



NOTICE OF MEETING

Employment Committee

Wednesday 11 February 2015, 7.30 pm

Council Chamber, Fourth Floor, Easthampstead House, Bracknell

To: Employment Committee

Councillor McLean (Chairman), Councillor Mrs Birch (Vice-Chairman), Councillors Allen, Angell, Davison, Leake, Mrs Temperton and Worrall

Non-Voting Co-optee

Councillor Ward

cc: Substitute Members of the Committee

Councillors Mrs Angell, Blatchford, Brunel-Walker, Ms Brown and Dudley

ALISON SANDERS

Director of Corporate Services

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Published: 9 February 2015



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Bracknell

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AGENDA

Page No

1. **Apologies**

To receive apologies for absence and to note the attendance of any substitute members.

2. **Declarations of Interest**

Any Member with a Disclosable Pecuniary Interest or an Affected Interest in a matter should withdraw from the meeting when the matter is under consideration and should notify the Democratic Services Officer in attendance that they are withdrawing as they have such an interest. If the Interest is not entered on the register of Members interests the Monitoring Officer must be notified of the interest within 28 days.

3. **Minutes from previous meeting**

To approve as a correct record the minutes of the meeting held on 17 December 2014.

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4. **Urgent Items of Business**

Any other items which, pursuant to Section 100B(4)(b) of the Local Government Act 1972, the Chairman decides are urgent.

5. **Staff Survey Results**

To consider a report on the 2014 Staff Survey.

5 - 14

6. **Exclusion of Public and Press**

To consider the following motion:

That pursuant to Section 100A of the Local Government Act 1972, as amended, and having regard to the public interest, members of the public and press be excluded from the meeting for the consideration of the following item which involves the likely disclosure of exempt information under the following category of Schedule 12A of that Act:

- (1) Information relating to any individual (Items 7 & 8).

7. **Revenue budget 2015-16 - Employment Implications**

That the Committee consider a report identifying the staffing implications arising from the budget proposals for 2015/16.

15 - 20

8. **Proposed Redundancy - Transport Development Section**

The purpose of this report is to seek approval to the redundancy of the post holder identified in the Exempt Appendix A which arises from a review of the Transport Development Section, within the Planning & Transport Division.

21 - 26

9. **Date of Next Meeting**

The next meeting will take place on 18 March 2015.

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**EMPLOYMENT COMMITTEE
17 DECEMBER 2014
7.30 - 8.12 PM**



Present:

Councillors McLean (Chairman), Angell, Davison, Leake, Mrs Temperton and Mrs Angell (Substitute)

Apologies for absence were received from:

Councillors Mrs Birch, Allen and Worrall

In Attendance:

Tony Madden, Chief Officer: Human Resources

16. Declarations of Interest

There were no declarations of interest.

17. Minutes from previous meeting

RESOLVED that the minutes of the meeting held on 18 June 2014 be approved as a correct record and signed by the Chairman.

18. Urgent Items of Business

There were no urgent items of business.

19. Minutes of Sub Groups

The Committee noted the minutes of the Local Joint Committee held on 25 November 2014.

20. Pay Policy Statement

The Committee considered a report on the Annual Update of the Council's Pay Policy Statement and Annual Review of Bracknell Forest Supplement.

Information was published every year on senior salaries at Bracknell Forest Council (BFC). BFC had agreed that the level of Bracknell Forest Supplement be increased for lower paid workers. The latest changes conformed to the requirements of the Localism Act in relation to what information Councils should disclose. Salaries published did not include any extra payments such as overtime, they were salary only and also included schools in the borough.

RESOLVED that the Employment Committee recommended that Council:

- i. Agree the Pay Policy Statement for 2015/16;

- ii. Agree that the level of the Bracknell Forest Supplement for 2015/16 be increased to £7.85 per hour with effect from 1 April 2015.

21. **Pay and Workforce Strategy**

The Committee considered the Council's 8th Pay and Workforce Strategy before it was agreed by full Council. It was important to regularly review the Strategy in the light of changing priorities, new legislation and other issues which impacted on the Council. The Strategy was a requirement of the DCLG but also provided a useful framework and guidance on the work programme.

The Strategy detailed the challenges over the next 12 to 36 months, departmental priorities and the action plan the Council would follow in response. It was queried whether the population of Bracknell Forest quoted in 3.4 of the Strategy was correct and it was noted that the figure of 115,058 should be amended to 116,567 as at June 2013 before the Strategy was considered by Council.

