



central arbitration
committee

ANNUAL REPORT **2008-09**



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This report of the activities of the Central Arbitration Committee (CAC) for the period 1 April 2008 to 31 March 2009 was sent by the Chairman of the CAC to the Chairman of Acas on 23 June 2009 and was submitted to the Secretary of State for Business Innovation & Skills on 25 June 2009



“It was noteworthy that we received our first application for derecognition for some years and a rare complaint under the European Works Council legislation.”

Chairman’s review of the year

The number of applications for statutory recognition fell to 42 in 2008-09, compared with 64 in each of the previous two years. I will leave it to other commentators to develop arguments as to why this has happened but I have no doubt the economic situation has had some impact. The only obvious trend the CAC can identify is that the number of cases from our traditional sectors – manufacturing, transport and communication – has declined noticeably. The CAC’s workload has shown little sign of stabilising and we wait to see if the reduced workload is an indication of the future levels of referrals to us.

The CAC has nevertheless remained active with its cases providing their usual share of challenges. It was noteworthy that we received our first application for derecognition for some years and a rare complaint under the European Works Council legislation. The Information and Consultation Regulations has continued to provide testing assignments, if not a significant number of cases. Those few cases brought to our attention so far demonstrate that the interpretation of fundamental features of the statute, for instance determining the start date for defined periods in the process or accurately interpreting the actions of employers in response to requests, can require detailed examination to reach a conclusion.

Last year I was able to report the outcome of the judicial review of the bargaining unit decision in the Cable & Wireless case (CWU & Cable and Wireless (TUR1/570/(2007))), in which the CAC’s decision was upheld, but there were no judicial reviews in 2008-09. While a view from the courts can often provide useful feedback on CAC decision-making which in turn can inform policy and practice, the lack of challenges is a welcome indication that we are achieving our aims in applying the statutory provisions fairly and reliably. The Administrative Court is always prepared to act speedily in CAC cases, but it is still the fact that the intervention of the court proceedings meant that the Cable & Wireless case came to a conclusion in June 2008, having started in May 2007, an unusually long period for a recognition application.

The average length of time from receipt of an application to a declaration of recognition or non recognition is 22 weeks, which I believe indicates satisfactory compliance with our statutory targets coupled with a fair allowance of time to the parties to facilitate informed resolution.

CAC panels, and indeed the members of the Secretariat, continue to be vigilant in identifying opportunities for voluntary agreements and, of the 23 applications withdrawn in 2008-09, eight, so far as we are aware, concluded by way of an agreement between the parties that the union was recognised.

I continue to meet the Deputy Chairmen once every six months and the whole Committee meets annually to discuss policy issues and developments. At the Members' Meeting in May 2008, we were grateful for an illuminating presentation from Anne Hock of Popularis, one of the Qualified Independent Persons (QIPs) who conduct recognition ballots, which assisted our understanding of this important role. It also gave me an opportunity to reflect on the importance of the QIPs to the statutory process, particularly as, following the Employment Relations Act 2004, they have undertaken additional duties as Suitable Independent Persons (SIPs) in distributing information, at the request of trade unions, to workers in the bargaining units. The professionalism and technical expertise of Popularis, and the two other agencies, Electoral Reform Services and the Involvement and Participation Association, who most commonly handle recognition ballots, has done much to sustain the credibility of the statutory process. These meetings also give the CAC an opportunity to compare notes with our colleagues in the Industrial Court in Northern Ireland, whose jurisdictions are identical even if the two bodies are constitutionally separate.

I should take this opportunity to record, as always, the support provided by the Deputy Chairmen and Members whose consistent professionalism is a fundamental strength of the CAC. I must also pay tribute to Professor Frank Burchill who left his position as a Deputy Chairman in early 2009. Frank was originally appointed when the CAC expanded in 2000 and he has handled cases across all the CAC's jurisdictions. He was always able to

apply constructively his very wide experience of the employment relations sphere and I personally valued his contribution over the years to our Committee meetings. I welcome the reappointment of a number of our Deputies and Members for a further term, including my own reappointment after a stimulating nine years in place!

