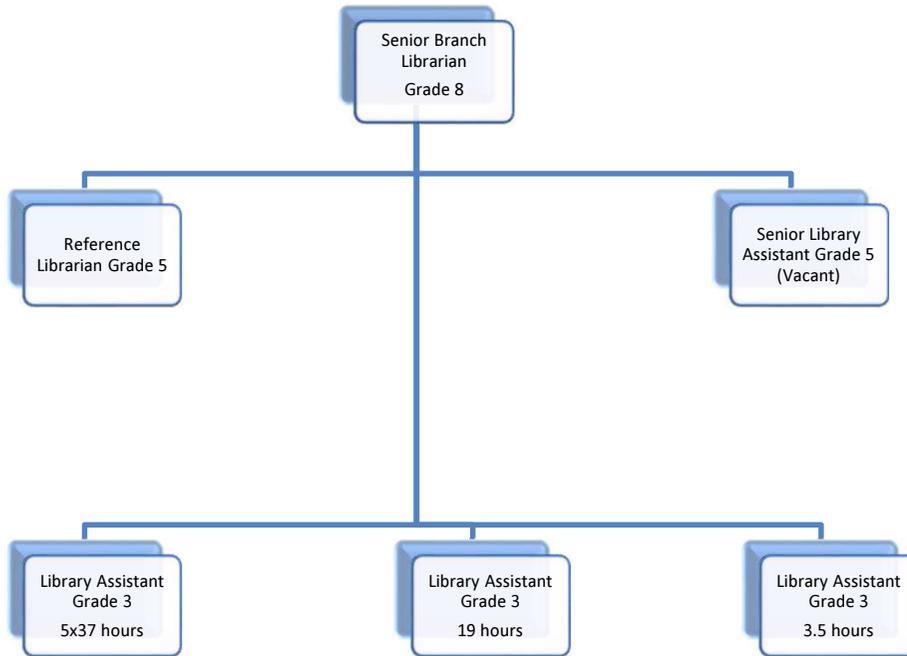


Glynneath Library – Proposed Structure

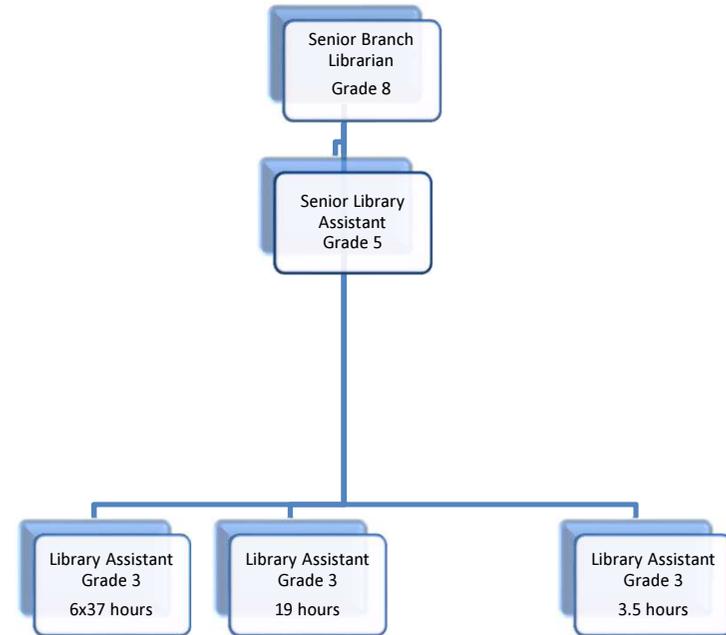


This page is intentionally left blank

Neath Library – Present Structure



Neath Library – Proposed Structure



This page is intentionally left blank

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee 16th October 2017

Report of the Head of Human Resources – Sheenagh Rees

Matter for Decision

Wards Affected:

All wards

Introduction of a Mediation Policy

1. Purpose of the Report

The purpose of this report is to seek approval from Members to introduce a Mediation Policy.

2. Background

Workplace mediation is a process whereby an independent third party (the mediator) assists two or more parties who are in dispute to try to reach a mutual and manageable agreement as to how they will work better together in the future. This is achieved through a series of facilitated and structured meetings, normally in a one day session.