RESOLVED that the Employment Committee endorsed the attached 8th Pay and Workforce Strategy for submission to full Council.

22. **Organisational Change Timetable**

The Committee considered an annual report on the Organisational Change Timetable dealing with the restructuring exercise necessary to balance the 2015/16 budget.

The process of consultation with staff in respect of the impact on them of balancing the budget would be undertaken. There would be a small number of reductions in staff in 2015 and a further report would be presented to the next meeting of the Employment Committee.

In line with the approach taken in previous years, there was a Local Joint Committee and Employment Committee on 11 February 2015 to approve the final staffing implications; this would be dealt with in one report after the Executive had agreed the budget, to be endorsed by full Council on 25 February 2015.

The Committee asked that a review of the multiplier for redundancies be carried out and it was suggested that this be undertaken between 1 April 2015 and 1 October 2015.

23. **Public Health**

The Committee received a report on the background to and the progress made with transfer of Public Health staff from Berkshire Primary Care Trust's to Berkshire Council's and Bracknell Forest in particular. A critical part of this work involved transferring the Public Health staff to Bracknell Forest Council's terms and conditions as soon as possible.

The Chief Officer: Human Resources confirmed that medical consultants needed to be employed on NHS contract terms.

24. **Workforce Monitoring**

The Committee noted a report on Workforce Monitoring 2013/14.

The Council had a legal duty to advance equality of opportunity, eliminate unlawful discrimination and promote good relations between people. The Council had an

action plan to deliver on its equality objectives and monitored its progress, recognised areas of strength and identified areas for improvement.

The report included a review of strategies in 2013/14 and strategies for workforce matters to be put in place to ensure equalities were subject to continuous improvement in 2014/15.

The Chief Officer: Human Resources advised that a new Human Resources and Payroll system would be operational from 1 August 2015. The new system was self-service so employees could update their own information individually.

25. **Pay Award**

The Committee noted a report on the National Joint Council for Local Government Services pay award.

The award was complex but was essentially:

- A 2 year deal from 1 January 2015 to 1 April 2016;
- A headline 2.2% increase for most staff;
- Bottom loaded for those earning less than £15,000 pa;
- That bottom loading would be between 2.3% and 8.6%;
- A non consolidated lump sum of between £325 and £100 for those earning less than £22,000 pa

The Chief Officer: Human Resources confirmed that the pay award had been agreed by the unions in November 2014. That the pay award for senior staff was yet to be agreed but it would not apply to staff earning over £100,000 per annum. There had been an allowance in the Council budget for inflation which was enough to absorb the increase in pay for staff.

26. **Open Learning Centre - Access to Backdated Pension**

The Committee considered a report on the backdated payments made to the Local Government Pension Scheme for three post holders previously employed by the Council. This followed a challenge to their pension access entitlements from the post holders and their Trades Union after the decision at the Employment Committee in December 2013 to make their posts redundant.

The Chief Officer: Human Resources advised that the people in question had been employed as casual staff in 2001 but it had been intended that they would work regular hours so would not have been able to pay into the pension scheme. Having taken legal advice their pension was backdated to the date they were eligible for it and the three staff members were asked to contribute their part of the pension.

Records of other casual staff employed were checked to see if they were given the opportunity to pay into the Council's pension scheme; some staff had opted in and some staff had not.

27. **Berkshire Adoption Service**

The Committee noted a report update on the staffing arrangements following the decision of the Executive to support the creation of a Pan Berkshire Adoption service. On 22 July 2014 the Executive approved the transfer of the Council's Adoption Service into the Berkshire Shared Service with effect from 1 December 2014. Four out of the six Berkshire Local Authorities had joined the service.

28. **Date of Next Meeting**

11 February 2015

CHAIRMAN

**TO: EMPLOYMENT COMMITTEE
11 FEBRUARY 2015**

**STAFF SURVEY 2014
(Director of Corporate Services – HR)**

1 INTRODUCTION

- 1.1 To present the Executive Summary Report on the 2014 Staff Survey, produced by Qa. The staff survey is undertaken every three years.

2 SUPPORTING INFORMATION

- 2.1 The Executive Summary of the report from Qa Research is attached at Appendix A. The Summary contains key findings and conclusions as well as potential areas for action.

