The background is a solid teal color. It features several concentric, semi-transparent teal circles of varying sizes, creating a layered effect. On the right side, there is a vertical teal bar that is also semi-transparent, extending from the top to the bottom of the page.

**central
arbitration
committee**
annual report
2011–2012



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INVESTOR IN PEOPLE

This report of the activities of the Central Arbitration Committee (CAC) for the period 1 April 2011 to 31 March 2012 was sent by the Chairman of the CAC to the Chair of Acas on 19 June 2012 and was submitted to the Secretary of State for Business, Innovation & Skills on 20 June 2012

Chairman's Review of the Year



Sir Michael Burton
Chairman

I have had the privilege of being Chairman now for 12 years, and am delighted that my appointment has been renewed for a further three years.

The number of applications dealt with by the CAC showed a noticeable increase over the previous year. This was almost entirely due to a rise in the number of applications for statutory recognition from 28 to 43, thus returning to the level of two years ago. It would be presumptuous of me to identify this as a trend but it is noticeable that the range of employment groups covered by these applications has broadened, albeit incrementally, as the years have passed.

There is little change to report in the way these applications have made their way through the statutory process. The number of cases not being accepted at the first stage in the process is relatively low; the number of agreed bargaining units is still cumulatively some way ahead of the number of CAC decisions and the proportion of ballots which result in recognition of a trade union remains consistent. Employers and trade unions continue to take advantage of the opportunities available during the statutory process to negotiate voluntary recognition agreements or, at least, to come to agreements at specific stages in the process.

There were no new derecognition applications and the one outstanding derecognition case that concluded during the year did not successfully pass the acceptance stage as there was insufficient evidence of support for the cessation of the bargaining arrangements. The only point to make here is that the CAC is an evidence-based body and relies on sustainable evidence from the parties whether the issue at stake is recognition or derecognition. The Information and Consultation Regulations continue to make a modest contribution to our workload.

For yet another year I have to report that there were no challenges to CAC decisions by way of judicial review nor any appeals to the Employment Appeal Tribunal for those jurisdictions which provide for such a channel. I have commented before that, since the inception of the statutory trade union recognition legislation in 2000, there has only been a handful of applications for judicial review and only three cases in which the CAC has been ordered to take a different course of action from that originally intended. Bearing in mind that the total number of decisions issued at all stages in

the statutory process is now well into four figures, I regard the very low level of successful challenges as a considerable achievement.

I reported last year that the Government had announced a proposal to merge the CAC and the Certification Officer, and that proposal was included in the Public Bodies Act which received Royal Assent in December 2011. The merger itself will require secondary legislation and, at the date of this report, I am unable to provide a probable implementation date.

All Members of the Committee continue to meet on an annual basis, to discuss policy and practice, and, additionally, the Deputy Chairmen and I meet twice a year. A significant feature on the agenda of last year's annual general meeting was to familiarise ourselves with the changes to the European Works Council Regulations and with the changes to all our jurisdictions following the enactment of the Agency Worker Regulations. The European Regulations were amended significantly with the introduction of several new requirements and entitlements, and the Agency Worker Regulations made a number of detailed changes to our jurisdictions, such as a new obligation to provide information on agency workers under the Disclosure of Information provisions and the Information and Consultation Regulations.

Our meetings are often attended by representatives of the Northern Ireland Industrial Court, whose jurisdictions are identical to those of the CAC, and we always welcome the opportunity to share experiences. We were also pleased to be able to contribute to the training, in Belfast in early 2012, of the newly-appointed Members of the Industrial Court.

During the course of the year, three Members, Eamonn Barry, Sandy Morrison and Pat Woods, resigned from the Committee and the appointments of a further two Members, Ken Cameron and Derek Hodgson, came to an end

Bearing in mind that the total number of decisions issued at all stages in the statutory process is now well into four figures, I regard the very low level of successful challenges as a considerable achievement.

on 31 March 2012. All had been Members since the CAC expanded in 2000 and I very much appreciate their commitment and support over that period. I would also like to pay a particular tribute to the CAC's longest-serving Member, Professor Susan Corby, whose appointment also ended on 31 March 2012. Sue was first appointed in 1985 but maintained her interest in, and commitment to, the CAC through the peaks and troughs in its workload, and must take a significant share of the credit for helping to establish the CAC as the respected body it is today.