This is an informal resolution route that can be introduced at any stage of a dispute, although the earlier the better, provided that both or all parties are willing to enter into the process voluntarily. The confidential nature of workplace mediation ensures a safe environment in which the parties can have open and honest discussions, reassured in the fact that nothing will be disclosed to anyone else without the expressed agreement of all those involved. The resulting

agreement is morally binding, it does not have any legal status and all content is without prejudice.

The ACAS code of practice on Disciplinary & Grievance Procedures (the 'Code') which came into force in 2009 encourages employers and employees to resolve disputes in a less formal way and states:-

“Employers and employees should always seek to resolve disciplinary and grievance issues in the workplace. Where this is not possible employers and employees should consider using an independent third party to help resolve the problem. The third party need not come from outside the organisation but could be an internal mediator, so long as they are not involved in the disciplinary or grievance issue. In some cases, an external mediator might be appropriate.”

Whilst the Code is not legally binding, when an employee is dismissed and they bring an unfair dismissal claim to an Employment Tribunal, the Tribunal will, when deciding the fairness of a dismissal consider if the principles of the Code have been followed. In addition to this, when considering the levels of compensation to be awarded will include a 25% uplift on any award given if the Code has not been followed.

Employers cannot be forced to implement mediation, because it has to be a voluntary process, but if an employer unreasonably refuses to instigate mediation when one is requested, a tribunal might well take a rather dim view.

As a result of this, employers recognise that mediation has a place within employee relations processes. With employees being paramount to organisation success, conflict and disputes between employees can have a very negative impact on motivation, engagement, health and well-being and, of course, productivity and performance of individuals and the organisation as a whole. Mediation has a key role to play in resolving conflict quickly and cost effectively.

3. Current Position and future planned actions

Where grievances and disputes arise currently, mediation is offered on an ad-hoc basis, should the situation lend itself to this process, as not all situations are suitable for mediation.

Where mediation has taken place up until now, we have engaged the services of ACAS which the employing Directorate has to fund – costs can be considerable, depending on the length and complexity of the mediation.

Going forward, the plan is to utilise the Council's internal network of Conflict Resolution Officers (CROs) who are recruited from within the Council and trained to assist in the resolution of conflicts arising from dignity at work complaints. CROs are employees who have volunteered for this role, and have been selected and trained to support staff.

The CROs have undertaken Mediation training and are certified Mediators. They will carry out mediation as detailed in the Mediation Policy and at no additional cost to the Council.

The HR Business Manager has also been trained in mediation and she will act as the Mediation Coordinator. This role will ensure that when employees / managers identify mediation as a way of resolving a dispute, they contact her and after receiving details of the dispute, confirm that the matter is suitable for mediation.

4. Consultation

The Joint Trade Unions have been fully consulted on this Policy at the Local Government Services Forum and they are fully supportive of the introduction of this policy.

5. Implementation

In order to ensure that employees are aware of the Mediation Policy, it will be placed on the HR Intranet, an article will be placed 'In The Loop' and Heads of Service will be requested to cascade the information to managers and employees within their respective service areas. The Trade Unions will

also promote mediation as an option when contacted regarding workplace disputes.

6. Financial Impact

There are no financial impacts associated with this report.

7. Equality Impact Assessment

An Equality Impact Assessment screening form was completed to assist the authority in complying with its Public Sector Equality Duty. The screening indicated that there was no requirement to carry out a full equality impact assessment. Please see Appendix 1.

8. Workforce Impacts

The introduction of Mediation into the Council will have a positive impact on the workforce as it provides a solution to resolving workplace disputes.

9. Legal Impacts

There are no legal impacts associated with the introduction of a Mediation Policy as it is compliant with employment legislation.

10. Risk Management

There are no risk associated with this report.

11. Consultation

There is no requirement under the Constitution for external consultation on this item.

12. Recommendations

It is RECOMMENDED that Members APPROVE the introduction of a Mediation Policy.

FOR DECISION.

13. Reasons for Proposed Decision

To provide employees with an informal route of resolving workplace disputes.