- 2.2 A Chartered Institute of Personnel and Development (CIPD) report on whether UK organisations are getting better at managing their people recently provided some statistics which may provide helpful context to the results of the Council's staff survey. Although their questions were different to the Council's questions, and do not constitute clear benchmarks of like with like, they do provide some broad comparisons.

- 2.3 The CIPD report highlighted the effect of "the worst recession in 80 years" on people's perceptions of their workplaces. The report says "Many organisations were forced to make difficult changes such as cutting jobs and freezing (or even cutting) pay. This will often have...had a negative effect on employee morale". The CIPD Employee Outlook Surveys tracked the effect on job satisfaction of recession related workplace changes in Spring 2014.

- Those workplaces with reduced employee benefits saw about a 15% drop in job satisfaction.
- Those workplaces with frozen recruitment, saw about a 7% drop
- Those workplaces with frozen pay, saw a 10% drop
- Those workplaces planning redundancies, saw a 10% drop
- Those workplaces making redundancies, saw a 5% drop.

The fall in overall job satisfaction since 2011 shown in the Qa report is in the order of 5% and in the context of the national picture, perhaps should not be unexpected.

2.4 Other items in the CIPD report, while not exact comparators, also suggest a context for the Qa data:

- The CIPD Employee Outlook Surveys (covering the whole UK workforce) report 65% saying they are satisfied or very satisfied with the manager/employee relationship. This compares with the Council's data about aspects of the manager/employee relationship where the percentages are generally in the 70s and 80s. Key indicators are shown below.
- My manager treats me fairly – 80% (nationally 69% agreed)
- I'm encouraged to express opinions 75%; my manager discusses work problems 77%; my manager responds to suggestions 75%. (My manager listens if I have a suggestion - nationally 63% agreed)
- My manager would support me in a crisis 77%. (My manager is supportive if I have a problem - nationally 65% agreed)
- My manager expresses appreciation 73%. (My manager recognises if I have done a good job - nationally 55% agreed)
- My manager involves me in decisions 70%, gives me information to do my job properly 74%. (My manager consults me on matters of importance - nationally 53% agreed.)
- My manager gives feedback on performance 63%; my manager manages my performance 69%; my manager manages others' performance 52%. (My manager gives me feedback on performance - nationally 44% agreed)
- 70% of managers discuss development needs; 74% said I get the training I need. (My manager discusses training and development needs - nationally 35% agreed)
- 61% of employees feel well informed by the Council. (Nationally 54% feel well informed about what is happening in their organisation.)

2.5 Against this context the results of the 2014 staff survey are broadly encouraging. However, these are obviously areas where the Council can improve. A Council-wide Action Plan and Directorate Action Plans will be developed.

3 **EQUALITIES IMPACT ASSESSMENT**

3.1 The survey results are analysed according to gender, age, ethnicity, disability, marital status and maternity status, religion/belief and sexual orientation and action plans

should have regard to differences in staff perceptions and experience by the different protected characteristics.

4 **STRATEGIC RISK MANAGEMENT ISSUES**

- 4.1 Failure to communicate results and act upon them will damage the credibility of the staff survey and impact upon morale.

Background Papers

None

Contact for further information

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I. Executive Summary

Background and Objectives Bracknell Forest Council undertakes employee engagement research every two years to evaluate how employees feel about working for the council and to understand their perceptions of key elements of their role, the way they are managed and the way the council is run. The most recent wave of the research was completed in October 2014 and this report details key findings from it. Overall, the main aim of this research was:

“To give guidance and direction about what we might do differently in the Council and to help celebrate what we already do well.”

Methodology

- A dual approach to undertaking the research was carried out;
 - All employees with an email address were sent an email invitation which included a unique link to the survey which could be completed online. In total, 1,739 email invitations were sent.
 - A small number of employees did not have an email address, so to ensure their participation in the research a paper survey was distributed. This survey was identical to the online survey. A total of 148 employees received a paper survey.
- All employees, regardless of whether they had completed the survey or not, were then sent two reminders to encourage them to participate in the research.
- The first email invitations were issued on Friday 10 October 2014 and the final date for completions was Friday 7 November 2014.
- Of the 1,572 eligible employees who received an invitation to complete the survey, 61% did so, a higher response rate than that achieved in any previous year except 2011
- This means that the total achieved sample was 955 interviews and at the Total Sample level the findings are accurate to within +/- 1.99%.
- Response rates by area were also good, with the highest rate recorded in Chief Executive's (93%), followed by Corporate Services (71%), Children, Young People & Learning (56%), Adult Social Care & Health (55%) and Environment, Culture & Communities (53%).

