

# Blackpool Council

27 January 2023

To: Councillors Campbell, Clapham, G Coleman, Hobson, Taylor, L Williams and T Williams

The above members are requested to attend the:

## **CHIEF OFFICERS EMPLOYMENT COMMITTEE**

Monday, 6 February 2023 at 5.15 pm  
in Committee Room A, Town Hall

### **A G E N D A**

#### **1 DECLARATIONS OF INTEREST**

Members are asked to declare any interests in the items under consideration and in doing so state:

(1) the type of interest concerned either a

- (a) personal interest
- (b) prejudicial interest
- (c) disclosable pecuniary interest (DPI)

and

(2) the nature of the interest concerned

If any member requires advice on declarations of interests, they are advised to contact the Head of Democratic Governance in advance of the meeting.

#### **2 MINUTES OF THE LAST MEETING HELD ON 5 SEPTEMBER 2022** (Pages 1 - 2)

To agree the minutes of the last meeting held on 5 September 2022 as a true and correct record.

#### **3 PAY POLICY STATEMENT 2023/2024** (Pages 3 - 16)

To consider for recommendation to the Council the Proposed Pay Policy Statement which incorporates the annual Gender Pay gap data.

**Venue information:**

First floor meeting room (lift available), accessible toilets (ground floor), no-smoking building.

**Other information:**

For queries regarding this agenda please contact Mark Towers, Director of Governance and Partnerships, Tel: (01253) 477007, e-mail [mark.towers@blackpool.gov.uk](mailto:mark.towers@blackpool.gov.uk)

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## MINUTES OF CHIEF OFFICERS EMPLOYMENT COMMITTEE MEETING - MONDAY, 5 SEPTEMBER 2022

### **Present:**

Councillor (in the Chair)

Councillors

Campbell	Hobson	L Williams
Clapham	Taylor	T Williams

### **In Attendance:**

Lennox Beattie, Executive and Regulatory Support Manager

Lorraine Hurst, Head of Democratic Governance

Neil Jack, Chief Executive

### **1 DECLARATIONS OF INTEREST**

There were no declarations of interest on this occasion.

### **2 MINUTES OF THE LAST MEETING HELD ON 24 JANUARY 2022**

The Chief Officers Employment Committee considered the minutes of the last meeting held on 24 January 2022.

### **Resolved:**

That the minutes of the meeting held on 24 January 2022 be approved and signed by the Chairman as a correct record.

### **3 APPOINTMENT OF DIRECTOR OF ADULT SERVICES (DASS) TO A JOINT ROLE OF DASS/DIRECTOR OF HEALTH AND CARE INTEGRATION**

The Committee considered a report seeking an on the proposed appointment of Karen Smith, Director of Adult Services (DASS) to a shared role of DASS/Director of Health and Care Integration.

Mr Neil Jack, Chief Executive, explained that the initial discussions had taken place with Director of Adult Services when she had discussed with the Chief Executive her intention to apply for the Director of Health and Care Integration role within the NHS. The overlap of this role with the Director of Adult Services created an opportunity to create a shared role which is the view of the Chief Executive would create an opportunity which would accelerate integration to deliver improved population health and wellbeing by tackling health inequalities, improving health outcomes and ensuring Blackpool residents experience seamless health and care.

**MINUTES OF CHIEF OFFICERS EMPLOYMENT COMMITTEE MEETING - MONDAY, 5  
SEPTEMBER 2022**

The Committee noted that it had now been confirmed that Karen Smith had been offered the post. The report also included details of proposals for backfill arrangements. Backfill costs together with the additional payment to Karen Smith would be met by the NHS who had confirmed their agreement to pay this amount annually.

The Committee while endorsing the approach and considered it presented an opportunity to be more positive. It expressed concern about how the integration would be managed. In response to questions Mr Jack explained that the joint role would be subject to annual review to ensure it still delivered on the Council's priorities and that Karen Smith would continue to have annual Council appraisals.

