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Date: 12th October 2016

Dear Sir/Madam,

A meeting of the **Cabinet** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 19th October, 2016** at **2.00 pm** to consider the matters contained in the following agenda.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

Chris Burns
INTERIM CHIEF EXECUTIVE

AGENDA

	Pages
1 To receive apologies for absence.	
2 Declarations of Interest.	

Councillors and Officers are reminded of their personal responsibility to declare any personal and/or prejudicial interest(s) in respect of any item of business on the agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers.

To approve and sign the following minutes: -

3 Cabinet held on 5th October 2016.	1 - 4
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A greener place Man gwyrddach



To receive and consider the following reports on which executive decisions are required: -

- | | | |
|---|--|----------|
| 4 | WAO Review of Arrangements to Address External Audit, Inspection and Regulation Recommendations and Proposals for Improvement - Caerphilly County Borough Council. | 5 - 32 |
| 5 | Capital Outturn 2015/16. | 33 - 44 |
| 6 | Winter Service Plan 2016-17. | 45 - 136 |

To receive and consider the following report, which requires a recommendation to Council:

- | | | |
|---|--------------------------------------|-----------|
| 7 | Corporate Asset Management Strategy. | 137 - 184 |
|---|--------------------------------------|-----------|

Circulation:

Councillors D. Havard, Mrs C. Forehead, N. George, D.T. Hardacre, K. James, Mrs B. A. Jones, D.V. Poole, K.V. Reynolds, T.J. Williams and R. Woodyatt,

And Appropriate Officers.

Agenda Item 3



CABINET

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN ON WEDNESDAY, 5TH OCTOBER 2016 AT 2.00 P.M.

PRESENT:

Councillor K.V. Reynolds - Chair

Councillors:

Mrs C. Forehead (HR and Governance/Business Manager), N. George (Community and Leisure Services), D. Hardacre (Performance and Asset Management), D. Havard (Education and Lifelong learning), K. James (Regeneration, Planning and Sustainable Development), D.V. Poole (Deputy Leader and Cabinet Member for Housing), T.J. Williams (Highways, Transportation and Engineering), R. Woodyatt (Social Services).

Together with:

C. Burns (Interim Chief Executive), N. Scammell (Acting Director of Corporate Services and Section 151 Officer) and C. Harry (Corporate Director - Communities).

Also in Attendance:

J. Elias (Service Manager – ALN), R. Thurlbeck (Head of Sensory and Communication Services – Torfaen CBC), D. Whetter (Interim Head of Regeneration), C. Jones (Head of Performance and Property Services) and C. Evans (Committee Services Officer).

1. APOLOGIES FOR ABSENCE

Apologies for absence had been received from Councillor Mrs B. Jones (Corporate Services) and D. Street (Corporate Director – Social Services).

2. DECLARATIONS OF INTEREST

There were no declarations of interest received at the beginning or during the course of the meeting.

3. CABINET – 21ST SEPTEMBER 2016

RESOLVED that the minutes of the meeting held on 21st September 2016 (minute nos. 1 - 6) be approved and signed as a correct record.

MATTERS ON WHICH EXECUTIVE DECISIONS WERE REQUIRED

4. PROPOSAL FOR THE DEVELOPMENT OF A COMBINED SENSORY AND COMMUNICATION SERVICE (SENCOM) MADE UP OF THE VISUAL IMPAIRMENT (VI) SERVICE, HEARING IMPAIRMENT (HI) SERVICE AND THE COMMUNICATION INTERVENTION TEAM

The report provided Cabinet with details of a proposal for the development of a combined Sensory and Communication Services (SenCom), made up of the Visual Impairment (VI) Service, Hearing Impairment (HI) Service and the Communication Intervention Team. The service would be situated under a single employer and governance structure, operated by Torfaen County Borough Council.

The report sought the agreement of Cabinet to proceed with a consultation to transfer Gwent Visual Impairment Service, currently hosted by Caerphilly CBC, to Torfaen CBC. Torfaen CBC currently manage the Hearing Impairment Service and the Communication Intervention Teams on behalf of the South East Wales Region. In addition, it was noted that the proposal would involve the transfer of some staff from Caerphilly CBC to Torfaen CBC necessitating appropriate consultation.

Cabinet noted that, should permission be granted to proceed, a consultation with Sensory and Communication Service staff and partners will commence on 6th October 2016 with the proposal that all employees of Caerphilly CBC who work in the Sensory and Communication Service (SenCom) transfer their employment to Torfaen CBC as of 1st April 2017.

Members thanked the Officers for the report and discussion ensued. A Member sought further information on the financial implications, with particular reference to the Employment Terms of Conditions and if there were any significant differences between the Employment Terms and Conditions of Torfaen CBC and Caerphilly CBC. The Officer explained that advice is currently being sought from HR as the Terms and Conditions between Authorities are not identical, which could present some equalities issues, however, it was noted that Tupee supersedes these concerns. In addition, Members were assured that all options would be explored during the consultation exercise and within the Business Plan, and full details would be provided in a future report to Cabinet.

Following consideration and discussion, it was moved and seconded that the recommendation in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report: -

- (i) the report be noted;
- (ii) the proposal to commence consultation on the proposed transfer of all SenCom Caerphilly CBC based staff to Torfaen CBC in connection with the proposal to create a combined Sensory and Communication Service be agreed;
- (iii) a further report to be presented in the new year on the outcome of the consultation, together with a full Outline Business Case in relation to the proposals to create the combined service.

5. WELSH GOVERNMENT TOWN CENTRE LOANS FUND

The report provided Members with an update on the progress and challenges faced in relation to the delivery of the Welsh Government (WG) £0.5million Rhymney Town Centre Loans Fund (TCLF).

In February 2015 WG launched a new initiative, restricted to towns located within WG's Tackling Poverty Fund areas, offering long term loans to Local Authorities to provide capital funding for key regeneration projects. In October 2015 Cabinet approved the delivery of WG TCLF of £500,000 for Rhymney Town Centre, following a successful funding bid submitted by the Council's Urban Renewal Team. The "interest free" WG loans were available to Local Authorities for a maximum period of 15 years, with loans being recycled every five years until the specified repayment date in 2031.

Despite attempts to progress projects there have been very few opportunities to utilise and recycle the loan funding within Rhymney and other local authorities have also experienced a lack of interest in the loan scheme. Consequently, WG have confirmed that the TCLF can be extended to include two additional town centres (subject to final approval by WG).

The report outlined the attempts made to launch the Rhymney TCLF, and in taking account of the WG conditions associated with the TCLF, the level of funding available, potential alternative funding sources and the opportunities within each town centre for the reinvestment of the TCLF funding, over a 15 year period, the report recommended that alongside Rhymney, Blackwood and Risca are considered to be best placed to be the Council's focus for the extended TCLF.

In addition, Cabinet noted the recent opportunity presented by WG for all Welsh Authorities to bid for a share of an additional £10 million allocation under its "2016/17 Town Centre Repayable Funding Scheme" and highlighted the fact that senior officers have determined that the opportunity should not be pursued in light of the challenges encountered to date in utilising the current allocation.

Following consideration and discussion, it was moved and seconded that the recommendation in the report be approved. By a show of hands this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report: -

- (i) the contents of the report be noted;
- (ii) in addition to Rhymney town centre, Blackwood and Risca town centres be the focus of the Council's activity in relation to the existing WG Town Centre Loans Fund;
- (iii) it be agreed that officers to explore the options presented by working in a partnership with Registered Social Landlords to develop potential projects for the Town Centre Loan Fund;
- (iv) the opportunity to bid for additional funding from the 2016/2017 "Town Centre Repayable Funding" Scheme be not pursued but alternative efforts to focus on the existing allocation and its expansion to the two additional town centres (subject to agreement with 9.2 above) be noted.

RECOMMENDATION TO COUNCIL

6. ANNUAL PERFORMANCE REPORT 2015/16

The report provided Cabinet with the Authority's Annual Self-Assessment called the Performance Report for 2015/16 and sought the views and approval of Cabinet, prior to its presentation to Council on 11th October 2016.

Cabinet noted that the Performance Report is a statutory requirement under the Local Government (Wales) Measure 2009 and an important part of the Council's Performance Framework. The Council is required to assess its own performance and provide the public with a balanced picture of that performance.

The report demonstrated how the council performed against the Improvement Objectives it set itself for 2015/16.

In addition, it was noted that for 2016/17 Improvement Objectives will be called Well-Being Objectives, however, as the report covers the time period of 2015/16 the term Improvement Objectives has been used for consistency and audit purposes.

Members thanked the Officer for the positive report and the excellent work undertaken across the Authority in both the preparation of the report and for the work of Officers. Whilst the report was very positive the areas for improvement were noted.

Following consideration and discussion, it was moved and seconded that the recommendation in the report be approved. By a show of hands this was unanimously agreed.

RECOMMENDED to Council that for the reasons contained in the Officer's report the Annual Performance Report be accepted.

The meeting closed at 2.30pm

Approved and signed as a correct record subject to any corrections made at the meeting held on 19th October 2016.

CHAIR



CABINET – 19TH OCTOBER 2016

SUBJECT: WAO REVIEW OF ARRANGEMENTS TO ADDRESS EXTERNAL AUDIT, INSPECTION AND REGULATION RECOMMENDATIONS AND PROPOSALS FOR IMPROVEMENT – CAERPHILLY COUNTY BOROUGH COUNCIL

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES & S151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To present Cabinet with the Wales Audit Office (WAO) report on its review of arrangements to address external audit, inspection and regulation recommendations and proposals for improvement of Caerphilly CBC.

2. SUMMARY

- 2.1 In the 2015-16 Audit Plan, the WAO identified that they would assess the Council's progress in implementing recommendations from their previous work. As part of this follow-up work, they stated they would seek assurance that the Council has appropriate corporate processes for responding to their reports, tracking implementation of their recommendations and reporting this to the appropriate committee. The WAO did this by undertaking specific follow-up work to determine progress in addressing the recommendations made in areas for improvement arising from the Special Inspection report, the Follow-up of the Special Inspection and previous audit work relating to:

- Self-evaluation
- HR and workforce planning
- Internal audit
- Scrutiny

This review sought to answer the following question: Are the Council's arrangements for addressing external audit, inspection and regulation recommendations and proposals for improvements supporting improvement?

- 2.2 The WAO review has concluded that the Council's response to their recommendations and proposals for improvements is supporting improvement in its self-evaluation and scrutiny arrangements, but further work remains to fully address weaknesses in Internal Audit and Human Resources, some of which are longstanding.

- 2.3 The WAO came to this conclusion because they found that:

- the Council has arrangements in place to address external review recommendations and proposals for improvement but they have concerns that they have not been used effectively in driving the pace of improvement in some key priority areas;
- the Council has strengthened its approach to self-evaluation although there is scope to ensure critical workforce issues are consistently identified and addressed through service plans;

- the Council now has an agreed Human Resources strategy and workforce planning activities are taking place but as the Council develops its vision and considers the future shape of the organisation, it would benefit from identifying its workforce requirements more strategically to implement this vision;
- whilst there are some signs that the Council is starting to improve the use of its Internal Audit service, progress has been slow until more recently and the Council would benefit from developing a wider assurance framework so that it can be assured that it is addressing its key risks; and
- the Council is taking action to improve the effectiveness of scrutiny but the full impact of the changes will not be evident until later this year.

3. LINKS TO STRATEGY

- 3.1 Strong corporate governance arrangements are essential in any Local Authority or public body.

4. THE REPORT

- 4.1 The WAO report on the outcome of its review in respect of arrangements to address external audit, inspection and regulation recommendations and proposals for improvement was issued in August 2016 and is attached as Appendix 1. Overall the report concludes that:-

- P1 As the Council develops its vision and considers the future shape of the organisation, it should identify and plan for the workforce requirements to implement its vision.
- P2 The Council should develop an assurance framework that sets out how it obtains assurance in relation to key risks from across the organisation.
- P3 To address fully the recommendation made in our Special Inspection and the proposal for improvement made in our Special Inspection Follow-up relating to Internal Audit, the Council needs to:
- Demonstrate more clearly how the work planned as set out in the Internal Audit Plan is linked to the Council's key risks;
 - Improve the quality of working papers;
 - Provide summary reports to the Audit Committee highlighting the findings from the work of Internal Audit during the year;
 - Ensure the Internal Audit outturn report fully reflects the work undertaken during the year and progress against the planned programme of work;
 - Confirm the timetable for the peer review of its Internal Audit service and complete its self-assessment against the Public Sector Internal Audit Standards (PSIAS);
 - Monitor the progress of undertaking the peer review of Internal Audit and consider how the outcome of the peer review will be used to strengthen Internal Audit.
- P4 The Council should strengthen arrangements to enable Scrutiny to hold Cabinet to account more effectively and to take action to ensure its Cabinet Members are equipped and prepared to be held accountable for the roles they fulfil.

- 4.2 The officer responses to the above proposals for improvement are attached in the template in Appendix 2, entitled Management Response.

- 4.3 The monitoring in respect of the delivery of the improvements will be undertaken by the Corporate Governance Panel. The Corporate Governance Panel comprises; Nicole Scammell - Acting Director of Corporate Services & S151 Officer, Cllr. Forehead - Cabinet Member for HR & Governance/Business Manager, Colin Jones - Head of Property, Gail Williams – Interim Head of Legal Services & Monitoring Officer, Paul Lewis – Acting Head of IT, Richard Harris – Internal Audit Manager. It meets 4 to 5 times per annum and the minutes of this Panel are presented to the Audit Committee. In addition the completion of these proposals for improvement will be included in periodic reports to the Audit Committee.

5. EQUALITIES IMPLICATIONS

- 5.1 This report is for information purposes so the Council's Equalities Impact Assessment process does not need to be applied.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no direct financial implications arising from this report.

7. PERSONNEL IMPLICATIONS

- 7.1 There are no direct personnel implications arising from this report.

8. CONSULTATIONS

- 8.1 There are no consultation responses that have not been reflected in this report.

9. RECOMMENDATIONS

- 9.1 Cabinet is asked to:-

9.1.1 Consider and comment upon the content of the WAO report.

9.1.2 Note the officer responses to the WAO proposal for improvement as detailed in Appendix 2 – Management Response.

9.1.3 Endorse the monitoring arrangements detailed in paragraph 4.3.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To ensure that Cabinet is aware of the review work undertaken by the WAO and the resultant findings, conclusion and proposals for improvement, along with actions to deliver and monitor work required.

11. STATUTORY POWER

- 11.1 Local Government Acts 1972 and 2003.

Author: Nicole Scammell, Acting Director of Corporate Services & S151 Officer
Tel: 01443 863031 E-mail: scammn@caerphilly.gov.uk

Consultees: Corporate Management Team
Gail Williams, Interim Head of Legal Services/Monitoring Officer
Stephen Harris, Interim Head of Corporate Finance
Richard Harris, Internal Audit Manager
Colin Jones, Head of Performance & Property
Lynne Donovan, Acting Head of HR and OD
Cllr Christine Forehead, Cabinet Member HR & Governance/Business Manager

Background Papers:
Follow up Improving Governance Programme Update, Cabinet 20th May 2015

Appendices:
Appendix 1 – WAO Report, Review of arrangements to address external audit, inspection and regulation recommendations and proposals for improvement, Caerphilly CBC August 2016
Appendix 2 – Management Response

Review of arrangements to address external
audit, inspection and regulation
recommendations and proposals for
improvement

Caerphilly County Borough Council

Audit year: 2015-16

Issued: August 2016

Document reference: 344A2016

Status of report

This document has been prepared as part of work performed in accordance with statutory functions.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000. The section 45 Code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales and the Wales Audit Office are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at info.officer@audit.wales.

The team who delivered the work comprised Avril Watkins, Sara-Jane Byrne and Non Jenkins under the direction of Alan Morris.

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Summary report

The Council's response to our recommendations and proposals for improvements is supporting improvement in its self-evaluation and scrutiny arrangements, but further work remains to fully address weaknesses in Internal Audit and Human Resources, some of which are longstanding

1. During October and November 2013, the Auditor General undertook a Special Inspection into the corporate governance arrangements at Caerphilly County Borough Council (the Council).
2. The Auditor General published his report on the Special Inspection in January 2014. He concluded that 'a combination of a number of weaknesses inevitably led to governance failings at the Council and whilst it was making encouraging progress in improving its governance arrangements, it was too early to conclude whether these improvements could be sustained'. He made eight formal recommendations.
3. During October 2014, we undertook a follow-up review to determine the Council's progress in addressing the eight recommendations made in the Special Inspection report. Specifically, we conducted reviews to:
 - Examine the Council's progress in addressing the recommendations made in the Special Inspection report and the recommendations made by the Appointed Auditor in his second Report in the Public Interest.
 - Assess the Council's progress since the Special Inspection in addressing the recommendations made by the Appointed Auditor in his first Report in the Public Interest.
 - Follow up the Council's progress since the Special Inspection in addressing the four proposals for improvement identified in our Human Resources (HR) and workforce planning thematic review undertaken in 2011.
 - Provide a baseline assessment of the Council's progress in developing its approach to self-evaluation. This was a review carried over from our 2013-14 Regulatory Programme of Work.
4. We published our follow-up report in January 2015. We concluded that 'the Council had made good progress in addressing most of the recommendations from the Special Inspection report and the Reports in the Public Interest. However, the Council still needs to take a lawful decision on the annual leave and essential car user allowances and to further improve other areas, particularly scrutiny.' We raised one recommendation and eight proposals for improvement.
5. The Council took a lawful decision on the annual leave and essential car user allowances in January 2015.

-
6. In our Special Inspection follow-up report in January 2015, we came to the following conclusions in relation to self-evaluation, HR and workforce planning, Internal Audit and Scrutiny:
- the Council has taken a measured approach to implementing self-evaluation but it has yet to agree the purpose of self-evaluation, and how it will be used to inform corporate, service and financial planning remains unclear;
 - the Council is not yet realising the benefits of the strategic aspects of human resources and workforce planning although significant progress has been made in developing human-resources-related policies to facilitate the implementation of the Council's medium-term financial plan;
 - the Council is beginning to address aspects of our recommendations to improve Internal Audit but it lacks a robust action plan to ensure it can keep track of progress; and
 - the effectiveness and impact of scrutiny are mixed and its role needs to be clarified.
7. In our 2015-16 Audit Plan, we identified that we would assess the Council's progress in implementing recommendations from our previous work. As part of this follow-up work, we stated we would seek assurance that the Council has appropriate corporate processes for responding to our reports, tracking implementation of our recommendations and reporting this to the appropriate committee. We did this by undertaking specific follow-up work to determine progress in addressing the recommendations made in areas for improvement arising from the Special Inspection report, the Follow-up of the Special Inspection and previous audit work relating to:
- Self-evaluation
 - HR and workforce planning
 - Internal audit
 - Scrutiny
8. This review sought to answer the following question: Are the Council's arrangements for addressing external audit, inspection and regulation recommendations and proposals for improvements supporting improvement?
9. Our review has concluded that the Council's response to our recommendations and proposals for improvements is supporting improvement in its self-evaluation and scrutiny arrangements, but further work remains to fully address weaknesses in Internal Audit and Human Resources, some of which are longstanding.
10. We came to this conclusion because we found that:
- the Council has arrangements in place to address external review recommendations and proposals for improvement but we have concerns that they have not been used effectively in driving the pace of improvement in some key priority areas;
 - the Council has strengthened its approach to self-evaluation although there is scope to ensure critical workforce issues are consistently identified and addressed through service plans;

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- the Council now has an agreed Human Resources strategy and workforce planning activities are taking place but as the Council develops its vision and considers the future shape of the organisation, it would benefit from identifying its workforce requirements more strategically to implement this vision;
 - whilst there are some signs that the Council is starting to improve the use of its Internal Audit service, progress has been slow until more recently and the Council would benefit from developing a wider assurance framework so that it can be assured that it is addressing its key risks; and
 - the Council is taking action to improve the effectiveness of scrutiny but the full impact of the changes will not be evident until later this year.

Proposals for improvement

P1 As the Council develops its vision and considers the future shape of the organisation, it should identify and plan for the workforce requirements to implement its vision.

P2 The Council should develop an assurance framework that sets out how it obtains assurance in relation to key risks from across the organisation.

P3 To address fully the recommendation made in our Special Inspection and the proposal for improvement made in our Special Inspection Follow-up relating to Internal Audit, the Council needs to:

- Demonstrate more clearly how the work planned as set out in the Internal Audit Plan is linked to the Council's key risks;
- Improve the quality of working papers;
- Provide summary reports to the Audit Committee highlighting the findings from the work of Internal Audit during the year;
- Ensure the Internal Audit outturn report fully reflects the work undertaken during the year and progress against the planned programme of work;
- Confirm the timetable for the peer review of its Internal Audit service and complete its self-assessment against the Public Sector Internal Audit Standards (PSIAS);
- Monitor the progress of undertaking the peer review of Internal Audit and consider how the outcome of the peer review will be used to strengthen Internal Audit.

P4 The Council should strengthen arrangements to enable Scrutiny to hold Cabinet to account more effectively and to take action to ensure its Cabinet Members are equipped and prepared to be held accountable for the roles they fulfil.

Detailed report

The Council has arrangements in place to address external review recommendations and proposals for improvement but we have concerns that these arrangements have not been used effectively in driving the pace of improvement in some key priority areas

11. The Council has an established process in place for addressing and monitoring external review recommendations and proposals for improvement. It has developed a flow chart showing how and where it will consider external review reports. The Corporate Management Team (CMT) upon receipt considers all external review reports. The CMT then determine the appropriate member audience for the report, which has included full Council, Cabinet, Scrutiny and Audit Committee in the past. A Council report/action plan usually accompanies external review reports. The Council's Audit Committee has responsibility for assuring that arrangements are in place to respond to external review recommendations and proposals for improvement effectively.
12. The Council's self-evaluation process also includes consideration of external review recommendations and proposals for improvement. The Council has recently established a Business Improvement Board to monitor the progress with key strategic projects. This will provide another mechanism for addressing and monitoring improvement.
13. The Audit Committee receives quarterly progress reports against our proposals for improvement and recommendations. The progress reports include areas for improvement identified by other external review bodies, such as the Care and Social Services Inspectorate Wales (CSSIW) and Estyn. Improvements identified by CSSIW and Estyn are also considered by the relevant scrutiny committees.
14. The Audit Committee considers whether the Council has taken sufficient action in order for it to close the proposals for improvement and recommendations at these meetings. Our observation of the Audit Committee meeting in December 2015 found that members did challenge the officers on their proposal to close a Wales Audit Office proposal for improvement relating to asset management planning and considered the views of officers and external audit. We have since met with officers to discuss asset management. This issue was also followed up by the Council's Audit Committee at its meeting in June 2016 and we are reassured that the Council is now in the process of addressing our proposal for improvement relating to asset management.
15. The Council has had a clear process for reporting and monitoring progress against the proposals for improvement made in our Special Inspection follow-up report published in January 2015. This built upon the process the Council used for reporting and monitoring the recommendations and proposals raised in our reports in the public interest and Special Inspection report. The Council's Improving Governance Programme Board (IGPB) continued to monitor progress against the Council's

-
- improving governance action plan, which the Council expanded to include actions to address the proposals for improvement made in the Special Inspection follow-up report. A programme manager supported the IGPB and there have been regular progress reports to CMT, Cabinet and Council.
16. The Council also developed specific improvement action plans to address the proposals for improvement made in our Special Inspection follow-up report relating to scrutiny and internal audit.
 17. Following Cabinet agreement in October 2015, the Council has now disbanded the IGPB as the Council has deemed that it has addressed the majority of improving governance recommendations and proposals for improvement. The final progress report to Cabinet in October 2015 showed that the Council considered that all bar two of the actions had been completed. The Council identified that the two outstanding actions, whistleblowing and HR strategy, were 'approaching completion'.
 18. Cabinet agreed that it would transfer responsibility for the outstanding actions to the Council's Corporate Governance Panel (CGP). The October report to Cabinet also states that, 'The Corporate Governance Panel will continue to monitor the corporate governance arrangements to ensure that all the actions implemented by the IGPB become embedded and business as usual.'
 19. The Council's CGP meets quarterly and has some of the same members as the IGPB thus providing an element of continuity. Progress against outstanding IGPB items is a regular agenda item of the CGP. Minutes of the meetings are very brief and provide little detail. The draft minutes of the meeting of 4 March 2016 showed that whistleblowing has been closed and the second action relating to the HR strategy will be closed following a report to the next available Performance and Resources Scrutiny committee. The minutes do not show if the CGP considered if actions implemented by the IGPB have become embedded as business as usual as requested by Cabinet in October 2015.
 20. Of the four areas we assessed during this review, we have found that whilst the Council has made good progress in addressing proposals for improvement in two of the four areas, notably to strengthen scrutiny and self-evaluation, we are of the view that the Council's assessment of progress was premature specifically in relation to Internal Audit. The Council's Corporate Governance Panel is continuing to monitor progress with HR and the Democratic Services Committee has been involved in monitoring progress with the Council's scrutiny improvement action plan. However, it is unclear how the Council will monitor progress against the Council's Internal Audit action plan and evaluate its impact. We set out our evaluation of the Council's progress in addressing our proposal for improvement relating to Internal Audit in paragraphs 41-54.
 21. Most people interviewed as part of this review felt that most of the Council's actions to improve its governance arrangements had now become business as usual. However, concerning Internal Audit and HR, the focus has been primarily on completing the process rather than evaluating the impact of actions, and the Council acknowledges that it has not sufficiently progressed our HR-related proposal for improvement. Conversely, it is evident that the Council has taken a mature approach

to strengthening its self-evaluation and scrutiny arrangements, refining actions and building in time to evaluate the impact of these actions. There has been senior officer and member commitment to the Council's improving governance programme with strong programme management support.

The Council has strengthened its approach to self-evaluation although there is scope to ensure critical workforce issues are consistently identified and addressed through service plans

22. In our Special Inspection follow-up report published in January 2015 we concluded that 'The Council has taken a measured approach to implementing self-evaluation but it has yet to agree the purpose of self-evaluation, and how it will be used to inform corporate, service and financial planning remain unclear.' In that report, we made a proposal for improvement that 'the Council needs to agree the purpose of self-evaluation and how this will be used to inform corporate, service and financial planning and to ensure that the process it adopts enables it to do this effectively.'
23. The Council has responded positively to this proposal for improvement. Services now undertake the self-evaluation and service planning processes together rather than separately, as was the case previously. Incorporating self-evaluation into service planning has helped to improve the clarity of the purpose of self-evaluation and strengthened service planning with greater consideration of benchmarking and customer feedback than previously. The Council is currently finishing its third cycle of self-evaluation and it has continued to refine the process each time. There is greater understanding of the benefits of self-evaluation and officers are more comfortable with the process now it is in its third year.
24. The Council has put in place a process for challenging the robustness of the self-evaluations. A panel, which includes the Interim Chief Executive, the Head of Performance and Cabinet Member for Performance, challenges each service area on its self-evaluation. Another director challenges services falling within the Interim Chief Executive's remit. It was evident that the challenge process has been beneficial facilitating learning and encouraging consistency. The Interim Chief Executive has communicated the key themes emerging from the challenge sessions to the Senior Managers' forum.
25. Our review of a small sample of the Council's self-evaluations found that they were now more evaluative than in the past. As the Council's challenge process has already identified, there is scope to strengthen the evaluations further through better analysis of performance and customer data, and to consider value for money.
26. The self-evaluation template includes a section on workforce planning and our review of a sample of completed self-evaluations found that services were completing this section in detail. Actions to address workforce issues were also identified in the self-evaluations. However, the Council's service plans do not consistently draw out any workforce issues identified through the self-evaluation process. There are some

examples where this does happen and we were made aware of examples of some services that have workforce issues and are working with HR to address these issues. We also understand that the Interim Head of Human Resources has previously requested copies of all self-evaluations in order to assess workforce issues.

27. The Council's self-evaluation and service planning guidance recommends that services identify issues within their service plans where these are critical to the delivery of the service. However, the Council's service plan template does not have a specific workforce section to ensure services consistently reflect their workforce issues. The Council needs to assure itself that workforce issues are drawn from the self-evaluation and articulated in the service plans where necessary, particularly as it monitors the progress against the service plans. This would help strengthen accountability that action is being taken to address workforce issues consistently across the Council.
28. The Council's senior officer and Cabinet Member commitment to self-evaluation has served to strengthen the process and Heads of Service interviewed as part of this review were positive about the benefits of self-evaluation. It is positive that Cabinet members have been engaged in the self-evaluation process but there has been no involvement of scrutiny to date. As the Council continues to improve its self-evaluation and service planning process, greater engagement of scrutiny would help to strengthen the process further.

The Council now has an agreed Human Resources strategy and workforce planning activities are taking place but as the Council develops its vision and considers the future shape of the organisation, it would benefit from identifying its workforce requirements more strategically to implement this vision

29. We originally raised the need for the Council to improve its strategic HR and workforce planning in the summer of 2012 following a review of the Council's HR arrangements. In our Special Inspection report published in January 2014, we concluded that 'the Council has been slow to implement actions to improve the HR function and to develop its workforce planning arrangements'. We subsequently made the related statutory recommendation that the Council 'ensures that the actions identified to improve the HR function and workforce planning are implemented'.
30. Our Follow-up of the Special Inspection report of January 2015 concluded that the Council 'is not yet realising the benefits of the strategic aspects of human resources and workforce planning although significant progress has been made in developing human-resources-related policies to facilitate the implementation of the Council's medium-term financial plan'. We made a proposal for improvement in our Follow-up of the Special Inspection report that the Council 'should prioritise the development of an

HR strategy and workforce plan. These should form key elements of the Council's strategic planning framework.'

31. At the time of our fieldwork, the Council had a draft one year 2016-17 Human Resources Strategy. We were concerned about the ambitious timescales within the draft strategy but it is positive to report that since our fieldwork, the Council has updated the strategy to cover a longer timeframe. The Council's 2016-2020 Human Resources Strategy (HR strategy) was considered by the Policy and Resources Scrutiny Committee on 12 July and agreed by Cabinet on 27 July 2016.
32. The HR strategy makes reference to the Well-Being of Future Generations (Wales) Act and underlines the need to have a workforce with the right skills and support in order to achieve the cultural change envisaged by the Act. The HR strategy sets out the role of Human Resources service to help deliver the Council's corporate priorities. The Council has sensibly proposed that the HR strategy be reviewed in 12 months given the ongoing challenges facing the Council and the impact these may have on the HR strategy.
33. The HR strategy contains over 40 improvement actions under the following themes: right people, right skills, right place, right time and employee engagement. Improvement actions have supporting key performance indicators. The HR strategy links to the Council's Corporate Plan 2013-2017, its Medium Term Financial Plan, and the Single Integrated Plan 2013-2017. The Council has not yet developed the HR strategy further into a comprehensive action plan, with named lead officer responsibilities, expected outcomes and individual deadlines. The HR strategy states that the Council will complete all actions by the end of the financial year 2020.
34. The Council has identified the governance mechanisms to monitor progress with delivering the HR strategy. It is the intention that the Corporate Management Team (CMT), Policy and Resources Scrutiny Committee and the HR strategy group will monitor the HR strategy.
35. A separate workforce template exists for services to populate key data regarding their service's workforce and the Council's HR function provides a data set for managers that contains, for example, staff headcount, full-time equivalents, age profile and pay grades. This data is provided via the Council's HR database, iTrent, and the Council deems this as adequate in meeting the Council's current needs for workforce planning activities and information provision. The Council undertook two workforce planning pilots in 2014, but an evaluation of the pilots found that they had been of limited value. It is not clear how the Council learned from this experience to make improvements.
36. The Council's Corporate Management Team (CMT) regularly monitors some key workforce data, such as sickness absence rates and vacancy management and reviews the redeployment pool weekly. One of the improvement actions set out in the draft HR strategy is for HR to report to Corporate Management Team on the outcome and learning of the workforce planning. The Council needs to ensure that this takes place and it uses this information to plan the future use of its workforce effectively.
37. Many councils have developed corporate workforce plans to help them set out their future workforce requirements to deliver their vision and priorities. The Council's senior management and the Cabinet Member with portfolio responsibility for HR told us that

the overall view is that the Council has not required a corporate workforce plan to date and that such a plan would not be helpful given the diversity of services and occupations within the Council. It is evident that the Council's Heads of Service are comfortable with the existing processes in place, through the self-evaluation process, to raise workforce issues. There is evidence that some services across the Council are working with HR to address specific workforce issues, such as succession planning. The Council has also undertaken action to address specific key workforce issues, such as fast-track recruitment to help meet the Welsh Housing Quality Standard.

- 38.** Unlike many Welsh councils, the Council is not yet in a place where it has had to significantly review the way it delivers its services. It still delivers all of its services in-house and has a relatively stable workforce. It has operated a successful redeployment scheme and the numbers of compulsory redundancies have been low compared to other Welsh councils. The Council's HR strategy does recognise that this position may not be sustainable as the period of austerity continues.
- 39.** The Corporate Management Team has started to consider the future shape of the organisation and the vision for the Council. This work is still very much in the early phase of development and the Corporate Management Team plans to engage with members in the Autumn 2016 to develop this vision. The Council has found that its approach to workforce planning has been effective to date but, as the Council develops its vision, it should also review and identify its workforce requirements to help deliver this vision.
- 40.** Whilst we acknowledge that corporate workforce planning is generally not well-developed amongst Welsh councils, we are currently working with the Welsh Heads of HR forum to look at workforce planning. We strongly encourage the Council to participate fully in this work and to explore and learn from other councils and organisations, which have good HR strategies and workforce plans.

Whilst there are some signs that the Council is starting to improve the use of its Internal Audit service, progress has been slow until more recently and the Council would benefit from developing a wider assurance framework so that it can be assured that it is addressing its key risks

41. In our Special Inspection follow-up report published in January 2015 we concluded that 'the Council is beginning to address aspects of our recommendations to improve Internal Audit but it lacks a robust action plan to ensure it can keep track of progress.' We made a proposal for improvement that 'the Council should develop a robust action plan for improving Internal Audit. This should take account of the outcome of the self-assessment against the Public Internal Audit Standards. Reporting and monitoring mechanisms need to be agreed to maintain momentum.'
42. The Council's IGPB monitored progress against the Internal Audit related proposal for improvement made in our Special Inspection follow-up report. The Council's Audit Committee also considered the internal audit action plan in March 2015 and a follow-up report by Internal Audit outlining progress was on the Audit Committee's agenda for information in June 2015, but members did not call it forward for discussion.
43. Since our Special Inspection follow-up, the Council has developed an action plan to improve internal audit. However, the Council has not yet completed a self-assessment against the Public Sector Internal Audit Standards (PSIAS) to inform the action plan as we suggested in our proposal for improvement.
44. The Council advised us in the autumn of 2015 that it would undertake the self-assessment in 2015. The action plan states that the Council will undertake the self-assessment in September/October 2015 and this is marked as 'in progress', but as of March 2016, the self-assessment had not been completed. We understand the Council is in discussion with neighbouring councils to undertake a peer review against the PSIAS, but at the time of our fieldwork there were no plans or details in place to do this. It was also not clear how the Council would monitor the progress against the internal audit action plan following the disbandment of the IGPB and as the Council had considered the internal audit action plan to be 'completed', the Corporate Governance Panel was not picking it up and there was potential that there will be insufficient oversight of progress.
45. Since our fieldwork, the Council has informed us that the peer review process is progressing. This process is being led by Newport City Council on behalf of the Welsh Chief Auditors. The timescales for completion of the peer review process are not yet clear but the Council's Corporate Management Team has informed us that progress will be monitored by the Corporate Governance Panel. The Corporate Governance Panel will also consider the outcome of the peer review and determine what actions need to be taken as a result. The Council has also informed us that actions to strengthen Internal Audit have been built into its service plan and within appropriate

individuals' performance objectives. Progress will be monitored through the Council's performance management framework.