I am indebted, as always, to the staff in the Secretariat whose commitment to continuous improvement was recognised by the renewal of their Investors in People accreditation. In addition to supporting myself, the Deputy Chairmen and the Members, they have also found time put into effect a secure area of our web site, available to Committee Members only, which contains a wide range of information which will assist knowledge sharing amongst the Committee.

Membership of the Central Arbitration Committee at 31 March 2012

Chairman

Sir Michael Burton

Deputy Chairmen

Christopher Chapman

Employment Judge & Arbitrator

Professor Paul Davies QC FBA

Allen & Overy,
Professor of Corporate Law,
University of Oxford

Professor Linda Dickens MBE

Professor of Industrial Relations,
University of Warwick

Professor Lynette Harris

Professor of Human Resources Management,
Nottingham Business School, Nottingham Trent
University, Arbitrator & Mediator

Professor Roy Lewis

Barrister, Arbitrator & Mediator

Professor Kenneth Miller

Professor of Employment Law,
University of Strathclyde

Professor Gillian Morris

Honorary Professor,
Warwick Business School, University of Warwick,
Barrister, Arbitrator & Mediator

Professor John Purcell

Associate Fellow, Warwick University,
Arbitrator & Mediator

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

David Bower

HR Consultant & 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, GHR, HR Consultancy Services Ltd

Rod Hastie

Human Resources & 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

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

Employment Relations Consultant, Former
Employee Relations Director, Tesco Plc

Maureen Shaw

Former Director of Personnel Services,
University of Aberdeen

Michael Shepherd

Human Resource Consultant, Former Sector HR
Director, Rexam PLC, Employment
Tribunal Member

Bryan Taker

Retired

Paul Wyatt

Employee Relations Consultant,
Former Head of Employee Relations, Reuters Ltd
Vice-Chair, Cornwall and Isles of Scilly NHS Trust

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 & Mediator

Dennis Cameron

Former Assistant General Secretary, TSSA

Ken Cameron

Former General Secretary, FBU

Gail Cartmail

Assistant General Secretary, Unite the Union

David Coats

Research Fellow, The Smith Institute

Susan Corby

Professor of
Employment Relations, University of Greenwich

Paul Gates OBE

Former Deputy General Secretary, Community

Derek Hodgson

Former General Secretary, CWU

Michael J Leahy OBE

General Secretary, Community

Roger Lyons

Former Joint General Secretary, Amicus

Bronwyn McKenna

Assistant General Secretary, UNISON

Judy McKnight CBE

Former General Secretary, Napo

Lesley Mercer

Director of Employment Relations & Union
Services CSP

Simon Petch

Former General Secretary, 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

Paul Talbot

Community

Gerry Veart

Former National Secretary, GMB

Malcolm Wing

Former UNISON National Secretary,
(Negotiations & Services Groups)

Chief Executive's Report



Simon Gouldstone
Chief Executive

Later in this report we have recorded a significant increase in workload, particularly in respect of applications for trade union recognition. The number of applications returned to the level of two years ago.

Performance

We have continued to conduct a users' survey, questionnaires being sent out to both parties once an application has concluded. The results for 2011-12 show that all respondents indicated that their level of satisfaction with the way the CAC handled the case was satisfactory or better. From the detail of the responses, it is worth recording that the quality of written information and the helpfulness of the staff were both rated highly, as was the CAC's awareness of the need to encourage the parties to resolve disputed issues voluntarily.

There has been a small increase in the elapsed time for a recognition case, from 23 to 29 weeks. This figure is calculated on an annual basis by measuring the time between the date an application is received and the date a declaration of recognition (or non-recognition as the case may be) is issued. It does not include applications which do not complete the statutory process, for example where an application is withdrawn because the parties reach a voluntary agreement. It is difficult to place too much weight on this as it is based on a relatively small number of cases. As we recorded in last year's report, the

number of applications in 2010-11 was relatively low which in turn meant that the number of cases proceeding through the statutory process was lower than our historical average. As the applications received in 2011-12 feed through the system, the calculation of elapsed time will become more meaningful.

In the past year, we have also started recording more consistently the level of telephone enquiries. In 2011-12, there were 282 enquiries, the majority relating to trade union recognition.