**Resolved:**

1. That the report and Appendices are not for publication by virtue of by virtue of Paragraph 1 of Part 1 of Schedule 12A of the Local Government Act 1972 as they contain personal information.
2. To agree to the proposal detailed within the report for Karen Smith to be appointed to the shared role of Director of Adult Services / Director of Health and Care Integration, with immediate effect.
3. To delegate the following responsibilities to the Chief Executive:
  - To complete and sign the Partnership agreement and to keep the agreement under annual review
  - To finalise the backfill arrangements
4. To agree as an exception that the following positions (as set out in Appendix 3 (c) to the report) be titled Assistant Director due to their increased roles and responsibilities and for the reasons set out in paragraph 7.5 of the report.
  - Assistant Director - Adult Social Care
  - Assistant Director - Mental Health, Learning Disabilities and Autism
  - Assistant Director - Care and Support

**Chairman**

(The meeting ended at 5.30 pm)

Any queries regarding these minutes, please contact:  
Mark Towers Director of Governance and Partnerships  
Tel: (01253) 477007  
E-mail: mark.towers@blackpool.gov.uk

<b>Report to:</b>	<b>CHIEF OFFICER EMPLOYMENT COMMITTEE</b>
<b>Relevant Officer:</b>	Linda Dutton, Head of Human Resources and Workforce Development
<b>Relevant Cabinet Member:</b>	Councillor Lynn Williams, Leader of the Council
<b>Date of Meeting:</b>	6 February 2023

## PAY POLICY STATEMENT 2023/2024

### 1.0 Purpose of the report:

- 1.1 To consider for recommendation to the Council the Proposed Pay Policy Statement which incorporates the annual Gender Pay gap data.

### 2.0 Recommendation(s):

- 2.1 To recommend to Council to approve the Proposed Pay Policy Statement, as attached at Appendix 3(a).

### 3.0 Reasons for recommendation(s):

- 3.1 The Council has a duty to agree a pay policy statement before 31 March each year. The statement attached at Appendix 3a meets the statutory requirements and the expectations of the guidance from the Department for Levelling Up, Housing and Communities. The statement also meets the requirements for mandatory gender pay gap reporting for public sector employers with 250 or more employees.

- 3.2 Is the recommendation contrary to a plan or strategy adopted or approved by the Council? No

- 3.3 Is the recommendation in accordance with the Council's approved budget? Yes

### 4.0 Other alternative options to be considered:

- 4.1 None.

## **5.0 Council Priority:**

5.1 The relevant Council priorities are “The economy: Maximising growth and opportunity across Blackpool” and “Communities: Creating stronger communities and increasing resilience”.

## **6.0 Background Information**

6.1 The Council is required to produce a pay policy statement, which must be in place for the year 2023/2024 and have received full Council approval before the start of that financial year.

6.2 The statement must set out the Council’s policy on:

- i. Chief Officer Remuneration (at recruitment, salary, bonus, performance related pay, charges, fees, allowances, benefits in kind, enhancement to pension at termination).
- ii. Remuneration of its lowest paid employees (elements as above), the definition used for this group and the reason for adopting that definition.
- iii. The relationship between chief officer remuneration and that of other staff. This however is a minimum requirement and Councils can do more if they so wish.

6.3 The guidance from the Department for Levelling Up, Housing and Communities has added that the department expects the policy statement to also cover:

- i. The opportunity for full Council to vote on senior remuneration packages with a value over £100,000 prior to an offer of appointment being made.
- ii. Policies should explain the planned relationship between Chief Officer remuneration and that of other staff and the ratio between the highest paid and median salary that the authority aims to achieve and maintain.
- iii. The value of the system of earn back pay with an element of their basic pay at risk each year to be earned back through meeting pre-agreed objectives.
- iv. Any decision that the Authority takes in relation to the award of severance to an individual Chief Officer.
- v. An explicit statement on whether or not they permit an individual to be in receipt of a pension in addition to receiving a salary.