- 46.** The PSIAS outline that the mission of Internal Audit is 'to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight'. The PSIAS also define internal auditing as 'an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.' For an Internal Audit function to be considered effective, the following 10 core principles set out in the PSIAS should be present and operating effectively:
- Demonstrates integrity
 - Demonstrates competence and due professional care
 - Is objective and free from undue influence (independent)
 - Aligns with the strategies, objectives, and risks of the organisation
 - Is appropriately positioned and adequately resourced
 - Demonstrates quality and continuous improvement
 - Communicates effectively
 - Provides risk-based assurance
 - Is insightful, proactive, and future-focused
 - Promotes organisational improvement
- 47.** Our review has found that, contrary to the Council's own assessment of progress, the Council needs to undertake further work to address fully our statutory recommendation from the Special Inspection and our proposal for improvement made in our Special Inspection follow-up relating to Internal Audit and to ensure that the service operates in accordance with all of the core principles set out above. Whilst the Council has agreed that change would take place over a period of two to three years, we believe the pace of change to date has been slow and the extent of change has been limited.
- 48.** The consensus, consistent across all of our interviewees, is that Internal Audit is slowly moving away from a purely operational and financial model to one with a greater focus on more strategic issues and risks. Internal Audit has undertaken reviews relating to the Welsh Housing Quality Standard, waste management and residential care.
- 49.** However, the 2014-15 outturn Internal Audit report did not identify any key areas of work that were immediately relevant to the Council's key risks or priorities. The 2015-16 Audit Plan included some examples of activity in high-risk areas, such as the Welsh Housing Quality Standard (WHQS) and an audit of waste data. The 2016-17 Internal Audit Plan remains high level and there is a lack of detailed analysis around the rationale for undertaking specific reviews, such as previous assurance levels, assessment of risk and timetabling of activity. The majority of planned work relates to systems reviews and establishment audits, but the plan does not set out how these reviews align with the Council's risks and priorities.

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50. The Council's Internal Audit Plan would benefit from being clearer in what work is planned and the findings from this work. There are no regular progress or summary reports to the Audit Committee summarising the findings from the work of Internal Audit during the year. Internal Audit, therefore, lacks visibility and transparency of its work and this hinders the Audit Committee's ability to perform its role effectively. Internal Audit needs to be valued and sufficiently supported to be a key independent resource and challenge mechanism to ensure good governance across the Council.
 51. Scope remains to improve the quality of working papers and Internal Audit reports. Reports do not always include the scopes of the reviews or opinions on the overall findings. At the time of our fieldwork, Internal Audit had also not prioritised the recommendations. We understand that since our fieldwork, the Council has updated its working papers and reports including the ranking of audit findings to help services prioritise areas for improvement.
 52. The Audit Committee does not routinely consider the overall findings of the work of Internal Audit. We believe it is good practice for the Audit Committee to be provided with a high level, summary report of findings from work undertaken. This does not need to be detailed but should provide the Audit Committee with the key findings so it can be reassured that risks and control weaknesses are being identified and addressed. This often happens quarterly at other public sector bodies.
 53. The Council broadly recognises that it needs to strengthen the capability of the Internal Audit team yet it has taken no action to address this. The team does not include any IT auditors and relies upon the IT general controls work performed by external audit, but there are potential gaps around data management and business continuity as a result. The Council does not use any specialists to undertake reviews to strengthen the capacity and skill mix of the team. The team consists of 8.2 full-time equivalents and half of the team have a professional audit qualification, which requires them to maintain continuing professional development (CPD) in accordance with their professional bodies. We understand that the team received vocational training via the South Wales Chief Auditors training initiative but we would expect the team to hold appropriate qualifications or to be working towards them.
 54. We understand that the Council gets assurance from other teams within the Council including finance, performance management, and programme management but this is not articulated anywhere. The Council would benefit from developing an assurance framework that shows how it obtains assurance in relation to key risks from across the organisation. This is an approach used widely in the NHS.

The Council is taking action to improve the effectiveness of scrutiny but the full impact of the changes will not be evident until later this year

55. In our Special Inspection follow-up report published in January 2015, we concluded that ‘the effectiveness and impact of scrutiny are mixed and its role needs to be clarified’. In this report, we made a proposal for improvement that ‘The Council should review the role and effectiveness of its scrutiny committees. There needs to be better prioritisation of agenda items and alternative mechanisms explored for information-only items to enable Scrutiny to focus on those areas where it may have the greatest impact.’
56. The Council has responded positively to this proposal for improvement to strengthen scrutiny. The Council established a project group involving the Cabinet Member for Governance, the Chairs of the Scrutiny Leadership Group and Democratic Services Committee, the Interim Monitoring Officer and Interim Head of Democratic Services to oversee the scrutiny improvement programme. In addition, the Council engaged members and officers in a series of workshops to consider how it could best improve scrutiny.
57. Through this process, the Council has identified a range of improvements, which include: reducing the number of agenda items to four, facilitated by a prioritisation matrix; a review of work programmes at each meeting; calling on expert witnesses more frequently; and the development of a public engagement strategy. The Council agreed the improvements in October 2015 and the Interim Head of Democratic Services in conjunction with the project group has developed a scrutiny improvement action plan.
58. The Council opted to adopt a phased approach to implementing the changes identified in its scrutiny improvement plan, recognising the need to ensure that there is clear ownership and support throughout the process. The changes were implemented by the end of May 2016. Our review found that there was good ownership of the changes, with broad support from scrutiny chairs.
59. The Council’s action plan sensibly includes an action to evaluate progress through peer observations in October 2016. It also allows time for member development in preparation for the changes. The Council’s scrutiny chairs stated that they had received a good level of support and training. They were particularly positive about the support they receive from the Scrutiny Officer, whom the Council has recently appointed as the Interim Head of Democratic Services. The Interim Head is clearly very committed to working with members to improve scrutiny but members recognised she has limited capacity.
60. In our Special Inspection follow-up report published in January 2015, we suggested that the Council consider the use of task and finish groups so that it could undertake more in-depth reviews. It is positive to report that the Council has done this, for example, on topics such as hospital discharge and community centres. However, members and officers agreed that the impact and effectiveness of the task and finish

groups have been mixed. Our observation of a meeting of the hospital task and finish group found there was a good level of knowledge and questioning by members but the meeting could have been more outcome-focused.

61. Our review has found that the Council's progress is in line with the broad timescales set out in the scrutiny improvement action plan. The Council has taken steps to reduce the remit of the Regeneration Scrutiny Committee. There have been some good examples of bringing in external people/bodies to attend scrutiny committees. For example, there is now a programme of head teacher attendance at the Education for Life scrutiny committee.
62. Pre-meetings are now taking place with involvement of the Council's solicitors to help members shape potential questions. Scrutiny chairs had mixed views about the introduction of pre-meetings. Whilst there was general agreement that the involvement of solicitors in the pre-meetings was helping to improve members' quality of questioning, some scrutiny chairs were concerned about the additional time required for pre-meetings and the impact on spontaneity and follow-up questions. It is positive that the scrutiny improvement plan includes a role for the Scrutiny Leadership Group to share good practice for pre-meetings, including peer observations.
63. The Council has developed a series of guidance and protocol documents for improving its scrutiny function including enabling scrutiny to focus its activity on key risks and issues. These include a protocol for aligning scrutiny forward work programmes to the Cabinet work programme as well as limiting the number of agenda items to four per meeting. Officers have developed a prioritisation matrix to help do this. 'For information' items are now available on the members' portal in order to free up time on agendas to focus on key issues. Together these actions will help to address our concerns about the length of meeting agendas.
64. There has been training on report writing for officers but scrutiny chairs feel this remains an area for improvement citing that many reports are repetitive and too long. They also felt officer presentation of reports is mixed with some officers just reading out the reports rather than drawing out the salient points. The scrutiny improvement action plan includes a role for the Scrutiny Leadership Group to review and monitor the quality of reports six months after the implementation of the new scrutiny arrangements.
65. The scrutiny improvement action plan includes an action to re-establish dedicated performance management meetings. These meetings are part of the normal cycle of scrutiny meetings and are not additional 'special' meetings but are held only once a year rather than bi-annually, as was the case previously. Scrutiny chairs felt this is a retrograde step and they would rather performance be integrated in all their work.
66. We understand that scrutiny chairs have requested more comparative information to be included within reports but currently, reporting of performance information is patchy. The Council has informed us that members are fully involved in agreeing which meeting during the year will be dedicated to performance. A series of workshops was held for each scrutiny committee during March 2016 to discuss the annual work programmes and agree what each committee's priorities should be. We will assess the

Council's approach to performance management in more detail as part of our 2016-17 work.

- 67.** The relationship between Cabinet and Scrutiny is also key to ensuring scrutiny is effective. However, scrutiny chairs were generally dissatisfied with the Cabinet Member briefings provided at the start of scrutiny meetings. Our observations of scrutiny meetings support this view as we found that the quality of presentations continues to be variable and that they do not focus sufficiently on key issues and risks. The Council has developed a protocol outlining the expectations of Cabinet Members at scrutiny, which includes that Cabinet Members' statements will be circulated in advance of the scrutiny meeting to enable Scrutiny to develop appropriate questions. The Cabinet Members' statements will also be placed on the members' portal.
- 68.** Currently, opportunities for scrutiny to hold Cabinet Members to account are limited. We found that the Council has placed considerable focus over the past 18 months on putting arrangements in place to improve its scrutiny, including the provision of training and support to Scrutiny Members. Since our fieldwork, we understand that in July 2016 the Council has provided training for Cabinet Members on responding to questions at scrutiny committees and that Cabinet Members are now accompanying directors when directors are presenting performance reports to scrutiny. This is a positive step forward towards achieving better accountability.
- 69.** Cabinet Members play a key role in the Council's business and the Council is starting to take steps to facilitate increased Cabinet Member accountability. However, more could be done to ensure Cabinet Members are fully prepared to respond to improving scrutiny arrangements and to be held more robustly to account for their roles and responsibilities. At some other councils, it is not uncommon for Cabinet Members to present reports to committees and to respond to questions about the content of the reports and on matters within their portfolios. This is not yet routinely the case at Caerphilly Council.

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Management response

APPENDIX 2

Report title: Review of arrangements to address external audit, inspection and regulation recommendations and proposals for improvement

Issued: August 2016

Ref	Proposal for Improvement	Intended outcome/ benefit	High priority (✓)	Accepted	Management response	Completion date	Responsible officer
P1	As the Council develops its vision and considers the future shape of the organisation, it should identify and plan for the workforce requirements to implement its vision.	The Council has a clear assessment and understanding of its future workforce needs to deliver its priorities.		Yes	The Council's workforce requirements are based on operational need. The Council will review these requirements if / when any fundamental changes to service delivery are agreed.	October 2017	Lynne Donovan
P2	The Council should develop an assurance framework that sets out how it obtains assurance in relation to key risks from across the organisation.	The Council has a system and framework in place which articulates how it will gain assurance about the effectiveness of controls to mitigate its key risks.	✓	Yes	A report is currently being drafted which will set out all elements of the assurance framework. This report will be presented to the Corporate Management Team in late November and the Audit Committee on the 14 th December 2016.	14 th December 2016	Steve Harris

Ref	Proposal for Improvement	Intended outcome/ benefit	High priority (✓)	Accepted	Management response	Completion date	Responsible officer
P3	<p>To address fully the recommendation made in our Special Inspection and the proposal for improvement made in our Special Inspection Follow-up relating to Internal Audit, the Council needs to:</p> <ul style="list-style-type: none"> • Demonstrate more clearly how the work planned as set out in the Internal Audit Plan is linked to the Council's key risks; 	<p>The Council has a strong, high quality Internal Audit service, which is focused on the Council's key risks and priorities and enables Audit Committee to be assured of the controls to manage the risks.</p>		Yes	<p>As part of the preparatory work on formulating the annual Internal Audit Plan Directorate Risk Registers will be reviewed. A Panel will be established to undertake this review and will be chaired by the Interim Head of Corporate Finance.</p>	April 2017	Steve Harris
	<ul style="list-style-type: none"> • Improve the quality of working papers; 			Yes	<p>Current processes will be reviewed by Dec 2016 and the Interim Head of Corporate Finance will periodically undertake a sample check. This will be reported to the Audit Committee in the Internal Audit Outturn reports.</p>	Dec 2016	Steve Harris

Ref	Proposal for Improvement	Intended outcome/ benefit	High priority (✓)	Accepted	Management response	Completion date	Responsible officer
	<ul style="list-style-type: none"> • Provide summary reports to the Audit Committee highlighting the findings from the work of Internal Audit during the year; 			Yes	In addition to the annual outturn report a mid-year progress report will also be presented to the Audit Committee in future. Both reports will include a summary of themes and issues arising from the audit work undertaken.	March 2017	Steve Harris
	<ul style="list-style-type: none"> • Ensure the Internal Audit outturn report fully reflects the work undertaken during the year and progress against the planned programme of work; 			Yes	The 2015/16 outturn report presented to the Audit Committee on the 14 th September 2016 included more detail on the range of work undertaken by Internal Audit during the year. Future reports will be enhanced to include details of themes and issues arising.	September 2017	Steve Harris
	<ul style="list-style-type: none"> • Confirm the timetable for the peer review of its Internal Audit service and complete its self-assessment against the Public Sector Internal Audit Standards (PSIAS); 			Yes	The self-assessment is underway and the outcome will be presented to the Audit Committee at its meeting on the 14 th December 2016.	December 2016	Steve Harris

Ref	Proposal for Improvement	Intended outcome/ benefit	High priority (✓)	Accepted	Management response	Completion date	Responsible officer
	<ul style="list-style-type: none"> Monitor the progress of undertaking the peer review of Internal Audit and consider how the outcome of the peer review will be used to strengthen Internal Audit. 			Yes	<p>This report will also include an update on the peer review process being followed for the Public Sector Internal Audit Standards (PSIAS). Monmouthshire County Council will be undertaking the peer review of Caerphilly's Internal Audit Service during March 2017.</p> <p>A report will be presented to the Audit Committee at the end of the peer review process outlining the key findings and proposals for improvement.</p>	June 2017	Steve Harris
P4	The Council should strengthen arrangements to enable Scrutiny to hold Cabinet to account more effectively and to take action to ensure its Cabinet Members are equipped and prepared to be held accountable for the roles they fulfil.	Cabinet Members are held to account for the roles they perform and have the necessary skills and support to do so.		Yes	The Council's new approach to its scrutiny arrangements as approved by Full Council in October 2015 requires cabinet members to provide a regular formal statement to the appropriate Scrutiny Committee, which will be published in advance of the scrutiny meeting.	These arrangements commenced after the summer recess and are now in place.	Gail Williams

Ref	Proposal for Improvement	Intended outcome/ benefit	High priority (✓)	Accepted	Management response	Completion date	Responsible officer
					<p>This will provide an opportunity for Scrutiny members to question Cabinet members on their portfolios. It is intended that the Statements will be focussed on key strategic issues many of which will be contained in the published Forward Work Programme.</p> <p>In addition the annual performance scrutiny meetings will give scrutiny members an opportunity to raise questions about the performance of their portfolio area (s). Finally in order to ensure accountability for their portfolios, cabinet members are required to participate in PDR's and One to One meetings with the Leader of Council.</p>	<p>The final stage of the review of the new Scrutiny arrangements includes a Self Evaluation of the scrutiny changes which will commence in the Autumn 2016 with outcomes reported to members early in the new year 2017.</p>	



CABINET – 19TH OCTOBER 2016

SUBJECT: CAPITAL OUTTURN 2015/16

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

- 1.1 The attached report provided information relating to the capital outturn for the 2015/16 financial year and presented details of proposals to fund overspends on specific schemes. The report was considered by the Policy and Resources Scrutiny Committee on 4th October 2016, prior to its presentation to Cabinet for approval.
- 1.2 Members were advised that the approved Capital Programme for the 2015/16 financial year totalled £49.15m, consisting of £12.86m for the General Fund and £36.29m for the Housing Revenue Account (HRA). During the year specific grants, slippage and contributions were received for various service areas taking the total available capital resources for 2015/16 to £91.11m. A summary of the 2015/16 outturn against each service area was included in the report. The 2015/16 Housing Revenue Account underspend of £7.4m will be carried forward into the 2016/17 financial year to support the ongoing programme of works to meet the Welsh Housing Quality Standard (WHQS). The General Fund variance of £22.69m can be split into £14.7m for schemes that are ongoing or have been delayed in 2015/16 (slippage), underspends on ring-fenced budgets totalling £7.6m, additional underspends totalling £868k that have now been released into capital balances and overspends against capital schemes to the value of £478k. Further information on each of these areas was contained in the report appendices.
- 1.3 Members were asked to note details of the overspends as at the 31st March 2016 relating to Bargoed Regeneration (£197k), Newbridge Regeneration (£75k) and the refurbishment of Hafod Deg (£67k). It was explained that these overspends remain unfunded due to expenditure which was ineligible for recovery from funding sources, and therefore the report sought the Scrutiny Committee's support for a proposal to meet this £339k overspend via a number of sources from related service areas (as outlined in paragraph 4.12 of the report).
- 1.4 Members were also asked to note details of additional liabilities in 2016/17 for Bargoed and Newbridge regeneration schemes totalling £85k and the Scrutiny Committee were asked to support a proposal to fund these costs from a Revenue Contribution to Capital Outlay (RCCO) (as outlined in paragraph 4.13 of the report).
- 1.5 During the course of the ensuing debate at the Scrutiny Committee, Members were provided with an explanation of the circumstances which resulted in an overspend being incurred during Phase 4 of the Bargoed Regeneration Programme. Officers provided further detail on the issues which arose during the design, procurement, and implementation of projects, which delayed overall progress and resulted in expenditure being incurred after the Wales European Funding Office (WEFO) deadline, which was ineligible for recovery via the European Regional Development Fund (ERDF) grant. Officers also outlined the resulting considerations that would be given to similarly funded programmes if they were to arise in the future. Members noted that over £20m of investment had been secured and successfully utilised for physical improvements within Bargoed and Newbridge town centres.

- 1.6 Clarification was sought on a number of items listed against slippage, ring-fenced budgets, underspends and overspends, and Offices responded accordingly to these queries. Reference was made to the level of slippage and Officers explained that the funding being carried forward for these schemes will be fully utilised in due course. Discussion also took place regarding the use of capital funding to encourage the lease of shop units in Bargoed and Officers provided further information regarding the number of vacant units and the associated expenditure.
- 1.7 Following consideration of the report, and in noting the 2015/16 capital outturn position, the Policy and Resources Scrutiny Committee unanimously recommended to Cabinet that for the reasons contained therein:-
- (i) the 2015/16 capital outturn position be noted;
 - (ii) the overspends in relation to the Bargoed and Newbridge regeneration schemes and Hafod Deg be funded from the sources detailed in paragraphs 4.12 and 4.13 of the Officer's report.
- 1.8 Members are asked to consider the recommendations.

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Appendices:

Appendix 1 Report to Policy and Resources Scrutiny Committee on 4th October 2016 – Agenda Item 10



**POLICY AND RESOURCES SCRUTINY COMMITTEE –
4TH OCTOBER 2016**

SUBJECT: CAPITAL OUTTURN 2015/16

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To provide information to Members relating to the capital outturn for the 2015/16 financial year.
- 1.2 To present details of proposals to fund overspends on specific schemes prior to consideration by Cabinet.

2. SUMMARY

- 2.1 The report provides details of actual capital expenditure for the 2015/16 financial year and slippage that has been requested to be carried forward into 2016/17.

3. LINKS TO STRATEGY

- 3.1 The contents of this report are in accordance with the Budget Strategy agreed by Council at its meeting on the 25th February 2015.

4. THE REPORT

- 4.1 The approved Capital Programme for the 2015/16 financial year totalled £49.15m, consisting of £12.86m for the General Fund and £36.29m for the Housing Revenue Account (HRA). During the year specific grants, slippage and contributions were received for various service areas taking the total available capital resources for 2015/16 to £91.11m. This is summarised in the table below: -

	General Fund £000s	HRA £000s	Total £000s
Approved 2015/16 Budget	12,861	36,290	49,151
Slippage Brought Forward from 2014/15	23,397	0	23,397
In Year Grants, Contributions	13,153	0	13,153
S106 Funding	2,483	0	2,483
Revenue Contribution to Capital Outlay (RCCO)	2,058	0	2,058
Other Funding	864	0	864
Total:	54,816	36,290	91,106

4.2 The following table provides a summary of the 2015/16 outturn against each service area: -

Capital Programme	Revised Estimated Target Spend £000s	Outturn Capital Spend £000s	Variance £000s
Education	23,639	14,861	8,778
Lifelong Learning	126	-	126
Social Services	852	649	203
Private Housing	4,232	2,467	1,765
Urban Renewal & Countryside	4,495	3,658	837
Engineers	10,448	6,674	3,774
Land Reclamation	1,901	-	1,901
Property Services	2,194	1,145	1,049
Community & Leisure Services	3,342	935	2,407
Public Protection	884	824	60
Economic Dev & Regeneration	558	537	21
Corporate Services	692	375	317
Corporate Finance Balances	1,453	-	1,453
General Fund Total: -	54,816	32,125	22,691
HRA Total: -	36,290	28,861	7,429
Total Capital Programme: -	91,106	60,986	30,120

4.3 The 2015/16 Housing Revenue Account (HRA) underspend of £7.4m will be carried forward into the 2016/17 financial year to support the ongoing programme of works to meet the Welsh Housing Quality Standard (WHQS).

4.4 The General Fund variance of £22.69m can be split between schemes that are ongoing or have been delayed in 2015/16 (slippage), ring-fenced budgets, schemes that were underspent as at 31 March 2016 and schemes that have resulted in overspends.

4.5 **Slippage:** Schemes to the value of £14.7m have been slipped into 2016/17 as a result of an ongoing program of works and delays in contractual arrangements. Appendix 1 sets out the schemes where slippage has occurred.

4.6 **Ring-fenced budgets:** As at 31 March 2016, a number of ring-fenced budgets remained unspent to the value of £7.6m. These budgets relate to specific grants, contributions and Section 106 monies or earmarked revenue funding transferred to a capital reserves. Appendix 2 provides a breakdown of the £7.6m.

4.7 **Underspends:** As at 31 March 2016, underspends totalling £868k were released into capital balances following agreement with budget holders. Details are provided in Appendix 3.

4.8 **Overspends:** As at 31 March 2016 a number of service areas were reporting overspends against capital schemes to the value of £478k. Appendix 4 details the schemes and the proposed funding correction required as agreed with budget holders. The overspends in relation to Bargoed Regeneration (£197k), Newbridge Regeneration (£75k) and Hafod Deg (£67k) remain unfunded as at 31 March 2016.

4.9 Bargoed Regeneration Overspend

4.9.1 From 2009 to 2015, the Council led the delivery of major European funded regeneration programmes for Newbridge and Bargoed Town Centre. Over £20m worth of investment was secured towards physical improvements in both of the town centres. However, both programmes experienced issues which have led to the Council being financially exposed.

- 4.9.2 With respect to Bargoed, a number of circumstances arose during the design, procurement and implementation of projects delivered as part of the phase 4 Bargoed Regeneration Programme. These unforeseen circumstances delayed overall progress and resulted in expenditure being incurred after the Wales European Funding Office (WEFO) deadline of 30th June 2015. This expenditure is ineligible for recovery via the European Regional Development Fund (ERDF) grant and the Council is wholly liable for it.
- 4.9.3 As at 31 March 2016, the overspend relating to Bargoed amounted to £197k. It is anticipated that a further £54k of costs will fall also due in 2016/17.
- 4.10 Newbridge Regeneration Overspend**
- 4.10.1 In December 2013, the Council secured additional ERDF grant funding to undertake a final phase of regeneration projects in Newbridge. Both the Stage 3 Public Realm Town Centre Enhancement and Riverside Walk projects achieved substantial practical completion prior to the WEFO deadline of 30th June 2015. However, residual engineering and landscape architect fees continue to be incurred post completion. Additional remedial costs in relation to the Riverside Walk and Public Realm works have also been incurred and have been exacerbated by a number of latent defects being exposed with the Riverside Walk project which cannot be addressed by the main contractor as they have gone into administration.
- 4.10.2 Post June 2015 expenditure also includes a final grant payment to the project's Joint Sponsor in relation to the Memo restoration works and payment of a grant recovery invoice from WEFO following a European Funding Audit Team (EFAT) audit which identified ineligible project expenditure.
- 4.10.3 As at 31 March 2016, the Newbridge overspend was £75k. This expenditure is ineligible for recovery via ERDF grant and the Council is wholly liable for it. It is anticipated that a further £31k of costs will also fall due in 2016/17.
- 4.11 Hafod Deg Overspend**
- 4.11.1 In June 2014 an outline business case was submitted to Welsh Government (WG) to seek £1m funding for Rhymney from the Welsh Government Vibrant and Viable Places (VVP) – Tackling Poverty Fund. WG had awarded the Authority a grant allocation of £200,000 for the refurbishment of Hafod Deg.
- 4.11.2 Due to delays in both WG approvals in scope of works and the need to undertake unforeseen additional works, the works programme fell behind schedule resulting in a drawdown of only £152,413 to fund capital expenditure in 2014/15 (amounting to £138k). £47,587 was therefore considered ineligible for recovery from WG's VVP programme forming the main component of the Council's exposure on the project.
- 4.11.3 A further £167k was expended in 2015/16. A WG virement part funded the 2015/16 expenditure, but as at 31 March 2016 the net overspend was £67k.
- 4.12 It is proposed that the unfunded expenditure as at 31 March 2016 for Bargoed, Newbridge and Hafod Deg totalling £339k should be met from the following sources: -
- Communities Directorate Revenue Reserves amounting to £247k.
 - 2015/16 underspend on the Urban Renewal Commercial Improvements Grant scheme amounting to £32k.
 - Underspends relating to completed capital schemes in the Economic Development and Regeneration service area totalling £17k.
 - £35k from a partial release of match funding previously set aside for the Heritage Lottery Fund (HLF) Llancaiach Fawr scheme. This match funding is no longer required due to additional grant approvals.
 - 2016/17 estimated underspend on the Urban Renewal Commercial Improvements Grant scheme amounting to £8k.

- 4.13 It is proposed that the additional 2016/17 liabilities of £54k in respect of Bargoed and £31k for Newbridge should be funded by a Revenue Contribution to Capital Outlay (RCCO) from the 2016/17 revenue budget for the Regeneration, Planning and Economic Development Division. The Division is currently projecting a revenue underspend of £125k.

5. EQUALITIES IMPLICATIONS

- 5.1 An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and/or low level or minor negative impact has been identified regarding this report; therefore a full EIA has not been carried out.

6. FINANCIAL IMPLICATIONS

- 6.1 As detailed throughout the report.

7. PERSONNEL IMPLICATIONS

- 7.1 There are no direct personnel implications arising from this report.

8. CONSULTATIONS

- 8.1 There are no consultation responses that have not been reflected in this report.

9. RECOMMENDATIONS

- 9.1 The Policy & Resources Scrutiny Committee is asked to: -

9.1.1 Note the 2015/16 capital outturn position.

9.1.2 Consider and support a recommendation to Cabinet to fund the overspends in relation to Bargoed and Newbridge regeneration schemes and Hafod Deg as detailed in paragraphs 4.12 and 4.13 of this report.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To ensure that Members are advised of the 2015/16 Capital Programme outturn.

11. STATUTORY POWER

- 11.1 Local Government Act 1972.

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D. Roberts - Principal Group Accountant

C. Harrhy - Corporate Director Communities

D. Whetter - Bargoed Regeneration Programme Manager
A. Dallimore - Team Leader- Urban Renewal & Conservation
Cllr B. Jones - Deputy Leader & Cabinet Member for Corporate Services

Background Papers:

Budget Monitoring Reports 2015/16

Capital Outturn Report 2014/15

Appendices:

Appendix 1 – 2015/16 Slippage

Appendix 2 – 2015/16 Ring-fenced Budgets

Appendix 3 – 2015/16 Underspends

Appendix 4 – 2015/16 Overspends

Appendix 1: 2015/16 Slippage

Service Area	Scheme	Outturn Position 31/03/2016 £000s	Comments
Education	General Schemes	176	Ongoing delivery of programme
Education	Asset Management	861	Ongoing delivery of programme
Education	21st Century Schools	7,755	Ongoing delivery of programme
Social services	Various Schemes	203	Ongoing delivery of programme
Private Housing	Minor Works	100	Ongoing delivery of programme
Countryside	Environmental Schemes	30	Ongoing delivery of programme
Engineers	Infrastructure Retaining Walls	304	Delay in works
Engineers	Major Highway Reconstruction	197	Ongoing delivery of programme
Engineers	Bridge Strengthening	249	Delay due to planning issues
Engineers	Monmouth & Brecon Canal.	207	Delays due to planning issues
Engineers	Various Schemes	185	Ongoing delivery of programme
Land Reclamation	Former Land Reclamation Sites	1,907	Delay in settlement
Property Services	Corporate Asset Management	207	Ongoing delivery of programme
Property Services	Risca Flood Alleviation	900	Ongoing delivery of programme
Property	Various Schemes	44	Ongoing delivery of programme
Community & Leisure Services	Cemeteries	1,261	Ongoing delivery of programme
Public Protection	Coed Top Closed Landfill Site	2	To fund retention relating to 15/16 works
Economic Development & Regeneration	Llancaiach Fawr Extension	3	To fund retention relating to 15/16 works
Corporate Services	IT Hardware & Software	56	Ongoing delivery of programme
Corporate Services	One Stop Shop Development	56	To fund additional works
Total Slippage 2015/16: -		14,703	

Appendix 2: 2015/16 Ring-fenced Budgets

Service Area	Scheme	Outturn Position 31/03/2016 £000s	Comments
Urban Renewal	Risca s106	2	S106 carried forward
Engineers	Various s106 Schemes	1,813	S106 carried forward
CLS	Playgrounds Reinstated S106	374	S106 carried forward
Lifelong Learning	Fochriw Youth Centre	126	At its meeting on the 21 st September 2016, Cabinet resolved that £126k be used to develop the youth service facilities at Fochriw Community Centre.
Private Housing	Home Improvement Loans	559	WG grant funding for loans. Scheme not fully operational as yet.
Private Housing	Houses into Homes Loans	559	WG grant funding for loans. Scheme not fully operational as yet.
Urban Renewal	Town Centres Loan Scheme 15/16	500	WG loan funding.
Urban Renewal	Bargoed Unit Shops Tenants Incentive Fund.	35	Grant funding - ongoing programme
Urban Renewal	Park Lane Development	98	Options being developed for utilisation of site
Urban Renewal	Bargoed Cinema Development	411	Under review.
Engineers	Various Schemes	828	Earmarked funding for historical liabilities & grant funded schemes
Community & Leisure Services	Ty Duffryn	769	Funding initially set-aside for potential Waste Transfer Station. Funding to remain ring-fenced pending the outcome of the ongoing waste strategy review.
Economic Development & Regeneration	Llancaiach Fawr (HLF)	66	Earmarked funding for Llancaiach Fawr (HLF)
Corporate Services	LIDW	5	Scheme has ended, residual grant remaining and subject to WG approval to utilise.
Corporate Services	Corporate Finance Balances	1,453	Cumulative underspends earmarked to fund 2016/17 capital programme.
Total Ring Fenced Budgets 2015/16: -		7,598	

Appendix 3: 2015/16 Underspends

Service Area	Scheme	Outturn Position 31/03/2016 £000s	Comments
Private Housing	Disabled Facility Grants	246	Unable to expend full budget In year due to resource issues
Private Housing	Home Imp Grants/Misc	231	Unable to expend full budget In year due to resource issues
Private Housing	Minor Works	70	Unable to expend full budget In year due to resource issues
Urban Renewal	Commercial Improvements Grant	32	Unable to expend full budget In year
Property Services	Blackwood Miners Institute	8	Schemes completed.
Property Services	Civic Building P/Fraith	3	Schemes completed.
Community & Leisure Services	Various Schemes	3	Schemes completed.
Public Protection	Coed Top Closed Landfill Drain	58	Schemes completed.
Economic Development & Regeneration	Various Schemes	17	Schemes completed.
Corporate Services	One Stop Shop Development	200	Schemes completed.
Total Underspends 2015/16: -		868	

Appendix 4: 2015/16 Overspends

Service Area	Scheme	Outturn Position 31/03/2016 £000s	Comments
Education	St James Primary Replacement School	-15	To be funded from 2016/17 slippage.
Urban Renewal	Bargoed Regeneration	-197	To be funded from Communities Directorate Revenue Reserve and capital underspends subject to Cabinet approval.
Urban Renewal	Newbridge Public Realm	-75	To be funded from Communities Directorate Revenue Reserve and capital underspends subject to Cabinet approval.
Engineers	Sirhowy Enterprise Way	-7	To be funded from 2016/17 slippage.
Land Reclamation	Various Schemes	-6	To be funded from 2016/17 slippage.
Property Services	YF Sports Facility Relocation	-111	To be funded from 2016/17 capital budget.
Economic Development & Regeneration	Hafod Deg	-67	To be funded from Communities Directorate Revenue Reserve and capital underspends subject to Cabinet approval.
Total Overspends 2015/16: -		-478	

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CABINET – 19TH OCTOBER 2016

SUBJECT: WINTER SERVICE PLAN 2016-17

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

- 1.1 A report was presented to the Regeneration and Environment Scrutiny Committee on 28th June 2016, which outlined the background and content of the Council's Winter Service Plan and explained the process by which it is reviewed on an annual basis. The report sought Members' comments on the Winter Service Plan's process and key areas, prior to the final report being presented to Cabinet for approval. A copy of the current Winter Service Plan for 2016-17 (post-consultation) is now appended for Members' consideration.
- 1.2 At the Regeneration and Environment Scrutiny Committee, it was explained that the Winter Service Plan has existed since the inception of CCBC and sets out the Council's responsibilities for maintaining the highway infrastructure network during the winter maintenance period. The Plan is annually reviewed by Members and Officers, with a four-week period dedicated to this process. Feedback and amendments are incorporated into the final version, which is then circulated to appropriate parties and placed on the Council's website in October. Members were advised that it was envisaged this process would continue for the 2016-2017 winter season after the Cabinet endorsement process had been completed.
- 1.3 At that time, a number of sections were highlighted as requiring review by Scrutiny Members as they cover key issues within the Winter Service Plan, these being 'Gritting Route and Road Hierarchy', 'Salt Stocks and Location', 'Weather Forecasting' and 'Salt Bin Request Process'. During the course of the ensuing debate, Officers responded to general queries in respect of gritting routes and operational locations, and outlined weather forecasting measures that are utilised in making the appropriate decisions for a freezing or weather event. Members were advised of the communication processes between the Council and other agencies (such as funeral directors and farmers) to facilitate the gritting of essential routes during periods of inclement weather. Discussion also took place regarding requests for the supply and refilling of grit bins within the county borough.
- 1.4 Following consideration and discussion of the report, the Regeneration and Environment Scrutiny Committee unanimously recommended to Cabinet that for the reasons contained therein, the draft Winter Service Plan be endorsed for consultation.
- 1.5 Members are asked to consider the post consultation Winter Service Plan for 2016-17 as appended to the report.

Author: R. Barrett, Committee Services Officer, Ext. 4245

Appendices:

Appendix 1 Post Consultation Winter Service Plan 2016-17

Appendix 2 Report to Regeneration and Environment Scrutiny Committee on 28th June 2016 – Agenda Item 11 – Winter Service Plan Endorsement



WINTER SERVICE PLAN 2016-17



- SERVICE ORGANISATION
- PRECAUTIONARY SALTING ROUTES
 - SNOW PLAN

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CAERPHILLY COUNTY BOROUGH COUNCIL
ENGINEERING SERVICES DIVISION - HIGHWAY OPERATIONS GROUP
WINTER SERVICE PLAN

PREAMBLE

This plan forms part of the Caerphilly County Borough Council's (CCBC) suite of Highways Operations Management Documents, explaining how the Council delivers its services for its biggest asset, namely its Highway Network. This Plan should be read as a Stand-alone document, but will refer to other documents related to this Service area.

This document explains the County Borough Council's responsibilities, strategy/policy and operational procedures in respect to the management and maintenance of the Caerphilly County Borough highway infrastructure network during the defined winter maintenance period, covering precautionary salting operations, clearance of ice and snow along with response to emergency flooding. Section 41 of The Highways Act 1980 places a duty on Local Authorities "to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice."