14. Implementation of Decision

The decision is for immediate implementation

15. Appendices

Appendix 1 – Equality Impact Assessment Screening Form

Appendix 2 – Mediation Policy

16. List of Background Papers

ACAS Code of Practice on Disciplinary and Grievance Procedures

17. Officer Contact

Sheenagh Rees, Head of Human Resources

E-mail s.rees5@npt.gov.uk

Telephone 01639 763315

Diane Hopkins, Principal HR Manager

E-mail: d.b.hopkins@npt.gov.uk

Telephone 01639 763012

This page is intentionally left blank

Equality Impact Assessment Screening Form

Please ensure that you refer to the Draft Screening Form Guidance while completing this form. If you would like further guidance please contact Corporate Strategy or your directorate Heads of Service Equality Group Champion.

Section 1	
What service area and directorate are you from?	
Service Area:	Human Resources
Directorate:	Chief Executives

Q1(a) What are you screening for relevance?

Service/ Function	Policy/ Procedure	Project	Strategy	Plan	Proposal
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(b) Please name and describe below

Introduction of a Mediation Policy to assist employees to resolve workplace disputes.

Q2(a) What does Q1a relate to?

Direct front line service delivery	Indirect front line service delivery	Indirect back room service delivery
<input type="checkbox"/> (H)	<input checked="" type="checkbox"/> (M)	<input type="checkbox"/> (L)

(b) Do your customers/clients access this service...?

Because they need to	Because they want to	Because it is automatically provided to everyone in NPT	On an internal basis i.e. Staff
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

Q3 What is the potential impact on the following protected characteristics?

	High Impact (H)	Medium Impact (M)	Low Impact (L)	Don't know (H)
Age	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Disability	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Gender reassignment	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marriage & civil partnership	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Pregnancy and maternity	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Race	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Religion or belief	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sex	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sexual orientation	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Welsh language	→ <input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Q4(a) How visible is this service/function/policy/procedure/ project/strategy to the general public?

High visibility to general public	Medium visibility to general public	Low visibility to general public
<input type="checkbox"/> (H)	<input type="checkbox"/> (M)	<input checked="" type="checkbox"/> (L)

Equality Impact Assessment Screening Form

(b) What is the potential risk to the council’s reputation? (Consider the following impacts – legal, financial, political, media, public perception etc...)

High risk
to reputation

(H)

Medium risk
to reputation

(M)

Low risk
to reputation

X (L)

Q5 How did you score?
Please tick the relevant box

MOSTLY H and/or M → **HIGH PRIORITY** → **EIA to be completed**
Please go to Section 2

MOSTLY L → **LOW PRIORITY /** → **X** **Do not complete**
EIA **NOT RELEVANT** **Please go to Q6**
followed by Section 2

Q6 If after completing the EIA screening process you determine that this service/function/policy/project is not relevant for an EIA you must provide adequate explanation below (Please use additional pages if necessary).

This is an employment policy which, following Member approval, will be introduced. It is a positive addition to the suite of employment policies available to staff as it offers an informal resolution of workplace disputes which the employee has control over and is able to put forward their own ideas for resolution.

Section 2

Screener- This to be completed by the person responsible for completing this screening	
Name:	Diane Hopkins
Location:	Human Resources at the Quays
Telephone Number:	01639 763012
Date:	2/10/2017

Approval by Head of Service	
Name:	Sheenagh Rees
Position:	Head of Human Resources
Date:	2/10/2017

Please ensure this completed form is filed appropriately within your directorate because it may be required as evidence should a legal challenge be made regarding compliance with the Equality Act 2010.

Mediation Policy



Human Resources

APPROVED BY

DATE

EDITION/VERSION 1

REVIEW DATE

Contents

Page

1	Introduction	3
2	Policy Aims	3
3	Definition	4
4	Mediation Process	5-6
5	Confidentiality	7
6	Monitoring and Review	7

Appendix One

Mediation Agreement	8-9
---------------------	-----

Appendix Two

Mediation – Monitoring Form	10
-----------------------------	----

1. Introduction

- 1.1 Neath Port Talbot Council recognises that encouraging effective working relationships between individuals will have a positive impact on staff wellbeing and staff performance.
- 1.2 The Council wishes to support staff and managers to work together to resolve disputes and conflicts at a local level, to ensure minimum disruption to the delivery of Council's priorities and objectives, and to maintain high levels of morale and performance.
- 1.3 Mediation is widely recognised to be an effective tool for resolving interpersonal conflicts between colleagues, managers and their staff, or conflicts between teams.
- 1.4 Where issues cannot be resolved locally and relationships breakdown this policy has been designed to provide assistance.