Development activities

We mentioned last year that knowledge-sharing was a significant and continuing activity. An internal database and external web site assist immeasurably with this and we have also introduced a secure area of the web site for the use of our Deputy Chairmen and Members.

Where external users are concerned, the web site was rated satisfactory or better by two thirds of the respondents to our survey. It is of some concern that one-third of respondents stated that they did not use the web site. We will be introducing a revised feedback facility on the site to provide

more detailed information on whether this is simply a question of personal choice or whether we need to revise the content and accessibility of the site.

All Committee Members and the Secretariat took part in training sessions on the changes to the CAC's jurisdictions made by the Agency Workers Regulations and on the amended European Works Council Regulations.

In 2011 the CAC Investors in People accreditation was renewed. This was a welcome endorsement of our commitment to learning and development.

Stakeholders

We have kept in touch with major stakeholders, such as the CBI, EEF, TUC and BIS (the Department for Business Innovation and Skills), and the trade unions that most frequently submit applications. We value the opportunity to discuss areas of mutual interest, although in the past year there have been no issues raised over the CAC's operational performance.

Public interest

The CAC is committed to openness of information on its activities. The revised web site has allowed us to provide a wider range of information and to update it more regularly. We continue to publish all CAC decisions, within a short period after they have been issued to the parties concerned, and have made available, in electronic form, decisions of a more historic interest.

The CAC remains ready to honour its responsibilities under the Freedom of Information Act but, in the past year, received no requests under that provision.

Administration and accountability

CAC Costs

CAC expenditure increased, although not significantly, in 2011-12 which was a direct consequence of the increased caseload; there is a detailed breakdown in Appendix 2. The figures do not include an apportionment for corporate services provided by Acas, such as HR and ICT support, and some centrally-provided staff development activities.

“ All respondents indicated that their level of satisfaction with the way the CAC handled the case was satisfactory or better. ”

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, which is refreshed periodically.

Equality

The CAC has a responsibility to conduct its affairs fully in accordance with the principles of fair and equitable treatment for its members, staff and users. In providing services, we ensure that our policies and practices do not discriminate against any individual or group and, in particular, that we communicate information in a way that meets users' needs. In view of the fact that the CAC is resourced by Acas, the CAC is covered by the Acas Equality and Diversity Policy and aligns itself with Acas's published equality objectives. Those documents are available on the Acas web site (acas.org.uk).

Future developments

We described last year the announcement of the proposal to merge the CAC and the Certification Officer. The Public Bodies Act received Royal Assent in December 2011 and secondary legislation will be required to give effect to the merger proposal. At the time of writing this report, no timescale for the merger had been finalised. There have, however, been exploratory discussions involving BIS, the CAC and the Certification Officer about issues that will need to be addressed.

The CAC's Caseload in 2011-12

Trade Union Recognition

In the year ending 31 March 2012, the CAC received 43 applications under Part I of the Schedule¹. This compares with 28 in the previous year and restores the workload to the level of two years ago. There were no applications under Parts II to VI of the Schedule but action continued on one application for derecognition under Part IV of the Schedule and on one application under paragraph 32 of the Schedule that, following a declaration of recognition by the CAC, a party had failed to carry out a collective bargaining agreement.

There were some changes in the characteristics of the applications. Although the proportion of applications involving employers of fewer than 200 workers was 45%, almost identical to the 46% in 2010-11, the average size of a bargaining unit was 261 workers, compared with 87. It would be misleading to depict the latter figure as a genuine trend as the average of 261 workers was heavily influenced by one application in which the bargaining unit was over 5000 workers, one in which it was some 800 workers and three in which the unit was between 400 and 500 workers. About two thirds of the applications involved a bargaining unit of 100 workers or fewer. The manufacturing, transport and communication sectors have, in recent years, accounted for a majority of the applications and these sectors, taken together, represented 58% of the applications compared with 68% in 2010-11. That shortfall has been filled by applications from other sectors such as residential care facilities and companies providing, on a contract basis, specific services to other organisations. Applications were received from 10 different trade unions.