This document is to provide guidance to elected councillors, members of the public and members of staff on operational procedures and contact points during the winter service period.

The policy has taken account the recent review commissioned by Transport Ministers "Winter Resilience Review – An independent review of the Resilience of England's Transport System" which made key recommendations in its report following the 2009/2010 severe winter. There was another severe winter in 2010/2011 and further refinements have been made to improve the way in which the service is able to react to the needs of the public during such events.

Revised winter service guidance, contained in Appendix H of Well Maintained Highways, was issued in September 2013. This guidance is considerably more detailed and onerous to implement and adhere to than the previous update in 2011. Following comments and concerns by many Winter Service providers nationally, a review is currently being undertaken by the National Winter Service Research Group (NWSRG), who developed the guidance. This is likely to result in a revision of the document. (To date, no further guidance has been issued) As such, together with all other Welsh Authorities Caerphilly County Borough Council do not intend to fully adopt this guidance until this review is complete. The Authority will contribute to the review via feedback submitted through the Welsh County Surveyors Society.

WINTER SERVICE POLICY

The Caerphilly County Borough Council aims to provide a winter service which, as far as possible, facilitates the safe movement of traffic and keeps to a minimum delays and accidents caused by adverse winter weather conditions. In practice this is achieved by taking precautionary measures to pre-salt certain routes, taking account of weather forecast and local observations. The response also aims to, as far as practicable, ensure access to essential Council premises, residential accommodation for older people, education establishments, hospitals, doctors surgeries, town centres, major bus stations and emergency services.

Priority is primarily given to the 'A' and 'B' roads (the authorities core transportation network so that the continuation of access to goods and services is maintained as best it can in the prevailing circumstances). The primary objective is to achieve the precautionary application of salt to specified elements of the network prior to the predicted time for the onset of sub-zero conditions.

During severe and/or prolonged sub zero/snowfall conditions causing the risk of formation of ice or significant accumulations of snow throughout the network, consideration is also given to those non principal classified routes and unclassified routes which are deemed to be of significant importance having regard to the number of vehicles carried during the morning/evening peak times on those routes which link a substantial community to a priority route. Actual locations will depend to an extent on particular weather conditions at the time and will be determined based on available information by the Highway Operations Group Manager / Designated Representative / Winter Emergencies Officer. These routes will be considered for treatment where practical, following completion of the priority routes.

There may be times during the winter period where decisions may need to be made to reduce salting of routes to a key strategic network should conditions dictate. Consultation will be undertaken with senior officers should this instance be necessary prior to implementation.

It is recommended that this policy needs to be reviewed alongside the Council's Out of Hours (Duty Officer) Manual. This will ensure that a full understanding of the operational context is understood for emergency situations.

1. WINTER SERVICE ROLES AND RESPONSIBILITIES.

There are nine winter emergency roles defined within this section.

- 1.1. Winter Emergency Officer (WEO)
- 1.2. Highway Operations Group Manager/Designated Representative (HOGM/DR)
- 1.3 Operational Inspection Personnel (OIP)
- 1.4 Highway Operations Group (HOG)
- 1.5 Service Delivery Specification
- 1.6 Operational Duty Officer (ODO)
- 1.7 Sirhowy Enterprise Way (SEW)
- 1.8 Meteorological Forecaster
- 1.9 Decision Maker
- 1.10 Decision Receiver

1.1 Winter Emergency Officer (WEO)

The WEO is the duty officer responsible for monitoring and actioning all requirements in relation to winter maintenance outside normal working hours.

The WEO covers 3 categories of winter emergency operations:-

- Precautionary Salting
- White Out/Snow Plan
- Winter Emergency Severe Weather Flooding

Precautionary Salting - Role and Responsibility

1. Weather forecasts received from weather centre to be noted and actioned in consultation with trained staff only (G Parry, G Richards, C Adams and S Hodges).
2. WEO to inform a controlled list of persons/organisation contacts of winter maintenance actions including "no action" via e-mail as appropriate.
 - Operational Duty Officer.
 - CCBC Out of Hours Control Room @ Tir-Y-Berth.
 - Met Office.
 - Emergency Services.
 - All neighbouring authorities.
3. Unless forecast is 'green' all vehicles to be placed on standby. WEO to confirm with supervisors that all vehicles are prepared fuelled up and ready. This process will include knowing what front line vehicles are unavailable due to servicing or repairs and arranging necessary cover in any depot with additional replacement vehicles, and providing a status report on unavailable vehicles.
4. Where forecast is unclear and vehicles placed on standby as above the WEO will maintain regular contact with weather centre until a clear action is defined.

5. Where no clear action can be defined from the above or forecast is unclear previous 5 days action and weather to be analysed to determine amount of residual salt on highway (in consultation with HOGM/DR). In accordance with the definitive and pessimistic requirement, if in any doubt, action for pre-salting to be called.
6. All actions should be communicated with sufficient warning enabling gritting teams to be informed in a timely manner. (All actions should be recorded by WEO and kept electronically)
7. WEO to determine time for completion of routes and then clearly inform all gritting teams of the time to meet at each depot and the time to commence each route **in order that precautionary salting is completed prior to predicted onset time for sub zero conditions.**
8. WEO to confirm attendance of all staff at depots prior to salting commencement, enabling any problems to be attended to in a timely manner without affecting salting.
9. During salting WEO to maintain contact with all drivers and report any difficulties or problems with the routes to HOGM/DR where necessary.
10. Where vehicle/equipment problems occur WEO to contact winter service fitter to assess repairs and arrange alternate plant to ensure timely completion of salting.
11. Upon completion of salting WEO to confirm completion of all routes and 'sign off' staff as returned safely. Key performance indicator record to be maintained for all routes completed prior to the predicted sub-zero forecast time.
12. Gritting staff to be informed at the time if rest periods* are due, to allow sufficient time for preplanning of work the following day.
13. WEO to assess what impacts rest periods* and plant unavailability will have on following days planned works and update works supervisors as appropriate.
14. No later than 07:30 the next day Supervisors to be notified of anticipated rest periods and vehicle breakdowns to allow efficient redeployment of plant labour and materials, as assessed by WEO.
15. WEO to ensure all records in accordance with current NCS quality assurance system requirements are maintained.

* No strict guidelines are set out regarding rest period entitlement due to the significant amount of variables that could occur. However, duty time will be limited where possible to a maximum of 11 hours in a 24hour period and again where possible a minimum of 9.5 hours continuous off duty rest will be allocated. WEO to record time of action, amount of advance warning given and duration of action, some of which can be re-organised to mitigate disruption to all services by effectively managing resources, timely notification of actions required and monitoring of labour working and resting periods between shifts. Awareness of new legislation regarding driving hours needs to be taken into account when assessing rest periods.

1.2 Highway Operations Group Manager / Designated Representative.

1. HOGM/DR will undertake an annual review and update (as deemed necessary) of the Winter Maintenance Plan prior to the commencement of the winter maintenance period.
2. HOGM/DR shall ensure that the definitive GIS stored precautionary salting network and local salt bin locations are maintained.
3. HOGM/DR will ensure that a contract is in place with a meteorological contractor to supply a weather forecast or road danger warning each day during the months from October to March inclusive.
4. HOGM/DR will generally monitor the actions determined by their designated representative and/or WEO.
5. HOGM/DR will ensure that Highways House is available for snow emergencies and that staff can access the facility.
6. HOGM/DR shall ensure that all relevant KPI data is completed following the Winter Maintenance period.

1.3 Operational Inspection Personnel.

1. When so requested by HOGM/DR, Inspectors will patrol the routes specified in order to assist the decision making process.
2. Any adverse conditions are to be reported to the WEO.
3. In the event of a snow emergency, inspection personnel will assist with the effective direction of resources.
4. Inspectors should generally make themselves aware of current winter maintenance actions prior to leaving work each day and ensure that the weekly availability log sheet is up to date.

1.4 Highway Operations Group. (HOG)

The Highway Operations Group is the winter maintenance service delivery client and contractor and is required to implement all winter service instructions issued by HOGM/DR/WEO. It is required to provide labour and plant, which must be available at all times to respond at short notice. The labour force is thoroughly trained and versed in the use of specialist plant and equipment to be used.

1.5 Service Delivery Specification.

The service to be provided by the winter maintenance service delivery contractor is comprehensively specified. This document is effectively a contract and includes schedules of all plant and machinery to be used in the provision of the winter maintenance, which the H.O.G. will be responsible for delivering.

This document is reviewed annually prior to the commencement of the winter service period.

1.6 Operational Duty Officer. (ODO)

The Engineering Division operates a 24hour emergency response system, which is capable of responding to highway infrastructure related emergencies outside normal office hours. The ODO is the duty officer responsible for actioning all requirements in relation to the Out of Hours emergency service operated by HOG and needs to liaise closely with the WEO.

1.7 Sirhowy Enterprise Way. (SEW)

The SEW is the responsibility of CCBC, although it is a privately financed project which is operated and maintained by SEW Ltd. Caerphilly CBC as a local authority does retain an involvement with the project road as NCS Caerphilly County Borough Council has been contracted to undertake a twenty three year Operation and Maintenance Contract, which is due to expire on 20th January 2034.

Part of this contract is to provide a Winter Maintenance Service provision, and it has been incorporated within the existing winter maintenance routes for efficiency.

1.8 Meteorological Forecaster.

During the winter months weather forecasts are received daily by e-mail by HOGM/DR and the WEO. Outside normal hours the WEO will receive the forecast directly from the forecast contractor. All copies of the forecasts and actions instructed are held electronically by the Highway Operations Group.

1.9 Decision Maker.

On receipt of the daily forecast, a decision will usually be made for the gritting actions for that day. This decision will be made by HOGM/DR. In some instances it may not be possible to make a decision upon receipt of the daily forecast, and further updates from the meteorological contractor must be sought until action is confirmed or declined.

1.10 Decision Receiver.

When the decision has been made regarding pre gritting action, this decision is then relayed to the WEO, The WEO then informs all drivers of the start times of the gritting routes and the spread rates and also records the completion times of the gritting routes.

2. OPERATIONAL PLAN – PRE SALTING

2.1 During the Normal Working Day

1. HOGM/DR will receive weather forecast/road danger warning information daily throughout the designated winter maintenance period October 1st to April 30th and determine the appropriate action.
2. HOGM/DR will convey the instruction to the WEO who will then be responsible for undertaking the detailed duties of the WEO.

2.2 Outside the Normal Working Day/Bank Holidays/Weekends

The WEO will receive forecast information including updates as necessary, determine the appropriate action in consultation with HOGM/DR and undertake the detailed roles and responsibilities of the WEO (listed previously).

Similarly, a general priority order has been established for the clearance of ice and snow; which is as follows:

1. Strategic salting routes A, B and C if implementation required.
2. Major roads. (described as Priority Routes for Pre-salting)
3. Other routes known as urgent medical and important industrial routes.
4. Other Class II and III roads providing access to villages.
5. Bus routes.
6. Routes to schools, doctor`s surgeries, dialysis patients meals on wheels & funerals.
7. Other roads to give access into built up areas.
8. Roads serving isolated farms and houses.
9. Other roads.

In the event of a severe snow emergency it will be necessary to augment the winter maintenance fleet by the use of additional plant hired from previously arranged sources and to implement the Snow Plan (Section 3) which utilises labour resources from other directorates to assist in the clearance of snow/ice.

The winter service delivery will be undertaken by a highly experienced combined client/contractors team. The utilisation of experienced local in-house staff has proved extremely beneficial in the past with high levels of local knowledge and experience applied. This well trained in-house service is considered an essential strategic link in maintaining the local highway network in an acceptable operations condition.

2.3 Pre-salting.

In accordance with the Winter Maintenance Policy, priority routes will be pre-salted when weather conditions so dictate as instructed by HOGM/DR/WEO.

In the interest of efficiency and in order to achieve the desired target time the priority routes have been grouped together to form pre-salting routes of approximately 58 kms, excluding dead mileage.

Each pre-salting route has been given an identification number from 1-8. These routes are included in Appendix A. Should conditions dictate the need to salt high routes only (generally above 300m), then the routes indicated 10 and 11 in Appendix B will be actioned.

2.4 Recommended Practice for Pre-salting.

Precautionary salting takes place when the road surface temperature is expected to fall to 0°C or below unless:-

- i) no moisture is expected on the road surface.
- ii) there is enough residual salt on the road to deal with expected conditions.

Pre-salting should normally be at 10 gms/sq.m and should be completed prior to the formation of frost. The width of spread should be 2.0m less than the width of the carriageway, the channels then being treated by the action of traffic.

When continuous snow is forecast, spreading rates should be increased to 25 gms/sq.m. HOGM/DR/WEO will specify within the instruction to the contractor the rate of spread required according to the anticipated severity of the snowfall. The presence of salt will melt the initial fall and provide a wet surface beneath subsequent snow thus easing the work of ploughing.

When persistent ice is expected, spreading rates should be similarly increased to 25 gms/sq.m according to severity.

During a period of long cold dry weather salting rates may be reduced to 8 gms/sq.m and an assessment of road condition taken to determine whether daily continuous salting is required.

2.5 Strategic Salting Routes A, B and C.

Strategic routes A, B and C may need to be implemented should salt stocks reduce to a critical level of less than 1000T and the advanced forecast and salt delivery information give cause for concern. Consultation with the Head of Service and the Councils Chief Executive Officer will be undertaken prior to implementation of this strategic salting regime. These strategic routes are included in Appendix C.

2.6 Emergency Conditions.

HOGM/DR/WEO will be responsible for initiating emergency conditions and the procedures contained in the snow plan (see Section 3). Emergency conditions will generally arise from significant snowfall and/or widespread ice formation. If emergency conditions arise outside of normal working hours the WEO will advise HOGM/DR of such action and the service will operate from Highway House. The object of this arrangement is to provide a single co-ordinating centre to assess conditions, determine actions, organise the effective utilisation of resources and provide accurate information. Emergency meetings will be arranged as and when required by the HOGM/DR/WEO. All minutes/decisions from these meeting will be documented and stored electronically.

All relevant information regarding the emergency will be monitored, collated and disseminated to the DoC, the HoES and any other relevant parties by HOGM.

It is likely that emergency conditions will have wider and more significant impacts on council services and to the community.

Therefore to ensure that there is an integrated emergency management of such incidents and to allow coordination within the Council and with external organisations, the Councils Emergency Planning Team (During Officer Hours) or Environmental Health Duty Officer (Out of Hours) should be notified and regularly updated on ongoing operations. Appropriate contact details can be found in Appendix E.

2.7 Salting of footways.

Footways will not be subject to precautionary pre-salting in the same manner as carriageways.

During severe winter conditions such as heavy or prolonged snowfall and/or significant ice formation a pre-defined network of the most heavily used pedestrian routes centered on major shopping zones will be treated in accordance with the snow plan upon instruction of HOGM/DR/WEO. The decision will be informed as necessary by local onsite inspections of the network at the instigation of HOGM/DR/WEO.

Advice on sensible use of the Highway network during winter conditions is available on the Caerphilly County Borough Council web pages.

Shopping areas and safe routes to schools will be monitored during early morning inspections if deemed necessary.

2.8 Pedestrian Footbridges .

There are twelve footbridges within the authority, which provide a primary pedestrian access across major roads to nearby schools.

Where it is anticipated that ice may form on these footbridges HOGM/DR/WEO will instruct the appropriate Inspector to attend these footbridges before 07.00hrs on school days. Based on the Inspector's observations, arrangements will be made to hand salt these footbridges before 08.00 if required. Footbridge locations are listed in Appendix D.

2.9 Salt Bins.

There are 869 strategically placed salt bins that have been provided on a "self help" basis. These are filled at the end of the winter period to deter theft vandalism and litter problems through the summer. Bins will be filled periodically during the winter, usually after a spell of severe weather conditions, provided sufficient stocks are available.

The decision for placement of additional salt-bins is determined by the availability of funds, which in these financially challenging times are very limited. Although there is

a dedicated budget for salt-bins and their resupply, the current situation means that salt-bin refills and replacements are prioritised over the purchase of bins for new locations.

All requests for additional bins follow a standardised series of stages (which are outlined in the decision flow chart in Appendix M) in conjunction with a scoring exercise (following determining factors outlined in the blank assessment form also in Appendix M). The final score will position this request in a league table listing all outstanding salt-bin enquires. This will then determine the order in which these requests are addressed, as and when funds become available.

3. OPERATIONAL PLAN – SNOW CONDITIONS.

3.1 White Out - Snow Plan.

Snow will normally be forecast in advance allowing WEO to discuss/plan actions in conjunction with HOGM/DR to assess requirements for additional staff for the period. Good communication and teamwork will also allow the same to be organised in emergency situations where no warning is given.

Procedures 1-15 in section 1.1 for precautionary salting operations will apply with the addition of the following:-

16. Additional precautionary salting staff to be organised to 'ride shotgun' with gritter drivers if ploughs are required. They will assist with the fitting of ploughs and accompany the driver on their route. In white out conditions, the use of external resources under CCBC direction will be considered.
17. Other additional labour may be utilised for hand salting or driving backup gritters to respond to emergency calls. This may include staff from other service areas such as Public Services, Building Services and Ground Maintenance.
18. Highway House will be opened up out of hours with the WEO and CCBC Tir-Y-Berth control room (Out of Hours) notified of action.
19. Where prolonged snowfall is predicted WEO will instigate a shift pattern. This shift pattern will be organised for the WEO, labour force and HOG Staff, to enable effective gritting for prolonged periods.
20. Regular updates of forecast to be recorded to allow advance planning of resources.
21. WEO to monitor precautionary salting duties to allow effects on programmed work to be minimised by releasing and replacing essential labour to maximise following days productivity without compromising precautionary salting thus, maintaining work commitments and contracts.
22. Labour to be notified of rest periods if due and details/actions passed to HOG Team Managers and Supervisors by 07:30 the following day with assessed amendments.

23. Notify the Councils Emergency Planning Team (During Officer Hours) or Environmental Health Duty Officer (Out of Hours) and regularly updated on ongoing operations. Appropriate contact details can be found in Appendix E.

3.2 Implementation of Snow Plan

HOGM/DR/WEO will be responsible for initiating snow plan actions.

HOGM/DR/WEO will implement pre-planned arrangements to increase resources directed at snow/ice clearance. Contact details are included in Appendix E.

3.3 Recommended Practice for Ploughing Snow.

In the interests of traffic safety and effective working it is necessary to have a snow ploughing policy, which is readily understood and acted upon by all staff.

Ploughing generally only becomes effective when snowfall exceeds 50 mm in depth. Lighter falls may call for ploughing where light local drifts have occurred. Ploughing may be required to remove snow not dispersed by traffic in cases where there is a reluctance to use the right hand lane of dual carriageways or where traffic is light (at night for instance).

When prolonged falls are forecast it is recommended to plough continuously from the onset of snow to prevent build up and to prevent compaction by traffic. Such ploughing can be combined with simultaneous salting at 15-25 gms/sq.m and over if appropriate, so that a wet base is maintained. However, once snow depths of 12cms have been reached, when tackling snow drifts or where vehicles are operating on gradients it may be desirable to continue ploughing without salting. The weight of a salt load will aid vehicle traction when ploughing. Additional actions would depend upon the depth of the remaining snow.

When repeated ploughing is necessary 24 hour manning may be required. This will be undertaken via a 2 shift system in order to achieve maximum staff deployment.

On dual carriageway sections of the network within the authority the following additional recommendations should be observed:-

- i) The process should be based on CLEARANCE BY LANES with the ultimate object of CLEARING ALL LANES. Dual carriageway lanes are defined by broken white lines and road studs/cats eyes which drivers are accustomed to use as guides. It is therefore bad practice to make ploughing passes which leave traffic guided by irregular windrows of snow which weave from one lane to another or even on and off the hard shoulder. The effects of such ploughing for traffic is dangerous in daylight and even more so at night.
- ii) It is also undesirable to leave only half lanes clear as drivers are tempted to overtake dangerously by squeezing past at speed. Similarly, the ploughed windrows of snow should form a smooth and continuous line without sudden encroachments into the cleared path or overtaking vehicles will be obliged to brake hard or risk hitting the windrows at speed.
- iii) The ultimate aim must always be to clear all lanes as soon as conditions permit, and clearance work should proceed continuously to this end. If

clearance work is stopped during a fall, resultant snow build-up may take disproportionately longer to clear. Packed snow, glazed by the wind can be particularly difficult to remove.

- iv) If one or more lanes are left uncleared and a thaw sets in, those lanes will go through an uncontrolled transitional stage of semi clearance under the action of the thaw, which might tempt imprudent drivers to risk overtaking through the restricted gaps already mentioned.
- v) Due to variations in local weather conditions, snow depth, snow wetness and topography, it is difficult to be precise on the order of lane clearance. Local traffic densities and movements, which differ from day to day and even within a day, can affect lane clearance priorities.

3.4 Snow Clearance Additional Priorities.

A priority order has been established for the clearance of ice and snow, which is as follows:-

1. Strategic salting routes A, B and C if implementation required.
2. Major Roads. (described as priority routes for pre-salting)
3. Other routes known as urgent medical and important industrial routes.
4. Other Class II and III roads providing access to villages.
5. Bus routes.
6. Other roads to give access into built up areas.
7. Roads serving isolated farms and houses.
8. Other roads.

Where snowfall is substantial and prolonged it may be necessary to close certain mountain roads and steep hills in the interest of safety. Such closures would be kept to a minimum and alternative routes should be kept clear.

3.5 Action when a thaw occurs.

Appropriate warning signs must be ready for placement at locations of known flood risk. Appropriate gullies and water outlets should be opened to permit free flow of water. Carriageways should be inspected for evidence of frost damage and damage by snow clearing plant and remedial action identified.

3.6 Meals on Wheels Kitchens.

There is one “meals on wheels” kitchen within the County Borough, which has been incorporated to within the kitchen facilities of Ty Penallta. This kitchen will receive priority in terms of snow clearance to ensure that the provision of hot meals to the elderly is maintained. The kitchen is at the following location:-

Ty Penallta, Tredomen Park, Ystrad Mynach, Hengoed. CF82 7PG.

3.7 Snow/Persistent Ice Clearance on Footways.

Salt is not spread on footways on receipt of an adverse weather forecast. However, where snow or persistent ice forms on footways, it shall be cleared having regard for the prevailing conditions, forecast and available resources. The Housing Dept. and the Social Services also have, through their Grounds Maintenance related functions, certain responsibilities for snow clearance beyond the public highway, which include typically, Council Offices and Day Care Centres. Additional resources are directed to this task see Appendix F.

Hand clearance of strategic locations is to be undertaken by additional personnel from Grounds Maintenance and Public Services, under the instruction of HOGM/DR. These additional personnel will be accompanied by their own supervisory staff.

A priority order has been established for the clearance of ice and snow from footways which is as follows provided resources allow:-

- i) Town centre footways. (See Appendix G)
- ii) Footways giving access to hospitals, doctors surgeries, schools and homes for the elderly etc. (See Appendices H & I)
- iii) Access to fire & ambulance stations (See Appendix J)
- iv) Footway access for emergencies.
- v) Footways to allow funerals to proceed.

4. WINTER EMERGENCY – FLOODING.

Should an emergency for flooding occur during the winter period, the following process should be followed:-

- 1 If severe weather dictates that the WEO requires additional resources the WEO will liaise with HOGM/DR and arrange that Highway House to be established as a control room if deemed necessary.
- 2 The WEO will liaise with the ODO during periods of severe snow/ice or flooding and combine resources to effectively manage the situation, if appropriate by establishing a control centre at Highways House.
- 3 The WEO will contact winter emergency operatives to meet at the respective depots.
- 4 The WEO in consultation with the ODO will allocate resources to effectively resolve flooding problems.
- 5 The WEO will assess whether other additional resources over and above the winter emergency operatives are required and will endeavour to ensure adequate resources are available to effectively resolve flooding problems.
- 6 The WEO will keep HOGM/DR fully informed during such occurrences.
- 7 Notify the Councils Emergency Planning Team (During Officer Hours) or Environmental Health Duty Officer (Out of Hours) and regularly update on ongoing operations. Appropriate contact details can be found in Appendix E.

Should the severity of the situation escalate, consideration of providing updates to the Head of Service and the Director of Communities should be made.

5. COMMUNICATION PLAN.

5.1 Means of Communication.

Communications will be predominately by telephone, of which, the Highway Operations Group have suitable numbers of mobile telephones. In the event of a snow emergency the service will be directed and managed from Highways House in order to ensure prompt and effective direction of operations. Should events escalate, decisions will be taken by HOGM/DR or the WEO to inform and update HoES and CEO as deemed appropriate.

5.2 Public/Emergency Services Information/Customer Care/Out of Hours.

The public and the emergency services will be informed of the services to be provided prior to commencement of the winter and where necessary during the winter.

With regard to the public, this will be achieved by distributing this document to Community and Town Councils. In addition to local councilors, copies will also be distributed to public libraries and made available on the intranet.

Emergency services will be informed of the County Borough's policy on winter maintenance and how it will be achieved. A copy of this document will be distributed to all the emergency services.

Emergency services and the Meteorological Forecaster will be informed daily, by 16.00 hours of any preplanned action to be undertaken during the night.

This information is also relayed by e-mail to the personnel covering the 'Customer Care' line and the control room at Tir-Y-Berth (Out of Hours) in order that they may advise callers of proposed action and any information in respect to road conditions through the provision of regular and accurate reports.

5.3 Road Condition Information to the Media.

HOGM/DR/WEO will provide information to local radio via the CCBC Communications Group in respect to current conditions. The general message will be to discourage all unnecessary car journeys and to advise on which routes are blocked, closed or considered hazardous.

Alternatively, information can be provided to wales@inrixmedia.com

Daily information will be forwarded to the website coordinator to update the webpage on gritting action for that day.

All internal communication will be completed by either telephone or e-mail.

6. WEATHER FORECASTER/WEATHER CONDITION REPORTS.

6.1 Introduction.

Effective and efficient winter service is only possible with reliable information on road and weather conditions. HOG personnel need accurate and detailed information in order to implement the operational requirements of this document. HOG receive weather forecasts and road condition reports from the following sources:-

6.2 Meteorological Forecaster.

During the winter months, weather forecasts are received daily by e-mail by HOG. Outside normal hours the WEO will receive the forecast directly from the forecast contractor. All copies of the forecasts and actions instructed are held electronically by HOG.

6.3 Local Reports.

Local reports of poor road and or weather conditions are received from the Police and the public. During office hours HOG/DR deals with these reports. Outside office hours, the WEO deals with reports from the Police and seeks advice/guidance from HOGM/designated representative if deemed necessary.

6.4 Road Weather Sensors.

There are five road weather sensors located at Markham, Ystrad Mynach, Hafodyrynys, Risca and Princetown. Data gathered from these sensors will be used by the meteorological forecaster and aid in the forecasting of road conditions and temperatures. These weather sensors will allow operational staff to review real time information on current road condition at these locations at any time.

6.5 Forecast Details and Format.

During the winter period a weather forecast, compiled by the meteorological forecaster, is received daily by HOG. It gives a prediction of minimum road surface temperatures and road conditions including snow and other forms of precipitation. Reference is also made to the time of day or night when such conditions are expected, the altitude, if this is relevant, and confidence limits. An alert state is also given with the forecast to give a first indication of likely conditions. The alert states are described as follows:-

GREEN No road within the domain will fall below zero.

This indicates a very high probability of road temperatures remaining well above zero and can be used specifically for use in mild cloudy situations. Road temperatures quoted on the forecast must be definitely expected to remain above 3 degrees C.

AMBER Roads within the domain will get close to zero and may fall below zero if the forecast is in error by any degree. Road temperatures are certainly expected to fall to 2 degrees.

This indicates there is some doubt in the forecast and although positive temperatures may have been quoted in the forecast text, they will be so close to zero that they will need to be updated to RED or GREEN before the planned action or gritting runs commence.

Roads could also be forecast to be below zero, but due to prolonged dry spells they will pose limited risk.

RED Roads in the domain will fall below zero.

This indicates that there is a high probability of roads within the domain falling below zero. A negative road temperature will have been quoted in the domain forecast with amplification within the text to give details of heights and times.

A typical weather forecast received from the meteorological contractor is shown in Appendix K.

6.6 Forecast Monitoring and Updates.

The forecast is received daily at about 13.30 hours from 1 October to 31 March. The forecast provider will constantly monitor the weather and issue updates to the forecast when it considers the advice is no longer adequate or accurate. If an AMBER alert state is included in the forecast, the forecast will always be updated before any planned action commences.

6.7 Consultation Service.

The forecast provider also provides a consultation service from October to April which allows HOG to speak directly to the Duty Forecaster in order to obtain “up to the minute” information on weather conditions and trends.

6.8 Snow Warnings.

Even slight accumulations of snow can lead to treacherous icy surfaces under the action of traffic when the temperature of the surface is below freezing point. Warnings of slight falls will therefore be issued unless it is confidently expected that the temperatures will remain above freezing.

These are warnings of fall of snow that are likely to require HOG to consider arrangements for snow clearance, gritting or salting. Warnings refer to slight, moderate or heavy falls as follows:

Slight:	Undisturbed accumulations of less than 25mm depth
Moderate:	25 to 100mm
Heavy:	Over 100mm

7. SALT STOCKS.

For the forthcoming winter service period, the authority will use “safecoat” coated rock salt. This type of salt adheres itself to the road surface, thus eliminating waste. Safecoat coated rock salt also reduces the amount of corrosion on street furniture, structures and road vehicles, as well as reduced application rates.

Stocks of ground rock salt, stored in barns at Pontllytyn, Bedwas and Penmaen, are replenished during the summer. Salt is stored in barns as rainwater causes loss of salinity and increases its moisture content. Wet salt is difficult to spread and can damage equipment.

During periods of prolonged severe weather conditions salt stocks may need to be replenished. Contracts to supply salt have been awarded to suppliers in Cheshire and Northern Ireland. Supplies can normally be obtained from Cheshire within 48 hours. However, recent events have shown the vulnerability of these supplies nationally.

The availability of rock salt from stock at the start of the winter is as follows:-

Location	Capacity
Bedwas Depot	4,700 tonnes
Penmaen Depot	1,200 tonnes
Pontllytyn Depot	1,200 tonnes
Strategic Salt Stocks	2,000 tonnes
Grit Bins	300 tonnes
Total	9,400 tonnes

Salt stocks are monitored weekly and minimum stock levels have been set at 50% of the total. Stock levels between this minimum and the start of winter levels will be provided throughout the winter dependant on supplier deliveries. The actual level is to be determined by HOGM based on weather conditions, forecast and judgment.

The strategic salt is available from a regional salt barn situated at Waun-Y-Pound Ind Est, Ebbw Vale. This facility is shared between Caerphilly, Blaenau-Gwent, Monmouth, Torfaen, Merthyr and Rhondda Cynon Taff CBC's and is available for this winter. Caerphilly will have an additional 2000T emergency stockpile stored at this facility.

If a salt shortage should arise, a review in the pre salted routes may be instructed by HOGM in consultation with Head of Service and the Councils Chief Executive Officer. In the event that the Strategic pre salted routes are implemented, all other routes will be monitored for formation of ice and the safe passage for public use. (Details of these Strategic Routes will be found in Appendix B)

8. RESOURCES.

8.1 Details of fleet.

HOG maintains a fleet of 13 gritters (with an additional 3 vehicles hired in for this winter) of which 8 are front line winter service vehicles and 8 are reserves. Each vehicle can be fitted with a snowplough.

HOG also has 4 snow ploughs that can be fitted to the 7.5t tipper lorries.

All ploughs are fitted with polypropylene blade attachments to prevent damage to carriageway and road studs.

HOG also has a snow blower, kept at Bedwas Depot.

Shovel loaders are available for loading salt at Pontlottyn, Bedwas and Penmaen salt storage depots.

HOG also has available additional plant and can procure sub-contract plant from external sources, which may be used in an emergency.

A list of available gritting equipment is included in Appendix J.

8.2 Location of Winter Service Vehicles/Equipment and Fuel Stocks.

Each item of winter service plant is located in accordance with its operational requirement. Accordingly those vehicles allocated for routine pre-salting are located at Bedwas and Penmaen salt storage depots.

Those vehicles held in reserve are usually kept at the Bedwas & Penmaen Depots.

HOG is responsible for ensuring all vehicles have adequate supplies of fuel and that it is used in accordance with current regulations.

Should conditions dictate the implementation of the snow plan routes 1 and 2 will revert to operating out of Pontlottyn Depot and additional resources be considered for deployment to Pontlottyn Depot.

8.3 Manning of Plant.

HOG is responsible for providing all drivers and operators for all winter service plant held by this Authority. They are thoroughly trained and versed in the use of the specialist plant, equipment and their operational requirements.

The labour force is readily available and is of sufficient size to carry out any instruction given in accordance with the general requirements of this document.

Where extreme conditions or prolonged snowfall are expected HOG will be instructed to place appropriate personnel on "standby" at the relevant depots. This will facilitate a prompt or continuous response to the wintry weather.

8.4 Winter Service Vehicle Spread Rate Calibration.

Prior to the winter service season all spreading vehicles are calibrated to ensure that target spread rates are achieved. HOG holds these records.

8.5 Additional Personnel.

Additional personnel may be made available from Public Services, Building Services and Grounds Maintenance should conditions necessitate additional resources. These personnel will generally only be available in snow conditions. Actual circumstances are to be decided upon by CEO, Head of Public Services, Head of Building Services, Head of Engineering Services and Highway Operations Group Manager. These additional personnel will primarily be utilised in the clearance of footpaths in accordance with the snow plan priorities. Supervisory staff will also be available to compliment the manual workforce and will work under instruction from highways staff at either Highway House or Bedwas Depot.

Appendix A.

Pre-salting Routes 1-8.

Precautionary pre-salting route descriptions and plans.

Note 1: The route plans are schematic only and must be read in conjunction with the route descriptions.

Note 2: In some instances, gritting may be hampered by slow moving traffic flows, or a RTC. It will be up to the drivers discretion at these times to divert from the original route to achieve best results for coverage of the routes. Ultimately, all routes should be gritted prior to the onset of frost.

