

## **SCRUTINY COMMITTEE REPORT**

Date Written	07 <sup>th</sup> February 2020
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Service Area	Chief Executive
Committee Date	25 <sup>th</sup> February 2020

*To: Chair, Ladies and Gentlemen*

# **Human Resources Report**

## **1.0 SUMMARY OF THE REPORT**

- 1.1 This report provides an update following the Committee in October 2019. The report includes updates on areas of specific reference.
- 1.2 Governance Scrutiny Members requested on the 15<sup>th</sup> October 2019 that a follow up report be presented to them considering a number of discrete areas namely
- Single Points of Dependency
  - Staff Capability
  - Work related stress and staff sickness
  - The Redundancy Process
  - The impact of the VR/VER process which concluded on the 1<sup>st</sup> April 2019
  - Agency Workers

## **2.0 RECOMMENDATION(S)**

- 2.1 That Scrutiny Committee notes the content of the report and progress made to date.
- 2.2 That the Scrutiny Committee identifies any further information they would like to receive.

## **3.0 INTRODUCTION AND BACKGROUND**

3.1 Scrutiny has asked for an update on the following areas:

### **3.1.1 Single Points of Dependency**

A single point of dependency (SPOD) is part of a system or person that, if it fails, will stop the entire system or process from working. SPODs within this report refer to the people who may be considered the only person within the Council who carries out an element of their role or process. There is high reliability on one person to carry out a task that is business critical.

When key people are identified it allows you to think about what would happen if they were not able to carry out their role.

Key areas for consideration from HR

- What is the unique knowledge, skill or function you would have to replace?
- What would be the impact on the team, atmosphere, product, customers?
- What would be the short-term and long-term impact?
- What would be the impact on daily operations?
- What would be the impact on the potential growth of the team?

When considering these questions, thought should be given to identify people who are able to take over that particular knowledge, skill or function. If there are no employees available to take over this, then this becomes a high risk of failure for that service area.

Single Points of Dependency need to be identified by the managers of departments together with the Organisational Development Manager.

During the VR/VER process; a number of SPODS were identified through discussions with the Skills Questionnaires. This allowed a clear process for individuals to identify if they were the only member of the team carrying out a particular function or task. This was discussed with Corporate Management Team (CMT) using the gateway process that resulted in allowing staff to leave on VR/VER, if they successfully passed through the gateway.

Some staff identified as SPODs.

Highways – 3

Revenues and Benefits – 1

Legal – 1

ALN Education – 1

Environmental Health - 1

SPODs will also be identified during the capacity exercise that is currently being undertaken by Corporate Management team.

Following this exercise, HR will work with departments to identify workforce planning to overcome some of these SPODs. This can include further recruitment, succession planning options and training opportunities for individuals and teams. Meetings will be held with departmental managers to identify workforce plans.

### **Capacity Exercise**

Corporate Management Team considered how an approach could be undertaken in order to complete a whole organisation capacity mapping exercise in November 2019. The capacity mapping session then took place on Friday 29<sup>th</sup> of November with the Wales Audit Office in attendance. Eighteen areas that were identified by CMT have been run through the capacity process the last workshop session finished last Thursday the 30<sup>th</sup> January 2020. This has been a significant piece of work given the timescales involved. This is only phase 1 of the corporate exercise.

The areas considered were:

Environmental Health	Customer Services	Corporate Communications
Social Services – Adults	Housing	Business Systems (WCCIS)
Social Services – Safeguarding	Education	Social Services – Children’s
Neighbourhood Services – Engineering	Revenues	Information Governance
Neighbourhood Services - Property Services / Project Management	Insurance	Equalities and Risk
Gypsy Traveller Provision	Legal	Democratic Services

Work is now underway to look at what is required in order to mitigate any identified risks in those areas that have been reviewed. As there are limited investment monies available, areas will need to be prioritised and Managers/Heads of Services expectations managed accordingly. It has been confirmed that the total cost for addressing the capacity assessment will not be available in readiness for the Council Tax setting by 4<sup>th</sup> March 2020. Any re-investment in the services has to come from the unallocated funds that the Chief Finance Officer has highlighted, currently outlined to be £764k. However, as the Trade Unions have rejected the initial Employers offer of a 2% pay award the unallocated funds money available is likely to diminish further.