About Your Team

The first section of the questionnaire asked respondents how strongly they agreed with a series of statements about their immediate line manager/supervisor/duty manager.

Generally, levels of agreement declined slightly between 2011 and 2014, with one or two exceptions, but the only statistically significant differences were that employees were less likely to agree that their immediate line manager/supervisor/duty manager ‘...gives you the information you need to do your job well’ (2014: 74%, 2011: 80%), ‘...involves you in decisions that affect your work’ (2014: 70%, 2011: 74%), ‘...would support you in a crisis’ (2014: 77%, 2011: 81%) and ‘...encourages you to consider the environmental implications of your work’ (2014: 45%, 2011: 55%). Overall, the pattern of response is consistent, with the same areas rated highly and the same areas flagged at being in need of some improvement.

- The only statements that eight-out-of-ten or more respondents agreed with were that their immediate line manager/supervisor/duty manager ‘...is approachable to talk to when you need them’ (81%) and ‘...treats you fairly and with respect’ (80%).



- That said, only a slightly lower proportion agreed that they ‘...take your health and safety seriously’ (78%), ‘...would support you in a crisis’ (77%) and ‘...encourages you to discuss work problems and issues’ (77%).
- Three-quarters agreed that their immediate line manager/supervisor/duty manager ‘...encourages you to express your opinions’ (75%) and ‘...usually responds positively to ideas and suggestions you put forward’ (75%).
- At least 70% agreed that their immediate line manager/supervisor/duty manager ‘...gives you the information you need to do your job well’ (74%) and ‘...ensures you get the training and development you need to do your job well’ (74%), ‘...expresses appreciation for the work that you do’ (73%), ‘...encourages you and your team to work as a team’ (72%) and ‘...encourages you and your team to improve the way you work’ (71%).
- Slightly lower levels of agreement were noted for the fact that each employee’s immediate line manager/supervisor/duty manager ‘...explains how your work helps with what your team is trying to achieve’ (70%) and ‘...involves you in decisions that affect your work’ (70%) and a relatively high proportion disagreed that they are involved in decisions (17%).
- Around seven-out-of-ten agreed that their immediate line manager/supervisor/duty manager ‘... gives you enough opportunities to discuss your personal development’ (70%) and ‘...manages performance by you personally’ (69%).
- Agreement was lower that they ‘...give you regular and helpful feedback about your work’ (63%) and ‘...is good at helping you to learn from your mistakes’ (62%).
- Only just over half of all respondents agreed that their immediate line manager/supervisor/duty manager ‘...deals with poor performance in your work/management team’ (52%) and almost one-in-five actively disagreed that this was the case (18%).
- The lowest level of agreement recorded for any of the statements at Q1 related to the proportion who felt that their immediate line manager/supervisor/duty manager ‘...encourages you to consider the environmental implications of your work’ (45%). However, only 15% said that they disagreed and in fact two-fifths (40%) said that they ‘neither agree nor disagree’, perhaps suggesting they don’t have enough information to decide either way.

Respondents were then asked how far they agreed with a series of more general statements about their team and about their present job.

Respondents were generally positive about their role at the Council, but more could be done to improve morale and motivation is an issue for around one-in-five. The only statistically significant difference here between responses in 2014 and 2011 is a decline in agreement that ‘relationships between colleagues are good’ (2014: 78%, 2011: 83%). This represents a return to the level recorded in 2009 (79%).

- In general, respondents did agree that they feel motivated and that they can motivate others, with around two-thirds agreeing that ‘I feel I can motivate others around me’ (66%) and ‘I feel motivated in my present job’ (62%).
- However 20% disagreed that ‘I feel motivated in my present job’, suggesting that one-in-five in the Council lack sufficient levels of motivation.
- There is some suggestion that more could be done to improve morale, as a quarter (27%) disagreed that ‘morale is good in my team’ and almost a quarter (23%) disagreed that ‘my morale in my present job is good’. However, respondents were more likely to agree that ‘my morale in my present job is good’ (61%) than they were to agree that ‘morale is good in my team’ (52%).