- vi. Policies to deal with those who may have returned to the authority under a contract of service of any type having already received a severance or redundancy payment.
- 6.4 In addition to this guidance, it should be noted that the recommended practice for Local Authorities on data transparency states that the Council should disclose publicly:
- i. Employees' salaries (that earn £50,000 and above). This includes disclosing their names, details of their remuneration, a list of responsibilities, for example, the services and functions they are responsible for, budget held and number of staff.
  - ii. An organisation chart.
  - iii. The pay multiple, which is the ratio between the highest paid salary and the median average salary of the whole authority's workforce.
- 6.5 The draft Pay Policy Statement for 2023/2024 has been considered by the Corporate Leadership Team at its meeting on 3 January 2023. Following approval by the Committee the Pay Policy Statement will be submitted to full Council on 22 February 2023 for final approval.
- 6.6 Does the information submitted include any exempt information? No
- 7.0 List of Appendices:
- 7.1 Appendix 3(a) – Proposed Pay Policy Statement.
- 8.0 Financial considerations:**
- 8.1 No changes to the Council's financial arrangements have been made as a result of the introduction of this statement.
- 9.0 Legal considerations:**
- 9.1 All legal duties have been complied with.
- 10.0 Risk management considerations:**
- 10.1 The most significant risks around pay relate to the increased costs of employment and balancing the need to pay an appropriate salary that will mean that the roles the Council needs to fill to discharge its duties as a Local Authority can be filled by skilled,

appropriately qualified staff. To mitigate against the first risk the Council ensures that its budgets are managed effectively and to deal with the second risk, there is a policy to deal with market supplements if they can be objectively justified.

**11.0 Equalities considerations:**

11.1 The Council's pay review process introduced two robust job evaluation schemes, which are designed to ensure fairness and equity in pay. These schemes and the desire to ensure fairness and transparency around pay form the basis of the Council's Pay Policy Statement. The Council complies with the recommended practice for Local Authorities on data transparency already.

**12.0 Sustainability, climate change and environmental considerations:**

12.1 None directly from this report.

**13.0 Internal/ External Consultation undertaken:**

13.1 Consultation has previously taken place with Trade Union Representatives on the policies referred to in the pay policy statement. Any new areas, which could be added to the statement, will be discussed with the Trade Union representatives.

**14.0 Background papers:**

14.1 None.

## **Appendix 3a: Blackpool Council - Pay Policy Statement**

### **Summary Statement**

Blackpool Council is committed to paying all its employees appropriately and fairly using recognised job evaluation schemes that have been tested to ensure that they are free of gender and any other bias.

The pay scales for employees at all levels are in the public domain and the Council complies with requirements to publish data on senior salaries together with its entire pay scale in the interests of transparency.

In determining the pay and remuneration of all its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010; Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000; and where relevant, the Transfer of Undertakings (Protection of Earnings) Regulations.

As far as possible all Council policies that relate to employment benefits are universally applied unless there is a specific contractual or business reason why they should be limited to a certain group of employees.

### **Basic Pay**

All employees including Chief Officers basic pay is based on job evaluation processes that use the NJC scheme for posts graded at G and below and the Hay scheme for posts graded H1 and above.

Both of these schemes have been tested to ensure that they are free from gender and any other bias and the use of these schemes has been agreed with the relevant recognised trade unions.

Job evaluation panels which include Trade Union representatives sit on a regular basis to evaluate posts which in turn produces a score and a grade. At the cross over point of the two schemes there is a protocol for assessing whether the post should be dealt with under the Hay or the NJC scheme. Periodically, the Council uses the services of experts in the two schemes to assist with the evaluation of posts, provide training for staff and monitor the appropriateness of the senior pay line relative to the market.

The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spine, for example, through any agreed annual pay increases negotiated with joint Trade Unions.

### **Scope**

This Pay Policy Statement applies to all Council employees. Employees whose terms and conditions of employment have been retained following a TUPE transfer (Transfer of Undertakings Protection of Employment) and are subject to the TUPE Regulations may be excluded from this policy.

## **Review**

The pay policy statement will be kept under review and developments considered in the light of external best practice and legislation. The Council will ensure the pay policy statement is updated on an annual basis in line with the requirement of the Localism Act 2011. The annual pay policy statement will be submitted to Chief Officers Employment Committee and then full Council by 31<sup>st</sup> March of each year.

## **Real Living Wage**

As an accredited employer to the Living Wage Foundation and in order to support the lowest paid workers in the Council, the Real Living Wage supplement is applied for Council employees whose total hourly rate is currently less than £9.90 (£10.90 from 1st April 2023).

The normal job evaluation processes will continue to determine the grade of posts in the Council. This will not include employees in maintained schools, where pay is a matter for the relevant Governing Body.