### **3.1.2 Staff Capability**

#### **Capability Process**

Merthyr Tydfil County Borough Council is committed to providing high standards of service to its’ service users. It is recognised that the capability and commitment of its staff is fundamental to the achievement of this goal. In the vast majority of cases, employees’ meet and exceed the performance requirements of their roles. However, in some circumstances, individuals may experience difficulties in demonstrating the levels of competence required to perform their job effectively.

There is a Capability Policy which details what is capability and what the difference is between capability and conduct. The policy also details the stages involved in the process.

Currently there is one person on capability within the schools and no employees are on capability within the Council.

The Capability process can only be followed if the performance management of the individual has been followed and there is evidence the individual has been supported to make improvements with a detailed improvement plan.

**Stage one** of the capability procedure will be engaged when:

- The manager has initiated a support plan: however; targets have not been met and level of performance remains unsatisfactory.
- Where the manager is able to evidence that a support plan has been provided to the member of staff within the last 12 months; which has led to improvement, however performance has subsequently deteriorated to a significant and sustained level.

The manager should agree an action plan with the member of staff to resolve the issues identified.

Possible outcomes at the end of the stage one review period are:

- Performance has improved and the required standard achieved, therefore no further action will be necessary.
- There is evidence of improvement however it is not sufficient to suspend the process – the manager may decide to extend stage one for a further period;
- In cases where performance has not sufficiently improved the manager will progress to stage two of the procedure.

**Stage two** before an action plan will be devised with targets set which would need to be met at the end of the review period.

At the end of the agreed timescale a formal meeting will be held to review the targets in the action plan and assess whether the criteria for success has been achieved. Possible outcomes from the meeting will be:

- Performance has improved and the required standard achieved therefore no further action will be necessary;
- If some improvement has been made, the manager may decide to extend the review period and may further develop the individual's action plan to address the performance issue; and
- In cases where performance has not improved, or there is some improvement but the required standard has not been achieved, or sustained the case is to be referred to a formal hearing which may result in the termination of their contract on grounds of capability with the required period of notice.

**Stage three** is the hearing stage. Should the follow up review indicate that performance has not improved; a Senior Nominated Officer or appropriate level of management will at this stage conduct a hearing. This would usually be a Head of Service or Senior Management level that has not had any prior involvement with the case.

The hearing will also take place if an employee is unable to return to work due to ill health and a phased return to work / workplace adjustments and alternative duties

have been considered and not been successful / are not appropriate / not acceptable to the Employee.

The hearing will consider:

- Dismissing the case to date in its entirety i.e. no evidence of poor performance is found, the problem is the manager's fault e.g. lack of clarity been given;
- Adjusting the previous management decision e.g. extending stage two, referring to occupational health for ill health issues;
- Whether alternative employment can be offered which is more suitable to the employee's capabilities; and
- Dismissal of the employee for lack of capability.

If alternative employment has been located within their service area then the employee will be given a period of five-working days to consider the offer and to reply. If the role is as part of the redeployment pool (due to the employee agreeing to be placed there due to capability issues), the normal process will be followed and the employee given an opportunity to undertake a four-week trial- but no payment protection will be offered.

If after suitable alternative role(s) have been offered and the employee either refuses them or they are not suitable, the employee's contract of employment will be terminated on the grounds of the employee's lack of capability. Contractual or statutory notice must be given. The four-week trail of redeployment will be part of the employees notice period if they do not want the role or the manager recruiting has evidence that they are not suitable for the new role.

The Capability Policy will be going to Council for approval in March along with a number of other polices for the Council that require updating. The policy has been reviewed by ACAS; and ACAS have confirmed that they have no concerns with the draft policy that the Council propose to adopt in March. The Trade Unions have also been consulted on the policy.

Performance management is a fundamental part of a manager/leader's role and ensures that their employees are developed, engaged and inspired, and also meeting their responsibilities. Regular performance discussions allows a manager to get to know their employees and to encourage and, if necessary, improve performance.

It is recommended that managers align an individual's goals with the organisation's overall objectives and clearly communicate this link to employees. This ensures that each team member can see how they are contributing to the Council's success, contributing to job satisfaction and engagement.

Performance management therefore clearly feeds into other critical elements of the Organisational Development strategy, such as employee engagement. It is a valuable opportunity for staff members to voice ideas, concerns or feedback.

Managing staff performance will have the result that the Council's performance itself improves. This has positive effects in relation to budget management for the long-term.