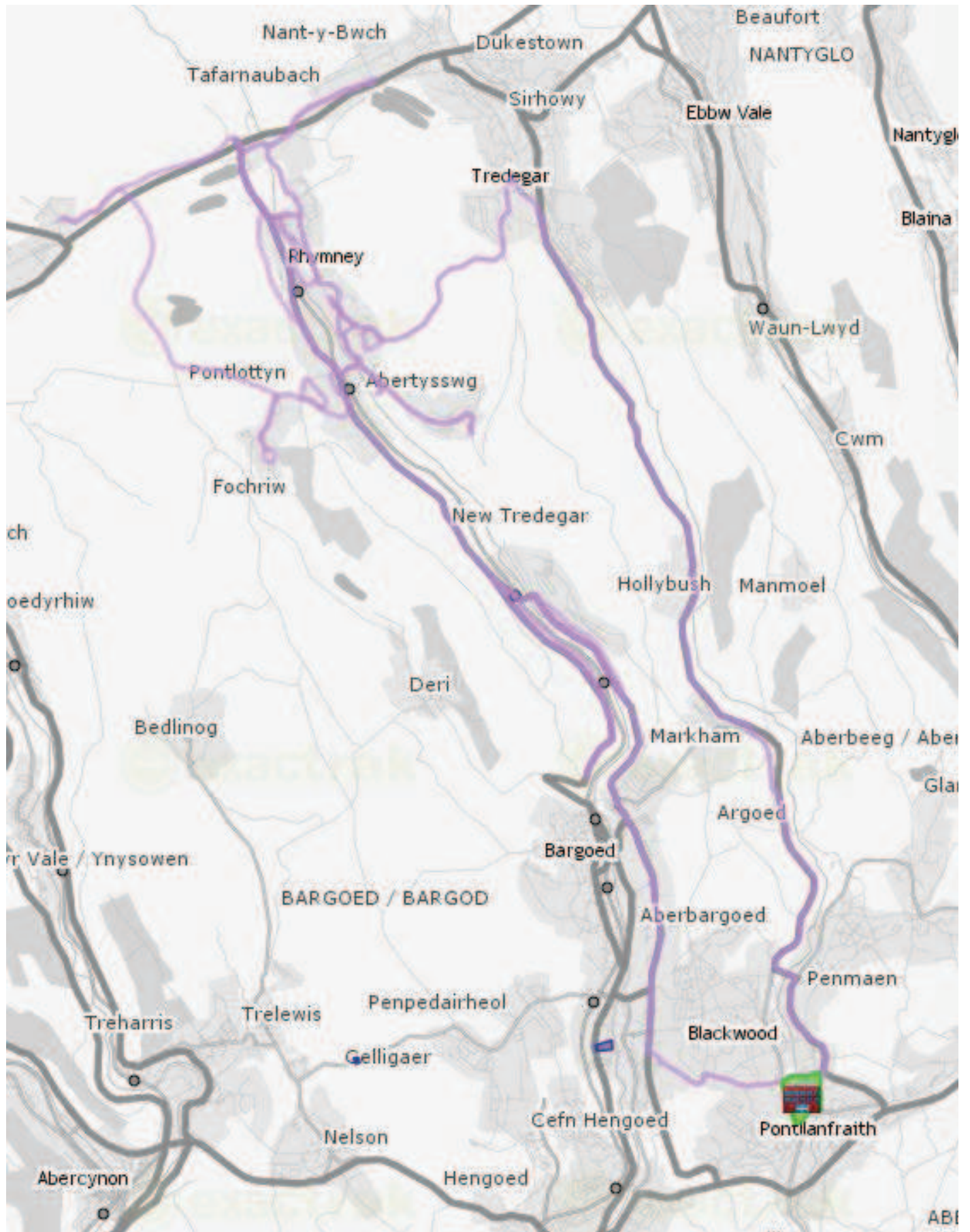
Pre-salting Route 1 (Penmaen)

No	GRITTING	ROUTE_CARD
1	F	Leave yard travel to junction B4254.
2	F	Turn left - Travel B4254
3	F	Continue - Travel B4254
4	F	Enter roundabout travelling and take exit 1 on to B4254
5	F	Turn right - Travel A4049 to junction B4254
6	F	Continue - Travel A4049
7	F	At roundabout take exit 3 to PENGAM ROAD
8	F	Continue - Travel A4049. Grit
9	T	Enter roundabout gritting and take exit 2 to DUFFRYN TERRACE
10	T	Turn right - Grit DUFFRYN TERRACE
11	T	Continue - Grit DUFFRYN TERRACE to SCHOOL STREET
12	T	Continue - Grit SCHOOL STREET to CROSS STREET
13	T	Turn left onto A4049
14	T	Turn left onto ELLIOTT STREET
15	T	At roundabout take exit 2 to ELLIOTT STREET
16	T	Continue - Grit ELLIOTT STREET to QUEENS ROAD
17	T	Continue - Grit QUEENS ROAD to UPPER ROAD
18	T	Turn right onto A4049
19	T	Continue - Grit A4049
20	T	At roundabout take exit 1 to A4049
21	T	Continue - Grit A4049 to A469
22	T	Turn left onto A469
23	T	Continue grit A469 to PLEASANT VIEW
24	T	Continue grit PLEASANT VIEW to BRITHDIR CEMETARY. End of salting
25	F	U-turn - Travel BRITHDIR CEMETARY to BRISTOL TERRACE. Grit
26	T	Turn right -Grit BRISTOL TERRACE
27	T	Continue - Grit BRISTOL TERRACE to NELSON TERRACE
28	T	Continue - Grit NELSON TERRACE to TIRPHIL SQUARE. End of salting
29	F	Turn left - Travel TIRPHIL SQUARE to A469. Grit
30	T	Continue - Grit A469 to FARM ROAD
31	T	Continue - Grit FARM ROAD to FOCHRIW ROAD.
32	T	Turn right onto HILL ROAD. Grit
33	T	Turn right onto BRYNHYFRYD
34	T	Turn right onto FOCHRIW ROAD
35	T	Continue - FOCHRIW ROAD to PONTLOTTYN ROAD
36	T	Continue - Grit PONTLOTTYN ROAD
37	T	Continue - Grit PONTLOTTYN ROAD to BROOK ROW
38	T	Turn Left - onto MOORES ROW
39	T	Continue - Grit MOORES ROW to AELYBRYN STREET
40	T	Continue - Grit AELYBRYN STREET
41	T	Turn left onto HEOL IAGO
42	T	Continue - Grit HEOL IAGO to GLAN-Y-NANT
43	T	Continue - Grit GLAN-Y-NANT
44	T	Turn right onto HEOL IAGO
45	T	Continue - Grit HEOL IAGO to AELYBRYN STREET
46	T	Turn left onto AELYBRYN STREET
47	T	Continue - Grit AELYBRYN STRET to MOORES ROW. End of salting.
48	F	Turn right onto BROOK ROW
49	F	Continue - BROOK ROW to PONTLOTTYN ROAD
50	F	Continue - Travel PONTLOTTYN ROAD. Grit
51	T	Turn left - Grit SOUTH TUNNEL ROAD
52	T	Continue - Grit SOUTH TUNNEL ROAD to TUNNEL TAVERN.
53	T	Turn right onto TRECATTI HILL
54	T	Continue - Grit TRECATTI HILL to RHYMNEY COMMON ROAD

55	T	Turn left onto RHYMNEY COMMON ROAD
56	T	Continue - Grit RHYMNEY COMMON ROAD to ROUNDABOUT
57	T	At roundabout take exit 4 to RHYMNEY COMMON ROAD. End of salting
58	F	Travel RHYMNEY COMMON ROAD to COMMON ROAD. Grit.
59	T	Continue - Grit RHYMNEY COMMON ROAD to ROUNDABOUT
60	T	Complete a circuit of the roundabout and take exit 2 to RHYMNEY
61	T	Complete a circuit of the roundabout and take exit 1 to B4257
62	T	Continue - Grit B4257 to MERTHYR ROAD
63	T	Continue - Grit MERTHYR ROAD to End of Salting
64	F	Continue - Travel MERTHYR ROAD
65	F	Enter roundabout travelling and take exit 4 back to MERTHYR ROAD
66	F	Continue - Travel MERTHYR ROAD to B4257. Grit
67	T	Turn left grit B4257 to UPPER HIGH STREET
68	T	Turn right - Grit CARNO STREET to A469
69	T	At roundabout take exit 4 on to CARNO STREET. End of salting.
70	F	Travel CARNO STREET
71	F	Continue - Travel CARNO STREET to B4257. Grit.
72	T	Turn right - Grit UPPER HIGH STREET
73	T	Continue - Grit UPPER HIGH STREET to CHURCH STREET
74	T	Continue - Grit CHURCH STREET to HIGH STREET
75	T	Continue - Grit HIGH STREET
76	T	Turn right onto TRE-YORK STREET
77	T	Turn right onto THE TERRACE
78	T	Continue - Grit TRE-YORK STREET to GLAN-YR-AFON
79	T	Continue - Grit GLAN-YR-AFON
80	T	Turn right onto CARNO STREET. End of salting
81	F	Travel CARNO STREET
82	F	Continue - Travel CARNO STREET to CORONATION CRESCENT. Grit
83	T	Turn right - Grit CORONATION CRESCENT
84	T	Continue CORONATION CRESCENT to QUEENS CRESCENT
85	T	Continue QUEENS CRESCENT to HIGH STREET
86	T	Turn right onto HIGH STREET. End of salting
87	F	Travel HIGH STREET to TRE-YORK STREET. Grit
88	T	Continue - Grit HIGH STREET TO HAVARDS ROW
89	T	Continue - Grit HAVARDS ROW to BRYN-TEG CRESCENT
90	T	Turn left onto HILL STREET
91	T	Continue - Grit HILL STREET to MORIAH STREET
92	T	Turn right onto MORIAH STREET
93	T	Continue - Grit MORIAH STREET
94	T	Turn left onto WELLINGTON WAY
95	T	Continue - Grit WELLINGTON WAY
96	T	Turn left onto ABERTYSSWG ROAD
97	T	Continue - Grit ABERTYSSWG ROAD
98	T	Turn right on COMPREHENSIVE SCHOOL ACCESS ROAD
99	T	U-turn - back to ABERTYSSWG ROAD
100	T	Turn right - Grit ABERTYSSWG ROAD
101	T	Continue - Grit ABERTYSSWG ROAD to CARN-Y-TYLA TERRACE
102	T	Continue - Grit CARN-Y-TYLA TERRACE to WARN'S TERRACE
103	T	Continue - Grit WARN'S TERRACE to WALTER STREET
104	T	Continue - Grit WALTER STREET to CHARLES STREET
105	T	Continue - Grit CHARLES STREET to End of Salting
106	F	U-turn - Travel CHARLES STREET to WALTER STREET
107	F	Continue - Travel WALTER STREET to WARN'S TERRACE
108	F	Continue - Travel WARN'S TERRACE to CARN-Y-TYLA TERRACE
109	F	Continue - Travel CARN-Y-TYLA TERRACE to ABERTYSSWG ROAD
110	F	Continue - Travel ABERTYSSWG ROAD. Grit
111	T	Turn left - Grit B4257

112	T	Continue - Grit B5247 to MERCHANT STREET
113	T	Turn left onto MERCHANT STREET
114	T	Continue - Grit MERCHANT STREET to FARM ROAD
115	T	Turn right onto FARM ROAD
116	T	Turn right onto FARM ROAD
117	T	Continue - Grit FARM ROAD to HEOL EVAN WYNNE
118	T	Turn right onto HEOL EVAN WYNNE
119	T	Continue - Grit HEOL EVAN WYNNE to A469
120	T	Turn left onto A469
121	T	At roundabout complete a circuit and take exit 2 to A469
122	T	Continue - grit A469 to HEADS OF VALLEYS ROUNDABOUT
123	T	At roundabout take exit 4 back onto A469.End of salting.
124	F	Travel A469 to CARNO STREET. Grit
125	T	At roundabout complete a circuit and take exit 3 to INDUSTRIAL ESTATE
126	T	Continue - Grit INDUSTRIAL ESTATE to A469. End of salting
127	F	Turn right - Travel A469
128	F	Continue - Travel A469 to MERCHANT STREET. Grit
129	T	Turn left - Grit WELLINGTON WAY
130	T	Continue - WELLINGTON WAY to FORGE CRESCENT
131	T	Turn left onto LAWN INDUSTRIAL ESTATE
132	T	Continue to End of salting.
133	F	U-turn - Travel LAWN INDUSTRIAL ESTATE to FORGE CRESCENT. Grit
134	T	Continue - Grit HILL STREET
135	T	Continue - Grit HILL STREET to TAN-Y-BRYN
136	T	Turn right - Grit TAN-Y-BRYN
137	T	Continue - Grit TAN-Y-BRYN
138	T	Turn right onto GARDEN CITY
139	T	Continue - Grit GARDEN CITY to HILL STREET
140	T	Turn right onto HILL STREET
141	T	Continue - Grit HILL STREET to End of salting.
142	F	Travel B4256 to A4048
143	F	Travel A4048 to COUNTY BOUNDARY at HOLLYBUSH. Grit
144	T	Continue - Grit A4048
145	T	Turn right onto SLIP ROAD. Grit
146	T	Turn left - Grit PENYLLAN ROAD
147	T	Continue - Grit PENYLLAN ROAD to A4048
148	F	Turn right onto A4048
149	F	At roundabout take exit 1 to A4048
150	F	At roundabout take exit 2 to A4048
151	F	At roundabout take exit 2 to A4048
152	F	At roundabout take exit 3 to B4254
153	F	Turn left onto PENMAEN ROAD INDUSTRIAL ESTATE
154	F	Turn left onto DEPOT

Pre-salting Route 1 (Penmaen)



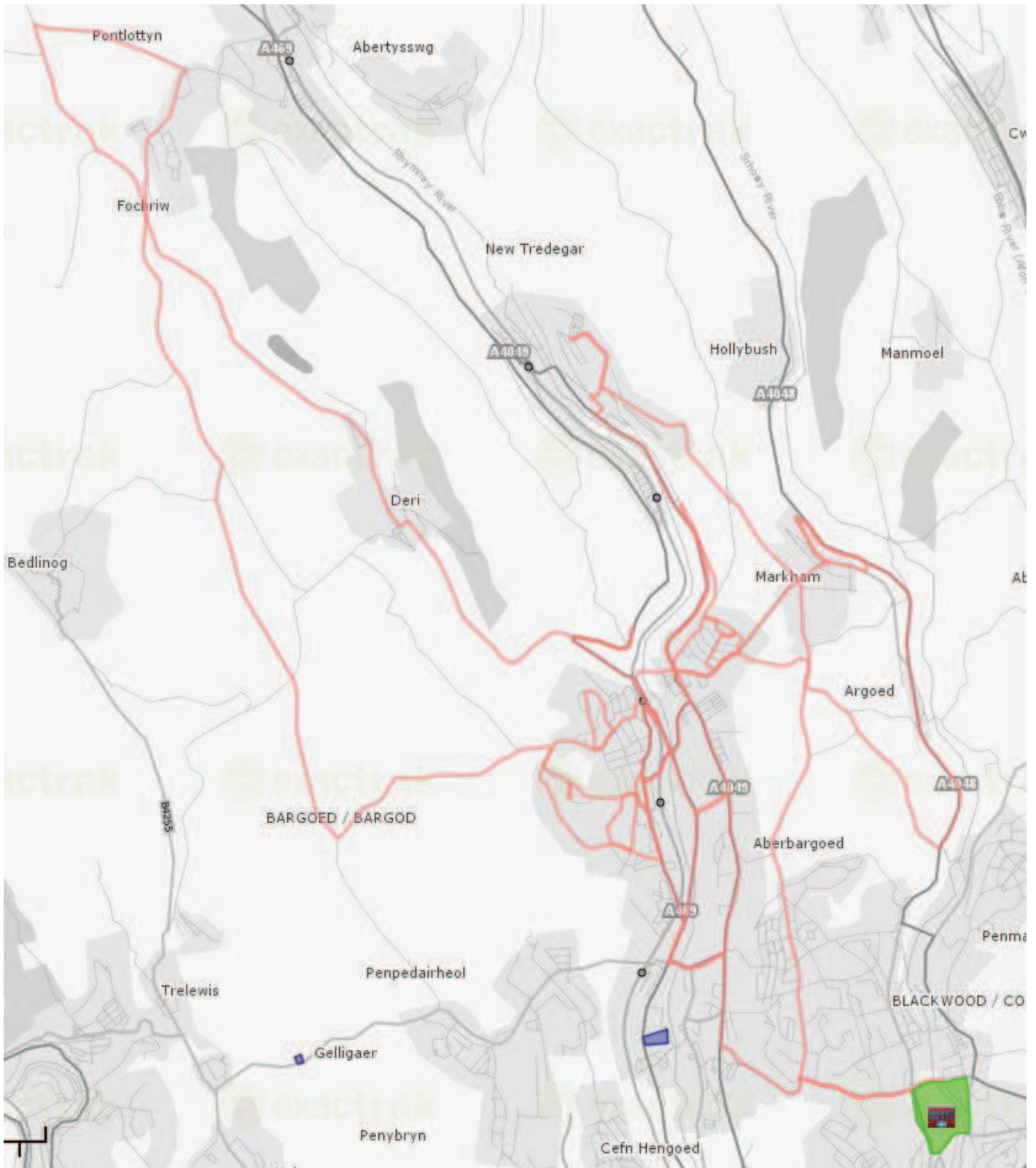
Pre-salting Route 2 (Penmaen)

No	GRITTING	ROUTE_CARD
1	F	Leave yard travel to junction B4254.
2	F	Turn left - Travel B4254
3	F	Enter roundabout travelling and take exit 3 to BRYN ROAD
4	F	Continue - Travel BRYN ROAD.
5	F	At junction - Continue travel BEDWELLY ROAD
6	F	Continue - Travel BEDWELLY ROAD to GREENWOOD ROAD. Grit
7	T	Continue - Grit HEOL Y CEFN
8	T	Continue - Grit HEOL Y CEFN to HEOL Y BEDW-HIRION
9	T	Continue - Grit HEOL Y BEDW-HIRION.
10	T	Turn left onto BEDWELLY ROAD
11	T	Continue - Grit BEDWELLY ROAD
12	T	Turn left onto BEDWELLY ROAD
13	T	Continue - Grit BEDWELLY ROAD
14	T	Turn left onto COMMERCIAL STREET
15	T	Continue - Grit COMMERCIAL STREET
16	T	Continue - Grit PENGAM ROAD. End of salting
17	F	Turn right - Travel HIGH STREET. Grit
18	T	Turn right - Grit A469
19	T	Continue - Grit A469 to BRITANNIA LINK ROAD ROUNDABOUT
20	T	Enter roundabout and take exit 2 to BRITANNIA LINK ROAD
21	T	Continue - Grit BRITANNIA LINK ROAD
22	T	Enter roundabout and take exit 3 to BRITANNIA LINK ROAD. End of salting
23	F	Continue - Travel BRITANNIA LINK ROAD. Grit
24	T	Enter roundabout gritting and take exit 2 to A469 ANGEL WAY
25	T	Enter roundabout and take exit 1 to BARGOED NEWYDD VIADUCT
26	T	Continue - Grit BARGOED NEWYDD VIADUCT.
27	T	Continue onto GILFACH STREET
28	T	Continue onto CARDIFF ROAD
29	T	Continue onto HANBURY ROAD
30	T	Continue onto HIGH STREET
31	T	Continue onto UPPER HIGH STREET
32	T	At roundabout take exit 2 to ST GWLADYS WAY
33	T	At roundabout take exit 1 to STATION ROAD
34	T	Continue - Grit STATION ROAD
35	T	Turn left onto FACTORY ROAD
36	T	Continue - Grit FACTORY ROAD.
37	T	Continue - Grit FACTORY ROAD to BRITHDIR CEMETARY. End of salting
38	F	U-turn - Travel BRITHDIR CEMETARY to FACTORY ROAD. Grit
39	T	Turn right - Grit GROESFAEN TERRACE
40	T	Continue - Grit GROESFAEN TERRACE
41	T	Continue - Grit GROESFAEN TERRACE to NEW ROAD
42	T	Continue - Grit NEW ROAD
43	T	Turn left onto BAILEY STREET
44	T	Continue - Grit BAILEY STREET to GLENVIEW TERRACE
45	T	Continue - Grit GLENVIEW TERRACE to BROOKE ROW. End of salting.
46	F	Continue - Travel BROOKE ROW to PONTLOTTYN ROAD.
47	F	Turn Left onto SOUTH TUNNEL ROAD.
48	F	Continue - Travel SOUTH TUNNEL ROAD to TUNNEL TAVERN.
49	F	Turn Left onto TUNNEL TAVERN. Grit.
50	T	Continue - Grit TUNNEL TAVERN to GLENVIEW TERRACE
51	T	At crossroads Turn Right onto GELLIGAER MOUNTAIN ROAD
52	T	Bear right - Grit MOUNTAIN ROAD.
53	T	Turn left - Grit Minor Road to WESTERN DRIVE
54	T	Turn right onto WESTERN DRIVE

55	T	Continue - Grit WESTERN DRIVE TO HILLSIDE PARK
56	T	Turn left onto HILLSIDE PARK
57	T	Continue - Grit HILLSIDE PARK
58	T	Turn left onto PARK DRIVE
59	T	Continue - Grit PARK DRIVE
60	T	Turn left onto HEOL FARGOED
61	T	Continue - Grit HEOL FARGOED
62	T	Turn left onto WESTERN DRIVE
63	T	Continue - Grit WESTERN DRIVE to CROSS STREET
64	T	Continue - Grit CROSS STREET
65	T	Turn left onto PARK PLACE
66	T	Continue - Grit PARK PLACE to CARDIFF ROAD
67	T	Turn left onto CARDIFF ROAD
68	T	Continue - Grit CARDIFF ROAD to GILFACH STREET
69	T	Turn right onto GILFACH STREET.
70	T	Turn right onto GILFACH STREET.
71	T	Continue - Grit GILFACH STREET to CARDIFF ROAD. End of salting.
72	F	Turn right - Travel CARDIFF ROAD to PARK DRIVE. Grit
73	T	Turn right - Grit PARK DRIVE
74	T	Continue - Grit PARK DRIVE
75	T	Turn left onto HEOL PENCARREG
76	T	Continue - Grit roundabout
77	T	Continue - Grit HEOL PENCARREG to PARK DRIVE
78	T	Turn left onto PARK DRIVE
79	T	Continue - Grit PARK DRIVE to WESTERN DRIVE
80	T	Turn right - Grit WESTERN DRIVE to MOORLAND ROAD
81	T	Continue - Grit MOORLAND ROAD to MCDONNEL ROAD
82	T	Continue - Grit MCDONNEL ROAD
83	T	Turn left on ST GWLADYS AVENUE
84	T	Continue - Grit ST GWLADYS AVENUE to HEOLDDU GROVE
85	T	Continue - Grit HEOLDDU GROVE. End of salting
86	F	Turn left - Travel MCDONNEL ROAD to HEOLDDU ROAD. Grit
87	T	Continue - Grit HEOLDDU ROAD
88	T	Turn left onto CHURCH PLACE
89	T	Continue - Grit CHURCH PLACE
90	T	Turn right onto BRISTOL TERRACE
91	T	At roundabout take exit 1 to ST GWLADYS WAY.
92	T	At roundabout take exit 1 to STATION ROAD. End of salting
93	F	Continue - Travel STATION ROAD to BRIDGE STREET. Grit
94	T	Continue - Grit BRIDGE STREET to BEDWELLY ROAD
95	T	Turn left onto CWMSYFIOG ROAD.
96	T	Continue - Grit CWMSYFIOG ROAD to UPPER ROAD. End of salting.
97	F	Continue - Travel WHITE ROSE WAY
98	F	Turn right onto CROSS STREET.
99	F	Continue - Travel CROSS STREET to SCHOOL STREET
100	F	Turn right onto BEDWELLY ROAD. Grit
101	T	Continue - Grit BEDWELLY ROAD to BEDLWYN ROAD
102	T	Turn left onto BEDLWYN ROAD
103	T	Continue - Grit BEDLWYN ROAD to BUS TURNING AREA. End of Salting.
104	F	U Turn - Travel BEDLWYN ROAD to BEDWELLY ROAD. Grit
105	T	Turn Left onto BEDWELLY ROAD
106	T	Continue - Grit BEDWELLY ROAD to MARKHAM
107	T	At roundabout take exit 2 to HEOL Y BEDW-HIRION
108	T	Turn left onto HEOL TYNEWYDD
109	T	Continue - Grit HEOL TYNEWYDD
110	T	Turn left onto A4048
111	T	Continue - Grit A4048 to ABERNANT ROAD.

112	T	Turn left onto ABERNANT ROAD
113	T	Continue - Grit ABERNANT ROAD to roundabout
114	T	Enter roundabout take exit 1 to ABERNANT ROAD
115	T	Continue - Grit ABERNANT ROAD
116	T	Turn left onto LINK ROAD. End of salting.
117	F	Turn left onto ABERNANT ROAD
118	F	Turn left onto A4048
119	F	Turn left onto ABERNANT ROAD
120	F	Continue - Travel ABERNANT ROAD.
121	F	Enter roundabout take exit 2 to PANTYCEFNOG ROAD. Grit
122	T	Continue - Grit PANTYCEFNOG ROAD
123	T	At roundabout take exit 2 to B4511 to BEDWELLY ROAD
124	T	Continue - Grit BEDWELLY ROAD
125	T	Turn right onto SANNAN STREET
126	T	Continue - Grit SANNAN STREET
127	T	Turn right onto HIGHFIELD CRESCENT
128	T	Turn right onto HIGHFIELD CRESCENT
129	T	Turn left onto LEWIS STREET
130	T	Continue to COMMUN ROAD
131	T	U-turn. - Grit LEWIS STREET
132	T	Turn right onto HIGHFIELD CRESCENT
133	T	Turn right onto LEWIS STREET
134	T	Turn right onto PANTYFID ROAD
135	T	Turn right onto BEDWELLY ROAD
136	T	Continue - Grit BEDWELLY ROAD to COMMERCIAL STREET
137	T	Turn right onto COMMUN ROAD
138	T	Continue - Grit COMMUN ROAD
139	T	Bear left - Grit COMMUN ROAD
140	T	Continue - Grit COMMUN ROAD to UPPER ROAD. End of salting
141	F	Turn left onto UPPER ROAD
142	F	Turn left onto CWMSYFIOG ROAD.
143	F	Continue - Travel CWMSYFIOG ROAD. Grit
144	T	Continue - Grit COMMERCIAL STREET
145	T	Turn right onto ABERBARGOED LINK ROAD.
146	T	Continue - Grit ABERBARGOED LINK ROAD.
147	T	Enter roundabout gritting and take exit 3 to ANGEL WAY
148	T	Continue - Grit ANGEL WAY
149	T	At roundabout complete a circuit and take exit 1 to BUS STATION
150	T	At roundabout take exit to PARK & RIDE
151	T	At roundabout take exit 1 to A469 ANGEL WAY
152	T	At roundabout take exit 3 to BARGOED NEWYDD VIADUCT. End of salting
153	F	Continue - Travel BARGOED NEWYDD VIADUCT.
154	F	Turn left onto GILFACH STREET
155	F	Continue - Travel GILFACH STREET to PARK PLACE
156	F	Continue - Travel PARK PLACE to GWERTHONOR PLACE. Grit
157	T	Continue - Grit GWERTHONOR PLACE to A469
158	T	Turn right onto A469. End of salting
159	T	Continue - Travel A469
160	F	Turn left onto HIGH STREET
161	F	Turn right onto A4049
162	F	Continue travel A4049 to OAK TERRACE
163	F	Turn left onto B4254
164	F	At roundabout take exit 3 to B4254
165	F	Continue - Travel B4254 to PENMAEN ROAD INDUSTRIAL ESTATE
166	F	Turn left onto PENMAEN ROAD INDUSTRIAL ESTATE
167	F	Turn left into DEPOT

Pre-salting Route 2 (Penmaen)



Pre-salting Route 3 (Penmaen)

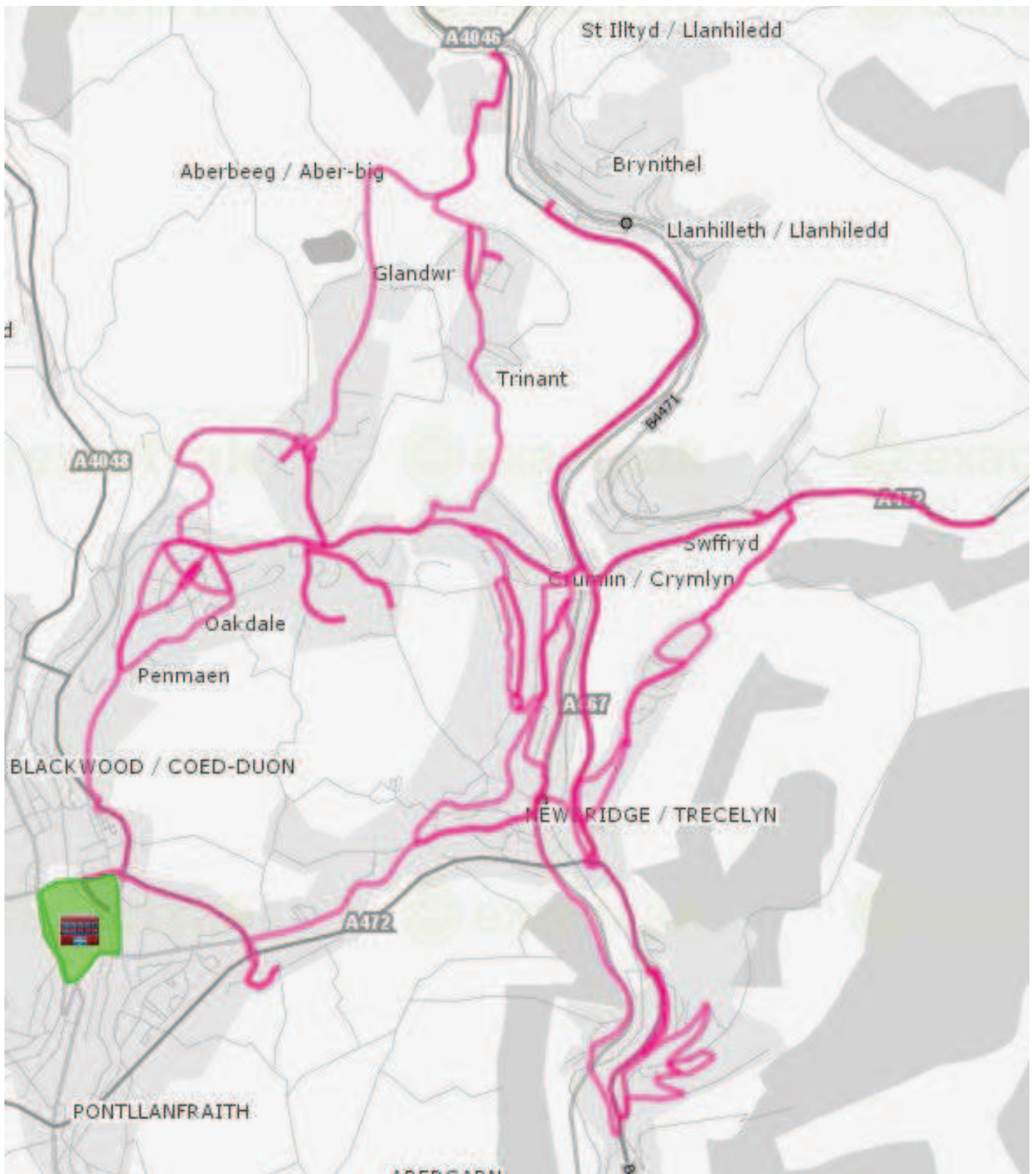
No	GRITTING	ROUTE_CARD
1	F	Leave yard travel to junction B4254.
2	F	Turn right - Travel B4254
3	F	At roundabout take exit 1 onto A4048. Grit
4	T	Enter roundabout gritting take exit 3 to OAKDALE
5	T	Continue - Grit OAKDALE TERRACE
6	T	Continue - Grit PENMAEN ROAD
7	T	Continue - Grit PENRHIW TERRACE
8	T	Continue - Grit SYR DAFYDD AVENUE
9	T	Turn right onto MAES Y GARN ROAD
10	T	Continue - Grit MAES Y GARN ROAD to LLWYN ON CRESCENT
11	T	Continue - Grit LLWYN ON LANE to GROVESIDE ROAD
12	T	Turn right onto PENMAEN ROAD
13	T	Turn right onto CENTRAL AVENUE
14	T	Turn left onto PENRHIW AVENUE
15	T	Turn right onto ABERCONWY PLACE
16	T	Turn right onto MARKHAM CRESCENT
17	T	Turn right onto ABERCONWY PLACE
18	T	Turn right onto PENRHIW AVENUE
19	T	Turn right onto ABERCONWY PLACE
20	T	Turn right onto MARKHAM CRESCENT
21	T	Turn left onto PENMAEN AVENUE
22	T	Turn left onto SYR DAFYDD AVENUE
23	T	Turn left onto BEECH GROVE
24	T	Turn left onto ABERCONWY PLACE
25	T	Turn right onto MARKHAM CRESCENT
26	T	Turn right onto ABERCONWY PLACE
27	T	Turn left onto BEECH GROVE
28	T	Continue grit BEECH GROVE
29	T	Turn left onto MAES Y GARN ROAD
30	T	Turn right onto SYR DAFYDD AVENUE
31	T	Continue - Grit SYR-DAFYDD AVENUE to BRYN HOWARD TERRACE
32	T	Continue - Grit BRYN HOWARD TERRCAE
33	T	Turn right - Grit CLOS PENTREGROES. End of salting
34	F	U-turn - Travel CLOS PENTREGROES. Grit
35	T	Turn right - Grit LON MAES YR HAF. End of salting
36	F	U-turn - Travel LON MAES YR HAF
37	F	Continue - Travel LON MAES YR HAF
38	F	Turn right - Travel CLOS PENTRE GROES and then Turn right. Grit
39	T	Turn right on to KENDON ROAD
40	T	Turn left onto PARKWAY
41	T	Continue - Grit PARKWAY.
42	T	Turn right - Grit CHERRY TREE HOUSE.
43	T	U-turn - Grit to PARKWAY
44	T	Turn right onto PARKWAY
45	T	At roundabout make a complete circuit and take exit 1 to BRYN BRITHDIR.
46	T	Continue - Grit BRYN BRITHDIR. End of salting
47	F	U turn - Travel BRYN BRITHDIR
48	F	Travel - at roundabout take exit 1 to COAL YARD RISE. Grit
49	T	Turn left -Grit WATERLOO
50	T	Continue - Grit WATERLOO
51	T	Turn left onto SYR DAFYDD AVENUE. End of salting
52	F	Continue - Travel SYR-DAFYDD AVENUE to BRYN HOWARD TERRACE
53	F	Continue - Travel BRYN HOWARD TERRACE. Grit
54	T	Continue - Grit B4251 KENDON ROAD

55	T	Turn left - Grit TRINANT ROAD
56	T	Continue - Grit TRINANT ROAD
57	T	Continue - Grit TRINANT ROAD to PENTWYN ROAD
58	T	Continue - Grit PENTWYN ROAD
59	T	Continue - Grit PENTWYN ROAD to PENTWYN TERRACE
60	T	Turn right onto TRINANT TERRACE
61	T	Continue - Grit TRINANT TERRACE
62	T	Turn left - Grit CONWAY ROAD
63	T	U-turn - Grit CONWAY ROAD to TRINANT TERRACE
64	T	Turn left - Grit TRINANT TERRACE TO PENTWYN TERRACE
65	T	Turn right - Grit PENTWYN TERRACE
66	T	Continue - Grit PENTWYN TERRACE to CWM NANT GWYNT.
67	T	Turn right onto CHRISTCHURCH ROAD
68	T	Continue - Grit CHRISTCHURCH ROAD to PANTDDU ROAD
69	T	Continue - Grit PANTDDU ROAD. End of salting
70	F	U-turn - Travel PANTDDU ROAD to PENTRAPEOD ROAD. Grit
71	T	Continue - Grit PENTRAPEOD ROAD to PARKWAY
72	T	At roundabout take exit 1 on to PARKWAY. End of salting
73	F	Travel - PARKWAY to KENDON ROAD
74	T	Turn left - Travel KENDON ROAD
75	F	Travel KENDON ROAD TO TRINANT ROAD. Grit
76	T	Continue - Grit KENDON ROAD to A467
77	T	Turn left onto A467
78	T	Turn left - Grit A467 to End of Salting
79	F	Continue - Travel A467 to GLANDWR INDUSTRIAL ESTATE and then Turn right
80	F	U-turn - Travel A467 to Start of Salting
81	T	Continue - Grit A467.
82	T	Turn left onto A472 HAFODYRYNYS ROAD
83	T	Turn left onto SWFFRYD ROAD
84	T	U-turn - Grit to A472
85	T	Turn left onto A472 to Boundary. End of salting
86	F	U turn - Travel A472 to HERBERT TERRACE. Grit
87	T	Continue - Grit HERBERT TERRACE to HAFODYRYNYS ROAD
88	T	Turn left onto A467
89	T	Continue - Grit A467.
90	T	Turn left onto CENTRAL AVENUE
91	T	Continue - Grit CENTRAL AVENUE
92	T	At roundabout complete a circuit and take exit 2 to OLD PANT ROAD
93	T	Continue - Grit OLD PANT ROAD
94	T	Turn right onto PANT ROAD
95	T	Continue - Grit PANT ROAD. End of salting.
96	F	U turn - Travel PANT ROAD. Grit
97	T	Turn right - Grit BOUNDARY ROAD
98	T	Continue - Grit BOUNDARY ROAD. End of salting.
99	F	Turn right - Travel OLD PANT ROAD. Grit
100	T	Enter roundabout salting take exit 3 to OLD PANT ROAD
101	T	Continue - Grit OLD PANT ROAD
102	T	Turn right onto CENTRAL AVENUE
103	T	Turn left onto A467
104	T	Enter roundabout complete a circuit and take exit 4 back to A467
105	T	Continue - Grit A467.
106	T	Turn left onto KENDON ROAD
107	T	Turn left onto MAIN STREET
108	T	U-turn at HILLSIDE. End of salting
109	F	Travel - MAIN STREET