## **Market Forces Supplements**

Market forces supplements are only paid to employees including Chief Officers in exceptional circumstances and in accordance with the strict controls in the Council's Market Forces Policy. Any such payments are reviewed annually to ensure they remain valid.

## **Incremental Progression**

Progression through the grade for permanent and temporary employees is only possible upon completion of satisfactory service and in line with the NJC Terms and Conditions as described in the Green Book. Chief Officers are required to demonstrate that they have achieved or exceeded their objectives in order to progress through the grade and a scheme is in place to monitor that.

## **New Appointments**

Appointment to new posts are usually made at the bottom of the grade except in exceptional circumstances where the most suitable candidate can evidence that such an offer would not reasonably be acceptable to them and the Council is satisfied that market conditions require the appointment to take place at a higher point than the minimum.

All Chief Officer appointments are dealt with by the Chief Officer Employment Committee, using the normal recruitment procedures. Posts with a remuneration package of more than £100,000 must be ratified by Full Council.

## **Overtime and Additional Hours Payments and Premium Payments**

In the absence of any agreement to the contrary, the following applies:

Contractual overtime and additional hours are paid in accordance with the NJC Terms and Conditions as described in the Green Book.

Non contractual, voluntary overtime and additional hours payments are paid in accordance with the Council's Pay Review Booklet.

To meet specific operational requirements it may be necessary for an individual to temporarily take on additional duties to their identified role. The Council's arrangements for authorising any additional remuneration, e.g. honoraria, ex-gratia, 'acting up', relating to temporary additional duties are set out in the Council's Pay Review Booklet.

Chief Officers are not paid overtime, additional hours payments or premium payments.

All other pay related allowances are the subject of either nationally or locally negotiated rates, having being determined from time to time in accordance with collective bargaining machinery or through contractual changes.

### **Honoraria Payments**

Subject to certain conditions, employees, with the exception of the Chief Executive and Chief Officers, who are temporarily required to undertake some or all of the duties of a higher graded post are eligible to be paid an honorarium. Details of the scheme can be found in the Council's Honoraria Procedure.

### **Bonus Payments and Earn Back Schemes**

No employees, including Chief Officers in the Council are in receipt of bonus payments or subject to earn back schemes where employees give up some salary to earn it back upon completion of agreed targets.

### **Relationship between the Highest and the Lowest Paid**

The Council is committed to paying employees based on the recognised job evaluation schemes detailed above. It is the application of these schemes that creates the salary differentials. Pay rates for each grade are published on the Council's website.

### **Relationship between the Highest Paid Employee and the Median Salary**

The relationship between the highest paid employee and the median salary will be calculated on an annual basis and published on the Council's website alongside the information provided regarding senior managers salaries.

### **Charges, Fees and Allowances**

The Travelling, Subsistence and Related Expenses Policy applies to all employees including Chief Officers.

The reimbursement of professional fees for certain occupational groups is covered by the Personnel Code and applies to all relevant employees regardless of grade.

All other allowances paid to employees regardless of grade are detailed in the Council's Pay Review Booklet. Chief Officers do not receive additional allowance payments.

## **Pension**

When employees become members of the Local Government Pension Scheme, the Council is required to make a contribution to the scheme representing a percentage of the pensionable remuneration due under the contract of employment of that employee. The rate of contribution is set by Actuaries advising the Lancashire Pension Fund and reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The employer contribution rates are set by statute and are available from the Payroll Team.

## **Flexible Retirement**

The Council's LGPS Employee Discretions Policy provides the ability for an employee to have their pension benefits released subject to the current policy and relevant approvals.

## **Electoral Fees**

The Chief Executive is the Council's appointed Returning Officer and is personally (not corporately) liable for the management of elections and referendums. The fee payable to the Returning Officer for UK Parliamentary, Police and Crime Commissioner and any other election or referendum organised nationally is set and paid for from Central Government. The fee payable to the Returning Officer for a local election, (which is held every four years) is the same as the fee set nationally for an equivalent election/ referendum, which is run on the local authority boundary.

For a local by-election the Returning Officer's fee is 10% of the fee for a full local election, with a higher fee applied should there be four or more by-elections taking place at the same time, as set out in the fees agreed by the Council. Other fees paid to employees appointed by the Returning Officer for a local election are delegated to the Returning Officer to make, by way of a published officer decision.