2. Policy Aims

2. Policy aims

- 2.1 The policy has been adopted to provide individuals with an objective and impartial framework for resolving conflicts at an early stage.
- 2.2 It offers an alternative first stage option for resolving conflict and also provides a process for reconciling working relationships, if this is recommended, following a formal hearing.
- 2.3 This policy constitutes one part of a series of policies and procedures that are in place to resolve conflicts at work and should be read in conjunction with these. They are to be found in the Grievance Policy and Procedure, the Dignity at Work Policy and the Disciplinary Policy and Procedure which are available to view via the HR intranet. If you do not have access to the intranet, these documents are available from your supervisor/line manager or trade union representative.

3. Definition

- 3.1 Mediation is a method of conflict resolution which brings people together with an objective third-party in order to rebuild a damaged working relationship and find solutions to practical problems between them.
- 3.2 Workplace mediation is most effective when people enter the process voluntarily. Throughout mediation people are helped to identify their own solutions and agreements.
- 3.3 Mediators are impartial to the conflict and will help all parties equally. Mediators do not express opinions or make judgements about who is right or wrong or provide solutions.

4. The Mediation Process

- 4.1 The mediation scheme is voluntary and any individual can request an initial confidential conversation with the Mediation Co-ordinator who has received training in the use of mediation and has a detailed understanding of the process. No details of the matter need to be provided at this stage.
- 4.2 Alternatively, information is available at [intranetlink]. A manager, HR representative, Union representative or staff member may also suggest, encourage or refer to mediation.
- 4.2 After any initial conversation a request for mediation should be directed to the Mediation Co-ordinator. Requests may be made in person, in writing, via e-mail or by phone.
- 4.3 The Mediation Coordinator will then ascertain the willingness of both parties to consider mediation before contacting a mediator. If mediation is considered appropriate, all individuals must voluntarily agree to be involved.
- 4.4 In all cases, a telephone call will be arranged with a trained mediator from within the Council. The purpose of this initial contact will be to identify and understand the key issues and assess if mediation is the right way forward. The mediator will answer any questions each party may have about mediation at this meeting. The mediator will not reveal the content of these meetings to anyone.
- 4.5 The telephone call with the mediator will be strictly confidential and the other individual/s involved will not be informed at this stage if there is a commitment to mediation.
- 4.6 Mediation is confidential, and the parties are required to maintain confidentiality in respect of all information arising through the process..
- 4.7 The mediator will contact all individuals with details on time/place/venue for the mediation process.
- 4.8 A second trained mediator will be appointed to the case to take accurate notes during all meetings and also to act as a second mediation facilitator if needed.
- 4.9 Mediation will not be recommended if a decision is required by a higher authority or the issues relate to Neath Port Talbot Council's statutory obligations or duty of care. In addition, if there is a risk to safety / well-being or if formal action has been instigated then mediation will not be appropriate.

Stage 1 – first contact with the parties

- 4.10 Each participant must sign a confidentiality agreement prior to the commencement of Stage 2 (Appendix 1)
- 4.11 During this stage, the mediator meets with the parties individually. The mediator will cover introductions, explain mediation and the role of the mediator and seek commitment to the mediation process. It is during this meeting that the mediator will

find out about the situation and the expectations of both parties. The second mediator will also attend to take notes and ask any relevant questions. Preparation is also carried out for the joint meeting.