The Secretariat continues to provide positive support to my colleagues and myself, and has maintained its customary high standards during its move to new premises.

Sir Michael Burton

Chairman

Membership of the Central Arbitration Committee at March 2009

Chairman

Sir Michael Burton

Deputy Chairmen

Professor Frank Burchill
Visiting Professor of Industrial Relations
University of Strathclyde

Christopher Chapman
Employment Judge

Professor Paul Davies QC FBA
Cassel Professor of Commercial Law
London School of Economics and Political Science

Professor Linda Dickens MBE
Professor of Industrial Relations
University of Warwick

Professor John Goodman CBE
Emeritus Professor of Industrial Relations
University of Manchester

Professor Lynette Harris
Professor of Human Resources Management and Professional Practice
Nottingham Trent University

Professor Roy Lewis
Barrister
Arbitrator & Mediator

Professor Kenneth Miller
Professor of Employment Law
University of Strathclyde

Professor Gillian Morris
Barrister; Arbitrator and Mediator;
Honorary Professor, Warwick Business School
University of Warwick

Professor John Purcell
Strategic Academic Advisor
ACAS and Research Professor
University of Warwick

Mary Stacey
Employment Judge

Members with experience as representatives of employers

Ken Anthony
Formerly Head of Employment Relations
Remploy Ltd

Len Aspell
Formerly Group Head of Employee Relations
HSBC Group

Eamonn Barry
Former General Manager – Human Resources
Rolls Royce

David Bower
HR Consultant and Former Group Personnel Director
Rover Group Ltd

Mike Cann
Former National Negotiator
Employers' Organisation for Local Government

Maureen Chambers
HR Consultant

David Crowe
Human Resources Consultant

Simon Faiers
Former Head of Human Resources
Eastern Group plc

Ged Fisher
Former Group Personnel Director
Severn Trent plc

George Getlevog
MD, Midland Employee Relations Consultants Ltd

Rod Hastie
Human Resources and Copyright Consultant

Robert Hill
Former Executive Director of Personnel
Ford Motor Company

Jean Johnson
Former Director of Human Resources
The Law Society

Bill Lockie
Human Resource Advisor
Former Head of Employee Relations and Compensation,
HJ Heinz Co Ltd

Arthur Lodge
Former Human Resources Director
Allied Bakeries Ltd

Peter Martin
Employment Relations Consultant

Sandy Morrison
Pensions Consultant
Former Personnel Director of Forth Ports PLC

Diana Palmer
HR Consultant

Jackie Patel
Former Human Resources Director
Delta Crompton Cables

Michael Regan

Formerly Senior Vice President of
Human Resources
AB Electrolux

Roger Roberts

Distribution Employee Relations
Director
Tesco Plc

John Rugman

Former Head of Human Resources
Services
GKN

Maureen Shaw

Former Director of Personnel
Services
University of Aberdeen

Michael Shepherd

Human Resource Consultant
Former Sector HR Director
Rexam PLC

Bryan Taker

Human Resources and Legal
Director
Ladbroke's plc

Neil Wallace

Former Personnel Director
Corning Optical Fibres

Patricia Woods

Former Director of Personnel
Metropolitan Police Service

Paul Wyatt

Employee Relations Consultant
Former Head of Employee
Relations
Reuters Ltd

Members with experience as representatives of workers

Chris Ball

Chief Executive
The Age and Employment Network
Former National Officer, Amicus

Sandy Boyle

Former Deputy General Secretary
UNIFI

Virginia Branney

Employment Relations Consultant

Dennis Cameron

Former Assistant General Secretary
TSSA

Ken Cameron

Former General Secretary
FBU

Gail Cartmail

Assistant General Secretary
Unite the Union

David Coats

Associate Director
The Work Foundation

Bill Connor (Sir)