In 2011-12, 33 applications were subject to a decision as to whether they should be accepted, the first stage in the statutory process, and, of those, 24 were accepted and nine not. The

proportion of applications not accepted was higher than the previous year. Of the nine applications not accepted, three were for the reason that there was an existing collective agreement in force with another trade union, one because there was an agreement in force with the same union that had brought the application, two applications were found to have been submitted prematurely and in three cases there was insufficient evidence that a majority of workers in the bargaining unit would be likely to favour recognition of the union. Eight applications were withdrawn at this stage, three, so far as the CAC is aware, because the parties wished to hold further discussions with a view to reaching a voluntary agreement.

The second stage in the process requires an agreement, or a decision from the CAC, as to an appropriate bargaining unit. By way of contrast with the pattern in recent years, in which agreements on an appropriate unit have exceeded the number of decisions, there were, in 2011-12, six decisions and five agreements. At this stage, four applications were withdrawn, all because the parties reached a voluntary agreement on recognition. There were no subsequent decisions that an application was invalid in a situation in which an agreed or

determined bargaining unit differed from a union's proposed bargaining unit.

The next stage in the process is for the CAC to decide if recognition without a ballot should be declared or a ballot held. There were two decisions, in 2011-12, to declare recognition without a ballot and one decision that a ballot should be held where a trade union had in membership a majority of workers in the bargaining unit. Seven ballots were held, five resulting in recognition and two not. The number of ballots resulting in recognition was marginally higher than the historical average. The CAC was not called upon to adjudicate on any complaints that a party had used an unfair practice during the balloting period.

The final stage in the process is for the parties to agree, or the CAC to determine, a method of bargaining. As always, the parties come to agreements in the overwhelming majority of cases; the figures for 2011-12 were five agreements and three decisions.

The CAC also continued action on one application under paragraph 32 of the Schedule, that a party had failed to comply with the terms of a collective agreement. The application was

the third arising from a declaration of recognition made by the CAC in 2001: *BAJ & Mirror Group Newspapers Ltd (TUR1/75/(2001))*. The full decisions are available on the CAC web site but, in summary, the first decision was that the Company had failed to comply with the terms of the agreement and the second decision determined a method of collective bargaining.

The CAC received no new applications under Part IV of the Schedule, the provisions relating to the derecognition of a trade union. However, action continued on an application, *TUR4/5/(2011)*, from a group of workers at *Honda of the UK Manufacturing Ltd*. The workers were seeking to have the bargaining arrangements with Unite the Union ended. In accordance with the terms of the Schedule, Unite was a party to the application and submitted evidence along with the applicant workers and the Company. The CAC's decision was that the application was not accepted, for the reasons that, as is required by paragraph 114 of the Schedule, there was insufficient evidence that, firstly, 10 per cent of the workers constituting the bargaining unit favoured an end to the bargaining arrangements and, secondly, that a majority of workers would be likely to favour an end to the arrangements.

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





Disclosure of Information

The CAC received four new complaints and action continued on 10 carried forward from the previous year. 13 complaints were concluded, 11 by way of an agreement between the parties concerned and two by way of CAC decisions. In the first case that required a decision, *LTU & Lloyds Banking Group (DI/2/(2011))*, the Union sought disclosure of some 15 items of information for purposes that included pay negotiations and monitoring equal opportunities. The Panel's decision was to order disclosure of 13 of the items, the remaining two no longer being issues in dispute at the date of the decision. The second case, *PCS & HP Enterprise Services (UK) Ltd (DI/3/(2011))*, concerned the disclosure of information relating to the application of HP job codes to staff who had been transferred from another employer which was sought by the Union for the purposes of preparing a pay claim. The Panel's decision was to order disclosure of the pay ranges associated with the job codes assigned to the transferred staff.

The Information and Consultation of Employees Regulations 2004

The CAC received four fresh complaints under these Regulations; there were no unfinished complaints carried forward from the previous year. Three of the four cases were closed during the year, two by way of CAC decisions and one withdrawn.

The decisions are available on the CAC web site but the issues addressed are summarised below:

IC/38/(2011) **Mr N Burgar & Wincanton Container Logistics**

The complaint, under Regulation 19(4), was that the Employer had failed to arrange for a ballot to elect information and consultation representatives; that obligation arises where the standard information and consultation provisions are deemed to apply by virtue of Regulation 18. The Panel's decision was that a valid request had been made for information and consultation arrangements and that the Company had not initiated negotiations to establish such arrangements 'as soon as reasonably practicable' after receipt of the request. The standard provisions accordingly applied and Mr Burgar's complaint was upheld.