Stage 2 – Hearing the Issues

- 4.12 During the joint meeting each person will have a chance to speak, and the mediator will help to clarify the issues that need to be addressed. Once the issues have been identified and discussed, the mediator will assist the individuals to identify possible solutions and rebuild mutual trust.
- 4.13 The mediator will work with the parties on improving communication and interaction. Individuals will be encouraged to be open and honest, and express their feelings clearly and constructively to one another.
- 4.14 All discussions during the mediation are confidential and no information can be passed on by the mediator, by either party, or by any accompanying colleague, about any of the proceedings.
- 4.15 Any notes taken during the session must be destroyed at the end of the session in front of the other parties, with the exception of notes relating to any agreements or records of understanding that are taken by the mediator.

Stage 3 – Exploring the Issues

- 4.16 This stage identifies and clarifies the areas to explore. The aim of this part of the meeting is to begin to shift the focus from the past to future, identifying areas of common or different interest and begin to look for constructive solutions.

Stage 4 – Building Agreements

- 4.17 This part of the process encourages and supports joint problem solving between the parties and encourages them to generate options, highlighting concessions and assisting the parties to evaluate these options. It is during this stage that areas of agreement are recorded and the Mediation Agreement is written and signed by all parties.
- 4.18 Some thought may be needed at this point as to how to debrief others who may need to know any outcome. The person referring the issue to mediation will need to be informed of whether the process was successful. Others might need to be briefed if they will contribute to the success of any mediation outcome(s). The Mediator will ensure that the Mediation Coordinator is informed whether a successful outcome has been reached in writing.
- 4.19 If an agreement is not reached individuals may still use the formal procedures but the mediator cannot be called to participate in any process or procedure in any capacity.

5. Confidentiality

- 5.1 No personal information obtained during any of the meetings held will be passed on to anyone outside the mediation process without express permission. Consent will be obtained prior to the disclosure of any personal information if this information is deemed necessary. Information may be disclosed where:
- A party reveals they have committed a criminal offence
 - There is a legal requirement to disclose information
 - There are clear indications that there is a serious risk of harm to a participant or others
 - The mediator believes that inappropriate and overt behaviour may have taken place during the mediation process.
 - Where the mediator needs to inform someone, who is key to ensuring the any agreement arrived at, is maintained/completed.

6. Monitoring and Review

- 6.1 The Mediator should agree a review period as part of any agreement, to assess whether 'the agreement' has been a success or whether any further mediation is required. The duration of the review period will vary depending on the circumstances and it may be appropriate to have more than one review period. After each review, the Mediator will update the relevant parties, referred to in 4.18.
- 6.2 De-personalised information will be collected on gender, ethnic origin, age group, disability, sexuality and religion for monitoring purposes. The nature of the issue will also be recorded. Some confidential monitoring of outcomes will also be recorded in Appendix 2
- 6.3 There is no appeal process associated with mediation. If one or more of the parties are not satisfied with the outcome, other formal procedures will apply.
- 6.4 A periodic review of this policy will take place in light of legislative changes and working practice.

The Mediation Agreement

The mediator must arrange for a copy of the Agreement to be signed by all participants before agreeing the mediation can take place. It is important because it sets out the terms and conditions under which mediation will proceed.

The mediator should present the Agreement to each participant prior to the commencement of the Stage 1 meeting.

What is mediation?

Mediation is a method of conflict resolution which brings people together with an objective third-party in order to rebuild a damaged working relationship and find solutions to practical problems between them.

What is the role of the mediator?

The mediator is impartial and independent. The mediator does not take sides, nor does he or she express a view about what is right or wrong. There is no room for blame in mediation. Mediation helps you to focus on the future and to find your own solutions.

The mediator is not there to advise you, but he or she is able to direct you to sources of support if you need this. The mediator can also help you to work out whether any agreement is likely to work.

The mediator works with everyone equally to make sure everybody can participate equally in mediation. Sometimes, a person may need additional support to present their views to the other people taking part in mediation. The mediator may offer this support to ensure equal participation but, if he or she does this, is not taking sides.

What must parties agree to?

Treating all participants with mutual respect.
 Being willing to understand each other's stance/problems.
 Being willing to work towards a mutually agreeable solution
 Confidentiality and privilege (see section 5)

Ending Mediation

As a voluntary process, you have the right to end the mediation session if you wish to. Before you do, the mediator will speak with you about your concerns and why you wish to end the mediation session. The mediator will respect the wish of any participants to end mediation.