## **Redundancy Payments, Severance Payments and Retirement**

All employees including Chief Officers are entitled to redundancy payments and pension release in accordance with the Council's Redundancy and Retirement Procedure.

Where the proposed severance package is more than £100,000, the decision will be ratified by full Council.

## **Termination Payments**

In exceptional circumstances the Council may make a termination payment to an individual under a Settlement Agreement. Such agreements protect the Council where there is a risk of high financial impact and/or damage to the Council's business or reputation. Payments are authorised in accordance with the Statutory Guidance on Special Severance Payments.

## **Re-employment/Re-engagement of Former Employees**

The Council has an obligation to ensure that it is managing public monies responsibly. It will not re-engage (into the same or a very similar role) ex-employees who have left their prime employment with the Council on the grounds of voluntary or compulsory redundancy, efficiency

release or employer consent retirement (where there is a cost to the Council) for a period of 12 months with effect from the date of leaving. This does not cover those employees who access their pension via the Council's Flexible Retirement Scheme.

In addition any proposal to re-engage an ex-employee, who was Graded H3 or above (or equivalent salary) will require the agreement of the Chief Executive following consultation with relevant chief officers.

### **Gender Pay Gap Information**

In accordance with regulations introduced in 2017, the Council will publish gender pay gap information alongside all other pay policy related data on its website and update this on an annual basis. Please see below

## **Gender Pay Gap Report - 2022**

### **1.0 Introduction**

From April 2017, all organisations that employ over 250 employees are required to report annually their gender pay gap. The gender pay gap is defined as the differences in the average earnings of men and women over a standard period of time, regardless of their role seniority.

**A positive pay gap** indicates that men are paid on average a greater hourly rate; **a negative pay gap** indicates that women are paid on average a greater hourly rate.

### **2.0 Context**

Blackpool Council is a unitary authority, which provides around 150 services to 142,000 Blackpool residents.

All Blackpool Council employees are remunerated according to set pay scales; posts are regularly reviewed and agreed by employee representatives through a formal job evaluation system. As at 31<sup>st</sup> March 2022- 2787 employees were in scope for the Gender pay gap of which 70.2 % were female.

Blackpool Council is committed to eliminating discrimination and encouraging equality and diversity in our workforce. This approach is endorsed in our Council Plan which includes an assurance of equality and fairness in respect of gender.

Our equality objectives aim to get more people to tell us they experience fair treatment by Council services; to make our workforce representative of our communities, with more people from diverse backgrounds involved in decision-making at every level; that equality and diversity is embedded in staff culture; and that we celebrate growing diversity and increase respect and understanding for all.

#### **What are we required to report?**

Mean gender pay gap	The difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
Median gender pay gap	The difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
Mean Bonus Gap	The difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
Median Bonus Gap	The difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
Quartile pay bands	The proportions of male and female full-pay relevant employees in the lower, lower middle, upper middle and upper quartile pay bands

The overall gender pay gap is defined as the difference between the median (actual midpoint) or mean (average) basic annual earnings of men and women expressed as a percentage of the median or mean basic annual earnings of men.

### 3.0 Blackpool's Gender Pay Gap data

Based upon a snapshot date of 31<sup>st</sup> March 2022.

1	Mean Pay Gap	1.15 %												
2	Median Pay Gap	-2.04 %												
3	Mean bonus gender pay gap	Blackpool Council does not operate any bonus scheme and therefore has no bonus gender pay gap.												
4	Median bonus gender pay gap													
5	Proportion of males /females receiving a bonus payment													
6	Proportion of males and females in each quartile pay band													
	<p>Quarter 1 Lowest</p> <table border="1"> <tr><th>Gender</th><th>Percentage</th></tr> <tr><td>Female</td><td>70.0%</td></tr> <tr><td>Male</td><td>30.0%</td></tr> </table>	Gender	Percentage	Female	70.0%	Male	30.0%	<p>Quarter 2</p> <table border="1"> <tr><th>Gender</th><th>Percentage</th></tr> <tr><td>Female</td><td>67.6%</td></tr> <tr><td>Male</td><td>32.4%</td></tr> </table>	Gender	Percentage	Female	67.6%	Male	32.4%
Gender	Percentage													
Female	70.0%													
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	<p>Quarter 3</p> <table border="1"> <tr><th>Gender</th><th>Percentage</th></tr> <tr><td>Female</td><td>71.70%</td></tr> <tr><td>Male</td><td>28.30%</td></tr> </table>	Gender	Percentage	Female	71.70%	Male	28.30%	<p>Quarter 4 Highest</p> <table border="1"> <tr><th>Gender</th><th>Percentage</th></tr> <tr><td>Female</td><td>71.60%</td></tr> <tr><td>Male</td><td>28.40%</td></tr> </table>	Gender	Percentage	Female	71.60%	Male	28.40%
Gender	Percentage													
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### 4.0 Findings