IC/39/(2011) **Mr S Mitchell & Wincanton Container Logistics**

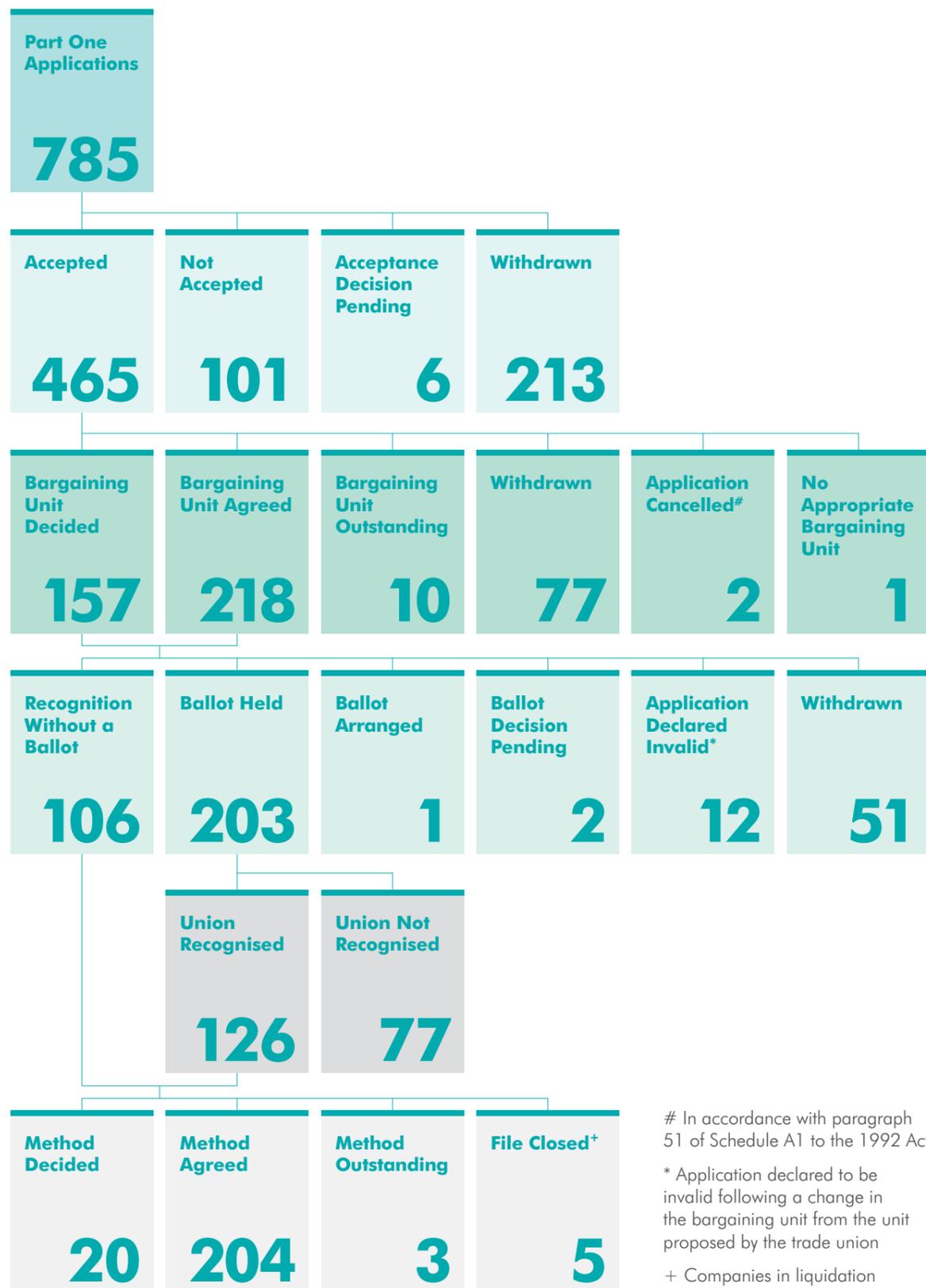
The complaint, under Regulation 22(1), was that the Company had failed to inform and consult in circumstances, as had been determined by the decision in *IC/38/(2011)* described above, in which the standard information and consultation provisions applied. The Panel's decision was not to uphold the complaint as any obligation on the Company to inform and consult on the issue in question arose prior to the date on which the standard information and consultation provisions took effect.