Former General Secretary
USDAW

Susan Corby

Reader in Employment Relations
University of Greenwich

Paul Gates OBE

Former Deputy General Secretary
Community

Derek Hodgson

Former General Secretary
CWU

Sir Ken Jackson

Former Joint General Secretary
AMICUS

Lord Lea of Crondall OBE

Former Assistant General Secretary
TUC

Michael J Leahy OBE

General Secretary
Community

Roger Lyons

Former Joint General Secretary
AMICUS – The Union

Bronwyn McKenna

Director of Organising and
Membership
UNISON

Judy McKnight OBE

Former General Secretary
Napo

Lesley Mercer

Director of Employment Relations
CSP

Simon Petch

Former General Secretary of
Connect

Robert Purkiss MBE

Independent Consultant
Former Chair of European
Monitoring Centre for Racism and
Xenophobia
Former National Secretary
TGWU

Dennis Scard

Former General Secretary
Musicians' Union

Keith Sonnet

Deputy General Secretary
UNISON

Bill Speirs

Former General Secretary
Scottish TUC

Paul Talbot

Assistant General Secretary
Unite the Union

Gerry Veart

Former National Secretary
GMB

Malcolm Wing

Former Head of Negotiations &
Services Groups
UNISON



“The on-going survey of customers’ views of CAC services indicates we are achieving a high level of customer satisfaction with 96 per cent of returned comments expressing satisfaction.”

Chief Executive’s Report

The volume of new recognition cases fell back to the lowest annual level since we began operating with the new statutory recognition provisions in 2000, and the requirements of other jurisdictions have remained subdued. We continued to meet the expected service standards, and progress has been achieved on the development of our information systems both to increasing their efficiency and reliability, and to safeguard for future reference the accumulated knowledge and experience of CAC jurisdictions.

Performance

The case load is commented on in the following sections; a declining number of applications did not enable us to reduce our costs commensurate with the decline by about 12 per cent in customer service activity but it has enabled us to devote resources to development projects (and absorb the impact of long-term staff absence).

The on-going survey of customers’ views of CAC services indicates we are achieving a high level of customer satisfaction with 96 per cent of returned comments expressing satisfaction.

The elapsed time for a recognition case was about 22 weeks, slightly up on the previous year.

Development activities

A more effective database system to maintain recognition case records, and an update of our website, were begun and we expect both of these projects to be completed early in the coming year. Progress was also made on knowledge –sharing processes to reinforce the training and development of both members and staff.

Stakeholders

Regular contact with the CBI, EEF, TUC, and BERR ensures we are aware of any concerns. This year, we have had no issues raised over the CAC's operational performance.

Public interest

The CAC is committed to openness of information on its activities. This is served primarily by information published on our website which is designed to ensure that our customers have ready, up to date access to information on all references to the CAC, including the full text of all decisions by CAC panels. Upgrading the website is a development priority.

We received no requests requiring action within the framework of the Freedom of Information provisions.

Administration and accountability

CAC Costs

In 2008-09, CAC-managed costs fell by two per cent compared with 2007-08, with a three per cent reduction in secretariat and committee running costs offset partially by an increase in accommodation costs consequent on a premises move by Acas which provides our accommodation. Our costs are shown in Appendix 2. They exclude overheads for corporate services and CAC take up of central services such as IT and training.

Unit Costs

The unit cost indicator provides the main indication of trends in the cost of administering the CAC's jurisdictions. This estimates the average cost of each decision stage required in CAC applications. Although the level of members' costs responds quickly to variations in case load volume, this is less true of secretariat costs which mainly reflect decisions on the longer term trends in demand. The sharp drop in case load during 2008-09 has not allowed a corresponding drop in secretariat

staffing. Overall, while costs fell by a small percentage, the unit cost rose by some 12 per cent compared with 2007-08, though this does not take into account a temporary increase in the commitment of staff resource to development work.

Governance

The CAC's secretariat and other resources are provided by Acas, and the CAC complies with Acas corporate governance requirements. The relationship with Acas is set out in a Memorandum of Understanding.

Diversity and Equality

The Central Arbitration Committee has general and specific duties to conduct its affairs fully in accordance with values of fair and equitable treatment, and equality of opportunity, for all its members, staff and customers, valuing diversity and ensuring that our policies and practices do not discriminate on grounds of age, disability, gender, race, religion, or sexual orientation. The CAC is able to rely to a large extent on the management policies and practices set out by Acas in its policy statements and programmes, including its Race, Disability and Gender Equality Schemes, supplemented by specific action to address issues specific to CAC business activities. Information on these policies is available on request.