You will see in below that the Mean Gender Pay Gap is **1.15 %** and the Median Gender Pay Gap is **2.04 %**

The figures for 2022 show a positive shift with the resulting pay gap closer to the perfect 0.

This shift is in part due to:

- Phase 2 TUPE out of ENVECO which included a predominantly male workforce in the lower quartile pay band.
- A number of TUPES back in of school catering services which consisted of a predominantly female workforce in the lower quartile pay band.

	To March 2017	To March 2018	To March 2019	To March 2020	To March 2021	To March 2022 This year
<i>Published by</i>	April 18	April 19	April 20	April 21	April 2022	April 2023
Mean	0.7 %	-1.0%	-0.94%	-0.77%	-0.94	1.15
Median	-6.0 %	-5.8%	-6.69%	-5.40%	-6.12	-2.04

These figures fair favourably with the national picture. [Gender pay gap in the UK - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/gender-pay-gap) In 2022, among all employees, the gender pay gap decreased to 14.9%, from 15.1% in 2021.

Although these figures are favourable for the Council, we are not complacent and will continue to monitor our performance, along with initiatives that we have in place which have contributed to these results such as:

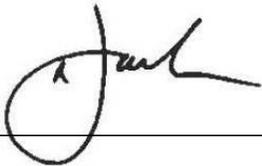
- Family friendly
  - ✓ Actively supporting parents returning to work from maternity leave, shared parental leave or adoption leave by offering job share, career break or part time opportunities.
  - ✓ Provision of job/career opportunities.
  - ✓ Flexible working (Flexitime) in many locations including the opportunity for agile/hybrid working in many Council roles
  - ✓ Voluntary Reduced Hours, Job Share and Career Break Schemes.
  - ✓ Signposting Childcare Information.
  - ✓ Compassionate/Special Leave arrangements including the introduction of Parental Bereavement leave above the statutory minimum level.
  
- Learning and Development

- ✓ Annual and interim appraisals for all staff to allow the opportunity to discuss key work objectives and learning and development needs.
  - ✓ Mandatory Equalities E-learning for all.
  - ✓ 360-degree feedback process for managers.
  - ✓ Development of Coaching and mentoring programmes.
  - ✓ Annual staff conference and awards ceremony.
  - ✓ Menopause –staff support group established, development of a managers training package and related managers guidance introduced
- Leadership
    - ✓ Head of Equality and Diversity is a member of the Senior Leadership Team.
    - ✓ Directorate Equality self-assessment supported by the Head of Equality and Diversity
    - ✓ Development programmes for aspiring managers.
    - ✓ Leadership Charter and Survey.
- Recruitment and retention
    - ✓ An established on line jobs portal, where all jobs are advertised.
    - ✓ The use of both structured and unstructured interviews in the recruitment processes
    - ✓ Establishment and maintenance of a job evaluation system using nationally recognised NJC and Hay schemes.
    - ✓ Salary Scales clearly showing incremental progression and related criteria.
    - ✓ Established Real living wage.
    - ✓ Monitoring of recruitment data as part of workforce equality monitoring.
    - ✓ Flexibility in qualifications versus learned experience in some roles

## 5.0 Agreement

I confirm that Blackpool Council is committed to the principle of gender pay equality and has prepared its 2022 gender pay gap results in line with mandatory requirements.

Signed:



Neil Jack Chief Executive

Publication Date:

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