During the past year, the CAC received one further request from employees, under Regulation 7, for the establishment of information and consultation arrangements. Under this process, which has now been used 17 times since the 2004 Regulations came into effect, employees make the request to the CAC which, in turn, passes on to the employer concerned the number of employees making the request without revealing their names.

Other jurisdictions

There was one application to the CAC under the Transnational Information and Consultation of Employees Regulations 1999 which was ongoing at the end of the year. There were no applications under the European Public Limited-Liability Company (Employee Involvement) (Great Britain) Regulations 2009, the European Cooperative Society Regulations 2006 or the Companies (Cross-Border Mergers) Regulations 2007.

Progress Chart of Applications for Recognition



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 95%*.
- Proportion of users (parties) expressing satisfaction with administration and conduct of the case and/or the procedural guidance provided to them (target: 85%) - *83% of users rated level of satisfaction as good or very good.*
- Proportion of written enquiries and complaints responded to within three working days (target: 90%) - *97% of enquiries and complaints were handled within this timescale.*
- Proportion of Freedom of Information requests replied to within the statutory 20 working days - *There were no requests in 2011-12 under these provisions.*

Also see *CAC Resources and Finance in 2011-12* (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 their manager or, if necessary, the Chief Executive who will investigate your complaint. If you wish to complain in writing, please write to:

Simon Gouldstone
 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 and Health Service Ombudsman.

Appendix i

Analysis of References to the Committee: 1 April 2011 to 31 March 2012

	Brought forward from 31 March 2011	Received between 1 April 2011 and 31 March 2012	References completed or withdrawn	References outstanding at 31 March 2012
Trade Union and Labour Relations (Consolidation) Act 1992:				
VOLUNTARY ARBITRATION s212	–	–	–	–
DISCLOSURE OF INFORMATION s183	10	4	13	1
TRADE UNION RECOGNITION				
Schedule A1 - Part One	10	43	31	22
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 (Employee Involvement) (Great Britain) Regulations 2009:				
	–	–	–	–
The Information and Consultation of Employees Regulations 2004:				
	–	4	3	1
The European Cooperative Society Regulations 2006:				
	–	–	–	–
The Companies (Cross-Border Mergers) Regulations 2007:				
	–	–	–	–
Total:	21	52	48	25

Appendix ii

CAC Resources and Finance: 1 April 2011 to 31 March 2012

CAC Committee		
Committee Members		55
of which	Chairman and Deputy Chairmen	10
	Employer and Worker Members	45
CAC Secretariat		
Secretariat staff		10
Committee fees, salary costs and casework expenses		£560,600
Other Expenditure		
Accommodation and related costs		£34,500
Other costs		£31,000
Total CAC expenditure from 1 April 2011 to 31 March 2012		£626,100

CAC Expenditure

The increase in total expenditure in 2011-12 reflects the higher caseload, the latter having a proportionate effect on the level of expenditure on Members' fees and expenses, the costs incurred of hiring premises for hearings and administrative expenditure; staffing costs have remained stable. Acas, which provides the CAC with its resources, also apportions the costs of accommodation and shared services to functional budgets. That apportionment is not included in the above figures but will be included in the Acas Annual Report and Accounts for 2011-12. That item aside, the CAC's expenditure on its core activities shows an increase which is no more than would be expected from a higher caseload.

Appendix iii

CAC Staff at 31 March 2012 and Contact Details

Chief Executive	Simon Gouldstone
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Operations Manager	James Jacob
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Case Managers	Nigel Cookson Adam Goldstein Sharmin Khan Linda Lehan Kate Norgate
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Administration Manager	Maverlie Tavares
------------------------	------------------

Finance Supervisor & Assistant Case Manager	Mark Siriwardana
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Case Support and Administration	Laura Leumont
---------------------------------	---------------

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22nd Floor
Euston Tower
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T. 020 7904 2300
F. 020 7904 2301
E. enquiries@cac.gov.uk

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