Graeme Charles

Chief Executive



The CAC's caseload in 2008-2009

Trade Union Recognition

In the year ending 31 March 2009, the CAC received 42 applications for trade union recognition under Part I of the Schedule. This compared with 64 in the previous year. There was one application under Part IV of the Schedule, relating to the derecognition of a trade union, but no applications under Parts II, III, V and VI of the Schedule. There were also two applications under paragraph 32 of the Schedule, that a party, in circumstances in which recognition had been declared by the CAC, had failed to carry out an agreement that provided a method by which the parties would conduct collective bargaining.

The characteristics of the applications were little changed. The proportion of applications involving employers of less than 200 workers was 57 per cent, compared with 53 per cent in 2007-08, and the average size of a bargaining unit was 137, compared with 119. However, the manufacturing, transport and communication sectors, which accounted for some 75 per cent of the caseload in 2007-08, provided 59 per cent of the caseload in 2008-09.

In 2008-09, 32 applications were subject to a formal decision as to whether the application should be accepted by the CAC. Twenty eight

applications were accepted and four not accepted; of those in the latter category, three did not meet the statutory criterion that the CAC should decide that a majority of workers in the bargaining unit would be likely to favour recognition of the union concerned and one application was found to have been submitted prematurely. Although, at nearly 13 per cent, the proportion of applications not accepted represents an increase over the comparative figure of seven per cent recorded in the last report, it is still some way short of the 20 per cent figure reached on previous occasions. It is therefore apparent that trade unions are continuing to take care to address the statutory criteria before formally submitting a CAC application. Fourteen applications were withdrawn during the course of the year, although seven of those were resubmitted at a later stage. Four applications were withdrawn and not resubmitted, two were withdrawn because the parties had reached a voluntary recognition agreement and one application was withdrawn after the company ceased trading.

The second stage in the statutory process requires an agreement, or a decision from the CAC, on the appropriate bargaining unit. Over the years, the balance has swung towards agreements but there was a greater degree of parity in 2008-09 with 14 decisions and 13 agreements. If a bargaining unit is changed from that proposed by the trade

¹ Schedule A1 to the Trade Union and Labour Relations (Consolidation) Act 1992, inserted by the Employment Relations Act 1999 and amended by the Employment Relations Act 2004

union, whether by agreement or decision, the CAC has to decide if the application remains valid. There were two decisions in the past year that an application was invalid and, in both cases, panels were not satisfied that a majority of workers in the revised bargaining unit were likely to support recognition of the respective unions.

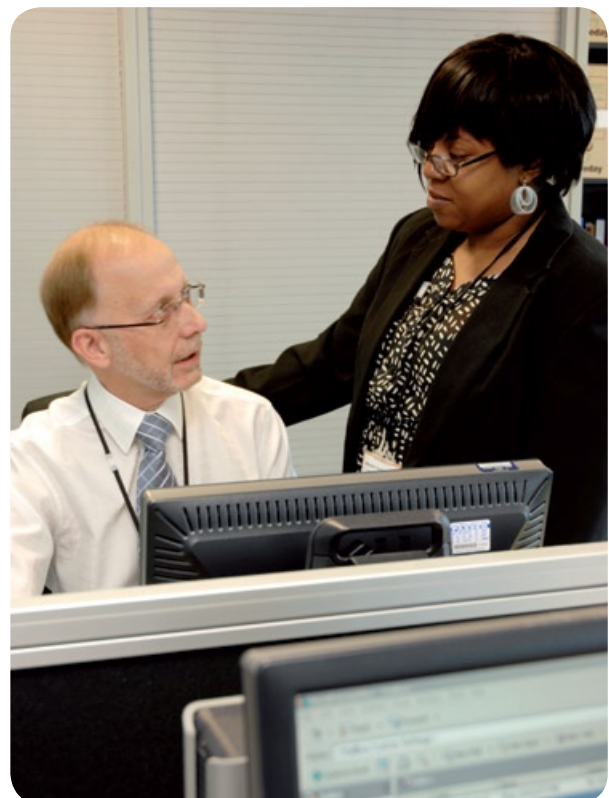
The next stage is for the CAC to decide if recognition without a ballot should be declared or if a ballot should be held. In 2008-09, there were six decisions to declare recognition without a ballot and three decisions that a ballot should be held where there was a majority of union members in the bargaining unit. This is slightly below the CAC historical average in which the CAC has declared recognition without a ballot in some 76 per cent of cases in which a union has majority membership. Additionally, ballots were held in a further 16 cases in which a union made no claim to majority membership. Of the total of 19 ballots, 10 were in favour of recognition and nine against. This means that about 53 per cent of the ballots resulted in recognition, slightly below the historical average of 63 per cent. The last year also saw one complaint under the unfair practice provisions of the Schedule in the case of *CVWU & Cable and Wireless Services Ltd (TUR1/570/(2007))*. In summary, the Union's complaints were that the Company had continued campaigning after the end of the period of access before the ballot and that the Company had attempted to influence employees to vote against recognition by distributing a letter which included an encouragement to vote against recognition as well as details of the Company's trading position and the size of bonus payments. The complaint was not upheld.