The mediator also has the right to end mediation if he or she considers that it would not be in the best interest of the participants to continue.

Confidentiality and Privilege

The mediator has a professional duty to ensure that any information obtained through the mediation process remains confidential and is not disclosed to anybody who is not a participant. However, there are some exceptions to this:

- A party reveals they have committed a criminal offence
- There is a legal requirement to disclose information
- There are clear indications that there is a serious risk of harm to a participant or others
- The mediator believes that inappropriate and overt behaviour may have taken place during the mediation process.
- Where the mediator needs to inform someone, who is key to ensuring the any agreement arrived at, is maintained/completed.

In some cases, mediation takes place against the backdrop of actual or pending Court/Tribunal proceedings. You agree not to call the mediator to give evidence in that Court.

The discussions you have in mediation are legally privileged. Neither you, nor the mediator can be compelled to reveal those to any other party and, as above, no use may be made of information disclosed through the mediation process in any of the Council's HR policies and procedures.

Any written account of the matters you have agreed is also legally privileged, unless all participants willingly agree to waive privilege of this.

Agreement

I have read and understood the above and also agree for the outcome of the mediation to be communicated to the referrer, where applicable.

Name of referrer _____

Name of employee (print) _____

Signed _____

Date _____/_____/_____

Mediation – Monitoring Form



Human Resources

Mediation– Monitoring Form									
Mediator's Name									
Nature of Alleged Unacceptable Behaviour:					Sexual				
					Racial				
					Disability				
					Sexuality				
					Religious Belief				
					Age				
					Bullying				
Other									
If Other Please Specify									
Employee 1									
Directorate	CHEX		ELLL		ENV		SS&H		FCS
Sex	Male				Female				
From Black Ethnic Minority Group	Yes				No				
Disabled?	Yes				No				
Age Group	16-19		20-24		25-34		35-44		
	45-54		55-64		65-74		75+		
Employee 2									
Directorate	Chex		ELLL		ENV		SS&H		Fin
Sex	Male				Female				
From Black Ethnic Minority Group	Yes				No				
Disabled?	Yes				No				
Age Group	16-19		20-24		25-34		35-44		
	45-54		55-64		65-74		75+		
Dates of Meetings with the Employees									
Was agreement reached? If yes, please summarise									
Signed					Date				

This page is intentionally left blank

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

Personnel Committee

16th October 2017

Report of the Head of Planning and Public Protection – Nicola Pearce

Matter for Decision

Wards Affected: All

Proposal to restructure support within the Trading Standards Service

Purpose of the Report

1. The purpose of this report is to seek Members agreement to delete the vacant post of assistant enforcement officer and replace it with a general assistant post

Executive Summary

2. Following the departure of a member of staff and the reduction in the hours of another member of staff, levels of staff capacity has been considered and it is necessary to ensure that sufficient support is provided for both teams.

Background

3. Following the departure of a member of staff within the Trading Standards service and another the phased retirement of another, it has been necessary to consider staffing levels and capacity within the trading Standards service. Whilst a large scale review of this service and the Environmental Health Food Hygiene team is about to commence, it is essential that appropriate support is put in place for the service immediately.

Proposal

4. The vacant post has already been backfilled internally and their substantive post as an assistant enforcement officer within the retail team of the Trading Standards service is now vacant. Rather than backfilling that post, the need for an assistant post to support both teams within the trading standards service has been identified. It is therefore proposed to remove this existing grade 5 post from the retail team and replace it with a grade 4 general assistant post which will serve both the retail and the fraud teams within the Trading Standards service.
5. The post holder will be required to assist in the operational and clerical administrative duties including sampling, assisting officers on investigations and inspections, as well as becoming involved in public and consumer education and should better support the overall functions of the Trading Standards service.

Financial Impact

6. The proposal to delete the grade 5 post and to replace it with a Grade 4 post will result in total savings of £3,788 which will be used to facilitate further changes which may well result as a consequence of a whole scale service review which is about to be undertaken within both the Trading standards and Environmental Health Food Hygiene teams. It is proposed that the savings will be utilised to facilitate this service review.

Equality Impact Assessment

7. An Equality Impact Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this proposal does not require an Equality Impact Assessment.