110	F	Turn left - Travel KENDON ROAD. Grit
111	T	Turn left - Grit RHIW LEVEL ROAD
112	T	Continue - Grit RHIW LEVEL ROAD to PARRY TERRACE
113	T	Turn left onto TREOWEN ROAD
114	T	Continue - Grit TREOWEN ROAD
115	T	Turn right onto ELIDYR ROAD
116	T	Continue on to FFLORENS ROAD
117	T	Turn right - Grit FFLORENS ROAD to ROYAL CRESCENT
118	T	Continue - Grit ROYAL CRESCENT to FFLORENS ROAD
119	T	Continue - Grit FFLORENS ROAD to PARRY TERRACE
120	T	Turn right - Grit PARRY TERRACE. End of salting
121	F	Turn right - Travel TREOWEN ROAD. Grit
122	T	Turn left - Grit THE CIRCLE
123	T	Turn right - Grit THE CIRCLE
124	T	Bear right - Grit THE CIRCLE and then Turn right. Grit
125	T	Turn right on to THE CIRCLE. Grit
126	T	Bear left - Grit THE CIRCLE to PARK ROAD
127	T	Turn left - Grit PARK ROAD to COMMERCIAL ROAD
128	T	Bear left - Grit COMMERCIAL ROAD to HILLSIDE
129	T	Turn right - Grit HILLSIDE to MAIN STREET
130	T	Turn right - Grit MAIN STREET to MINING SCHOOL HILL
131	T	Turn right - Grit MINING SCHOOL HILL to PARK ROAD
132	T	Continue - Grit PARK ROAD to NEW BRYNGWYN ROAD
133	T	Continue - Grit NEW BRYNGWYN ROAD to BRYNGWYN ROAD
134	T	Turn left onto BRYNGWYN ROAD
135	T	Continue - Grit BRYNGWYN ROAD to HIGH STREET
136	T	Turn left onto HIGH STREET
137	T	Turn left onto NORTH ROAD
138	T	Turn left onto ASHFIELD ROAD
139	T	Continue - Grit ASHFIELD ROAD. End of salting
140	F	Turn right - Travel PARK Road to MINING SCHOOL HILL. Grit
141	T	Turn right - Grit NORTH ROAD
142	T	Continue - Grit NORTH ROAD to TRAFFIC SIGNALS
143	T	Turn right onto HIGH STREET
144	T	Turn left onto CELYNEN ROAD
145	T	Continue - Grit CELYNEN ROAD to LLANOVER STREET
146	T	Continue - Grit LLANOVER STREET to ISLWYN STREET
147	T	Continue - Grit ISLWYN STREET to BRIDGE STREET
148	T	Continue - Grit BRIDGE STREET
149	T	Turn leftt onto A467
150	T	Turn right onto ABERCARN LINK ROAD
151	T	Turn left onto HIGH STREET
152	T	Turn right onto GWYDDON ROAD
153	T	Turn right - Grit GWYDDON ROAD
154	T	Continue - Grit GWYDDON ROAD
155	T	Turn left - Grit COED MOELFA ROAD to LLAN-FACH ROAD
156	T	Turn right - Grit LLAN-FACH ROAD to BRYN ROAD
157	T	Turn left - Grit BRYN ROAD to TWYN ROAD
158	T	Turn right - Grit TWYN ROAD to LLAN-FACH ROAD
159	T	Turn right - Grit LLAN-FACH ROAD and then Turn right
160	T	Turn right on to BRYN ROAD
161	T	Turn right - Grit BRYN ROAD to PEN-RHIW TERRACE
162	T	Continue - Grit PEN-RHIW TERRACE to CEMETARY ROAD
163	T	Bear left - Grit CEMETARY ROAD
164	T	Turn right onto CHAPEL OF EASE
165	T	At roundabout complete a circuit and take exit 4 onto CHAPEL OF EASE
166	T	Continue - Grit CHAPEL OF EASE to HIGH STREET. End of salting

167	F	Travel HIGH STREET
168	F	Turn right onto ABERCARN LINK ROAD
169	F	Turn right onto A467.
170	F	Continue - Travel A467
171	F	At roundabout take exit 2 to A467
172	F	Continue - Travel A467. Grit
173	T	Enter roundabout gritting take exit 2 to BRIDGE STREET
174	T	Turn left - Grit PARK & RIDE
175	T	Turn left onto BRIDGE STREET
176	T	Bear left onto HIGH STREET. End of salting
177	F	Continue - Travel HIGH STREET to BRYNGWYN ROAD. Grit
178	T	Continue - Grit BRYNGWYN ROAD to NEWBRIDGE ROAD
179	T	Continue - Grit NEWBRIDGE ROAD to HIGH STREET
180	T	Continue - Grit HIGH STREET to NEWBRIDGE ROAD
181	T	At roundabout take exit 1 to A472 LINK ROAD
182	T	At roundabout take exit 2 on to Minor Road
183	T	Continue - Grit NAILERS ARMS LINK ROAD. End of salting
184	F	U-turn - Travel NAILERS ARMS LINK ROAD. Grit
185	T	Continue - Enter roundabout salting and take exit 2 on to A4048
186	T	At roundabout take exit 2 on to A4048
187	T	Continue - Grit A4048. End of salting
188	F	At roundabout take exit 2 onto B4254
189	F	Turn left into PENMAEN ROAD INDUSTRIAL ESTATE
190	F	Turn left into DEPOT

Pre-salting Route 3 (Penmaen)



Pre-salting Route 4 (Penmaen)

No	GRITTING	ROUTE_CARD
1	F	Leave yard travel to junction B4254.
2	F	Turn right - Travel B4254. Grit
3	T	Enter roundabout salting complete a circuit and take exit 1 onto A4048
4	T	At roundabout complete a circuit and take exit 2 onto A4048
5	T	At roundabout complete a circuit and take exit 1 onto A4048
6	T	At roundabout complete a circuit and take exit 4 onto A4048
7	T	Continue - Grit A4048
8	T	At roundabout complete a circuit and take exit 1 onto B4251
9	T	Continue - Grit B4251
10	T	At roundabout complete a circuit and take exit 1 onto LON GELLIDEG
11	T	Turn right onto MANMOEL ROAD
12	T	Continue - Grit MANMOEL ROAD
13	T	Turn left - Grit MANMOEL VILLAGE
14	T	Turn right - Grit LLANERCH LANE. End of salting
15	F	U-turn - Travel to LLANERCH LANE
16	F	Turn left - Travel MANMOEL VILLAGE
17	F	Turn right - Travel MANMOEL ROAD
18	F	Turn left - Travel LON GELLIDEG
19	F	Enter roundabout travelling and take exit 4 onto B4251
20	F	Continue - Travel B4251. Grit
21	T	Turn right - Grit OAKDALE COMP LANE
22	T	Continue - Grit OAKDALE COMP LANE to ROCK FACH LANE
23	T	Continue - Grit ROCK FACH LANE
24	T	Turn Left onto A4048
25	T	At roundabout take exit 3 onto SUNNYBANK ROAD.
26	T	Continue - Grit SUNNYBANK ROAD
27	T	At roundabout take exit 2 to TWYNYFFALD ROAD
28	T	Turn right onto GREENWOOD ROAD
29	T	Turn right onto BEDWELLY ROAD
30	T	Turn right onto HEOL PIT Y CEILIOGOD
31	T	Turn left onto BEAUMARIS WAY
32	T	Continue - Grit BEAUMARIS WAY
33	T	Turn right onto GREENWOOD ROAD
34	T	Turn left onto BEDWELLY ROAD
35	T	Turn right onto WAUNBORFA ROAD
36	T	Turn right onto CEFN FFOREST AVENUE
37	T	Turn right onto CENTRAL AVENUE
38	T	Complete a loop of the SHOPPING AREA
39	T	Turn right onto CENTRAL AVENUE
40	T	Turn right onto BEDWELLY ROAD
41	T	Continue - Grit BEDWELLY ROAD to BRYN ROAD
42	T	Turn right onto PWLLGLAS ROAD
43	T	Continue - Grit PWLLGLAS ROAD to FAIRVIEW
44	T	Continue - Grit FAIRVIEW
45	T	Turn right onto PENGAM ROAD
46	T	Turn right onto WAUNBORFA ROAD
47	T	Turn right onto CEFN FFOREST AVENUE
48	T	Turn left onto FAIRVIEW. End of salting
49	F	Continue - Travel FAIRVIEW to PWLLGLAS ROAD
50	F	Turn left onto BRYN ROAD. Grit
51	T	Turn right - Grit TWYNYFFALD ROAD
52	T	At roundabout take exit 2 to CEFN ROAD
53	T	Turn left onto SOUTHVIEW ROAD
54	T	Turn right - Grit PENTWYN ROAD

55	T	Turn right onto HIGH STREET
56	T	Continue - Grit HIGH STREET
57	T	Turn right onto LIBANUS ROAD
58	T	Turn left onto LIBANUS ROAD
59	T	Turn left onto HIGH STREET
60	T	At roundabout take exit 1 to GORDON ROAD
61	T	Continue - Complete a loop of the BUS STATION.
62	T	Turn right onto GORDON ROAD
63	T	Continue - Grit GORDON ROAD
64	T	Turn right onto ALBANY ROAD
65	T	Continue - Grit ALBANY ROAD to ATTLEE ROAD
66	T	Turn left onto APOLLO WAY
67	T	Turn right onto CHARTIST WAY
68	T	At roundabout take exit 3 onto BLOOMFIELD ROAD
69	T	Continue - Grit BLOOMFIELD ROAD to SOUTHVIEW ROAD.
70	T	Turn left onto LEWIS LEWIS AVENUE
71	T	Continue - Grit LEWIS LEWIS AVENUE. End of salting
72	F	Turn left onto CEFN ROAD
73	F	Turn right onto BLOOMFIELD ROAD. Grit
74	T	Turn left onto ATTLEE ROAD.
75	T	Continue - Grit ATTLEE ROAD to APOLLO WAY. End of salting.
76	T	Turn right onto ATTLEE ROAD. End of salting
77	F	Travel - Turn right onto APOLLO WAY
78	F	Travel - Turn right onto CHARTIST WAY
79	F	Continue - Travel CHARTIST WAY. Grit
80	T	Enter roundabout salting and take exit 1 to BLOOMFIELD ROAD
81	T	Continue - Grit BLOOMFIELD ROAD
82	T	Turn left onto BRYN ROAD
83	T	Continue - Grit BRYN ROAD
84	T	At roundabout take exit 1 to HIGHFIELDS WAY
85	T	Turn left onto COED LIBANUS
86	T	Turn left onto CLOS COED BACH
87	T	Turn left onto BRYN ROAD
88	T	At roundabout take exit 3 to HEOL Y DDERWEN
89	T	Continue - Grit HEOL Y DDERWEN
90	T	Turn right onto FAIRVIEW
91	T	Turn right onto ELGAR CLOSE
92	T	Continue - Grit ELGAR CLOSE TO GRANGE HILL. End of salting
93	F	Turn left onto BRYN ROAD
94	F	Continue - Travel BRYN ROAD. Grit
95	T	Turn right - Grit APOLLO WAY
96	T	Continue - Grit APOLLO WAY
97	T	Turn right onto ATTLEE ROAD
98	T	Turn left onto WOODBINE ROAD
99	T	Continue - Grit WOODBINE ROAD
100	T	Turn left onto HIGH STREET
101	T	Continue - Grit HIGH STREET
102	T	At roundabout complete a circuit and take exit 1 to HIGH STREET
103	T	At roundabout take exit 4 to HIGH STREET
104	T	At roundabout take exit 1 to CLIFF ROAD
105	T	At roundabout take exit 1 to CLIFF ROAD
106	T	At roundabout take exit 1 to HALL STREET
107	T	Continue - Grit HALL STREET to BRIDGE STREET
108	T	Continue - Grit BRIDGE STREET to PARK TERRACE
109	T	Continue - Grit PARK TERRACE
110	T	Turn left onto WOODFIELD TERRACE
111	T	At roundabout take exit 4 to WOODFIELD TERRACE

112	T	Continue - Grit WOODFIELD TERRACE
113	T	Turn Left onto B4254
114	T	At roundabout take exit 3 to PENMAEN ROAD
115	T	Turn left - Grit WOODFIELD SIDE BUSINESS CENTRE
116	T	U-turn - Grit WOODFIELD SIDE BUSINESS CENTRE to PENMAEN ROAD
117	T	Turn left - Grit B4251 to LLANARTH ROAD
118	T	Continue - Grit LLANARTH ROAD to CWMALSIE CRESCENT
119	T	Continue - Grit CWMALSIE CRESCENT to MILL ROAD. End of Salting
120	F	U-turn - Travel CWMALSIE CRESCENT to WOODLAND ROAD. Grit
121	T	Turn right - Grit WOODLAND ROAD to UPLAND ROAD
122	T	Turn left - Grit UPLAND ROAD
123	T	Continue - Grit UPLAND ROAD to MILLBROOK ROAD
124	T	Turn right - Grit MILLBROOK ROAD to NEWBRIDGE ROAD
125	T	Turn right - Grit NEWBRIDGE ROAD
126	T	At roundabout take exit 4 back to NEWBRIDGE ROAD
127	T	Continue - Grit NEWBRIDGE ROAD to COMMERCIAL STREET
128	T	Continue - Grit COMMERCIAL STREET.
129	T	At roundabout take exit 1 to SIR IVORS ROAD
130	T	Continue - Grit SIR IVORS ROAD
131	T	At roundabout complete a circuit and take exit 1 to A472
132	T	Continue - Grit A472
133	T	At roundabout complete a circuit and take exit 4 back to A472
134	T	Continue - Grit A472
135	T	At roundabout take exit 3 to SIR IVORS ROAD. End of salting
136	F	Travel - Turn left onto GELLI LANE. Grit
137	T	Turn left - Grit BRYN ROAD
138	T	Continue - Grit BRYN ROAD
139	T	Turn right onto CROWN LANE
140	T	Bear right onto BRYN LANE
141	T	Continue - Grit BRYN LANE to RUSHMERE ROAD
142	T	Continue - Grit RUSHMERE ROAD to THE CIRCLE
143	T	At roundabout complete a circuit and take exit 2 on to ST MARY'S ROAD
144	T	Bear left - Grit ST MARY'S ROAD to FLEUR-DE-LYS AVENUE
145	T	Turn left - Grit FLEUR-DE-LYS AVENUE to HIGHMEAD
146	T	Continue - Grit HIGHMEAD to ST MARY'S ROAD
147	T	Turn left - Grit ST MARY'S ROAD to FLEUR-DE-LYS AVENUE
148	T	Turn right - Grit FLEUR-DE-LYS AVENUE to THE CIRCLE
149	T	At roundabout take exit 3 to MANOR ROAD
150	T	Continue - Grit MANOR ROAD
151	T	Turn left onto BRYN ROAD
152	T	At roundabout complete a circuit and take exit 1 to BLACKWOOD ROAD
153	T	At roundabout take exit 3 to CIVIC CENTRE
154	T	Continue - Grit CIVIC CENTRE. End of salting
155	F	U turn - Travel CIVIC CENTRE to roundabout
156	F	At roundabout take exit 1 to BLACKWOOD ROAD. Grit
157	T	Enter roundabout gritting take exit 1 to COMMERCIAL STREET
158	T	At roundabout take exit 3 back to COMMERCIAL STREET
159	T	At roundabout take exit 1 to BRYN ROAD
160	T	Continue - Grit BRYN ROAD
161	T	Turn right onto FOREST HILL
162	T	Continue - Grit FOREST HILL. End of salting
163	F	Turn left - Travel BRYN LANE
164	F	Bear left - Travel CROWN LANE. Grit
165	T	Turn Right - Grit BRYN ROAD
166	T	At roundabout complete a circuit and take exit 1 to A472
167	T	At roundabout complete a circuit and take exit 4 to A472
168	T	At roundabout take exit 1 to A4049

169	T	Continue - Grit A4049
170	T	Turn right onto HAWTIN PARK
171	T	Continue - Grit HAWTIN PARK. End of salting
172	F	U turn - Travel HAWTIN PARK. Grit
173	T	Turn right onto A4049
174	T	Continue - Grit A4049. End of salting.
175	F	Turn left - Travel ST DAVIDS ROAD
176	F	Turn left - Travel HIGH STREET. Grit
177	T	Turn left - Grit PLAS ROAD
178	T	Continue - Grit PLAS ROAD
179	T	Turn left - Grit A4049
180	T	Turn right - Grit B4254
181	T	Continue - Grit B4254
182	T	At roundabout complete a circuit and take exit 3 to HIGHFIELDS WAY
183	T	Continue - Grit HIGHFIELDS WAY
184	T	Turn right onto BLACKWOOD ROAD
185	T	At roundabout take exit 4 to BLACKWOOD ROAD
186	T	Turn right onto B4254
187	T	Continue - Travel B4254 to PENMAEN ROAD INDUSTRIAL ESTATE
188	T	Turn right onto PENMAEN ROAD INDUSTRIAL ESTATE
189	T	Turn left into DEPOT

Pre-salting Route 4 (Penmaen)



Pre-salting Route 5 (Penmaen)

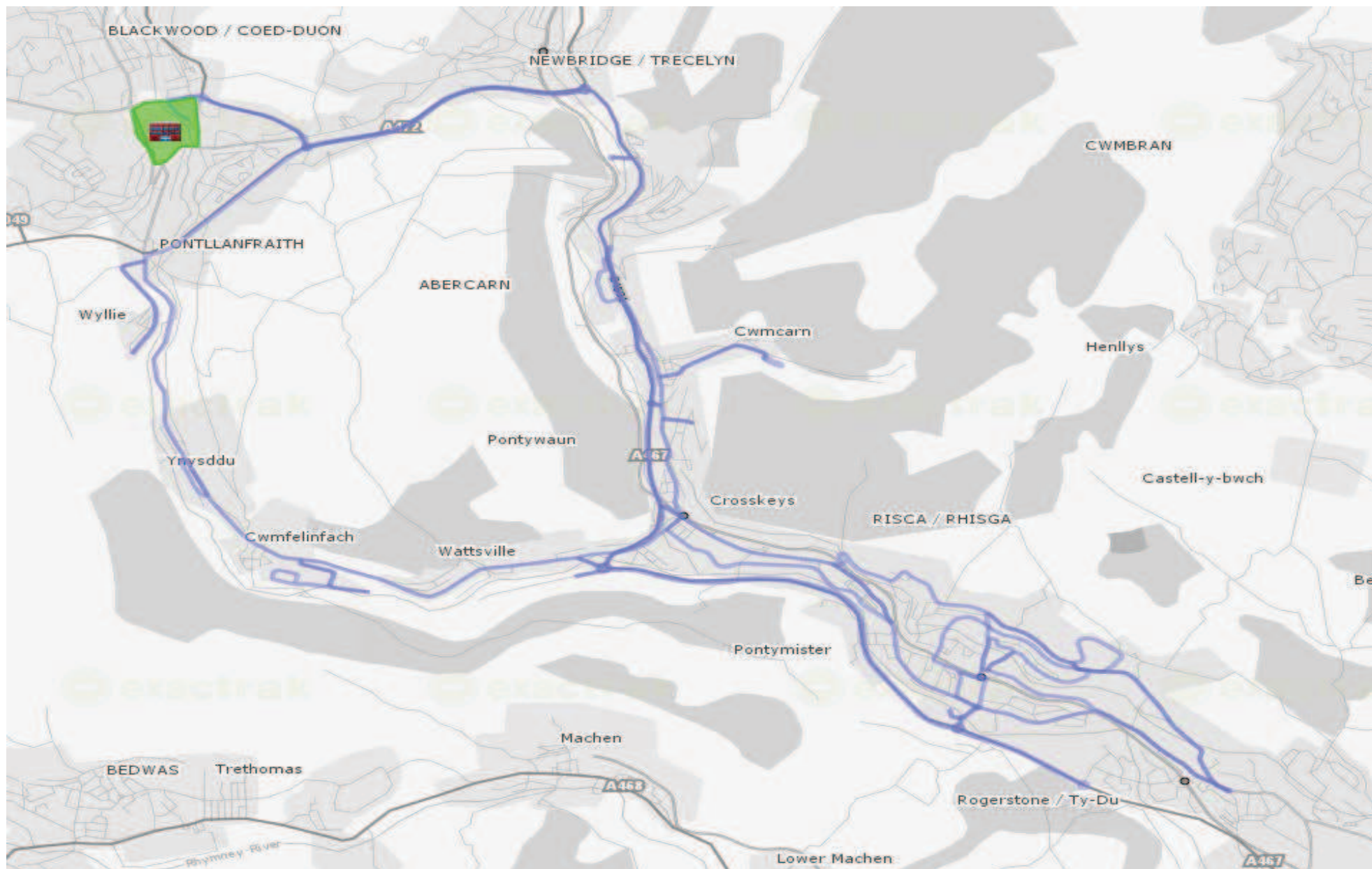
No	GRITTING	ROUTE_CARD
1	F	Leave yard travel to junction B4254.
2	F	Turn right - Travel B4254
3	F	At roundabout take exit 2 onto A4048
4	F	At roundabout take exit 2 onto A4048
5	F	At roundabout take exit 3 onto A472. Grit
6	T	Enter roundabout salting and take exit 1 onto B4251
7	T	Turn right onto HEOLDDU ROAD
8	T	Turn left - Grit WYLLIE ROAD to GLANHOWY ROAD
9	T	Continue - Grit GLANHOWY ROAD to End of Salting
10	F	U-turn - Travel GLANHOWY ROAD to WYLLIE ROAD
11	F	Continue - Travel WYLLIE ROAD to HEOLDDU ROAD
12	F	Turn right - Travel HEOLDDU ROAD to B4251. Grit
13	T	Turn right - Grit B4251
14	T	Continue - Grit B4251
15	T	Turn right onto HIGH STREET LINK
16	T	Continue - Grit HIGH STREET LINK to HIGH STREET
17	T	Continue - Grit HIGH STREET LINK to HIGH STREET
18	T	Turn right onto B4251
19	T	Continue - Grit B4251
20	T	Continue - Grit B4251 to MAINDEE ROAD
21	T	Turn right onto GREENMEADOW ROAD
22	T	Turn left onto HEOL GLAN-YR-AFON
23	T	U-turn - Grit HEOL GLAN-YR-AFON
24	T	Continue - Grit HEOL GLAN-YR-AFON to HEOL TIR TON.
25	T	Continue - Grit HEOL TIR TON.
26	T	Turn left onto GREENMEADOW ROAD
27	T	Turn right onto B4251
28	T	Continue - Grit B4251 to ISLWYN ROAD
29	T	At roundabout take exit 4 onto ISLWYN ROAD
30	T	Turn right onto GLADSTONE STREET
31	T	Continue - Grit GLADSTONE STREET to HIGH STREET
32	T	Continue - Grit HIGH STREET to TWYNCARN ROAD
33	T	Turn right onto SILVER STREET. End of salting
34	F	U-turn - Travel SILVER STREET to TWYNCARN ROAD. Grit
35	T	Turn right - Grit TWYNCARN ROAD
36	T	At roundabout take exit 4 to TWYNCARN ROAD
37	T	Turn left onto NEWPORT ROAD
38	T	Turn right onto IVOR STREET
39	T	Turn left - Grit BERNARD STREET
40	T	Continue - Grit NANTCARN ROAD
41	T	Turn right - Grit NANTCARN ROAD
42	T	Turn left - Grit VISITOR CENTRE ACCESS ROAD. End of Salting
43	F	U-turn - Travel VISITOR CENTRE ACCESS ROAD to NANTCARN ROAD
44	F	Turn right - Travel NANTCARN ROAD
45	F	Turn left - Travel NANTCARN ROAD
46	F	Continue - Travel BERNARD STREET
47	F	Turn right - Travel IVOR STREET. Grit
48	T	Turn right - Grit B4591 NEWPORT ROAD
49	T	Continue - Grit NEWPORT ROAD
50	T	Turn left onto ABERCARN LINK ROAD
51	T	Turn left onto A467
52	T	Continue - Grit A467
53	T	At roundabout complete a circuit and take exit 2 to A467
54	T	At roundabout complete a circuit and take exit 1 to A467

55	T	At roundabout complete a circuit and take exit 2 to A467
56	T	At roundabout complete a circuit and take exit 3 to A467
57	T	At roundabout take exit 2 to A467
58	T	At roundabout take exit 1 to FULL MOON ACCESS ROAD
59	T	U-turn - Grit FULL MOON ACCESS ROAD
60	T	At roundabout take exit 2 to A467
61	T	Turn right onto CROSSKEYS ACCESS ROAD
62	T	Continue - Grit HIGH STREET
63	T	Continue - Grit HIGH STREET to CROMWELL ROAD
64	T	Continue - Grit CROMWELL ROAD to ST MARY STREET
65	T	Continue - Grit ST MARYS STREET to TREDEGAR STREET
66	T	At roundabout complete a circuit and take exit 2 to PONTYMISTER LINK ROAD
67	T	At roundabout salting and take exit 3 on to TESCO ACCESS ROAD.
68	T	Continue - Grit TESCO ACCESS ROAD to PRIVATE ROAD
69	T	U-turn - Travel TESCO ACCESS ROAD to roundabout
70	T	At roundabout take exit 3 on to PONTYMISTER LINK ROAD
71	T	At roundabout take exit 4 onto PONTYMISTER LINK ROAD
72	T	AT roundabout take exit 2 to PONTYMISTER LINK ROAD
73	T	At roundabout take exit 3 to NEWPORT ROAD
74	T	Continue - Grit NEWPORT ROAD to RISCA ROAD
75	T	At roundabout take exit 3 to RISCA ROAD
76	T	Turn right onto PONTYMASON LANE
77	T	Continue - Grit PONTYMASON LANE
78	T	At roundabout take exit 1 to ELM DRIVE
79	T	Turn right onto HOLLY ROAD
80	T	Turn right onto COTSWOLD WAY
81	T	Continue - Grit COTSWOLD WAY
82	T	At roundabout take exit 2 to ELM DRIVE. End of salting
83	F	Turn right - Travel HOLLY ROAD
84	F	Continue - travel HOLLY ROAD. Grit.
85	T	Turn left -Grit ROWAN ROAD
86	T	Continue - Grit THISTLE WAY
87	T	Continue - Grit LOWER WYNDHAM TERRACE
88	T	Continue - Grit MILL STREET
89	T	At roundabout take exit 3 to TREDEGAR STREET
90	T	Turn right onto MARYLAND ROAD
91	T	Turn right - Grit Park & RIDE
92	T	Turn right - Grit MARYLAND ROAD
93	T	Continue - Grit MARYLAND ROAD
94	T	Turn right onto GELLI AVENUE
95	T	Continue - Grit GELLI AVENUE to ELM DRIVE
96	T	Continue - Grit ELM DRIVE
97	T	Turn right onto MANOR WAY
98	T	Continue - Grit MANOR WAY to MANOR ROAD
99	T	Turn right onto CHANNEL VIEW
100	T	At roundabout take exit 3 to LOWER WYNDHAM TERRACE
101	T	Continue - Grit LOWER WYNDHAM TERRACE to THISTLE WAY
102	T	Turn right onto ALMOND AVENUE
103	T	Turn right onto MAPLE AVENUE. End of salting
104	F	Turn right - Travel MANOR ROAD. Grit
105	T	Turn left - Grit CHANNEL VIEW
106	T	Continue - Grit CHANNEL VIEW to HERBERT AVENUE
107	T	Continue - Grit HERBERT AVENUE. End of salting
108	F	Turn left - Travel NEWPORT ROAD
109	F	Continue - Travel NEWPORT ROAD to RISCA ROAD
110	F	At roundabout take exit 3 to RISCA ROAD
111	F	Turn right onto PONTYMASON LANE

112	F	Continue - Travel PONTYMASON LANE
113	F	At roundabout take exit 1 to ELM DRIVE. Grit
114	T	Turn right -Grit HOLLY ROAD
115	T	Continue - Grit HOLLY ROAD to FERNLEA
116	T	Continue - Grit FERNLEA
117	T	Turn right onto DARRAN ROAD
118	T	Continue - Grit DARRAN ROAD. End of salting
119	F	Turn left - Travel ST MARY STREET. Grit
120	T	Turn right - Grit GROVE ROAD
121	T	Continue - Grit GROVE ROAD to CRESCENT ROAD
122	T	Continue - Grit CRESCENT ROAD to NEW PARK ROAD
123	T	Continue - Grit NEW PARK ROAD to WAUNFAWR PARK ROAD
124	T	Continue - Grit WAUNFAWR PARK ROAD to COBDEN STREET
125	T	Continue - Grit COBDEN STREET
126	T	Turn right onto GLADSTONE STREET
127	T	Turn left onto CROSSKEYS ACCESS ROAD
128	T	Turn right onto A467
129	T	At roundabout take exit 2 to A467
130	T	Continue - Grit A467 to ABERCARN
131	T	Turn left onto BRIDGE STREET
132	T	Turn left onto DARREN DRIVE
133	T	Continue - Grit DARREN DRIVE to A467
134	T	Turn left onto A467
135	T	At roundabout take exit 1 to COED CELYNEN DRIVE
136	T	At roundabout complete a circuit and take exit 3 to COED CELYNEN DRIVE
137	T	At roundabout take exit 1 to A467
138	T	Continue - Grit A467.
139	T	Enter roundabout complete a circuit and take exit 1 to A472
140	T	Continue - Grit A472
141	T	At roundabout take exit 3 back onto A472
142	T	Continue - Grit A472. End of salting
143	F	At roundabout take exit 4 to A472
144	F	At roundabout take exit 3 to A4048
145	F	At roundabout take exit 2 to A4048
146	F	At roundabout take exit 2 to B4254
147	F	Turn left into PENMAEN INDUSTRIAL ESTATE
148	F	Turn left into DEPOT

Pre-salting Route 5 (Penmaen)

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Pre-salting Route 6 (Penmaen)

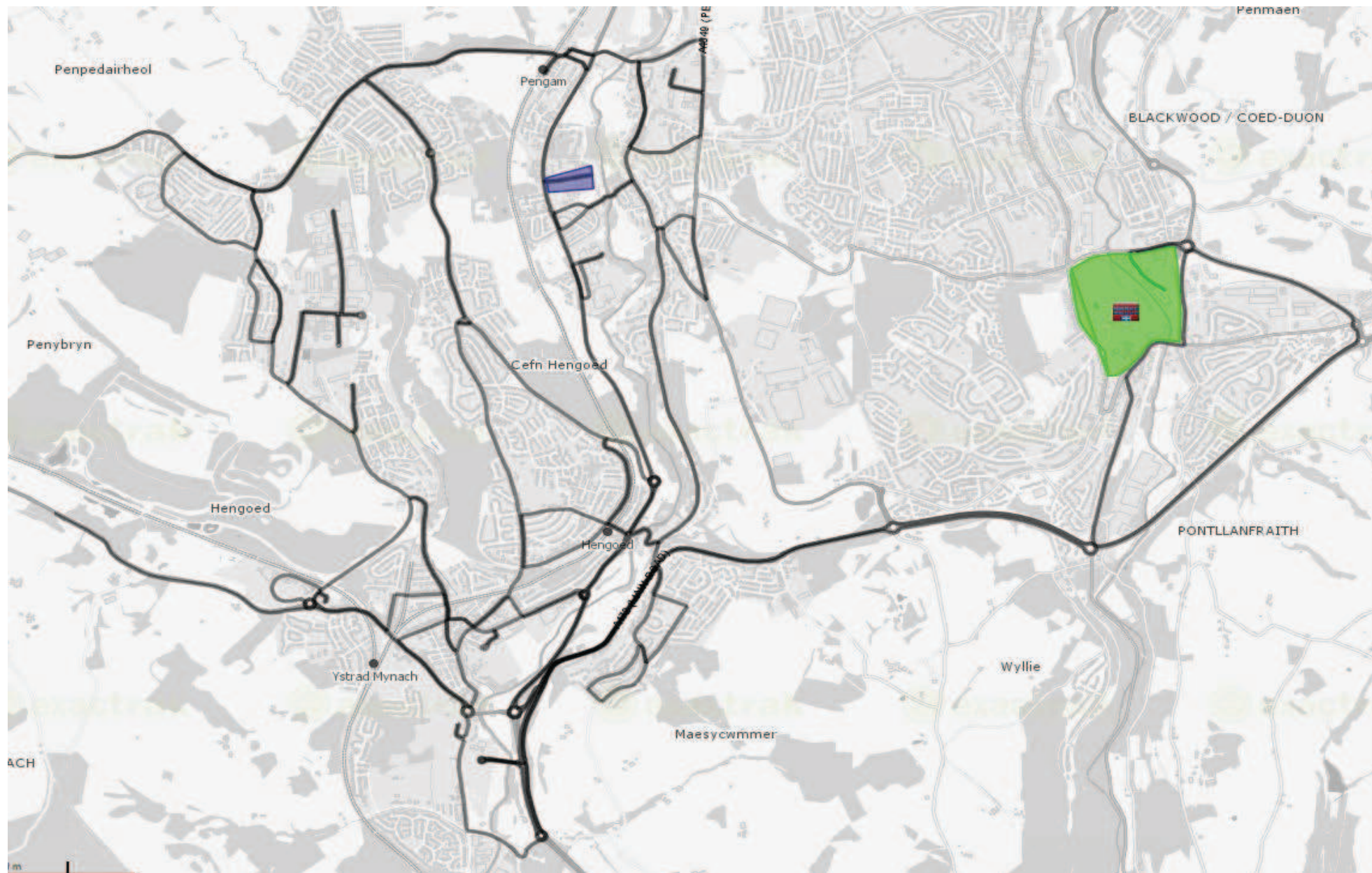
No	GRITTING	ROUTE_CARD
1	F	Leave yard travel to junction B4254.
2	F	Turn right - Travel B4254
3	F	At roundabout take exit 3 onto PENMAEN ROAD
4	F	Turn right - Travel COMMERCIAL STREET
5	F	At roundabout take exit 1 to SIR IVORS ROAD
6	F	Continue - Travel SIR IVORS ROAD to NEWPORT ROAD. Grit
7	T	Enter roundabout gritting - Take exit 3 to A472
8	T	At roundabout take exit 2 to A472 to MAESYCWMMER
9	T	Continue - Grit A472 MAIN ROAD
10	T	Continue - Grit A472 to A469
11	T	Turn right onto YSBYTY YSTRAD FAWR
12	T	At roundabout complete a circuit and take exit back to A469
13	T	Turn right onto A469
14	T	At roundabout complete a circuit and take exit 4 back onto A469
15	T	Bear left - Grit YSBYTY FAWR access road
16	T	Enter Roundabout salting and return back to A469.
17	T	Bear left - Grit A469
18	T	Bear right - Grit A469 to A472 MAIN ROAD
19	T	Continue - Grit A472
20	T	Turn right onto TABOR ROAD
21	T	Continue - grit TABOR ROAD to PARK ROAD
22	T	Turn right onto SPRINGFIELD
23	T	Turn right onto PLEASANT VIEW
24	T	Turn right onto PARK ROAD
25	T	Turn left onto HILL VIEW
26	T	Continue - Grit HILL VIEW to ST DAVIDS ROAD
27	T	Turn left onto ERASMUS TERRACE
28	T	Continue - Grit ERASMUS TERRACE to JENKIN STREET
29	T	Turn right onto TABOR ROAD. End of salting.
30	F	Travel - TABOR ROAD
31	F	Turn left onto A472
32	F	Travel - A742 to A469
33	F	Enter roundabout and take exit 3 to DUFFRYN INDUSTRIAL ESTATE
34	F	Enter roundabout and take exit 3 to TWYN ROAD. Grit
35	T	Turn right - Grit CAERPHILLY ROAD.
36	T	Continue - Grit Caerphilly Road
37	T	Turn left - Complete a circuit of TY GRADDDFA
38	T	Turn left - Grit CAERPHILLY ROAD
39	T	At roundabout complete a circuit and take exit 1 onto A472 to NELSON
40	T	At roundabout complete a circuit and take exit 1 onto A472 to NELSON
41	T	Continue - Grit A472
42	T	At roundabout complete a circuit and take exit 1 onto A472
43	T	At roundabout complete a circuit and take exit 2 onto A472
44	T	At roundabout take exit 4 onto A472
45	T	At roundabout take exit 3 onto A472
46	T	At roundabout take exit 1 onto CAERPHILLY ROAD
47	T	Turn left onto HEOL FAWR
48	T	Continue - Grit HEOL FAWR to MOUNTAIN VIEW. End of salting
49	F	U-turn - Travel MOUNTAIN VIEW to COMMERCIAL STREET. Grit
50	T	Turn left - Grit COMMERCIAL STREET
51	T	At roundabout complete a circuit and take exit 2 to COMMERCIAL STREET
52	T	Turn left onto HIGH STREET
53	T	Continue - Grit HIGH STRET
54	T	Turn left onto LLWYNCELYN TERRACE