The final stage in the process is for the parties to agree, or for the CAC to determine, the method of bargaining. As in previous years, agreements overwhelmingly predominate with 18 in 2008-09; there was also one decision.

The CAC also received two applications under paragraph 32 of the Schedule, that a party had failed to comply with the terms of a collective agreement. One application, *BAJ & Mirror Group Newspapers Ltd (TUR1/75/(2001))*, was withdrawn after an informal meeting with the parties. The genesis of the other application was two previous

recognition applications, both involving *Connect & Vodafone Ltd: TUR1/564/(2007)*, in which recognition had been declared by the CAC, and *TUR1/586/(2007)*, which was withdrawn after the parties reached a voluntary recognition agreement. The grounds for the Union's application was that the Company had not bargained in good faith but the Panel's decision was that the Company could not be said to have failed to carry out the agreement.

The CAC received an application under Part IV of the Schedule, only the third such case since the recognition provisions were enacted in 2000. The original application to which it related was *GMB & Ifor Williams Trailers (TUR1/182/(2002))* and the Part IV application, *TUR4/3/(2009)*, was submitted by *Mr E Madeley*. The process for dealing with such applications for derecognition could be described as a mirror image of the Part I recognition provisions and an application has to show, inter alia, that the majority of the workers in the bargaining unit would be likely to favour an end to the bargaining arrangements. In this case, the decision having been published shortly after the end of the period to which this report relates, the Panel decided that the applicant had not submitted sufficient evidence to meet that criterion.





Disclosure of Information

The CAC received five new complaints and action continued on 11 complaints carried forward from the previous year. Seven complaints were concluded, of which one required a formal decision. In *Unite the Union & ESS Support Services Worldwide (DI/3/2008)*, the Union sought a range of information relating to pay and benefits, performance and costs. The Panel's decision, issued at the parties' request without an oral hearing, was that the Union had been materially impeded in bargaining and that the Company should disclose specific items of information under the three headings listed earlier. With the remaining CAC complaints, the position was that the majority were resolved either through further direct negotiation or with the CAC's assistance.

The Information and Consultation of Employees Regulations 2004

The CAC received five fresh complaints under the Regulations and continued action on one complaint carried forward from the previous year. Three cases were closed during the year of which two required formal CAC decisions. In *Mr G Darnton &*

Bournemouth University (IC/14/2007), the complaint was under Regulation 6(1); that Regulation allows an employee to submit to the CAC that an employer has failed to provide information about employee numbers or has provided false or incomplete information. Mr Darnton's arguments included an assertion that the University had provided incomplete and possibly false information because it had supplied several figures as to the number of employees. The essence of the panel's decision was that he had been provided with sufficient information to establish, first, that the University fell within the auspices of the regulations and, secondly, that the number of requests for information and consultation arrangements exceeded the 10 per cent threshold specified in the Regulations. That decision was the subject of an appeal to the Employment Appeal Tribunal (EAT). The EAT President issued an opinion that the appeal disclosed no reasonable grounds for bringing an appeal and, although the appellant renewed his application, the CAC understands that the matter was pursued no further. Mr Darnton subsequently submitted another complaint to the CAC under Regulation 19(4): *Mr G Darnton & Bournemouth University (IC/19/2008)*.