It is critical that the Corporate team lead the way in performance management and encourage all managers to view the process as a central feature of their role.

In order to embed the Performance Management process, having an online system would allow better control over who was following the process. Paper-based appraisal processes are often a once or twice-a-year affair, with objectives locked in a draw and never looked at or updated between reviews!

An online performance management system, if set up well, can encourage employees and managers to review performance progress regularly. This ensures that objectives are updated to stay relevant throughout the year. This encourages more conversation between employee and Manager.

*Better quality data.* Getting meaningful performance data from paper-based appraisal forms is both difficult and time consuming. For example, compiling training needs across a company typically involves reading through every employee's personal development plan and identifying common needs, which can take days to complete. A good online system will produce data like dashboards at the touch of a button that will enable managers to have better workforce data.

*Streamlining the process.* A paper-based process requires physical forms to be passed around the organisation between employees, managers and HR for completion and signature. Not only is this laborious for staff, trying to keep track of who is at what stage of the process is nigh-on impossible. An online system will offer automated workflows and approvals, making the process simpler and quicker for employees and managers to complete.

'Generation Y' expect everything to be online. The 'internet generation', now making up an increasing percentage of the workforce, typically manage their lives online. Organisations wishing to present themselves as an employer of choice to these individuals will struggle if they are still using paper-based forms, or even Word documents, to manage their processes.

### **3.1.3 Work related Stress and Staff Sickness**

Over the past 2 years long-term sickness statistics have increased as follows (figures are based on FTE's):

2016/17	5.5%
2017/18	7.8%
2018/19	8.7%

Occupational Sickness Pay cost the Council the following:

2015/16	£498,571.37
2016/17	£641,913.66
2017/18	£731,492.85
2018/19	£786,663.08

These costs are just for staff salaries and do not include agency staff covering for staff while they were on sickness absence which is required in front line services e.g. waste, care homes etc.

Occupational Sickness Costs front-line services:

	<b>Waste</b>	<b>Care homes</b>
2015/16	£26,374.24	£49,547.77
2016/17	£69,586.42	£48,364.79
2017/18	£49,236.41	£70,531.40
2018/19	£46,310.68	£59,223.61

These front line services costs can be doubled as staff on sickness absence have to be covered by an agency member of staff for the service to continue to function.

Work is underway to update the sickness categories on the HR database. Currently there is no categorisation of work related stress and non-work related stress. This change is being communicated to managers this month and further analysis will then be able to take place of the data. However it seems from dealing with Sickness absence of staff on a daily basis, the majority of stress related illness is not work related, and a lot of the time it is in relation to illness of family members (often aging parents), this cannot be quantify for the reasons listed above.

HR has assisted with the management of attendance in accordance with the sickness absence policy. Where an employee has been absent from work for 2/3 months their continued employment is reviewed to ascertain whether an employee is likely to recover and return to work. If it is unlikely that an employee will be fit to return to their original post then employment options are discussed with the employee to ensure they are not on sickness absence for an unforeseeable/unreasonable length of time.

A proposal is currently being developed in order to bring the Occupational Health provision back in house. A proactive approach to workplace health involving the whole workforce can be implemented; innovative partnerships between the NHS, local businesses, charities with union support, covering issues like smoking cessation, stress and exercise, and aiming to develop a sustainable culture of healthy workplaces can be established.

Proactive management of ill-health and chronic conditions in the workplace is proven to help prevent long-term job loss. This includes employers seeking and acting on OH advice. Good quality OH support has the potential to improve health and work outcomes, by preventing work-related illness and unnecessary sickness absence, and supporting those with health conditions to remain in work.

The table below provides the details and outcomes of the meetings undertaken in accordance with the sickness absence process in the last year.

## LONG TERM SICKNESS MEETINGS AND OUTCOMES 2019

Month	No. of Meetings	Mutual Agreement to Termination of Contract	Permanent Ill Health Retirements	Compromise due to sickness
January	8			
February	9			
March	6	1	1	
April	12	2		
May	14			2
June	5	4		1
July	10	1	1	
August	7			
September	7	1		
October	9	2		1
November	14	2		
December	7	2		
<b>Total</b>	<b>98</b>	<b>15</b>	<b>2</b>	<b>4</b>

In order to assist staff with stress the Council has provided a number of Mindfulness Training session delivered by Working Skills for Adults. Where staff have approached their manager with stress concerns or where staff have self-identified with stress concerns a number of Stress Control Workshops run by Valleys Steps have been offered to all staff.