55	T	Turn left onto A472
56	T	At roundabout take exit 2 to DYNEVOR TERRACE
57	T	Continue - Grit DYNEVOR TERRACE
58	T	At roundabout take exit 1 to COMMERCIAL STREET
59	T	Continue - Grit COMMERCIAL STREET to SHINGRIG ROAD
60	T	Continue - Grit SHINGRIG ROAD
61	T	Turn right onto GELLIGAER ROAD
62	T	Continue - Grit GELLIGAER ROAD to CHURCH ROAD
63	T	Continue - Grit CHURCH ROAD
64	T	Turn right onto PENALLTA ROAD
65	T	Continue - Grit PENALLTA ROAD
66	T	Turn right onto HEOL CATTWG
67	T	Continue - Grit HEOL CATTWG to ANEURIN BEVAN AVENUE
68	T	Turn right onto CHURCH ROAD. End of salting.
69	F	Travel - Turn right onto PENALLTA ROAD
70	F	Travel to HEOL CATTWG. Grit
71	T	Continue - Grit PENALLTA ROAD to PEN-Y-BRYN TERRACE
72	T	Turn right onto GELLIARGWELLT ROAD
73	T	Turn right onto TROSNANT CRESCENT
74	T	Turn right onto PENALLTA ROAD
75	T	Continue - Grit PENALLTA ROAD to PEN-Y-BRYN TERRACE
76	T	Continue - Grit PEN-Y-BRYN TERRACE
77	T	Turn left onto WEST ROAD
78	T	Turn right onto EAST ROAD
79	T	Turn left onto NORTH ROAD. End of salting
80	F	U-turn. Travel NORTH ROAD. Grit
81	T	Turn left - Grit EAST ROAD
82	T	At roundabout complete a circuit and take exit 4 to EAST ROAD
83	T	Turn left onto SOUTH ROAD
84	T	Continue - Grit SOUTH ROAD. End of salting.
85	F	U-turn, travel SOUTH ROAD.
86	F	Travel - Turn left onto EAST ROAD
87	F	Travel - Turn left onto WEST ROAD
88	F	Travel WEST ROAD. Grit.
89	T	Turn left - Grit PENALLTA ROAD
90	T	Turn left onto CWM CALON ROAD.
91	T	U-turn - Travel CWM CALON ROAD. Grit
92	T	Turn left - Grit PENALLTA ROAD
93	T	Turn left - Grit PENALLTA ROAD
94	T	At roundabout take exit 1 to BEDWLWYN STREET
95	T	At roundabout take exit 2 to PENGAM ROAD
96	T	Turn right onto LEWIS GIRLS SCHOOL ACCESS ROAD
97	T	Complete a circuit and return to PENGAM ROAD
98	T	Turn right onto PENGAM ROAD
99	T	Continue - Grit PENGAM ROAD
100	T	At roundabout complete a circuit and take exit 2 to A469
101	T	At roundabout complete a circuit and take exit 4 back to A469
102	T	Continue - Grit A469
103	T	At roundabout take exit 2 to PENGAM ROAD
104	T	Turn right onto DAVIES STREET
105	T	Turn left onto BEDWLWYN ROAD
106	T	Continue - Grit BEDWLWYN ROAD.
107	T	At roundabout take exit 2 to BEDWLWYN ROAD
108	F	Turn right onto PENALLTA ROAD. End of salting
109	F	Travel - At roundabout take exit 2 to PENALLTA ROAD
110	F	Travel - PENALLTA ROAD. Grit
111	T	Turn left - Grit PENALLTA LINK ROAD

112	T	At roundabout take exit 3 to TY PENALLTA
113	T	Continue - Grit TY TREDOMEN
114	T	Continue - Grit TY PENALLTA
115	T	Continue - Grit TREDOMEN BUSINESS CENTRE
116	T	Continue - Grit TREDOMEN GATEWAY
117	T	Turn left onto PENALLTA LINK ROAD
118	T	At roundabout take exit 1 to A472 CAERPHILLY ROAD
119	T	Turn left onto STATION ROAD
120	T	Turn right onto PANTYCELYN STREET
121	T	Continue - Grit PANTYCELYN STREET. End of salting
122	F	Turn right onto PENALLTA ROAD. Grit
123	T	Enter roundabout gritting - take exit 3 to LEWIS STREET
124	T	Continue - Grit LEWIS STREET. End of salting
125	F	Travel - Turn left onto A472 CAERPHILLY ROAD
126	F	Travel CAERPHILLY ROAD. Grit
127	T	Enter Roundabout gritting take exit 1 to COMMERCIAL STREET
128	T	Continue - Grit COMMERCIAL STREET to PENALLTA ROAD
129	T	At roundabout take exit 3 to BEDWLWYN STREET
130	T	At roundabout take exit 1 to BEDWLWYN ROAD
131	T	Continue - Grit BEDWLWYN ROAD to HENGOED ROAD
132	T	Continue - Grit HENGOED ROAD to GELLIGAER ROAD
133	T	Turn right onto HENGOED AVENUE
134	T	Continue - Grit HENGOED AVENUE
135	T	Turn right onto BRYNAVON TERRACE
136	T	Turn right onto KINGS HILL. End of salting
137	F	Turn left - Travel HENGOED ROAD. Grit
138	T	Turn left - Grit PARK ROAD. End of salting
139	F	Travel - PARK ROAD TO BRYNAVON TERRACE
140	F	Continue - Travel BRYNAVON TERRACE. Grit
141	T	Turn right - Grit HENGOED AVENUE
142	T	At roundabout complete a circuit and take exit 1 to A469
143	T	Continue - Grit A469
144	T	Turn right onto TIR-Y-BERTH INDUSTRIAL ESTATE
145	T	Continue - Grit ENTERPRISE HOUSE
146	T	U-turn - Grit to A469
147	T	Turn right onto A469
148	T	Continue - Grit A469
149	T	Turn right into TIR-Y-BERTH DEPOT
150	T	U-turn - Grit to A469
151	T	Turn right onto A469
152	T	Continue - Grit A469
153	T	Turn left onto CARDIFF ROAD
154	T	Turn right onto THE SQUARE
155	T	Turn right onto A469
156	T	Turn right onto CARDIFF ROAD
157	T	Turn left onto B4254 PENGAM ROAD
158	T	Turn left onto PENGAM PARK & RIDE
159	T	Continue - Grit PENGAM PARK & RIDE
160	T	U-turn - return to B4254
161	T	Turn left onto B4254 PENGAM ROAD
162	T	Continue - Grit PENGAM ROAD
163	T	Turn left onto HENGOED ROAD
164	T	At roundabout complete a circuit and take exit 2 to HENGOED ROAD
165	T	Continue - Grit HENGOED ROAD. End of salting
166	F	U turn - Travel HENGOED ROAD
167	F	Travel - At roundabout take exit 2 to HENGOED ROAD
168	F	Travel - HENGOED ROAD. Grit

169	T	Turn left - Grit B4254 CHURCH ROAD
170	T	Continue - Grit B4254 CHURCH ROAD. End of salting.
171	F	U-turn - Travel B4254 CHURCH ROAD
172	F	Continue - Travel CHURCH ROAD to PENGAM ROAD
173	F	Continue - Travel PENGAM ROAD to THE SQUARE. Grit
174	T	Continue - Grit HIGH STREET
175	T	Turn right onto COMMERCIAL STREET
176	T	Turn left onto ST DAVIDS ROAD
177	T	Turn left onto A4049
178	T	Turn left onto ST DAVIDS INDUSTRIAL ESTATE
179	T	Continue - Grit ST DAVIDS INDUSTRIAL ESTATE
180	T	U-turn - Grit St DAVIDS INDUSTRIAL ESTATE
181	T	Turn left onto A469.
182	T	Turn left onto HIGH STREET
183	T	Turn left onto COMMERCIAL STREET
184	T	Continue - Grit COMMERCIAL STREET
185	T	Continue - Grit COMMERCIAL STREET to HIGH STREET
186	T	Turn right onto FORD ROAD
187	T	Continue - Grit FORD ROAD to BEATTY STREET
188	T	Turn right - Grit HORNER STREET to A469
189	T	Turn left onto A469.
190	T	Turn left onto BEATTY STREET
191	T	Continue - Grit BEATTY STREET to FORD ROAD
192	T	Turn right onto HIGH STRET
193	T	Turn left onto PLAS ROAD
194	T	Turn right onto GELLI HAF ROAD
195	T	Turn left onto A4049
196	T	Turn left onto PLAS ROAD
197	T	Turn left onto VICTORIA ROAD
198	T	Continue - Grit VICTORIA ROAD
199	T	Turn right onto VIADUCT LANE
200	T	Turn left onto A469.
201	T	At roundabout take exit 4 back to A469
202	T	Turn left onto KINGS HILL
203	T	U-turn - Grit KINGS HILL
204	T	Turn left onto A469.
205	T	At roundabout take exit 3 back to A469
206	T	Turn left onto VIADUCT LANE
207	T	Turn right onto THOMAS STREET
208	T	Continue - Grit THOMAS STREET. End of salting
209	F	Turn right onto A472.
210	F	Travel A472. Grit
211	T	Turn right onto DANCE CENTRE ROUNDABOUT SLIP ROAD
212	T	At roundabout take exit 4 onto A472 SLIP ROAD
213	T	Bear left onto A472. End of salting
214	F	Travel A472. Grit
215	T	Enter roundabout gritting - Take exit 2 to A472
216	T	Continue - Grit A472.
217	T	At roundabout take exit 2 to A472.
218	T	Continue - Grit A472. End of salting
219	F	At roundabout take exit 1 to A4048
220	F	At roundabout take exit 2 to A4048
221	F	At roundabout take exit 2 to B4254
222	F	Turn left into PENMAEN ROAD INDUSTRIAL ESTATE
223	F	Turn left into DEPOT

Pre-salting Route 6 (Penmaen)



Pre-salting Route 7 (Bedwas)

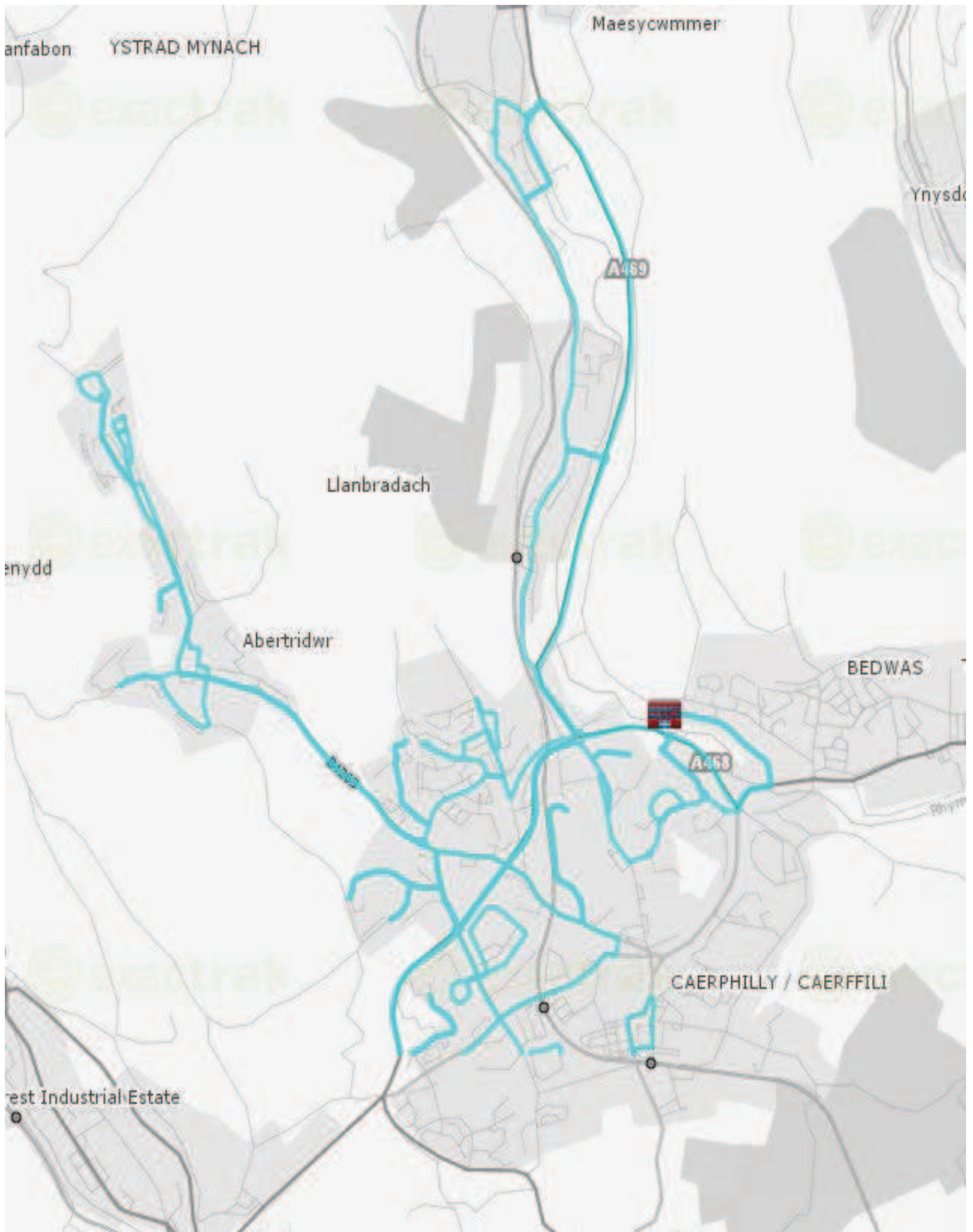
No	GRITTING	ROUTE_CARD
1	T	Leave yard - Grit GREENWAY INDUSTRIAL ESTATE
2	T	Turn right - Grit A468
3	T	At roundabout take exit 3 to CROSSWAYS INDUSTRIAL ESTATE
4	T	At roundabout complete a circuit and take exit 2 to PARC PONTYPANDY
5	T	At roundabout complete a circuit and take exit 2 to PARC PONTYPANDY
6	T	At roundabout complete a circuit and take exit 3 to A468 link road
7	T	At roundabout take exit 3 back to A468 link road
8	T	At roundabout take exit 1 to PARC PONTYPANDY
9	T	At roundabout take exit 3 to HEOL TY MERCHANT
10	T	Continue - Grit HEOL TY MERCHANT
11	T	Turn right onto HEOL BRO WEN
12	T	Continue - Grit HEOL BRO WEN
13	T	Turn right onto HEOL TY MERCHANT
14	T	Turn left onto HEOL BRO WEN
15	T	AT roundabout complete a circuit and take exit 2 to HEOL BRO WEN
16	T	Turn right onto PONTYGWINDY ROAD
17	T	Take 2nd left onto PONTYGWINDY INDUSTRIAL ESTATE
18	T	Turn left onto PONTYGWINDY INDUSTRIAL ESTATE
19	T	Turn left onto PONTYGWINDY ROAD
20	T	Continue - Grit PONTYGWINDY ROAD
21	T	Turn right onto CATNIC
22	T	U-turn - Grit CATNIC
23	T	Turn right onto PONTYGWINDY ROAD
24	T	Continue - Grit PONTYGWINDY ROAD. End of salting
25	F	At roundabout take exit 3 to A469
26	F	Continue - Travel A469. Grit
27	T	Enter roundabout gritting take exit 1 to COED-Y-BRAIN ROAD
28	T	Continue - Grit COED-Y-BRAIN ROAD to HIGH STREET
29	T	Continue - Grit HIGH STREET to GLENVIEW TERRACE
30	T	Continue - Grit GLENVIEW TERRACE
31	T	Turn right onto WINGFIELD TERRACE ACCESS ROAD
32	T	At roundabout take exit 3 back to WINGFIELD TERRACE ACCESS ROAD
33	T	Turn right onto WINGFIELD TERRACE
34	T	Continue - Grit WINGFIELD TERRACE
35	T	Continue - Grit WINGFIELD TERRACE to CAERPHILLY ROAD
36	T	Continue - Grit CAERPHILLY ROAD
37	T	Turn right onto DUFFRYN INDUSTRIAL ESTATE
38	T	Turn left onto DUFFRYN INDUSTRIAL ESTATE
39	T	At roundabout take exit 2 to A469 ACCESS ROAD
40	T	At roundabout take exit 4 back to A469 ACCESS ROAD
41	T	At roundabout take exit 3 to TWYN ROAD
42	T	Turn left onto CAERPHILLY ROAD
43	T	At roundabout take exit 1 to CAERPHILLY ROAD
44	T	Continue - Grit CAERPHILLY ROAD. End of salting
45	F	Turn left - Travel DUFFRYN INDUSTRIAL ESTATE
46	F	Turn left - Travel DUFFRYN INDUSTRIAL ESTATE
47	F	At roundabout take exit 2 to A469 ACCESS ROAD
48	F	At roundabout take exit 3 to A469
49	F	At roundabout take exit 1 to A469
50	F	At roundabout take exit 2 to A469. Grit
51	T	Enter roundabout gritting take exit 4 to A468
52	T	At roundabout complete a circuit and take exit 2 to A468
53	T	At roundabout complete a circuit and take exit 5 to A468
54	T	At roundabout take exit 2 to A468

55	T	At roundabout take exit 1 to HEOL PWLLYPANT
56	T	Continue - Grit HEOL PWLLYPANT
57	T	Turn right onto HEOL LAS
58	T	Turn left onto Y CILGANT
59	T	At mini roundabout take exit 2 onto HEOL ANEURIN
60	T	Continue - Grit HEOL ANEURIN to BUS TERMINAL
61	T	U-Turn - Grit HEOL ANEURIN
62	T	Turn left onto HEOL-Y-GOGLEDD
63	T	Bear right - Grit PEN-Y-BRYN
64	T	Turn right onto HEOL LAS
65	T	Turn left onto HENDRE
66	T	Continue - Grit HENDRE
67	T	Turn right onto HEOL LAS
68	T	Continue - Grit HEOL LAS to HEOL CWARREL CLARK
69	T	U-turn - Grit HEOL LAS
70	T	Turn right onto Y CILGANT
71	T	At mini roundabout take exit 1 to HEOL ANURIN
72	T	Continue - Grit HEOL ANEURIN
73	T	Turn right on CALEDFRYN WAY
74	T	Continue - Grit CALEDFRYN WAY to HEOL CWM IFOR
75	T	At roundabout take exit 4 to HEOL CWM IFOR. End of salting.
76	F	Travel HEOL CWM IFOR
77	F	Travel CALEDFRYN WAY. Grit
78	T	Turn right - Grit HEOL ANEURIN
79	T	Bear left onto HEOL ANEURIN & complete a circuit of TRAFFIC ISLAND
80	T	Turn right onto B4263
81	T	Continue - Grit B4263 to THOMS STREET
82	T	Continue - Grit THOMAS STREET to HIGH STREET
83	T	Continue - Grit HIGH STREET to COMMERCIAL STREET
84	T	Continue - Grit COMMERCIAL STREET to BUS TERMINUS.
85	T	Continue - Grit BUS TERMINUS to CENYDD TERRACE LINK ROAD Continue - Grit CENYDD TERRACE LINK ROAD to BUS TERMINUS. End of salting.
86	T	
87	F	Travel BUS TERMINUS to COMMERCIAL STREET. Grit
88	T	Turn left - Grit HIGH STREET
89	T	Continue - Grit HIGH STREET
90	T	Turn right onto SCHOOL STREET
91	T	Turn left onto UPPER BRYNHYFRYD TERRACE
92	T	Turn left onto YSGOL IFOR BACH ACCESS ROAD
93	T	Turn left onto HIGH STREET
94	T	Turn left onto SCHOOL STREET
95	T	Turn right onto LOWER BRYNHYFRYD TERRACE
96	T	Bear right onto LOWER BRYNHYFRYD TERRACE
97	T	Turn left onto HIGH STREET
98	T	Turn left onto B4263
99	T	Turn left onto CAERPHILLY ROAD
100	T	Continue - Grit CAERPHILLY ROAD. End of salting
101	F	Turn left onto B4263
102	F	Travel B4263. Grit
103	T	Turn right - Grit WINDSOR COLLIERY ACCESS
104	T	Continue - Grit to YSGOL IFOR BACH. End of salting.
105	F	U-turn - Travel WINDSOR COLLIERY ACCESS
106	F	Turn right - Travel B4263
107	F	Continue - Travel B4263 to HIGH STREET. Grit
108	T	Turn left - Grit BROOK STREET
109	T	Continue - Grit BROOK STREET to BRYNHAFOD ROAD
110	T	Continue - Grit BRYNHAFOD ROAD

111	T	Turn left onto KING STREET
112	T	Turn right onto ACCESS ROAD
113	T	Continue - Grit ABERFAWR ROAD
114	T	Turn right onto ILAN ROAD
115	T	Continue - Grit ILAN ROAD to TRIDWR ROAD
116	T	Turn left onto CHURCH ROAD
117	T	Continue - Grit CHURCH ROAD to WOODLAND TERRACE
118	T	U-turn - at junction WOODLAND TERRACE and HENDRE ROAD
119	T	Continue - Grit WOODLAND TERRACE to CHURCH ROAD
120	T	Continue - Grit CHURCH ROAD. End of salting.
121	F	Turn right onto B4263
122	F	Travel - B4263 THOMAS STREET. Grit
123	T	Enter roundabout gritting take exit 3 to STATION TERRACE
124	T	Continue - Grit STATION TERRACE
125	T	Turn right onto HENDREDENNY DRIVE
126	T	Continue - Grit HENDREDENNY DRIVE. End of salting
127	F	U-turn Travel HENDREDENNY DRIVE. Grit
128	T	Turn right - Grit GROESWEN DRIVE. End of salting
129	F	U-turn at PEMBROKE COURT
130	F	Travel GROESWEN DRIVE
131	F	Turn right - Travel HENDREDENNY DRIVE. Grit
132	T	Turn right - Grit ST CENYDD ROAD
133	T	At roundabout take exit 4 back to ST CENYDD ROAD. End of salting
134	F	Travel ST CENYDD ROAD
135	F	Travel ST CENYDD ROAD to STATION TERRACE
136	F	Travel STATION TERRACE. Grit
137	T	Enter roundabout gritting take exit 3 to MILL ROAD
138	T	Continue - Grit MILL ROAD
139	T	Turn left onto CAENANT ROAD
140	T	Continue - Grit CAENANT ROAD to LEWIS DRIVE
141	T	Continue - Grit LEWIS DRIVE. End of salting
142	F	U-turn - Travel LEWIS DRIVE. Grit
143	T	Turn left - Grit MILL ROAD
144	T	Bear right onto TAFWYS WALK
145	T	Turn right onto NANTGARW ROAD
146	T	Continue - Grit NANTGARW ROAD
147	T	At roundabout complete a circuit and take exit 3 to HEOL TYWYSOG DU
148	T	At roundabout complete a circuit and take exit 3 to HEOL TYWYSOG DU
149	T	Continue - Grit HEOL TYWYSOG DU to FFORD PEHRHOS. End of salting
150	F	U-turn - Travel FFORD PENRHOD
151	F	Continue - Travel HEOL TYWYSOG DU
152	F	At roundabout take exit 1 to HEOL TYWYSOG DU. Grit
153	T	Enter roundabout salting take exit 2 to FFORD TRAWS CWM
154	T	At roundabout complete a circuit and take exit 2 to FFORD TRAWS CWM
155	T	At roundabout complete a circuit and take exit 3 to CAE CROES HEOL
156	T	Turn left onto A469
157	T	Turn left onto FFORD TRAWS CWM
158	T	At roundabout take exit 2 to FFORD TRAWS CWM
159	T	At roundabout take exit 3 to FFORD TRAWS CWM
160	T	At roundabout take exit 2 to FFORD TRAWS CWM
161	T	At roundabout take exit 1 to NANTGARW ROAD
162	T	At roundabout take exit 1 to A469
163	T	Continue - Grit A469
164	T	Turn left onto WATFORD ROAD
165	T	Turn right onto TURNING AREA
166	T	U-turn in TURNING AREA
167	T	Turn right onto WATFORD ROAD

168	T	Turn right onto ST MARTINS ROAD. Grit TRAFFIC ISLAND
169	T	Continue - Grit ST MARTINS ROAD. End of salting
170	F	Turn left - Travel CARDIFF ROAD
171	F	Continue - Travel CARDIFF ROAD to CASTLE STREET
172	F	Turn right - Travel MARKET STREET
173	F	Continue - Travel WHITE STREET. Grit
174	T	Turn right - Grit BARTLETT STREET
175	T	Turn left - Grit MOUNTAIN ROAD
176	T	Continue - Grit MOUNTAIN ROAD
177	T	Turn left onto A469
178	T	Continue - Grit A469
179	T	U-turn - Grit A469
180	T	Continue - Grit A469
181	T	Turn left onto BLACKBROOK ROAD
182	T	Turn right onto WAUNWAELOD WAY
183	T	Continue - Grit WAUNWAELOD WAY
184	T	U-turn - Grit WAUNWAELOD WAY
185	T	Continue - Grit WAUNWAELOD WAY. End of salting
186	F	Turn left - Travel A469
187	F	Turn right - Travel WATFORD ROAD. Grit
188	T	Continue - Grit WATFORD ROAD to LON-Y-LLYN
189	T	Turn right onto ST CHRISTOPHERS DRIVE
190	T	Turn left onto ST CHRISTOPHERS DRIVE
191	T	Continue - Grit ST CHRISTOPHERS DRIVE
192	T	Turn left onto ST CHRISTOPHERS DRIVE
193	T	Turn right onto LON-Y-LLYN
194	T	Continue - Grit LON-Y-LLYN to ST CENYDD ROAD
195	T	Continue - Grit ST CENYDD ROAD
196	T	Turn left onto CAER FFERM
197	T	Continue - Grit CAER FFERM
198	T	Turn right onto CAER FFERM
199	T	Continue - Grit FIRST AVENUE
200	T	Turn left - Grit EAST AVENUE
201	T	Continue - Grit EAST AVENUE to THE CRESCENT
202	T	At roundabout take exit 1 to THE CRESCENT
203	T	Continue - Grit THE CRESCENT to WEST AVENUE
204	T	Turn right onto FIRST AVENUE
205	T	Turn right onto ST CENYDD ROAD
206	T	Continue - Grit ST CENYDD ROAD. End of salting
207	F	Travel - At roundabout take exit 3 to A468
208	F	Travel - At roundabout take exit 4 to A468
209	F	Travel - At roundabout take exit 1 to A468
210	F	Travel - At roundabout take exit 1 to A468
211	F	Turn left into GREENWAY INDUSTRIAL ESTATE
212	F	Continue - Travel GREENWAY INDUSTRIAL ESTATE
213	F	Turn left into DEPOT

Pre-salting Route 7 (Bedwas)



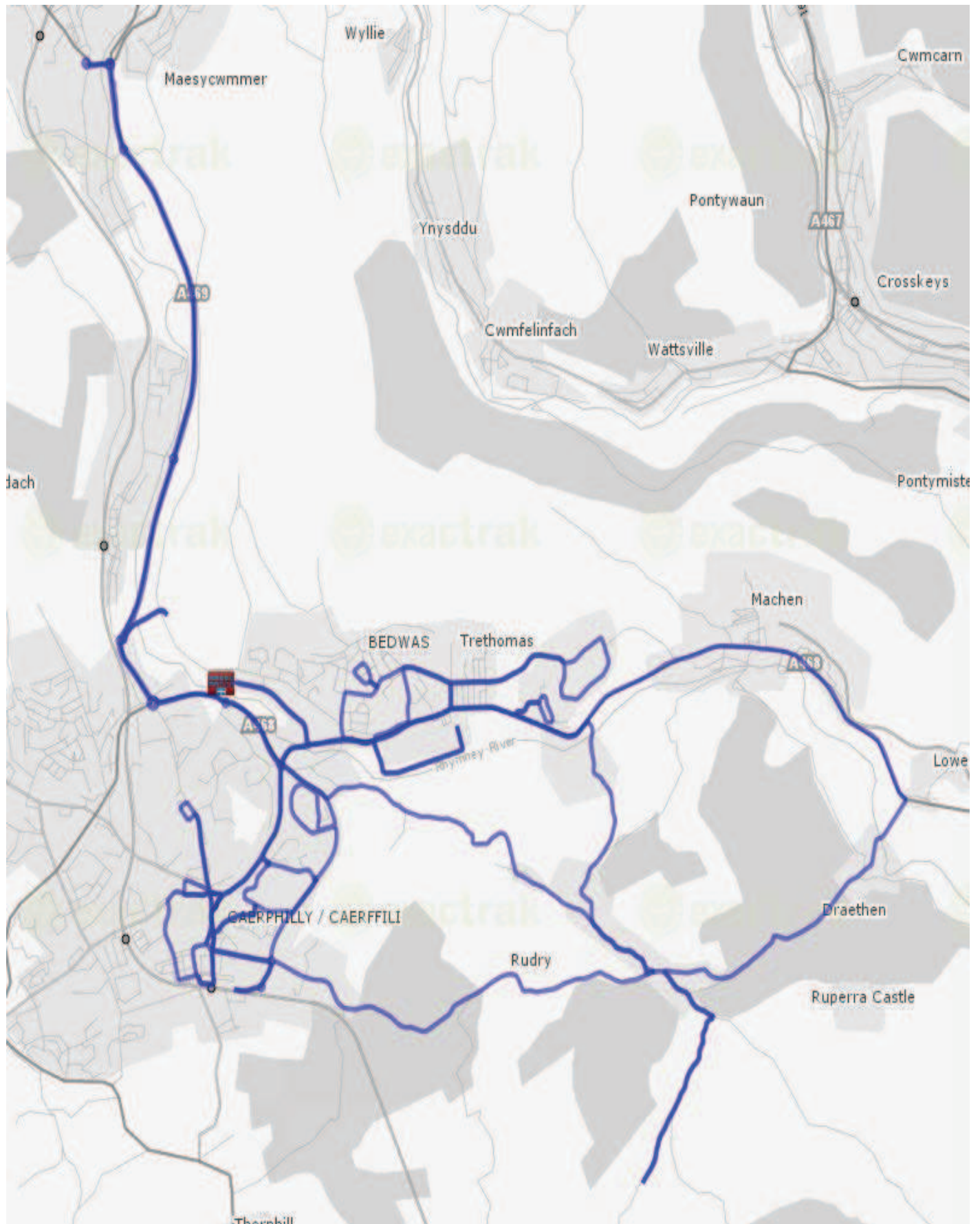
Pre-salting Route 8 (Bedwas)

No	GRITTING	ROUTE_CARD
1	F	Leave yard - Travel GREENWAY INDUSTRIAL ESTATE. Grit
2	T	Turn right onto A468
3	T	Enter roundabout gritting complete a circuit and take exit 4 to A468
4	T	At roundabout complete a circuit and take exit 2 to A468
5	T	At roundabout complete a circuit and take exit 4 to A469
6	T	At roundabout complete a circuit and take exit 2 to A469
7	T	At roundabout complete a circuit and take exit 2 to A469
8	T	At roundabout complete a circuit and take exit 2 to A469
9	T	At roundabout complete a circuit and take exit 1 to A472
10	T	At roundabout take exit 4 to A472
11	T	At roundabout take exit 3 to A469
12	T	At roundabout take exit 2 to A469
13	T	At roundabout take exit 1 to A469
14	T	At roundabout take exit 1 to TRE-HIR TIP
15	T	Continue - Grit TIP ACCESS ROAD. End of salting
16	F	U-turn - Travel to roundabout. Grit
17	T	Enter roundabout salting and take exit 1 to A469
18	T	At roundabout take exit 2 to A468
19	T	At roundabout take exit 1 to A468
20	T	At roundabout take exit 1 to A468
21	T	Continue - Grit A468
22	T	Turn right into PANT GLAS INDUSTRIAL ESTATE
23	T	Continue - Grit PANT GLAS INDUSTRIAL ESTATE. End of salting
24	F	U-Turn - Travel PANT GLAS INDUSTRIAL ESTATE. Grit
25	T	Turn right - Grit A468
26	T	Turn left onto NAVIGATION ROAD
27	T	Turn left onto LLANFABON DRIVE
28	T	At roundabout take exit 2 to LLANFABON DRIVE
29	T	Continue - Grit LLANFABON DRIVE to BRYNFEDW
30	T	Turn right onto BRYN GLAS
31	T	Continue - Grit BRYN GLAS
32	T	Turn left onto BRYN GOLAU
33	T	Turn Left onto BRYN TIRION
34	T	Turn right onto BRYN GLAS
35	T	Turn right onto BRYNFEDW
36	T	Continue - Grit BRYNFEDW to HILLSIDE TERRACE
37	T	Continue - Grit HILLSIDE TERRACE
38	T	Turn left onto CHURCH STREET
39	T	Turn left onto A468
40	T	Turn left onto NEWPORT ROAD
41	T	Turn right onto NEWPORT ROAD
42	T	Continue - Grit NEWPORT ROAD to THE BRYN
43	T	Continue - Grit THE BRYN. End of salting
44	F	At roundabout take exit 3 to LLANFABON DRIVE
45	F	Continue - Travel LLANFABON DRIVE. Grit
46	T	Continue - Grit STANDARD STREET
47	T	Continue - Grit ADDISON WAY. End of salting
48	F	Turn right - Travel ADDISON WAY.
49	F	Continue - Travel STANDARD STREET
50	F	Turn left onto NAVIGATION STREET. Grit
51	T	Turn left - Grit A468
52	T	Turn left - Grit RIDGEWAY
53	T	Turn right onto ST DAVIDS DRIVE
54	T	Turn left onto SUMMERFIELD LANE

55	T	Turn left onto RIDGEWAY
56	T	Turn left onto A468
57	T	Continue - Grit A468
58	T	Turn right onto DRAETHEN ROAD
59	T	Continue - Grit MAENLLWYD
60	T	Turn left onto RUDRY ROAD
61	T	Continue - Grit RUDRY ROAD. End of salting.
62	F	U-Turn - Travel RUDRY ROAD. Grit
63	T	Turn left at MAENLLWYD
64	T	Continue - Grit VAN ROAD
65	T	At roundabout complete a circuit and take exit 1 to PARK & RIDE
66	T	At roundabout complete a circuit and take exit 2 to PARK & RIDE
67	T	Continue - Grit PARK & RIDE
68	T	U-turn - Travel PARK & RIDE
69	T	At roundabout take exit 1 to VAN ROAD
70	T	At roundabout take exit 1 to VAN ROAD
71	T	Continue - Grit THE TWYN
72	T	Turn right onto CASTLE STREET
73	T	Continue - Grit CASTLE STREET to PICCADILLY
74	T	Turn right onto TON-Y-FELIN ROAD
75	T	Turn right onto CASTLE STREET LINK ROAD
76	T	Turn left - Grit CASTLE STREET
77	T	Continue - Grit MARKET STREET
78	T	Continue - Grit WHITE STREET
79	T	Turn right - Grit BUS STATION
80	T	Bear left onto STATION TERRACE
81	T	Turn right onto CARDIFF ROAD
82	T	Continue - Grit CARDIFF ROAD to CASTLE STREET. End of salting
83	F	Turn right - Travel MARKET STREET
84	F	Continue - Travel WHITE STREET. Grit
85	T	Turn right - Grit STATION TERRACE.
86	T	Continue - Grit CLIVE STREET
87	T	Turn right - Grit LUDLOW STREET
88	T	Continue - Grit LUDLOW STREET to CRESCENT ROAD
89	T	Turn right onto NANTGARW ROAD
90	T	Turn left onto PONTYGWINDY ROAD
91	T	Turn left onto MILL ROAD
92	T	Turn left onto TAFWYS WALK
93	T	Turn left onto NANTGARW ROAD
94	T	Turn left onto PONTYGWINDY ROAD
95	T	Continue - Grit PONTYGWINDY ROAD
96	T	Turn left onto RHOS STREET
97	T	Turn left onto WAUN FACH STREET
98	T	Turn left onto WAUN GANOL STREET
99	T	Continue - Grit WAUN GANOL STREET. End of salting
100	F	Turn right- Travel PONTYGWINDY ROAD. Grit
101	T	Turn left - Grit TON-Y-FELIN ROAD
102	T	Turn right - Grit CASTLE STREET LINK ROAD
103	T	Turn left - Grit CASTLE STREET
104	T	Turn left onto NORTH VIEW TERRACE
105	T	Continue - Grit BRYNAU ROAD
106	T	Turn left onto CASTLE PARK LINK ROAD
107	T	At roundabout take exit 3 back to CASTLE PARK. End of salting.
108	F	Turn right - Travel BRYNAU ROAD
109	F	Continue - Travel NORTH VIEW TERRACE.
110	F	Turn left - Travel MARKET STREET
111	F	Turn left - Travel VAN ROAD. Grit