In summary, the grounds for Mr Darnton's second complaint were that, following a request from employees, the University had failed to initiate negotiations within the requisite period. He

contended that, thereby, the Standard Provisions in the Regulations applied and that the University had failed to arrange for the election of Information and Consultation Representatives. The Panel's decision was that the complaint was not well founded. Having made a decision as to the date on which the employees' request had been made, the crucial point of the Panel's decision was that the University had not breached the requirement to initiate negotiation within nine months of the request. Mr Darnton had sought to argue that the initiation should have occurred within three months, with substantive negotiations taking place during a subsequent six month period. That decision was subject to an appeal to the EAT which was ongoing at the date of this report. A third application by Mr Darnton (IC/22/(2009)) has recently been resolved by the Panel in his favour.

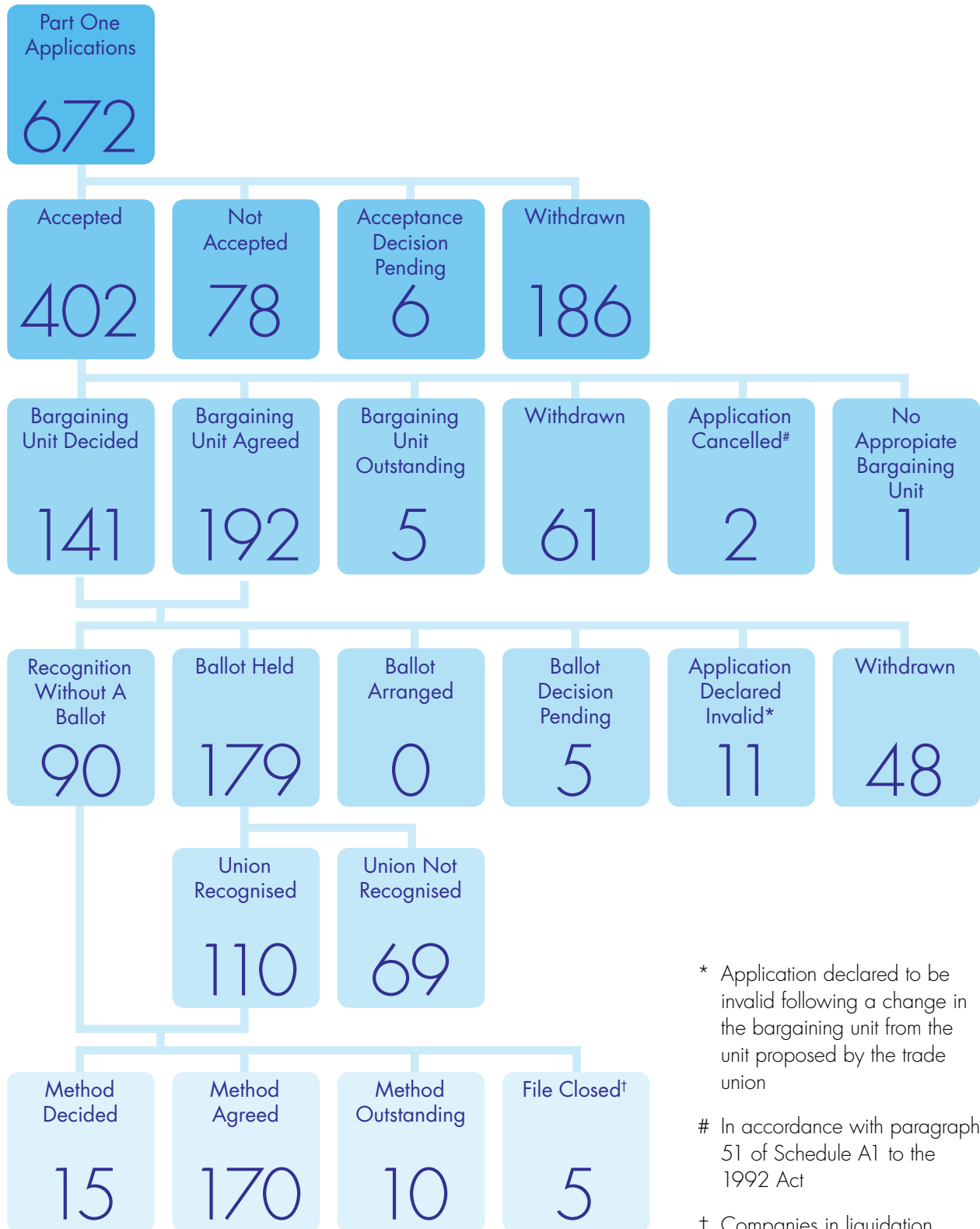
During the past year, the CAC has also received requests for the establishment of information and consultation arrangements, under Regulation 7, from the employees of four separate employers. In each case, the employer concerned cooperated with the process and supplied information, which enabled the CAC to inform the respective employees and employers of the number of employees making the requests. This process, by which employees can make a request without identifying themselves to their employer, has now been used on 14 occasions since the inception of the Regulations in 2005.