The wellbeing of all employees is important to the Council and an online resource is available free of charge, offering immediate information, answers and advice to a range



of workplace and personal issues. The offer a telephone information and advice service should members of staff wish to speak to an individual instead of just source information online. This service is run by 'Care First' who provide telephone information and advice on a range of issues 24 hours, 7 days a week. A screen shoot of the information provided by the service is provided.

### **3.1.4 Compulsory Redundancy Process**

Merthyr Tydfil County Borough Council is committed to maintaining and enhancing the efficiency of its services, and, in the process, safeguarding the current and future employment of employees. There may however be occasions when changes in funding provision, the demand for services, organisational requirements or technological developments impact on staffing requirements.

The Redundancy Policy outlines the approach to be adopted in cases of potential redundancies and shall be applied with due regard to legislative provisions relating to redundancy. It should be read in conjunction with the Redeployment Policy and Procedure.

The Council will always try to avoid the need for compulsory redundancies but sometimes these may be necessary. Where redundancy is inevitable the Council will handle the matter in the most fair, consistent and sympathetic manner possible in order to minimise any hardship that may be suffered by the employee(s) concerned.

Failing to reduce the numbers through voluntary means, the responsible manager, with advice from an HR Adviser, will apply the objective selection criteria as agreed by the Council during meaningful consultation with Trades Union(s) and relevant employee representatives. The process of selection must be conducted fairly, objectively and consistently across the organisation and supported by evidence.

On applying the objective selection criteria, the manager should determine where the cut-off point is to be in relation to the score outcomes (pending any appeal). For example, if there are ten roles to be retained, those with the top ten points will be offered a role and the remainder will remain in the redeployment pool and potentially be made redundant.

The manager will, with advice from HR, undertake the application of the selection criteria. This scoring will, in so far as is possible, be verified by a second manager.

Once the selection criteria has been applied, the employee must be met with individually to consult and discuss the outcome as well as to submit any evidence that may impact on the score. They should have sufficient information to help them understand how the marks have been awarded. To help with this discussion, the employee's individual score outcome should be evidenced. The score sheet should show the employee where they fell in the overall ranking. All the ranking data with the exception of the employee's own data will be anonymised.

The employee has a right to be accompanied at the meeting by either their trades union representative or a work colleague.

It may be necessary to adjourn the meeting whilst consideration is given to any mitigation provided and reconvene at a later date to confirm the outcome (usually no more than 1 week from date of meeting)

A final outcome letter is then sent to each employee within the pool, denoting the score outcome, what this means to them (i.e. secured a role or not secured a role), if it results in them being provisionally chosen for redundancy and their severance payment estimate. The letter should also inform the employee of their right of appeal.

No employee should be taken out of the 'at risk' pool until all necessary consultation on the matter is complete and appeals have been heard.

Once all queries and the appeals have been completed and the statutory consultation process has finished all employees who are now confirmed as redundant will be sent a redundancy notice letter. The letter will contain confirmation that they are to be made redundant and the length of notice that they are entitled to (up to a maximum of 12 weeks). It should also state the amount of severance payment they will receive (if eligible).

### **Details of the impact of VR/VER 2019 Process**

Service departments have not reported any significant concerns over the 2019 voluntary redundancy process to the Human Resources Department.

### **Future Mitigation Opportunities**

As part of the budget monitoring process and data cleansing exercise undertaken by HR. HR and Finance have reviewed vacancies across the Council. There are currently 56 detailed in the table below. These vacancies have been held by the Council in order to assist with the possibility of redeployment to mitigate compulsory redundancies. Where it has been deemed by the service area that the post is essential to be filled, an agency worker has been sourced to assist the department.