- Just over half of all respondents disagreed that *'my job is not particularly stressful'* (52%) indicating that they feel unduly stressed. Of the remainder, 24% agreed with this statement indicating that they don't feel they have a stressful job and a similar proportion said that they *'neither agree nor disagree'* (24%).

In 2011 it was noted that the decline in satisfaction recorded between 2009 and 2011 may have been a result of a change to the way the question was asked. In 2011 and 2014 this question was asked in an identical way and consequently the decline in satisfaction noted here is a genuine year-on-year change. It reflects declines generally since 2011 and is clearly indicative of a workforce that is less contented with employment at the Council.

- In 2014, the majority (60%) indicated that they were satisfied in their *'present job'*, although respondents were more likely to *'agree'* that this was the case than they were to *'strongly agree'* (39% vs. 21%).
- This is a significant decline in agreement since 2011 where a figure of 65% was recorded.
- The overall reduction in satisfaction recorded between 2011 and 2014 is not driven by a decline amongst any one particular type of employee, but by lower levels of satisfaction amongst employees of all types.

About Working for Bracknell Forest Council

This section of the questionnaire asked respondents how they felt about working for the Council;

Very few differences were recorded between findings in 2014 and 2011, but it's clear that over the longer term employees' understanding of how they fit within the Council and of its overall objectives has declined and there is perhaps more that could be done to ensure that all employees are fully up-to-speed, especially for employees based away from Time Square and Easthampstead house.

- Three-fifths agreed that *'I would recommend working for the council to my family and friends'* (60%), and a slightly smaller proportion agreed that *'I feel part of the council'* (58%).
- Just over a half said they *'would rather work for the council than other employers'* (51%), although a relatively large proportion said that they *'neither agree nor disagree'* with this statement (38%), perhaps suggesting that they don't feel they have sufficient knowledge or experience to give an answer either way.
- Slightly lower levels of agreement were recorded that *'senior managers express appreciation for the work that I do'* (48%),
- Opinion was polarised in terms of agreement and disagreement with the statement *'the different services / areas of the council work well together'* with 33% agreeing and 30% disagreeing and the remaining 35% stating that they neither agree nor disagree.

About Communication

This section covered employees' communication with the Council;

It's clear that more could be done to ensure that all employees feel included in the process of change and fully aware of what's happening and the situation has generally declined since 2011.



- Employees most frequently get information about the Council from 'emails' and 'the intranet (BORIS)' and around three-fifths use these sources each week (64% and 62% respectively).
- On a weekly basis, a smaller proportion said they get information from their '...own manager/duty manager/supervisor' (44%) and there is scope to improve this.
- In total, three-fifths (61%) agreed that 'generally the council keeps me well informed', although most said that they 'agree' (52%) rather than 'strongly agree' (9%).
- The majority of respondents (55%) also agreed that 'the council effectively communicates the reasons for major change to employees' and that 'the council provides adequate opportunities for staff to provide their feedback about change' (49%). However, one-in-five disagreed with these statements (18% and 22% respectively),
- the lowest level of agreement was that 'the council gives adequate consideration to staff views' (37%) and a fifth also disagreed with this (22%). That said, more than two fifths answered that they 'neither agree nor disagree' (41%) for this statement, suggesting that many may not fully understand what consideration the Council actually gives to the views of staff.

About Your Working Area

- The majority felt that their work environment was either 'about the same' (40%) or actually 'better' (33%) than it was 3 years ago, although a fifth felt it was 'worse' (19%).
- Those who felt that their work environment was now worse made comments about it being '...noisy and distracting' (15%), '...unclean' (10%), or that their 'office is too small and cramped' (11%) and that 'hot-desking is a problem' (12%).
- However, the majority of all respondents agreed it was 'safe' (83%), 'clean' (76%) and '...helps me do my job well' (57%), although one-in-five felt that it did not help them do their job (17%).

Supervision Arrangements

- A high proportion of respondents, but not all, had 'received an appraisal in the last twelve months' (92%) and four fifths had 'team meetings at least every three months' (82%).
- Additionally, three-quarters had 'regular one-to-one supervision with your manager usually monthly / every 6 weeks' (76%).