112	T	Enter roundabout gritting take exit 1 to LANSBURY PARK DISTRIBUTOR ROAD
113	T	Continue - Grit LANSBURY PARK DISTRIBUTOR ROAD
114	T	Turn left onto PEN-Y-CAE
115	T	Continue - Grit PEN-Y-CAE
116	T	Turn left - Grit LANSBURY PARK DISTRIBUTOR ROAD
117	T	At roundabout take exit 1 to BEDWAS ROAD
118	T	Continue - Grit BEDWAS ROAD
119	T	Take 2nd left onto LANSBURY PARK
120	T	At junction near MAXTON COURT - Grit TRAFFIC ISLAND
121	T	Continue - Grit MAXTON COURT to HALDANE COURT
122	T	At junction near HALDANE COURT - Grit TRAFFIC ISLAND
123	T	Turn right onto LANSBURY PARK DISTRIBUTOR ROAD
124	T	Turn right onto LANSBURY PARK
125	T	Continue - Grit WEDGEWOOD COURT to MAXTON COURT
126	T	Turn left onto BEDWAS ROAD
127	T	Bear left onto CASTLE STREET LINK ROAD
128	T	Turn right onto MARKET STREET
129	T	Turn right onto TON-Y-FELIN ROAD. End of salting
130	F	Continue - Travel TON-Y-FELIN ROAD
131	F	Continue - Travel BEDWAS ROAD
132	F	At roundabout take exit 4 to LANSBURY PARK DISTRIBUTOR ROAD
133	F	Continue - Travel LANSBURY PARK DISTRIBUTOR ROAD. Grit
134	T	Turn left - Grit RUDRY ROAD
135	T	Continue - Grit RUDRY ROAD to STARBUCK STREET
136	T	Continue - Grit STARBUCK STREET to MAENLLWYD
137	T	U-turn around the junction. End of salting.
138	F	Travel - to RUDRY PRIMARY SCHOOL. Grit
139	T	Turn right - Grit WATERLOO ROAD
140	T	Continue - Grit WATERLOO ROW. End of salting.
141	F	Turn left onto A468
142	F	Continue - travel A468. Grit
143	T	Turn right onto GREENWAY INDUSTRIAL ESTATE. End of salting.
144	F	Continue - Travel GREENWAY INDUSTRIAL ESTATE
145	F	Turn left into DEPOT

Pre-salting Route 8 (Bedwas)



Appendix B.**Pre-salting Routes (above 300m) 10 & 11.****Route 10**

1. Not Salting. Leave Penmaen Deopt and travel along the Oak Terrace by pass, the A4049 and the A469 to Pontlottyn Police Station.
2. Start salting, turn left and proceed to the junction of Brynhyfryd. Turn right and proceed through Brynhyfryd to the junction with Hill Rd. Turn left and proceed up Hill Rd to the junction. At the junction turn left, and proceed back down the hill to the junction with Brynhyfryd. Stop salting.
3. Not salting, proceed to the junction with the A469. Turn left and proceed to the junction of the B4257 and Moriah Street.
4. Start salting, turn right onto Moriah Street, and proceed to the junction of Hill Street. Turn right and proceed to the junction of Tan-Y-Bryn. Turn right and complete a loop through Tan-Y-Bryn and Garden City back onto Hill Street, and continue through to the county boundary by Rhymney Golf Course. Stop salting.
5. Not salting, turn the vehicle and proceed back to the junction of Hill Street and Moriah Street.
6. Start salting, proceed back along hill Street to its junction by Lady Tyler Terrace. Turn right and continue through High St and Upper High Street to the junction with Carno Street. Turn left onto Carno Street and proceed to "Skinners" roundabout. Stop salting.
7. Not salting, proceed back along Carno Street to its junction with Upper High St.
8. Start salting, turn left onto Upper High St and proceed to the junction with Merthyr Road. At the junction, turn right and proceed along Merthyr Rd to the county boundary at Princetown. Stop salting.
9. Not salting, turn the vehicle and proceed back along Merthyr Rd to its junction with Upper High Street.
10. Start salting, and proceed to the roundabout by Butetown. At the roundabout proceed south along the A469 to the junction with the old "Mid Glamorgan" yard at Pontlottyn, making a complete circuit of all roundabouts on route. Stop salting.
11. Not salting, turn the vehicle and proceed back along the A469 to the roundabout by Butetown.
12. Start salting and proceed along the common road to the county boundary with Merthyr, completing a circuit of all roundabouts on route. Stop salting.
13. Not salting, turn the vehicle and proceed to the junction of the Common Rd and Trecatti Tip road.

14. Start salting, turn right and proceed past Trecatti Tip to the junction at Glenview Terrace, Pentwyn. At the junction, turn left and proceed through Fochriw to the junction with Hill Road Pontlloftyn, completing a circuit of the Glan-Y-Nant estate on route. Stop salting.
15. Not salting, turn the vehicle and return to the junction with South Tunnel Road.
16. Start salting, turn right and proceed along South Tunnel Road to its junction by the "Tunnel Tavern" stop salting.
17. Not salting, turn left and proceed again to the junction at Glenview Terrace.
18. Start salting, and proceed through Glenview Terrace past Parc Cwm Darran to the junction of Hillside Terrace, Deri. Stop salting.
19. Not salting turn the vehicle and return to Glenview Terrace, Fochriw and the mountain road.
20. Start salting, turn left onto the mountain road and proceed south past Gelligaer Quarry and Heolddu School to the junction with Moorland Road. Turn right onto Moorland Road and continue through Western Drive to its junction with Oak Place. Stop salting.
21. Not salting return to Penmaen Depot.

Approximate Salting Distance: 28.15 Km (17.6 miles)
Approximate Distance Not Salted: 40.2 Km (25.1 miles)
Route Efficiency 41.2 %

Route 11.

1. Not salting, leave Penmaen Depot and travel to Glanshon Court, Pantside.
2. Start salting, turn left onto the unnamed mountain road and proceed along this road to its junction with the A472 at Hafodyrynys. Stop salting.
3. Not salting, turn left and proceed down the hill to the traffic signals. Turn right at the signals then left onto the Kendon Hill. Proceed up the hill and through Trinant to the junction with Christchurch Road.
4. Start salting, turn left and proceed to the roundabout on Pen-Y-Fan Ind Est. At this roundabout, take the Manmoel turnoff and proceed through Manmoel Village to the bus depot. Stop salting.
5. Not salting, turn the vehicle and proceed back through the village, the roundabout on the ind est, the SEW Chartist Bridge the A4048 and Maes Manor Lane to the entrance to the Maes Manor.
6. Start salting, and proceed from this junction to the junction by Bedwellty Church. Turn right at this junction and proceed through to the mini roundabout at Markham. At this roundabout, turn left and left again, completing a circuit back to the "New Inn P.H." at Bedwellty. Stop salting.
7. Not salting, turn left and again proceed to the mini roundabout at Markham.
8. Start salting, proceed along the mountain road towards New Tredegar. At the junction with Jubilee Rd. New Tredegar, stop salting.
9. Not salting travel via Bedwellty Road and Bedlwyn Road, Philipstown to its junction with Dafalog Terrace.
10. Start salting, proceed through Bedlwyn Road to the start of Fothergills Road. Stop salting.
11. Not salting, proceed to the mini roundabout at Markham.
12. Start salting, proceed along Pantycefn Road to its junction with Heol Pen-Rhiwr-Eglwys. Stop salting.
13. Not salting, turn right and proceed along Heol Pen-Rhiwr-Eglwys to its junction by the "New Inn P.H." At this junction turn left and proceed to the junction with Maes Manor Lane.
14. Start salting at this junction and proceed along Heol Y Bedw-Hirion and Heol Y Cefn to the junction with Harrys Hill. Stop salting.
15. Not salting, return to Penmaen Depot.

Approximate Salting Distance: 19.45 Km (12.1 miles)
 Approximate Distance Not Salted: 41.72 Km (26 miles)
 Route Efficiency 31.8 %

Appendix C.**Strategic Salting Routes.**

Route A. (PENMAEN)

- Leave Penmaen Depot along SEW to Pentwymawr roundabout and back to Penmaen Rbt then up to Chartist Bridge looping all SEW roundabouts.
- Up to Hollybush boundary. Return to Chartist Bridge (not salting)
- Cross Chartist Bridge up to Penyfan Industrial Estate and across to traffic lights (top Kendon Hill)
- Turn down through Oakdale to Woodfieldside Rbt. Loop Rbt and back to traffic lights (top Kendon Hill) (Not Salting)
- Down Kendon Hill and up Hafodyrynys Hill to Boundary. Turn around and return (Not Salting)
- At lights turn left and Follow A467 down Risca bypass (loop Rbts) past boundary turn at Morrisons Rbt and back up Bypass still salting
- At Fullmoon Rbt head up through Wattsville and continue to Wyllie Rbt A472
- Follow A472 Bypass to Newbridge Rbt looping all Rbts. At Newbridge Rbt turn and head back to Wyllie Rbt along A472 Bypass.
- Continue up to Crown Rbt. Through Maesycymmer to Ty Penallta and Tredomen Offices.
- Come out of offices and then follow A472 to Nelson (Loop Rbts) and on to boundary (towards A470). Turn back to Nelson (Not Salting).
- Salt through Nelson and on through Gelligaer B4254 to Pengam lights.
- Straight through lights across Valley and onto A4049, Turn right and down to council offices Hawtin Park. Back to A4049 and continue to Crown roundabout.
- Head for Brynmeadows Rbt and then down hill to Wyllie Rbt on A472.
- At Wyllie Rbt turn left past Switchgear, then up past Tredegar Arms and Blackwood Civic Centre.
- From Civic Centre head up to Blackwood Bus Station and then to Cefn Fforest Fire Station.

ROUTE FINISHED. Travel back to Depot not salting.

Route B. (PENMAEN)

- Leave Penmaen depot up to Libanus lights.
- Turn left head for Crown Rbt and then Bryn Meadows Rbt.
- Head to Dance Centre Rbt (Not Salting)
- Dance Centre Rbt start salting and head towards Tir y Birth on A469
- Clear Rd into Tir y Birth Depot then continue to Gilfach on A469
- Go into Bargoed Fire Station, Bus Station and Social Services offices then through High Street onto New Bargoed Bypass.
- Run along whole of bypass loop Rbts only salt in One Direction, finish at Bargoed Railway Station.
- Head up through Deri, through Fochriw to Pontlottyn.
- From Pontlottyn head south then across top road Brithdir and back towards Bargoed Ambulance Station.
- Cross to Aberbargoed side and then head north A4049 through New Tredegar to Pontlottyn.
- Keep on A4049 / A469 to Heads of the Valleys Road loop Rbts and come back down through Rhymney High Street.
- Turn across into Abertysswg do not salt on return.
- Salt down to Pontlottyn Viaduct. Stop salting
- Travel down to lights in Aberbargoed, start salting through Aberbargoed to Capels Garage. Stop salting.

ROUTE FINISHED. Travel back to Depot not salting.

Route C. (BEDWAS)

- Leave Bedwas Depot onto A468 through Bedwas, Machen and to County Boundary.
- Turn around and return to Peters Pies only salt where road is separated by island or is four lane.
- Salt from Peters Pies up to Caerphilly Town via Bedwas Road.
- Loop town centre and include Bus Depot then head up Caerphilly Mtn to Burger van.
- Turn left over to Travellers Rest. Turn around and return to Burger van.
- Continue straight past Burger van to Penrhos Rbt.
- At Penrhos Rbt turn to Trecenydd Rbt
- Turn up to Sengenydd. Salt right up to bus turning area by Saw Mills. Stop salting and return to Trecenydd Rbt.
- Turn Left to Cedar Tree Rbt and then up Llanbradach Bypass, Loop Rbts and Ysbyty Ystrad Fawr
- Turn into Duffryn Industrial Estate and Duffryn House Offices.
- Continue to Dance Centre Rbt.
- Come back down bypass to Cedar Tree Rbt. Stop salting.

ROUTE FINISHED. Travel back to Depot.

Appendix D.**Footbridge Locations.**Footbridge LocationsArea 1

- A4049, Tirphil Square.
- A4049, White Rose Primary School, New Tredegar.
- Over railway, Brithdir to White Rose Primary School, New Tredegar.
- Over river, Pontlloftyn to Rhymney Comprehensive School.

Area 4

- A467, Old Swan Inn, Abercarn.
- A467, High Meadow, Abercarn. (2 number)
- A467, Panside, Newbridge.
- Calzaghe Footbridge, Newbridge.

Area 5

- A468, Treceenydd, Caerphilly.

Area 7

- A468, Court Road, Energlyn.
- Groeswen Road, Hendredenny.

Appendix E.**Contact Details.****Highway Operations Group. Key Contact Details**

NAME	DESIGNATION	TELEPHONE	MOBILE	HOME
Graham Parry	Highway Operations Group Manager	01495 235748		
Gareth Richards	Maintenance Team Manager	01495 235723	07901 712353	01443 832454
Chris Adams	Construction Team Manager	01495 235740	07901 712354	
Steve Hodges	Network Management Team Manager	01495 235738	07768 288362	029 20883247
Michelle Johnson	Senior Engineer	01495 235797	07770 508098	
Tom Llewelyn	Senior Engineer	01495 235785	07768 507944	
Joe Williams	Senior Engineer	01495 235788	07901712360	07545 123972
Dean Clarke	Senior Assistant Engineer	01495 235704	07768 701099	01443 836032
Gavin Barry	Senior Assistant Engineer	01495 235718	07766 418867	01685 842553
Rhodri Powell	Senior Assistant Engineer	01495 235794	07770 508097	
Andrew Gould	Assistant Engineer	01495 235716	07766 406412	01443 833896
Vicky Conlon	Assistant Engineer	01495 235756	07717 871515	
Ian Shephard	Assistant Engineer	01495 235703	07919 415399	01443 440235
Lloyd Jones	Assistant Engineer	01495 235787	07768 701095	
Glyn Gibbs	Assistant Engineer	01495 235706	07808 251579	
Barrie King	Assistant Engineer	01495 235794	07808 251582	
Gethin Jones	Assistant Engineer	01495 235796	07768 507948	
Darren Jones	Inspector	01495 235757	07768 701092	
Sue Morgan	Inspector	01495 235757	07786 730947	
Darren Jones	Inspector	01495 235757	07768701094	07967 441416
Nicola Tiley	Inspector	01495 235757	07768 701093	01495 200272
Paul Roberts	Inspector	01495 235757	07770 508099	
David Haines	Inspector	01495 235757	07768 701098	01495 226813
Darren Bilton	Inspector	01495 235757	07901 713357	07854 621061
Julie Gambold	NRSWA Inspector	01495 235733	07768 507943	
Jonathan Day	NRSWA Inspector	01495 235784	07768 507945	
Chris Williams	Technician	01495 235737		
Max Nebe	Technician (Drainage)	01495 235746		
Gary Yates	Technician (Street lighting)	01495 235783	07768 507946	
Steve Matthews	H & S Officer	01495 235791	07901 712358	
Jeff Witts	Supervisor	01495 235704	07901 712356	01495 228963
Gareth Jones	Supervisor		07733 368142	
Nathan Jones	Supervisor	01495 235705	07768 701096	01443 833293
Penmaen Depot		01495 235724	Fax	01495 235751
Bedwas Depot		02920 852331	Fax	01222 880860
Winter Emergency Officer		24 hour line		Rota held by T-Y-B control room.
Out of Hours	Tir-Y-Berth control room	01443 875500		

Other Service Contacts.

- POLICE.

Gwent (Cwmbran)	01633 838111
South Wales (Bridgend)	01656 655555

GWENT POLICE -Main Police Stations

Blackwood	01495 223673
Caerphilly	02920 852999
Cwmbran	01633 838999
Pontypool	01495 764711
Risca	01633 612391
Tredegar	01495 723161

- SOUTH WALES FIRE AND RESCUE SERVICE

HQ	01443 232000
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- WELSH AMBULANCE SERVICES NHS TRUST.

Divisional Headquarters	01495 765401 (Office Hours)
Mamhilad Park Estate	01495 769834 (Control Centre)

All ambulance station locations listed in appendix J

- EMERGENCY PLANNING

Caerphilly County Borough Council.
 During Office Hours via Emergency Planning Officer 01495 235009
 01495 235321

Out of hours via the Councils 24 hours Control Centre on 01443 875500 who will contact the Environmental Health Duty Officer on your behalf.

NEIGHBOURING AUTHORITIES

- BLAENAU GWENT COUNTY BOROUGH COUNCIL

Office Hours Name	Designation	Telephone	Fax
A Reed	Acting Highway & Transport Manager	01495 355612	01495 312357
Neil Hughes	(access to salt supplies)	01495 355629	07971 893377
Outside Office Hours Emergency Service		01495 311556	

- CITY of CARDIFF COUNCIL

Office Hours			
Name	Designation	Telephone	Fax
Chris Mitchell	Engineer	029 20785200	029 20785218

- NEWPORT CITY COUNCIL

Office Hours			
Name	Designation	Telephone	Fax
F. Powell	Assistant Engineer	01633 232656	01633 233296
R. Lloyd	Asst.Maint Manager	01633 232694	“ “
Out of Hours		01633 253447	(ex-directory)

- TORFAEN COUNTY BOROUGH COUNCIL

Office Hours			
Name	Designation	Telephone	Fax
Andrew Pritchard	Structures and Network Officer	01495 766747	01495 766709
Outside Office Hours Duty Officer	(All Emergencies)	01495 762200	

- MERTHYR TYDFIL COUNTY BOROUGH COUNCIL

Office Hours			
Name	Designation	Telephone	Fax
J Morgan	Network Group Man.	01685 724931	01443 693872
M Williams	Team Leader	01685 724932	01685 693872
M. Thomas	Head of Env. Services	01685 725345	
Lifeline		01685 725336	01685 387740
Outside Office Hours -Duty Officer		07800 708591	

- RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL

Name	Designation	Telephone	Fax
Dan Bond	Sen. Eng. Roads.	01443 494793	01443 494705
Howard Thomas	H/w Infrastructure & Asset Manger	01443 494801	01443 494705
Out of Hours-Duty Officer		0831 141900	

- SOUTH WALES TRUNK ROAD AGENT

Neath Port Talbot (South Wales Trunk Road Agency)

Name	Designation	Telephone	Fax
Rodry Paul	Network Resilience Engineer	01792 325927	01792 325905
Out of Hours-Duty Officer		02920 629421	

- MONMOUTHSHIRE COUNTY COUNCIL.

Name	Designation	Telephone	Fax
Glyn Edmunds	Highway & Waste Operations Manager	01600 712354	01600 712293
Outside Office Hours Emergency Service	01633 873274		

Appendix F.**Social Service Locations.**

SOCIAL SERVICES	
OFFICES	
Bargoed	Ty Gilfach
Blackwood	Penmaen House
Blackwood	Woodfieldside
Caerphilly, Mill Road Office	Mill Road
Caerphilly SS Facilities	Ty Pontygwindy
Oakdale	Foxes Lane
RESIDENTIAL ACCOMMODATION	
Beatrice Webb HFE, Blackwood	Bloomfield Road, Blackwood, NP2 1QB
Brodawel HFE, Caerphilly	Court Road, Energlyn, Caerphilly, CF83 2QW
Castle View HFE, Caerphilly	Claude Road, Caerphilly, CF83 1UZ
Hengoed Group Home	14 Graig Road, Hengoed, CF82 7SJ
Ty Ni	Caledfryn Way, Penyrheol, Caerphilly.
Min-y-Mynydd HFE, Rhymney	Eglwys Fan, Hill Street, Rhymney, NP22 5JJ
Montclair Avenue Residential Home	65, Montclair Avenue, Blackwood, NP2 1EF
Ty Clyd HFE, Bargoed	Heol Fargoed, Bargoed, CF81 8PP
Ty Clyd bungalow - CHAD	Heol Fargoed, Bargoed, CF81 8PP
Ty Iscoed HFE,	Woodland Drive, Newbridge, NP1 5FQ
Ty Gwilym Residential Home, Caerphilly	Court Road, Energlyn, Caerphilly, CF83 2LU
DAY/FAMILY CENTRES	
Brondeg Day Centre, Blackwood	Bloomfield Road, Blackwood, NP12 1QB
Brooklands Risca Adult Day Centre, Risca	Brooklands Road, Risca, NP1 6BU
Brooklands Risca Family Centre	Brooklands Road, Risca, NP1 6BU
Energlyn Day Centre	Court Road, Energlyn, Caerphilly, CF83 2QW
Markham Resource Unit	Pantycyefn Road, Markham, NP2 0RX
Pentrebane Drop-in Centre	18 Pentrebane Street, Caerphilly, CF83 1FR
Springfield Adult Day Centre,	Glanynant, Pengam, NP12 2XG
Ystrad Mynach Day Care Centre	Caerphilly Road, Ystrad Mynach, CF82 7EP

Appendix G.**Major / Minor Shopping Areas.**

<u>Major Shopping Centres</u>	<u>No. of Staff Req</u>	<u>Minor Shopping Centres</u>	<u>No. of Staff Req</u>
Bargoed	8	Aberbargoed	2
Bedwas	8	Abercarn	2
Blackwood	8	Abertridwr	2
Caerphilly	8	Cefn Fforest	2
Nelson	4	Cross Keys	2
Newbridge	8	Crumlin	2
Rhymney	4	Cwmfelinfach	2
Risca	8	Deri	2
Ystrad Mynach	8	Fleur-De-Lys	2
	<u>64</u>	Fochriw	2
		Gelligaer	2
		Glan-y-nant	2
		Graig-Y-Rhacca	2
		Lansbury Park	2
		Llanbradach	2
		Maesycwmmmer	2
		Markham	2
		New Tredegar	2
		Oakdale	2
		Pantside	2
		Penllwyn	2
		Penpedairheol	2
		Pentwynmawr	2
		Pontlottyn	2
		Senghenydd	2
		Trethomas	2
		Trinant	2
		Ty-Sign	2
			<u>56</u>

Appendix H.**Doctors Surgeries.**

Name	Address		
Aber Medical Practice (Abertridwr)	30 Thomas Street		Abertridwr
Bedwas Surgery	East Avenue		Bedwas
Llan Aber Practice (Llanbradach)	Rear Of Church Street		Llanbradach
Avicenna Medical Centre (Pontllanfraith)	Blackwood Road		Pontllanfraith
Oakdale Medical Centre	The Square		Oakdale
Bargoed Hall Family Health Centre	Cardiff Road		Bargoed
The Surgery (Cefn Fforest)	Bryn Road		Cefn Fforest
Bryntirion Surgery (Bargoed)	West Street		Bargoed
The Surgery (Aberbargoed)	Pant Street		Aberbargoed
Clinic Premises (Nelson)	Bryncelyn		Nelson
Court House Medical Practice (Caerphilly)	Heol Bro Wen		Caerphilly
Lansbury Surgery	Wedgewood Court	Lansbury Park	Caerphilly
Troedybryn Surgery (Penyrheol)	16 Shopping Parade	Troedybryn	Penyrheol
The Lawn Medical Practice (Rhymney)	Rhymney Integrated Health and Social Care Centre	Unit 22 The Lawn Ind Est	Rhymney
Markham Medical Centre	James Street		Markham
Meddygfa Cwm Rhymni Practice (Victoria Surgery)	Rhymney Integrated Health and Social Care Centre	Unit 22 The Lawn Ind Est	Rhymney
Meddygfa Cwm Rhymni Practice (Deri Surgery)	Deri Surgery	5 Riverside Walk	Deri
Meddygfa Cwm Rhymni Practice (White Rose Medical Centre)	White Rose Medical Centre	White Rose Way	New Tredegar
Meddygfa Gelligaer Surgery	Heol Hen Ysgol		Gelligaer
Gilfach Surgery	Cardiff Rad		Bargoed
Nantgarw Road Medical Centre (Caerphilly)	4 Beddau Way		Caerphilly
Senghenydd Health Centre	Parc Place		Senghenydd
North Celynen Practice (Crumlin)	Crown Street		Crumlin
North Celynen Practice (Newbridge)	Ashfield Road		Newbridge
Oakfield Surgery (Ystrad Mynach)	Oakfield Street		Ystrad Mynach
Ystrad Mynach Health and Education Centre	16 Bedwlyn Road		Ystrad Mynach
Pengam Health Centre	Glan yr Afon Lane		Fleur De Lis
Pontllanfraith Health Centre	Blackwood Road		Pontllanfraith
Risca Surgery	Church House Field	St Mary's Street	Risca
Castell Clinic (Cwmfelinfach)	Stanley Street		Cwmfelinfach
South Street Surgery (Bargoed)	South Street		Bargoed
Bryn Surgery	Bryn Road		Cefn Fforest
St Luke's Surgery (Abercarn)	Off Gwyddon Road		Abercarn
Sunnybank Health Centre (Cefn Fforest)	Bryn Road		Cefn Fforest
Tonyfelin Medical Centre (Caerphilly)	Tonyfelin Surgery	Bedwas Road	Caerphilly
Ty Bryn Surgery (Trethomas)	The Bryn		Trethomas
Graig y Rhacca Surgery	Graig y Rhacca Resource Centre	59 - 71 Grays Gardens	Machen
Machen Surgery	The Crescent		Machen
The Village Surgery (Llanbradach)	2 - 3 Lewis Terrace		Llanbradach
Wellspring Medical Centre (Risca)	Park Road		Risca
Castle View Surgery	Unit 6B	6 Cae Meillion	Caerphilly

Appendix I.**School Locations**

Area	SCHOOLS
4	Abercarn Primary - Chapel of Ease, Abercarn, NP11 5LH
1	Abertysswg Primary - Walter Street, Abertysswg, NP22 5AQ
7	Bedwas High School - Newport Road, Bedwas, CF83 8BJ
7	Bedwas Infants - St Mary's Street, Bedwas, CF83 8EE
7	Bedwas Junior - Church Street, Bedwas, CF83 8EB
2	Blackwood Comprehensive - Ty Isha Terrace, Blackwood, NP12 1ER
2	Blackwood Primary - Apollo Way, Blackwood, NP12 1WA
2	Bryn Primary - Forest Hill, The Bryn, Pontllanfraith, NP12 2PL
1	Bryn Awel Primary - Eglwys Fan, Rhymney, NP22 5JJ
2	Cefn Fforest Primary - Cefn Fforest Avenue, Cefn Fforest, NP12 3JX
3	Coed Y Brain Primary - School Street, Llanbradach, CF83 3LD
4	Crumlin High Level Primary - Commercial Road, Crumlin, NP11 4PX
3	Cwm Glas Infants - Pant Glas, Llanbradach, CF83 3PD
5	Cwm Ifor Primary - Heol Aneurin, Penyrheol, Caerphilly, CF83 2PG
7	Cwmaber Infants - Bryngelli Terrace, Abertirdwr, CF83 4FF
7	Cwmaber Junior - Brynhafod Road, Abertridwr, CF83 4BH
4	Cwmcarn High School - Chapel Farm, Cwmcarn, NP11 7NG
4	Cwmcarn Primary - Newport Road, Cwmcarn, NP11 7LZ
6	Cwmfelinfach Primary - King Street, Cwmfelinfach, NP11 7HL
5	Cwrt Rawlin Primary - Cae Meillion, Caerphilly, CF83 1SN
1	Deri Primary - Glynmarch Street, Deri, CF81 9HZ
3	Derwendeg Primary - Hengoed Road, Cefn Hengoed, CF82 7HP
2	Fleur-de-Lys Primary - School Street, Fleur-de-Lys, NP12 3UX
1	Fochriw Primary - Pontlottyn Road, Fochriw, CF81 9LL
3	Gilfach Fargoed Primary - Vere Street, Gilfach, Bargoed, CF81 8LB
3	Glyngaer Primary - Oxford Street, Glyngaer, Gelligaer, CF82 8FF
5	Graig y Rhacca Primary and Nursery Community School - Machen, CF83 8WW
3	Greenhill Primary - Penywrlod, Gelligaer, CF82 8EU
5	Hendre Infants - St Cenydd Road, Trecenydd, Caerphilly, CF83 2RP
5	Hendre Junior - St Cenydd Road, Trecenydd, Caerphilly, CF83 2RP
5	Hendredenny Park Primary, White Cross Lane, Hendredenny, Caerphilly, CF83 2RL
3	Hengoed Primary - Chapel Terrace, Hengoed, CF82 7JU
3	Heolddu Comprehensive - Mountain Road, Bargoed, CF81 8XL
3	Lewis Girls Comprehensive - Oakfield Street, Ystrad Mynach, CF82 7WW
3	Lewis School Pengam - Gilfach, Bargoed, CF81 8LJ

2	Libanus Primary - Libanus Road, Blackwood, NP12 1EH
7	Llancaeacch Junior - Commercial Street, Nelson, CF46 6NF
7	Llanfabon Infants - Bryncelyn Avenue, Nelson, CF46 6HL
5	Machen Primary - Commercial Road, Machen, CF83 8NA
6	Maesycwmmmer Primary - Tabor Road, Maesycwmmmer, CF82 7PU
2	Markham Primary - Pantycefn Road, Markham, NP12 0QD
7	Nant y Parc Primary - Universal Site, Senghenydd, CF83 4GL
4	Newbridge Comprehensive - Bridge Street, Newbridge, NP11 5FE
4	Oakdale Comprehensive - Penmaen Road, Blackwood, NP12 0DT
4	Pantside Primary - Old Pant Road, Newbridge, NP11 5DE
2	Park Primary - Park Crecsent, Bargoed, CF81 8PN
2	Pengam Primary - Commercial Street, Pengam, NP12 3ST
2	Penllwyn Primary - Fleur De Lys Avenue, Pontllanfraith, NP12 2NT
4	Pentwynmawr Primary - Tonypistill Road, Newbridge, NP11 4HJ
1	Phillipstown Primary - Cefn Rhychdir Road, Phillipstown, NP24 6XE
5	Plasyfelin Primary - Lewis Drive, Churchill Park, Caerphilly, CF83 3FT
2	Pontllanfraith Comprehensive - Coed Cae Du Road, Pontllanfraith, NP12 2DA
4	Pontllanfraith Primary - Penmaen Road, Pontllanfraith, NP12 2DN
1	Pontlottyn Primary - Fochriw Road, Pontlottyn, CF81 9RG
5	Rhydri Primary - Rudry, Caerphilly, CF83 3DF
1	Rhymmey Comprehensive - Mill Field, Abertysswg, NP22 5XF
6	Risca Comprehensive - Pontymason Lane, Rogerstone, NP11 6YY
6	Risca Primary - Danygraig Road, Risca, NP11 6DB
5	St Cenydd Comprehensive - St Cenydd Road, Trecenydd, Caerphilly, CF83 2RP
3	St Gwladys Bargoed School - Church Place, Bargoed, CF81 8RN
5	St Helens Catholic Primary - Lansbury Park, Caerphilly, CF83 1QH
5	St James' Primary School - Lansbury Park, Caerphilly, CF83 1QH
5	St Martins Comprehensive - Hillside, Caerphilly, CF83 1UW
3	Tir-Y-Berth Primary - New Road, Tir-Y-Berth, Hengoed, CF82 8AU
4	Trinant Primary - Conway Road, Pentwyn, Crumlin, NP1 4JN
3	Trinity Fields Special School - Caerphilly Road, Ystrad Mynach, CF82 7DT
5	The Twyn School - East View, Caerphilly, CF83 1UT
6	Ty Isaf Infants - Mill Street, Risca, NP11 6EF
6	Ty Sign Primary - Elm Drive, Risca, NP11 6HJ
4	Tynewydd Primary - Greenfields, Newbridge, NP11 4QZ
7	Tyn-Y-Wern Primary - Heol yr Ysgol, Trethomas, CF83 3BR
1	Upper Rhymney Primary - Oakland Terrace, Rhymney, NP22 5EP
6	Waunfawr Primary - Waunfawr Road, Cross Keys, NP11 7PG
1	White Rose Primary - School Street, Elliotstown, NP24 6DW

6	Ynysddu Primary - High Street, Ynysddu, NP11 7HL
1	Ysgol Bro Sannan - Ty Fry Road, Aberbargoed, CF81 9FN
2	Ysgol Gyfun Cwm Rhymni - Fleur De Lys, Blackwood, NP12 3JQ
3	Ysgol Gymraeg Bro Allta - Central Street, Ystrad Mynach, CF82 7XQ
4	Ysgol Gymraeg Cwm Derwen - Beech Grove, Oakdale, NP12 0JL
2	Ysgol Gymraeg Gilfach Fargoed - Commercial Street, Gilfach, Bargoed, CF81 8JG
4	Ysgol Gymraeg Trelyn - Commercial Street, Pengam, NP12 3ST
5	Ysgol Gynradd Gymraeg Caerffili - Parcfelin Street, Caerphilly, CF83 3AH
4	Ysgol Gymraeg Cwm Gwyddon - Gwyddon Road, Abercarn, NP11 6GX
7	Ysgol Ifor Bach - Upper Brynhyfryd Terrace, Senghenydd, CF83 4GL
5	Ysgol Gynradd Gymraeg Y Castell - Crescent Road, Caerphilly, CF83 1WH
1	Ysgol y Lawnt - Surgery Hill, Station Road, Rhymney, NP22 5LS
3	Ystrad Mynach Primary - Lewis Street, Ystrad Mynach, CF82 7AQ
4	Rhiw-Syr-Dafydd Primary - Maes y Garn Road, Oakdale, NP12 0NA
3	Ysgol Penalltau – Cwm Calon Road, Hengoed, CF82 7QX
3	The Learning Centre – Hanbury Street, Glan y Nant, NP12 3XP

Appendix J.**Fire / Ambulance Station Locations.****Fire Stations**

Rhymney	Havard's Row, Rhymney, NP22 5PA
Caerphilly	Waufach Street, Caerphilly, CF83 3HL
Abercarn	Darren Drive, Prince of Wales Industrial Estate, Abercarn
Risca	New Park Road, Risca, NP11 7AE
Aberbargoed	Angel Way, Aberbargoed. CF81 9FX

Ambulance Locations.