Workforce Impacts

8. This will have a positive impact upon the service, ensuring greater resilience in future.
9. The new post will be advertised to those at risk of redundancy and failing that via the internal vacancy bulletin.

Legal Impacts

10. There are no legal impacts.

Risk Management

11. There are no significant risks associated with this proposal.

Consultation

12. There is no requirement under the Constitution for external consultation on this item.

Recommendations

13. It is **RECOMMENDED** that Members **APPROVE** the deletion of the Assistant Enforcement Officer and to approve the creation of a general Assistant within the Trading Standards Service.

FOR DECISION

Reasons for Proposed Decision

14. Making these establishment changes will provide the service with appropriate long-term support at the appropriate level.

Implementation of Decision

15. The decision is for immediate implementation.

Appendices

16. Appendix 1 –Financial Appraisal
Appendix 2 – Existing and Proposed structure

List of Background Papers

17. Equality Impact Assessment Screening Form

Officer Contact

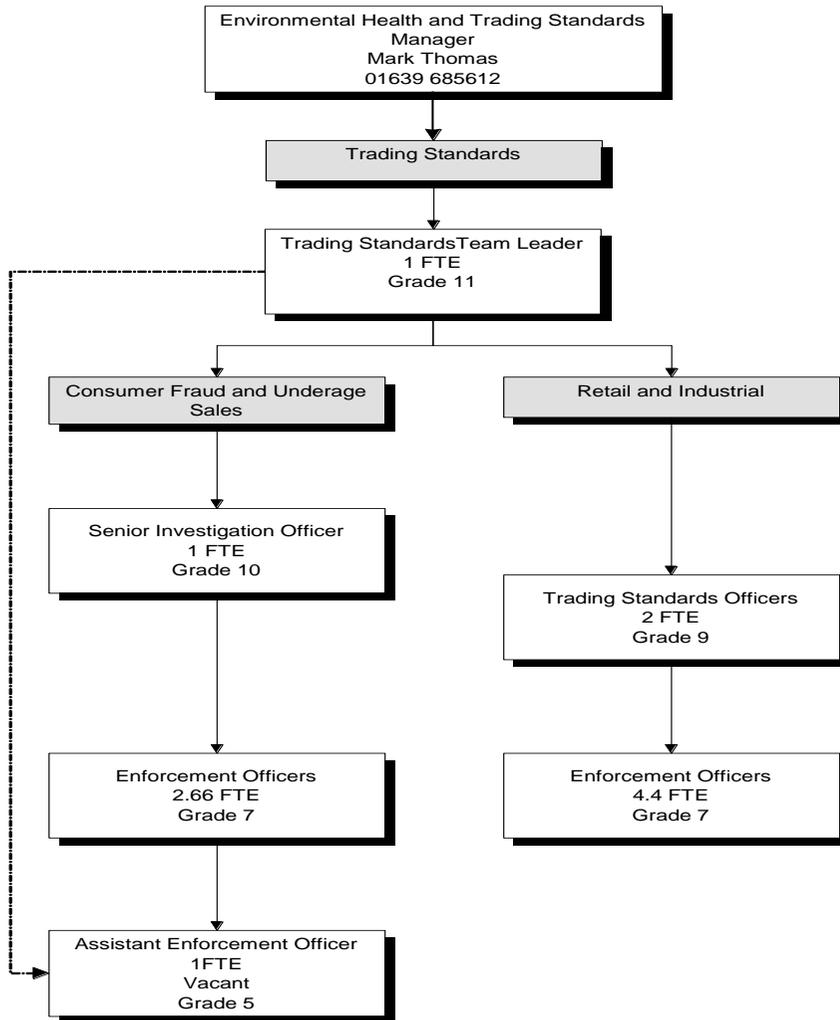
18. Nicola Pearce – Head of Planning and Public Protection

Telephone: 01639 686681
Email: n.pearce@npt.gov.uk

19. Mark Thomas – Environmental health and Trading Standards
Manager Telephone: 01639 685612
Email: m.thomas2@npt.gov.uk

Financial Appraisal

Post	Grade	Savings	Additional Costs
Deleted posts			
Assistant Enforcement Officer	5	£26,933	
Total savings		£26,933	
New posts			
EHTS Assistant	4		£23,145
Total Costs			£23,145
Net Savings		£3,788	