Being Treated Fairly

Compared to 2011, employees are now less likely to consider that the Council is a fair employer or that they are fairly paid or have a manageable workload.

- Just over half said that they agreed that 'considering my duties and responsibilities, I am fairly paid for the job I do' (44%), a decline since 2011 (2014: 44%, 2011: 50%).
- Respondents were more positive about '...the other terms and conditions of my job' (70%).
- The majority also agreed that they '...know what policies and procedures exist to support me and how to access support if I need it' (68%) and that 'the council treats people fairly' (61%), although few now believe it is a fair employer than in 2011 (2014: 61%, 2011: 66%).
- Just over half agreed that 'my workload is currently manageable' (55%), although one-in-four felt that it was not (24%) and this has also declined since 2011 (2014: 55%, 2011: 62%).
- Finally, 45% agreed that 'the council provides adequate support for staff through the process of change', and while 16% said that they disagreed that this was the case, it should be noted that almost two thirds said they 'neither agree nor disagree' with this statement (38%), perhaps suggesting that they have insufficient knowledge of this to make a judgement.



Discrimination Experienced

Questions were included to determine if respondents felt they had 'experienced any incident of unfair discrimination by a Bracknell Forest Council employee' in the last 3 years.

- The majority (79%) did not indicate that they'd suffered discrimination in any way, but a fifth said that they had (21%) by answering that this had happened 'once or twice' or more frequently over the last 3 years. In addition, almost one-in-twenty (4%) said that this had happened 'a lot' during this time period.
- The main causes of discrimination are felt to be an employee's 'age' (8%) and 'gender' (7%) or for 'some other reason' (8%) (note, that these reason were not captured).
- Employees aged 34 or under tended to feel that they had suffered discrimination base on their 'age' and/or 'gender' and almost half (49%) of those aged 16-24 felt they had experienced some form of discrimination.

About Flexible Working

- In total, 87% indicated that they had some flexibility over their hours or location, although they were more likely to say they had this over their 'hours' (83%) than their 'location' (54%).
- The majority consider that their 'working hours and location' suit both the '...organisation's need's' (85%) and their '...personal needs' (74%).
- In line, with this, only around a third agreed that they would '...like to be able to vary my working hours' (37%) or '...to work from home or work from home more' (39%), and the majority disagreed that 'working from home would be impossible for me' (60%).

About the 'Good to Great' Programme

- Overall, two-thirds (67%) said that they were aware of the programme.
- Just less than half of those aware of the programme agreed that they '...know someone who has been involved in some way in 'Good to Great' (48%) and around a quarter said that they themselves had '...been involved in some way...' (29%).
- The majority of all respondents were unsure as to the impact of the programme and answered that they 'neither agree nor disagree' that it has '...helped improve the council's services' (61%) and '...helped improve the service I provide' (55%).
- However, they were more likely to agree than disagree that "Good to Great' has helped improve the council's services' (24% vs. 13%), but more likely to disagree than agree that "Good to Great' has helped improve the service that I provide' (27% vs. 16%).

Conclusions

Conclusion 1: Generally, levels of satisfaction are lower amongst 2014 respondents than they were amongst respondents in 2011 and there has been a significant decline in the percentage that indicated that they were satisfied in their 'present job' from 65% to 60%.

Conclusion 2: Findings suggest that an employee's dissatisfaction with their present job is not driven by concerns over the direction of their team but more by an individual's own personal motivation, morale and affinity for their job role.

Conclusion 3: There is more scope to ensure that employees feel that they get the level of feedback and guidance that they require.



Conclusion 4: One-in-five feel they've experienced discrimination from other Council employees over the last 3 years and it's clear that where employees feel they have experienced discrimination this impacts negatively on how they view working at the Council.

Conclusion 5: Throughout this survey, differences exist between employees that work full-time and those that work part-time, with part-time employees slightly less likely to feel satisfied with their job and to '*...feel part of the council*'.

Conclusion 6: It remains the case that only around three-fifths feel that the Council keeps them well informed and there is clearly scope for improvement here.

Conclusion 7: Around three-quarters consider their working environment to be the same or better than 3 years ago. However, a fifth feel it is worse.

Conclusion 8: Most respondents reported that they have some flexibility over the hours they work and the locations they work at and doing so seems to have a positive impact on job satisfaction.

Agenda Item 7

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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