<b>Post Title</b>	<b>Service Area</b>	<b>Department</b>	<b>Backfilled Agency</b>	<b>In MTFP?</b>
FPN Admin Officer	Education	Learning	No	Yes
LSA - SEN Behavioural Support	Behavioural Support	Learning	No	Yes
Behavioural Support Teacher	Behavioural Support	Learning	No	Yes
ALN Admin	Psychological Services	Learning	No	Yes
Youth Support Key Worker	Families First	Learning	No	N/A
Flying Start Administrator	Flying Start	Learning	No	N/A
Flying Start Education Psychologist	Flying Start	Learning	Yes	N/A
Senior Youth Worker	Youth Service	Learning	No	No
Youth Co-ordinator	Youth Service	Learning	No	No
Day Service Worker x2	Day Centres (EMI)	Social Services	Yes	Yes
Cwm Taf Carers Development Officer	Carers Network	Social Services	No	Yes

Community Occupational Therapist	Personal Services (COT's)	Social Services	No	Yes
Social Worker	Children Looked After	Social Services	Yes	Yes
Social Worker	Family & Fostering	Social Services	No	Yes
Contract Monitoring Officer	Family & Fostering Team	Social Services	No	Yes
Social Worker	Transformation	Social Services	No	N/A
Assessment & Reviewing Officer	Transformation	Social Services	No	N/A
Single Point of Access (SPA) Duty Officer	Transformation	Social Services	No	N/A
Single Point of Access (SPA) Planner	Transformation	Social Services	No	N/A
Social Worker	Transformation	Social Services	No	N/A
Community Occupational Therapist	Transformation	Social Services	No	N/A
Planner	Transformation	Social Services	No	N/A
Clerical Assistant	Transformation	Social Services	No	N/A
Initial Response (Direct Support Hours)	Transformation	Social Services	No	N/A
Administration Officer	Employability (CFW+)	Community Regeneration	No	N/A
Employment Mentor x2	Employability (CFW+)	Community Regeneration	No	N/A
Vocational Development Officer	Employability (Bridges)	Community Regeneration	No	N/A
CCTV Operator	CCTV	Community Regeneration	No	No
Registrar receptionist	Registrars	Community Regeneration	No	Yes
Highways Operative	Highways	Neighbourhood Services	No	Yes
Financial Services Assistant	Client Financial Management Services	Neighbourhood Services	No	No
Benefits Assessor	Benefits	Neighbourhood Services	No	Yes
Sundry Debt Recovery Officer	Revenues	Neighbourhood Services	No	Yes
Lifeline Operator	Lifeline	Neighbourhood Services	Yes	Yes
Cleaner	Office Accommodation	Neighbourhood Services	No	No
Senior Quantity Surveyor/Project Manager	Estates	Neighbourhood Services	No	Yes
Statutory Compliance Inspector	Estates	Neighbourhood Services	No	Yes
Re-cycling Op/HGV x2 Operative	Recycling	Neighbourhood Services	Yes	Yes
Recycling Collector x7	Recycling	Neighbourhood Services	Yes	Yes
Performance Officer	Performance	Corporate Services	No	Yes
Cash Collector	Parking	Corporate Services	No	Yes
Business Systems Support Officer	Performance	Corporate Services	No	Yes

Legal Assistant	Legal	Corporate Services	No	No
Assistant Procurement Officer	Procurement	Finance	No	Yes
Chief Officer Community Regen	Corporate Management	Corporate Authority	No	Yes

### 3.1.5 Agency Workers

The Council is able to hire temporary staff through agencies. We have a number of providers that are used the main ones however being Pertemps and Network Health Care. This means the Council pay the agency for the workers and a number of factors are also important:

- The Council must pay the agency the workers' pay, including the employee's National Insurance contributions (NICs) and Statutory Sick Pay (SSP)
- It's the agency's responsibility to make sure workers get their rights under working time regulations
- After 12 weeks' continuous employment in the same role, agency workers get the same terms and conditions as permanent employees, including pay, working time, rest periods, night work, breaks and annual leave
- The Council must provide the agency with information about the relevant terms and conditions in the authority so that the agency can ensure the worker gets equal treatment after 12 weeks in the same job
- The Council must allow agency workers to use any shared facilities (for example a staff canteen or childcare) and give them information about job vacancies from the first day they work there
- The Council is responsible for the agency workers health and safety.

The Agency Contract for the Authority is currently out to tender therefore the benchmarking data for other authorities is unavailable. Several work-streams have been developed that form a part of the Change Programme for 2020/21. One of the work-streams is 'Personnel' which includes the objective to 'Review and develop options to improve overtime and agency usage at Merthyr Tydfil County Borough Council to provide better value for money in delivering outcomes for our citizens by April 2020'. However; agency usage has generally decreased from 2015/2016 to the present day. The table below identifies the number of agency workers that have been engaged each year.