Other jurisdictions

Unusually, the CAC issued a decision under the Transnational Information and Consultation of Employees Regulations 1999: *Unite the Union & easyJet* (EWC/4/(2008)). The complaint was under Regulation 13(4) that the Company had failed to consult correctly with the UK employees' representatives over the arrangements for the ballot to elect the UK members of the Special Negotiating Body (SNB). The Panel's interpretation of the Regulations was that an employer was obliged to so consult but only after the final arrangements for the ballot had been published. As the Company had indicated its intention to hold a ballot, but had yet to publish the final arrangements, the Panel's decision was that the complaint was not well founded.

There were no applications to the CAC under the European Public Limited-Liability Company Regulations 2004, the European Cooperative Society Regulations 2006 or the Companies (Cross-Border Mergers) Regulations 2007. As has been recorded in previous Reports, the CAC's power to arrange for voluntary arbitration in trade disputes has not been used for some years.

Progress Chart of Applications for Recognition



* Application declared to be invalid following a change in the bargaining unit from the unit proposed by the trade union

In accordance with paragraph 51 of Schedule A1 to the 1992 Act

† Companies in liquidation

The CAC's Aims

Our role is to promote fair and efficient arrangements in the workplace, by resolving collective disputes (in England, Scotland and Wales) either by voluntary agreement or, if necessary, through adjudication. The areas of dispute with which the CAC currently deals are:

- i. applications for the statutory recognition and derecognition of trade unions;
- ii. applications for the disclosure of information for collective bargaining;
- iii. applications and complaints under the Information and Consultation Regulations;
- iv. disputes over the establishment and operation of European Works Councils;
- v. complaints under the employee involvement provisions of Regulations enacting legislation relating to European companies, cooperative societies and cross-border mergers.

The CAC and its predecessors have also provided voluntary arbitration in collective disputes. This role has not been used for some years.

Our objectives are:

1. To achieve outcomes which are practicable, lawful, impartial, and where possible voluntary.
2. To give a courteous and helpful service to all who approach us.
3. To provide an efficient service, and to supply assistance and decisions as rapidly as is consistent with good standards of accuracy and thoroughness.
4. To provide good value for money to the taxpayer, through effective corporate governance and internal controls.
5. To develop a CAC secretariat with the skills knowledge and experience to meet operational objectives, valuing diversity and maintaining future capability.