**Environment
Planning & Public Protection
General Environmental Health Team
Page 1 - Existing**

Environmental Health and Trading Standards
Manager
Mark Thomas
01639 685612

Trading Standards

Trading Standards Team Leader
1 FTE
Grade 11

Consumer Fraud and Underage
Sales

Retail and Industrial

Senior Investigation Officer
1 FTE
Grade 10

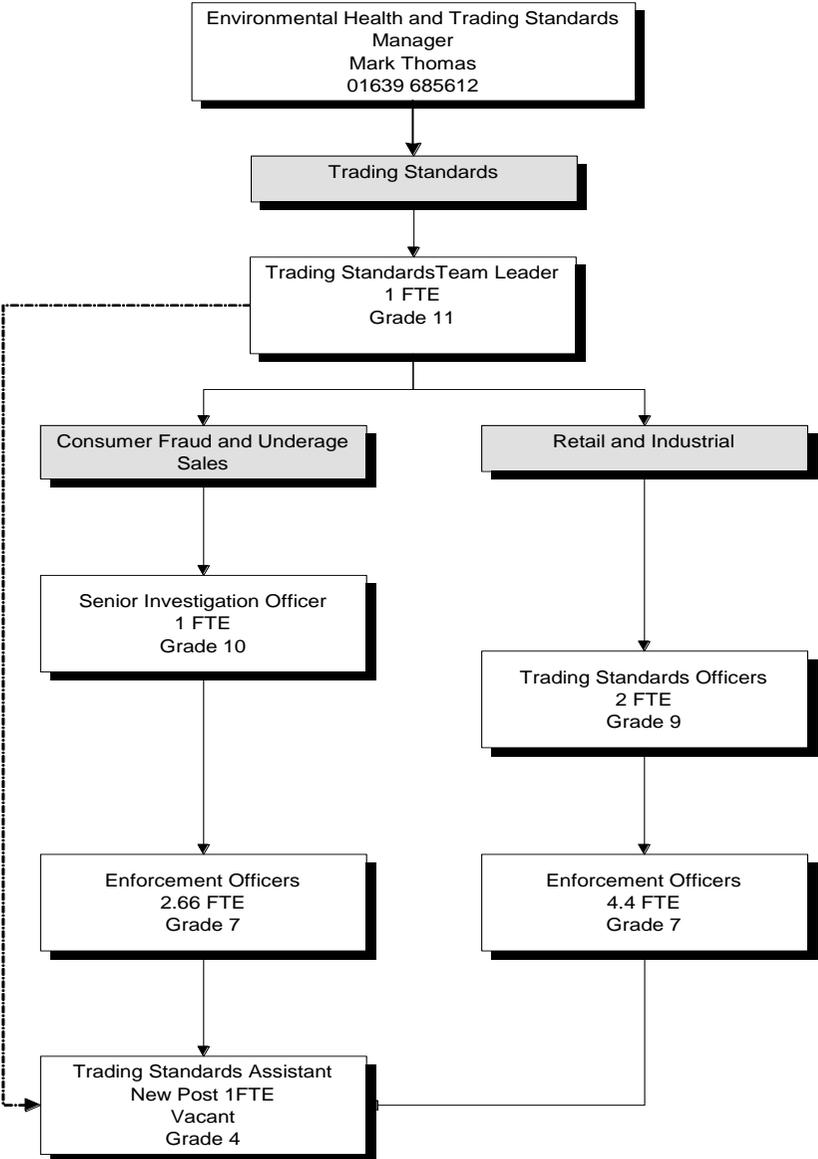
Trading Standards Officers
2 FTE
Grade 9

Enforcement Officers
2.66 FTE
Grade 7

Enforcement Officers
4.4 FTE
Grade 7

Trading Standards Assistant
New Post 1FTE
Vacant
Grade 4

Environment
Planning & Public Protection
Food + Health Protection & Trading Standards
Page 1 - Proposed



This page is intentionally left blank