#### TOTAL HEADCOUNT

	April	May	June	July	August	September	October	November	December	January	February	March
15/16	220	160	167	154	151	138	140	103	110	113	121	129
16/17	135	133	132	132	111	112	104	102	102	91	102	125
17/18	117	115	106	110	99	106	105	103	101	93	101	101
18/19	106	109	121	120	117	116	113	102	91	103	103	115
19/20	107	108	113	117	117	105	102	96	85	91		

Reducing agency spend doesn't always have to be about implementing big organisational change programmes, sometimes small actions and initiatives implemented locally can help to reduce costs considerably. Initiatives took place in 2018 to make a number of posts that were occupied by agency permanent in the departmental structure; this transferred the budget from the agency line into core

budget. Other areas are where sickness has been managed by the department agency usage has reduced.

Currently there are 25 workers that have over 5 years plus service with the agency that have been placed in the Council for a considerable period of their service. The table below shows the post and the location of the posts where over 5 years placement has been accrued.

<b>Location (Setting)</b>	<b>Job Title</b>	<b>Length of Service</b>
Cyfarthfa Park	Street Cleansing	10 years +
Cyfarthfa	Grounds Maintenance	10 years +
Health Park/ Tŷ Gwyn	Support Worker x3	10 years +
Llysfaen Respite/Fach	Support Worker	10 years +
Unit 20	Class 2 Driver	8 Years +
Unit 20	Refuse Operative x12	8 Years +
Cyfarthfa Park	Street Cleansing	8 Years +
Ty Bargoed Newydd	Support Worker	7 years +
Ty Gurnos Newydd	Domestic	5 Years +
Cyfarthfa Park	Fitter	5 years +
Cyfarthfa Park	Toilet Attendant	5 years +
Civic Centre	Benefits Assessor	5 years +

## **4.0 WHERE WE WANT TO BE**

- 4.1 There are a number of changes that could be made within the HR department to look at becoming more digitalised to improve the efficiency and effectiveness of processes within the department. This would make the users, i.e. managers have more data and information available at their fingertips. Having a system that can report on all the data relevant to your people, would help produce Dashboards to give managers all of this information in one view. This can then allow them easy access to information of which they can work with to identify any issues and action them appropriately.
- 4.2 By allowing an agile working option could result in more productive working practices. Staff may be more productive during the working day to allow for more focused delivery on key results.
- 4.3 To be adequate or above in all areas of work undertaken by the department.
- 4.4 To provide managers with all data they require in order to manage their workforce effectively.
- 4.5 To ensure that succession planning is fully-embedded into the Council.
- 4.6 To ensure that performance management and an appraisal process 'Focus on Your Performance' is fully-embedded into the Council.

- 4.7 To ensure that the Organisation Development Strategy and Workforce Plan is fully embedded into the Council.
- 4.8 To implement and employee recognition scheme to the Council.

**5.0 WHAT WE NEED TO DO NEXT**

- 5.1 Further work is recommended to work with IT to look at how agile working can benefit staff within Merthyr Council.
- 5.2 Over the past 2 years long term sickness statistics have increased and managers do not feel that occupational health are engaged with the culture and the needs of Merthyr Tydfil County Borough Council. To regain control of absence rates and to be in a better position to manage employees on long-term sickness absence it is proposed to bring the service back in house.
- 5.3 Develop a business case to look at becoming more digitalised to improve the efficiency and effectiveness of processes within the department and the Council.
- 5.4 For departments that will require training once all the policies have gone to Council In March 2020 and later in the year, we will continue to offer training to both managers and staff on a face-to-face basis.
- 5.5 Work is still required to update the work force development plan to ensure its relevant to support the Organisation during the rest of this financial year and beyond based on the Councils vision.

**6.0 CONTRIBUTION TO WELLBEING OBJECTIVES**

- 6.1 The Human Resources department assists other service areas to meet their wellbeing objectives and respective plans and strategies.

**ELLIS COOPER**  
**INTERIM CHIEF EXECUTIVE**

**COUNCILLOR ANDREW BARRY**  
**GOVERNANCE AND CORPORATE SERVICES**

<b>BACKGROUND PAPERS</b>		
<b>Title of Document(s)</b>	<b>Document(s) Date</b>	<b>Document Location</b>
<b>Does the report contain any issue that may impact the Council's Constitution?</b>		