Our performance measures and targets based on these objectives are:

- Proportion of applications for which notice of receipt is given and responses sought within one working day (target: 95%) – **achieved 100%**.
- Proportion of users (parties) expressing satisfaction with administration and conduct of the case and/or the procedural guidance provided to them (target: 85%) – **96% of users rated level of satisfaction as good or very good**
- Proportion of written enquiries and complaints responded to within 3 working days (target: 90%) – **97% of enquiries and complaints were met within timescale.**

Also see CAC Resources and Finance in 2008-09 (page 15)

User Satisfaction

If you are asked for your views on any aspect of our service, we would appreciate your co-operation. But if you have comments, whether of satisfaction, complaint or suggestion, please do not wait to be asked. If you are dissatisfied with any aspect of our service, please let us know so that we can put things right. If you cannot resolve your problem with the person who dealt with you originally, please ask to speak to the manager or, if necessary, the Chief Executive who will investigate your complaint. If you wish to complain in writing, please write to:

Graeme Charles

Chief Executive
Central Arbitration Committee
22nd Floor
Euston Tower
286 Euston Road
LONDON NW1 3JJ

In the event of any complaint, we hope that you will let us try to put things right. But if necessary you can write to your MP, who can tell you how to have your complaint referred to the Parliamentary Commissioner for Administration (the Ombudsman).

Appendix 1

Analysis of references to the Committee:

1 April 2008 to 31 March 2009

	Brought forward from 31 March 2008	Received between 1 April 2008 and 31 March 2009	References completed or withdrawn	References outstanding at 31 March 2009
Trade Union and Labour Relations (Consolidation) Act 1992:				
Voluntary Arbitration s212	–	–	–	–
Disclosure of Information s183	11	5	7	9
Trade Union Recognition				
Schedule A1 – Part One	42	42	58	26
Schedule A1 – Part Two	–	–	–	–
Schedule A1 – Part Three	–	–	–	–
Schedule A1 – Part Four	–	1	–	1
Schedule A1 – Part Five	–	–	–	–
Schedule A1 – Part Six	–	–	–	–
The Transnational Information and Consultation of Employees Regulations 1999:	–	1	1	–
The European Public Limited-Liability Company Regulations 2004:	–	–	–	–
The Information and Consultation of Employees Regulations 2004:	1	5	3	3
The European Cooperative Society Regulations 2006:	–	–	–	–
The Companies (Cross-Boarder Mergers) Regulations 2007:	–	–	–	–
Total:	54	54	69	39

Appendix 2

CAC Resources and Finance in 2008/2009

CAC Committee

Number of Committee Members		66
of which	Chairman & Deputies	12
	Employer & Worker Members	54

CAC Staffing

Number of staff		12
of which	Management	3
	Operations	5
	Administration	4
Total for committee costs, salary costs and expenses		£578,700

Other Expenditure

Legal Advice	£100
Accommodation and related costs	£67,000
Other costs	£34,300
Total CAC expenditure from 1 April 2008 to 31 March 2009 was	£680,100

Efficiency Target: Year on Year change in unit cost per stage of recognition applications

In 2000, the CAC set a performance target of an annual reduction in the cost per stage administered of five per cent a year assuming a stable or growing caseload. This measure of our efficiency has been monitored each year and it has shown improvements over most of the period. However, no steady pattern has emerged in the flow of recognition applications or of the amount of process required to address them. Other jurisdictions have generated a very small part of the CAC's caseload over the period. In the face of such uncertainty about likely case loads, the CAC has sought to scale its resource requirements to the demand for its services, but to maintain enough capacity to cope with any reasonably likely workload. In 2008-09, our staffing and administrative costs fell by three per cent but a sharp decline in new recognition applications, has meant that on the conventional measure the unit cost £6,000 per stage represents a rise of 12 per cent over the previous year. This is not adjusted to take account of the significant investment of staff time this year in systems development.

Appendix 3

CAC Staff at March 2009 and Contact Details

Chief Executive	Graeme Charles
Director of Policy and Operations	Simon Gouldstone
Operations Manager	James Jacob
Case Managers	Nigel Cookson Adam Goldstein Sharmin Khan Linda Lehan Kate Norgate
Administration Manager	Maverlie Tavares
Finance Supervisor & Assistant Case Manager	Mark Siriwardana
Case Support and Administration	Thilaka Kumaralingam Connie Nantege

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