Bargoed	Bedwellty Road, Aberbargoed, CF81 9AW
Nelson	Bryncelyn, Nelson, CF46 6HR
Blackwood	Lon Pennant, Cwmgelli, Blackwood, NP12 1YR

Appendix K.**Weather Forecast (example)****24 Hour Domain Forecast for Capita Gwent Consultancy**

Valid from noon on Tuesday 23 Feb 2012 to noon on Wednesday 24 Feb 2012

Minimum Temperature and Hazard Summary										
Domain	Readiness Colour	Min RST	Time Below Zero	Min Air	Ice	Hoar Frost	Snow	Fog	Strong Wind	Rain
Monmouthshire under 300m	AMBER	PS01	N/A	PS02	N/L	N/H	Y/L	N/L	Y/L	N/L
Monmouthshire over 300m	RED	PS00	N/A	MS02	N/L	N/H	Y/H	N/L	Y/L	N/L
Caerphilly, Torfaen, Blaenau Gwent under 300m	AMBER	PS01	N/A	PS02	N/L	N/H	Y/L	N/L	Y/L	Y/L
Caerphilly, Torfaen, Blaenau Gwent over 300m	RED	MS01	1200-1500	MS02	Y/L	N/H	Y/H	N/L	Y/L	Y/L

Details	
Wind (mph)	E 10-15 gusting up to 25, becoming E 5 by midnight.
Ice / Hoar Frost	Some ice likely in Caerphilly, Torfaen and Blaenau Gwent this afternoon as some roads may still be below freezing, but road surface temperatures are slowly rising. No frost expected.
Snow	Snow 1200-2000, with temporary accumulations of 1-3 cm at low levels, and as much as 10-15 cm above 300 m.

24 Hour Weather Summary	
Monmouthshire	Rain and sleet will turn to snow this afternoon. This will last until mid-evening when it will tend to turn back to rain before fading over the coming hours. It will never completely dry up over night, staying cloudy and damp, and continuing so into Wednesday morning.
Caerphilly, Torfaen, Blaenau Gwent	As Monmouthshire

OpenRoad Forecaster: Dan Grey, Tel: 01392 XXXXXX
 Transmitted by the Met Office on 23 February 2012 at 12:00 UTC

Appendix L.**Fleet Details.****Front Line vehicles.**

ROUTE	VEHICLE	REG. NO.	FLEET NO.	DEPOT	CAPACITY
1	Mercedes	CN63BYG	9234	PENMAEN	6 m ³
2	Mercedes	CN12CWR	9231	PENMAEN	6 m ³
3	Mercedes	CN61BPK	9228	PENMAEN	6 m ³
4	Mercedes	CN12CWP	9230	PENMAEN	6 m ³
5	Mercedes	CN60AMK	9224	PENMAEN	6 m ³
6	Mercedes	CN61BPO	9229	PENMAEN	6 m ³
7	Mercedes	CN12CWT	9232	BEDWAS	6 m ³
8	Mercedes	CE63KZY	9233	BEDWAS	6 m ³

Reserve / Backup Vehicles.

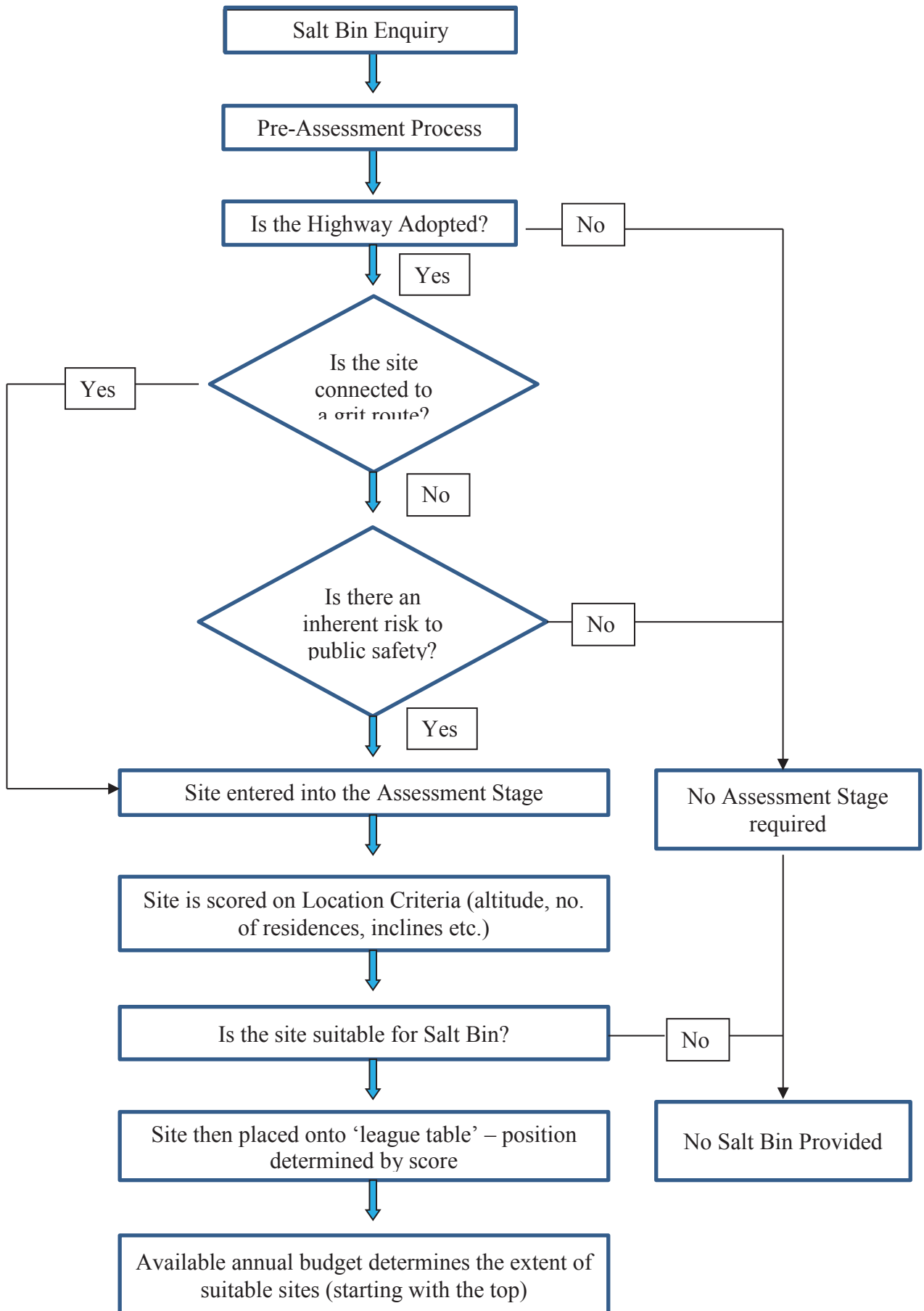
ROUTE	VEHICLE	REG. NO.	FLEET NO.	DEPOT	CAPACITY
N/A	Mercedes	CN08BOU	9220	PENMAEN	6 m ³
N/A	Mercedes	CN08BOJ	9221	PENMAEN	6 m ³
N/A	Mercedes	CN60AMU	9226	PENMAEN	6 m ³
N/A	Mercedes	CN60AMO	9225	PENMAEN	6 m ³
N/A	Mercedes	CN61BPF	9227	BEDWAS	6 m ³

Additional Vehicles.

ROUTE	VEHICLE	REG. NO.	FLEET NO.	DEPOT	CAPACITY
N/A	DAF	TBA	N/A	BEDWAS	1.5 m ³
N/A	DAF	TBA	N/A	BEDWAS	1.5 m ³
N/A	DAF	TBA	N/A	PENMAEN	1.5 m ³
N/A	DAF	TBA	N/A	PENMAEN	1.5 m ³
N/A	DAF	TBA	N/A	PENMAEN	1.5 m ³
N/A	DAF	TBA	N/A	PENMAEN	1.5 m ³
N/A	TOYOTA	FG61SBO	N/A	PENMAEN	N/A
N/A	TOYOTA	FG61SBU	N/A	PENMAEN	N/A
N/A	TOYOTA	FG61SBV	N/A	BEDWAS	N/A

Appendix M.

Salt Bins - Decision Flow Chart.



Grit/Salt Bin Assessment Form

Location Details			
Proposed Placement Details			
Is location connecting onto an existing salt route?	Yes	No	Details
Is there a risk to public safety?	Yes	No	Details
Assessment Criteria (use this if Yes to connecting onto a Salting Route or Risk to Public safety)			
Criteria	Score / Points		Details
Altitude			
Number of residences affected (appoint per residence if maximum score)			
Highway Gradient (appoint per degree if maximum score)			
Specific circumstances for this location. (nearby school / doctor`s surgery, residential care home Dialysis patients etc.)			
Total			

Assessment Officer:.....

Date:.....

Criteria Explanations overleaf

Form Explanations.

Risk to Public Safety – inherent risks at this location such as high trafficked roads/ footpaths, presence of vulnerable adults/ children, exposed to the elements, predominantly in the shade (especially in the mornings) etc.

The scoring is as follows for each criteria:

Altitude.

400 – 350m – score 7

350 – 300m – score 6

300 – 250m – score 5

250 – 200m – score 4

200 – 150m – score 3

150 – 100m – score 2

100 – 50m – score 1

50m – 0m – score zero

Number of properties affected.

- 5 points for a single property,
- 10 points for a street
- 15 points for an estate.

Gradient of slope.

- 0 points for a flat road,
- 5 points for a slight gradient - up to 10% (1 in 10)
- 10 points for medium gradient - up to 25% (1 in 4)
- 15 for a steep gradient - over 25% (1 in 4+)

Specific Circumstances.

0 – 10 - These are judged on a case by case basis, e.g. locations in shade, junctions, school crossings; as well as the siting of schools, hospitals, residential homes etc.

Weighting.

Each score is taken as set out, any weighting has already been considered in the existing figure range.

Appendix N.

Document Distribution List.

To Whom Sent.	Type of Copy & Nr.
E = Electronic copy, H = Hard printed copy, CD = Compact Disc	
Master Copy - Highway Operations Group Manager- Graham Parry.	1 E
Members Library.	4 H
Director of Communities - Christina Harray.	1 E
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Construction Team Manager - Chris Adams.	1 E
Network Management Team Manager - Steve Hodges.	1 E
Senior Engineer - Michelle Johnson.	1 E
Senior Engineer - Tom Llewelyn.	1 E
Senior Engineer - Joe Williams.	1 E
Senior Assistant Engineer - Dean Clarke.	1 E
Senior Assistant Engineer - Rhodri Powell.	1 E
Senior Assistant Engineer - Gavin Barry.	1 E
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Insurance & Risk/St. Pauls Insurers c/o Sue Ruddock @ Ystrad Fawr.	1 E
Out of Hours Control Room at Tir-Y-Berth - c/o Carl Nesling.	1 E
Chief Engineer, Rhondda, Cynon, Taf, County Borough Council.	1CD
Director of Engineering, Blaenau Gwent, County Borough Council.	1CD
Head of Environmental Services, Torfaen County Borough Council.	1CD
Chief Engineer, Newport City Council.	1CD
Engineering Manager, Merthyr Tydfil County Borough Council.	1CD
Chief Engineer, City of Cardiff Council .	1CD
Chief Constable, Gwent Police.	1CD
Chief Fire Officer.	1CD
Chief Ambulance Officer.	1CD
Meteorological Contractor .	1CD
National Farmers Union.	1CD
Farmers Union of Wales.	1CD
Aber Valley Community Council.	1CD
Argoed Community Council.	1CD
Bargoed Community Council.	1CD
Bedwas, Trethomas & Machen Community Council.	1CD
Blackwood Community Council.	1CD
Caerphilly Community Council.	1CD
Darran Valley Community Council.	1CD
Gelligaer Community Council.	1CD

Llanbradach Community Council.	1CD
Maesycwmmer Community Council.	1CD
New Tredegar Community Council.	1CD
Nelson Community Centre.	1CD
Penyrheol, Trecenydd & Energlyn Community Council.	1CD
Rhymney Community Council.	1CD
Rudry Community Council .	1CD
Van Community Council.	1CD
Councillor T. Davies, Chair Regeneration & Environment Scrutiny Committee	1CD
Councillor E. Aldworth, Vice Chair Regeneration & Environment Scrutiny Committee	1CD
Councillor T. Williams, Cabinet Member Highways, Transportation & Engineering	1CD
Councillor K James, Cabinet Member Regeneration, Planning & Sustainable Development	1CD
Sirhowy Enterprise Way Limited.	1 E
Sirhowy Enterprise Way CCBC Nominee.	1 E
All elected members, 1 copy each.	1 E



REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 28TH JUNE 2016

SUBJECT: WINTER SERVICE PLAN ENDORSEMENT

REPORT BY: CORPORATE DIRECTOR COMMUNITIES

1. PURPOSE OF REPORT

- 1.1 This report will outline the background and content of the Council's Winter Service Plan (WSP) (in Appendix A) and explain the process by which it is reviewed on an annual basis.
- 1.2 For Scrutiny members to review the Winter Service Plan's process and key areas and provide comment for consideration prior to seeking Cabinet endorsement.

2. SUMMARY

- 2.1 Highways Operations has produced a Winter Service Plan since the inception of Caerphilly County Borough Council (CCBC).
- 2.2 The purpose of the plan is to explain the Council's responsibilities of maintaining the highway infrastructure network during the winter maintenance period (currently October to April).
- 2.3 The plan also provides guidance to elected councillors, council staff and the public on operational procedures and contact points during the winter maintenance period.
- 2.4 The content of the plan has been divided into the following sections:
 - Winter Service Policy
 - Roles & Responsibilities
 - Operation Plan – Pre-salting
 - Operational Plan – Snowing
 - Winter Emergency – Flooding
 - Communications Plan
 - Weather Forecast
 - Salt Strategy
 - Resources
- 2.5 Members are asked to scrutinise the process and overall content, then to provide comment prior to seeking endorsement by Cabinet.

3. LINKS TO STRATEGY

- 3.1 This report links directly to the regeneration of the county borough making Caerphilly County Borough a better place to live and work.

- 3.2 The report links directly to the Council's priority to improve accessibility throughout the county borough by improving the transport network, enabling individuals to move freely around Caerphilly.
- 3.3 There is also a link to ensuring communities are safer by maintaining a safety standards for the development of integrated, efficient local and regional transport system, on which public transport, private users, cycling and walking networks can operate.
- 3.4 The link to greener and cleaner objectives are centred around reducing our carbon footprint and improving sustainability, taking steps to adapt to the local effects of climate change (warmer and wetter weather patterns).
- 3.5 The Well-being of Future Generations (Wales) Act 2015 came into force this April, it sets out seven Well-Being Goals; the focus of this report supports a Sustainable Wales, A Prosperous Wales, A Wales of Cohesive Communities and a Globally Responsible Wales

4. THE REPORT

- 4.1 The Winter Service Plan has existed since the instigation of CCBC and in a more simplified format prior to this. The content has increased in complexity and quantity over the years, now culminating in an 85 page document outlining the Highway Operations' approach to Winter Maintenance Service for the coming season.
- 4.2 The purpose of the plan is to explain the Council's responsibilities of maintaining the highway infrastructure network during the winter maintenance period (currently October to April).
- 4.3 The plan also provides guidance to elected councillors, council staff and the public on operational procedures and contact points during the winter maintenance period; so clearly demonstrating the plans and contingencies that will be in place for the coming season.
- 4.4 To date the Winter Service Plan has been annually reviewed by Elected Councillors and key Council Officers, with a four week period dedicated to this process. The feedback comments and amendments are then incorporated into the final version, which is then posted to all appropriate parties and on to the Caerphilly internet site (in October). It is envisaged that this process will continue for 2016-17 winter season, after this Cabinet endorsement process has been completed.
- 4.5 The report also takes into account The Highways Act 1980 Section 41, which places a duty on the Local Authority 'to ensure, so far as is reasonably practicable, that safe passage along a highway is not endangered by snow or ice' and the 'Transport Resilience Review 2014 – A review of the resilience of the transport network to extreme weather events' – Department for Transport.
- 4.6 The Winter Maintenance Plan and arrangements can be found on the Caerphilly Council Internet site, on the following link:

<http://www.caerphilly.gov.uk/Services/Roads-and-pavements/Gritting-and-snow-clearing>

This gives access to the following information:

- Winter Service Plan
- Gritting procedures and process
- How gritting works
- Salt storage information
- Gritting Vehicles
- Grit Bin requests.

- 4.7 The Plan sets out the Winter Maintenance Policy for CCBC, with the prioritisation of routes, resources deployed with key post roles and responsibilities. The Plan is divided into nine sections:
 - 4.7.1 Winter Service Preamble & Policy – this gives the background and basis on which the plan is formulated.
 - 4.7.2 Roles and Responsibilities – this gives the required posts with their responsibilities and duties.
 - 4.7.3 Operational Plan: Pre-salting – this encompasses the procedures for salting prior to and post a freezing event, based on the Road Hierarchy which sets the order of prioritisation for the Routes throughout the Borough
 - 4.7.4 Operational Plan: Snow Conditions – this outlines processes and procedures in a ‘white out’ event with the activation of the Snow Plan (which includes Ploughing procedures and route prioritisation).
 - 4.7.5 Winter Emergency: Flooding – outlines the procedure to follow in a flooding event.
 - 4.7.6 Communications Plan – includes the processes to be followed in response to freezing, snow and flooding events.
 - 4.7.7 Weather Forecast – outlines the methods and procedures for forecasting freezing, snow and flooding events
 - 4.7.8 Salt Stocks – outlines the strategic storage of salt and restocking procedures
 - 4.7.9 Resources – gives an overview of fleet, plant and human resources deployed for the Winter Service Plan.
- 4.8 Of these sections there are a number that require review by Scrutiny members as they cover key issues within the Winter Service Plan, these being:
 - 4.8.1 Gritting Route and Road Hierarchy – This gives the prioritisation order to the route gritting and snow clearance throughout CCBC, for example clearing major routes, routes required for medical, remote communities before other parts of the network. A review of this section should assist in confirming the prioritisation order is appropriate and that key stakeholders have not been overlooked.
 - 4.8.2 Salt Stocks and Location – This gives the minimum amount of salt that needs to be held by CCBC for each winter season and their respective locations. A review will help clarify the amounts required for each season and whether the members consider the current deployment of salt stores are adequate for the needs of the highway network over the winter season.

The current locations for salt storage (with tonnage capacities) are:

Penmaen Depot	1,500T
Bedwas Depot	5,000T
Pontllytyn Depot	1,500T
Strategic Salt Stocks (sited in Ebbw Vale)	2,000T

There is an initiative to enlarge the salt storage capacity in the Penmaen location, as it is more centrally located and is the centre of operations for the majority of Gritting routes. This will probably take the form of a larger salt storage barn and require an injection of capital funding to cover its purchase, design, construction and any associated enabling works.

- 4.8.3 Weather Forecasting – This outlines the methods and procedures used to make the appropriate decisions for a freezing or winter event. Reviewing this will assist in both informing the members of systems used and how decisions are made, with any useful contributions as to how this could be improved.

- 4.8.4 Salt Bin Request Process – This is outlined in Appendix B and includes a decision flow-chart and an assessment form to show how requested locations are scored, so forming a prioritised order of potential sites. This is a recent revision, so does not form part of the Winter Service Plan for last year (2015-16). It has been incorporated into the Winter Maintenance Procedures (2016-17) to help clarify the process followed when carrying out these assessments. A review of this section should both inform and invite further comment on the effectiveness of the process and possible improvements. This will then form part of the Winter Service Plan review process as outlined in 4.4.

5. EQUALITIES IMPLICATIONS

- 5.1 A functional and correct Winter Service Plan will benefit the vulnerable, young and elderly, ensuring their services (including emergencies), remain robust throughout the winter period (October to April).
- 5.2 Taking steps to adapt to the local effects of climate change (warmer and wetter weather patterns), centred around reducing our carbon footprint, will also benefit the less mobile/ vulnerable members of the community.

6. FINANCIAL IMPLICATIONS

- 6.1 The Winter Maintenance / Severe Weather budget has been held at £1.14M since agreed in 2014-15, protecting this fundamental service area from savings. In parallel an additional amount is being accrued in a separate safeguarded fund to be used for extreme weather events that are outside the Winter Maintenance / Severe Weather budget, this has been capped at £500k.

7. PERSONNEL IMPLICATIONS

- 7.1 These proposals will not have any direct impact on CCBC personnel, though it should be noted that the Winter Services are resourced by Winter Standby staff draw from a voluntary pool of personnel mainly from Highways Operations and NSC (in-house contractor) with the support of drivers from Refuse & Cleansing.

8. CONSULTATIONS

- 8.1 All comments received have been taken into consideration and are included in the report.

9. RECOMMENDATIONS

- 9.1 For Scrutiny Members to comment on the process of compiling of an annual WSP, considering the key issues as outlined in 4.8
- 9.2 To consider and offer comments in relation to the draft Winter Service Plan, prior to consideration by Cabinet.

10. REASONS FOR RECOMMENDATIONS

- 10.1 To provide comments and views with regards to the draft Winter Service Plan, prior to approval by Cabinet.

11. STATUTORY POWER

- 11.1 Highway Act 1980.
Well-being of Future Generations (Wales) Act 2016.

Author: Graham Parry - Highway Operations Group Manager
Consultees: Cllr T Williams – Cabinet Member for Highways, Transportation & Engineering
Cllr D T Davies – Chair of Regeneration and Environmental Scrutiny Committee
Cllr E Aldworth – Vice Chair of Regeneration and Environmental Scrutiny Committee
Chris Burns – Interim Chief Executive
Christina Harrhy - Corporate Director – Communities
Nicole Scammell - Acting Director of Corporate Services and S.151
Terry Shaw – Head of Engineering Services
Gail Williams – Interim Head of Legal Services/Monitoring Officer
Stephen Harris – Interim Head of Corporate Finance
Rob Hartshorn – Head of Public Protection
Mark S Williams – Head of Community and Leisure Services
Mike Eedy – Finance Manager
Trish Reardon – HR Manager
David Thomas – Senior Policy Officer (Equalities and Welsh Language)
Steve Hodges – Network Management Manager

Background Papers:

'Transport Resilience Review 2014 – A review of the resilience of the transport network to extreme weather events' – Department for Transport.

Appendices:

Appendix A – Winter Service Plan 2015-16
Appendix B – Grit-bin Decision Flow-chart and Assessment Form



CABINET – 19TH OCTOBER 2016

SUBJECT: CORPORATE ASSET MANAGEMENT STRATEGY

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

- 1.1 The attached report, which was presented to the Policy and Resources Scrutiny Committee on 4th October 2016, sought the views of Members on a Draft Corporate Asset Management Strategy, prior to its presentation to Cabinet and thereafter Council for approval.
- 1.2 Officers explained that following a review of the Council's Asset Management (Land and Property) Strategy in 2013, Wales Audit Office (WAO) made 5 proposals for improvement, which included "*developing a robust Asset Management Strategy for its property and associated infrastructure*" and "*developing and implementing arrangements to monitor the delivery of the strategy*". In September 2014, the Policy and Resources Scrutiny Committee accepted that the development of a revised Asset Management Strategy should be delayed until the Council's financial position became clearer, a revised Medium Term Financial Plan (MTFP) was agreed and services could better plan for the future. Following discussion between the WAO and Officers at Audit Committee in December 2015, it was resolved that a Corporate Asset Management Strategy (CAMS) should be progressed.
- 1.3 Members were advised that the Corporate Asset Management Strategy (attached in draft form at Appendix 1 of the Scrutiny Committee report) is an overarching document which aligns with the corporate aims of the Council. It identifies where the Council has appropriate individual service asset plans/strategies in place. Where such asset plans/strategies are not present, the challenge will be to determine whether those assets need supporting strategies and, if so, by when they can be delivered. The CAMS establishes a set of Principles, which are aligned to the Well-Being of Future Generations (Wales) Act 2015 and has developed a number of Outcomes, namely: Compliance, Condition, Suitability, Sufficiency, Accessibility and Sustainability. The expectation is that all individual council asset plans/strategies will reflect these Principles and Outcomes to ensure the effective implementation of the CAMS. Existing individual service asset plans/strategies will be reviewed and revised to align with these Principles and Outcomes.
- 1.4 During the course of the ensuing debate at the Scrutiny Committee, Members sought clarification on activities listed within the Draft Strategy to achieve the strategic outcomes. Officers explained that the Strategy is intended as an overview of planned actions to produce such outcomes and that detailed information should be found within the relevant individual service plan. Discussion took place regarding assets referenced in the Draft Strategy, including funding considerations associated with the 21st Century Schools Programme. A Member also suggested that the Strategy could provide an opportunity for review across a number of service areas (including opening times across civic amenity sites).
- 1.5 A Member referred to the lease of physical assets (such as football pitches) and expressed the need for a uniform/consistent approach across the Authority regarding the charges for such arrangements. Officers explained that detail of this kind (and as mentioned in paragraph 1.4 above) would not be expected to be included in an over-arching Strategy and suggested the proper place for this particular point of reference would be the forthcoming Income Generation Strategy.

- 1.6 Following consideration of the report, the Policy and Resources Scrutiny Committee unanimously recommended to Cabinet (and thereafter Council) that for the reasons contained therein, the Draft Corporate Asset Management Strategy as appended to the report be approved.
- 1.7 Members are asked to consider the recommendation.

Author: R. Barrett, Committee Services Officer, Ext. 4245

Appendices:

Appendix 1 Report to Policy and Resources Scrutiny Committee on 4th October 2016 – Agenda Item 9



POLICY AND RESOURCES SCRUTINY COMMITTEE – 4TH OCTOBER 2016

SUBJECT: CORPORATE ASSET MANAGEMENT STRATEGY

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
OFFICER**

1. PURPOSE OF REPORT

- 1.1 To present to Members a DRAFT Corporate Asset Management Strategy for their consideration. The report is seeking the views of Members prior to its presentation to Cabinet and Council.

2. SUMMARY

- 2.1 In September 2013 the Wales Audit Office (WAO) undertook a review of the council's Asset Management (Land & Property) Strategy and the Auditor General concluded the review by making 5 Proposals for Improvement which included:
- 2.2 Developing a robust Asset Management Strategy for its property and associated infrastructure, and Developing and implementing arrangements to monitor the delivery of the strategy.
- 2.3 P & R Scrutiny accepted the proposition in respect of these proposals that "...progress on the development of a revised Asset Management Strategy be delayed until such time that the council's financial position becomes clearer, a revised MTFP is agreed, and services can better plan. In essence the MTFP will become the driver for the development of the Asset Management Strategy".
- 2.4 Audit Committee resolved that a Corporate Asset Management Strategy should be progressed.

3. LINKS TO STRATEGY

- 3.1 The Draft Corporate Asset Management Strategy identifies its links with the Council Priorities published in its Corporate Plan 2016/17.
- 3.2 The Strategy additionally links to the 7 national well-being goals of the Well-Being of Future Generation Act (Wales) 2015. That Act has been used to define the Principles adopted for the development of the Corporate Asset Management Strategy and they are:
- We will balance short term needs with the need to safeguard the ability to meet long term generational needs, where those long term needs are identifiable.
 - We will communicate what we are doing and the progress we have made.

- We will involve other persons in the development of our asset management strategies/plans to reflect the diversity of the people within the county borough.
- We will work with other public services bodies to deliver (where possible) both joint asset management solutions, and complementary goals.
- We will seek to improve the quality of our environment through good asset management by ensuring our resources are deployed effectively.
- Quality of life and fit for purpose assets will be our main consideration, within imposed financial constraints.

4. THE REPORT

4.1 In September 2013 the Wales Audit Office (WAO) undertook a review of the council's Asset Management (Land & Property) Strategy. This review was presented to Audit Committee on the 6th November 2013.

4.2 The Auditor General concluded the review by making 5 Proposals for Improvement which included:

P1: Develop a robust Asset Management Strategy for its property and associated infrastructure. The strategy should:

- Set out a vision for each type of asset that shows how it contributed to the council's priorities.
- Set targets for assessing progress including the condition and suitability of each asset.
- Describe an overall plan for implementing the strategy.
- Be approved by members.

P4: Develop and implement arrangements to monitor the delivery of the strategy.

4.3 At its meeting on 30th September 2014 P & R Scrutiny accepted the proposition in respect of both P1 & P4 that "...progress on the development of a revised Asset Management Strategy be delayed until such time that the council's financial position becomes clearer, a revised MTFP is agreed, and services can better plan. In essence the MTFP will become the driver for the development of the Asset Management Strategy".

4.4 Following discussions between WAO and Officers at its meeting on the 9th December 2015 Audit Committee agreed that a Corporate Asset Management Strategy should be progressed.

4.5 The Strategy should be used to align the corporate aims of the council with individual Service Strategies/Plans. Although the future of local government service provision looks less fluid than when the WAO delivered their review in 2013 the council still faces extreme financial pressures and developing strategies for the management of its assets still involves an element of crystal ball gazing. Nevertheless individual Service Strategies/Plans and their alignment to the Corporate Asset Management Strategy are the core of an effective Asset Management Strategy; however it is a two way process. The agreed vision for a service to succeed should identify the assets required over time. With that in place asset providers can:

- Match current provision with need.
- Identify gaps.

- Plan future asset investment and disinvestment that is part of delivering better service outcomes.

4.6 The Corporate Asset Management Strategy identifies where the council has appropriate service delivery strategies/plans in place; where it hasn't the challenge will be to determine whether those assets need supporting strategies and, if so, by when they can be delivered. It is important that members and officers understand that formal individual strategies should not be documented for the sake of "having a strategy" and also that developing a strategy is the start of the process and future management reviews of the currency of strategies are most important.

4.7 Despite not having a written Corporate Asset Management Strategy in place the council has been able to make significant contributions to the achievement of corporate priorities and outcomes via the management of its assets. For example the 21st Century Schools programme has seen huge improvements in the quality of our primary and secondary schools. Additionally the "State of the Estate Report" produced by Property Services, which is a part of this meeting agenda, summarises the impact the council's property rationalisation service strategy is having.

4.8 The Corporate Asset Management Strategy develops a number of strategic outcomes that are applicable to all asset types. These strategic outcomes will demonstrate the effective implementation of the corporate asset management strategy and are summarised as follows:

- COMPLIANCE: Ensuring assets comply with statutory and regulatory requirement.
- CONDITION: Maintaining assets to a satisfactory condition to support service delivery.
- SUITABILITY: Ensuring assets are fit for purpose.
- SUFFICIENCY: Ensuring available assets meet current and expected service demands.
- ACCESSIBILITY: ensuring assets are as accessible as possible to all service users.
- SUSTAINABILITY: Maintaining assets to ensure maximum operational life and minimising the potential negative impact on the environment.

4.9 It is expected that all existing service asset plans/strategies will be reviewed and revised to accord with these outcomes.

5. EQUALITIES IMPLICATIONS

5.1 This report links to several Equality Objectives namely:

- SE 03 – Physical Access
- SE 04 – Communication Access
- SE 05 – Engagement and Participation
- SE 07 – Corporate Compliance

An EIA screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and/or low level or minor negative impact has been identified, therefore a full EIA has not been carried out.

6. FINANCIAL IMPLICATIONS

- 6.1 Links have been made between the Corporate Asset Management Strategy and the council's Medium Term Financial Plan, although there are no direct financial implications associated with this report.

7. PERSONNEL IMPLICATIONS

- 7.1 There are no personnel implications associated with this report.

8. CONSULTATIONS

- 8.1 The report reflects the views of the consultees.

9. RECOMMENDATIONS

- 9.1 Scrutiny comment on the Draft Corporate Asset Management Strategy prior to consideration by Cabinet and a decision by Council

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 To ensure the views of Scrutiny are sought prior to a decision by Council.

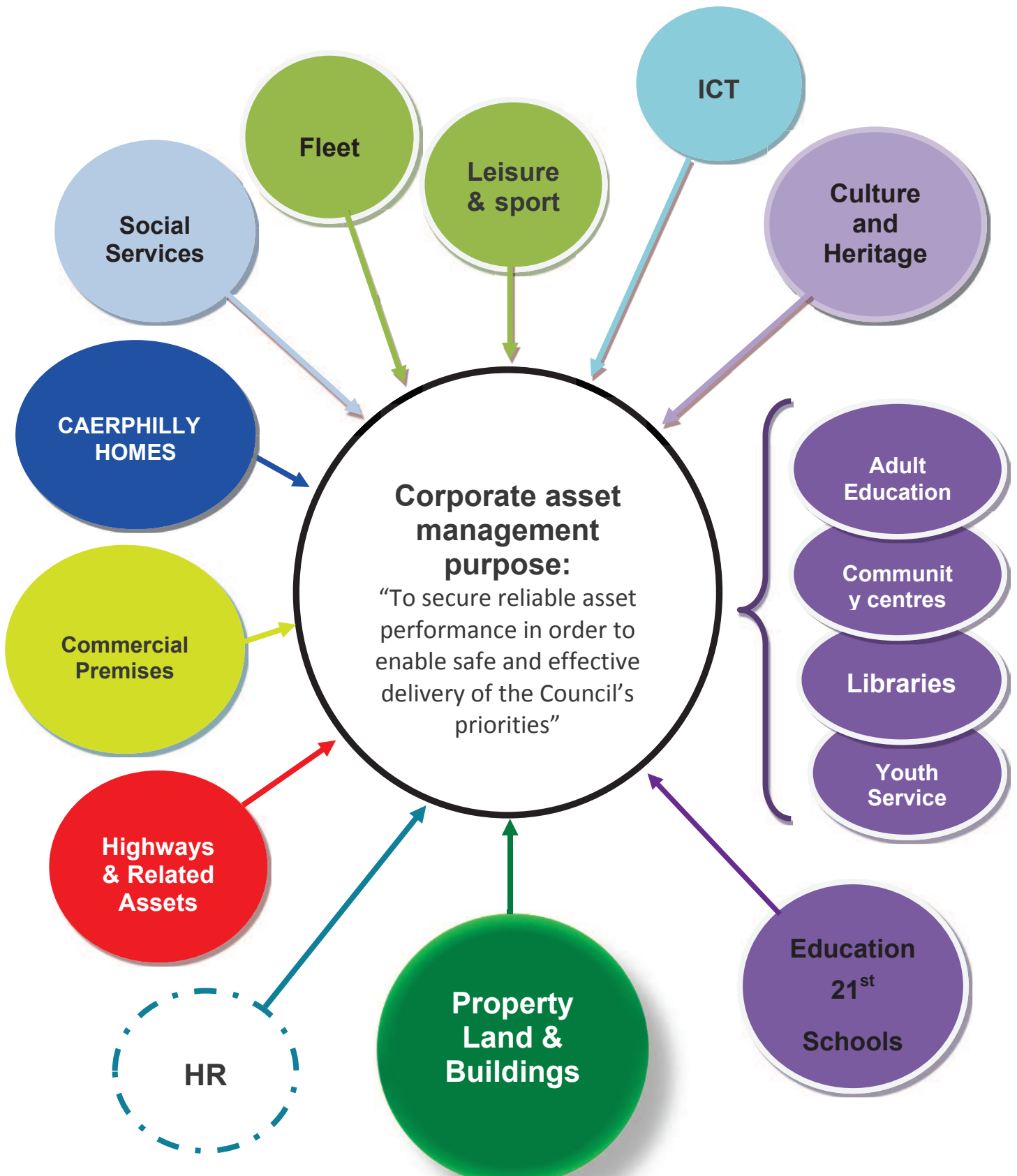
11. STATUTORY POWER

- 11.1 Local Government Acts 1974-2000. Well-Being of Future Generations (Wales) Act 2015. This is a decision for Council.

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Consultees: Corporate Management Team
Cllr D. Hardacre. Cabinet Member for Performance, Property and Asset Management

Appendices:
Appendix 1 Asset Management Strategy 2016-2026

CAERPHILLY COUNTY BOROUGH COUNCIL ASSET MANAGEMENT STRATEGY 2016- 2026



Document Version and Change Control

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09/08/16	Incorporate comments from ESD	TJB
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19/08/16	Minor redraft to reflect “Open Spaces” are Parks etc. (Leisure) and Country Parks (Planning & Regeneration)	TJB
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16/09/16	Incorporate further comments from ESD, from Planning, and minor formatting changes	TJB
23/09/16	Incorporate comments from Head of IT (Acting)	TJB

¹ O:\Property\~ Tim's folder\Drafts\Estates Planning

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Corporate Property Group
 Ty Penallta
 Tredomen Campus
 Ystrad Mynach

Contact Officer: Colin Jones
 Head of Property Services

Introduction

This strategy outlines our vision and long term approach to improve the recognition, management and utilisation of our assets held in the name of Caerphilly County Borough Council. The primary aim is to support Council priorities, achieve service requirements and comply with statutory duties. The overriding theme of this Corporate Asset Management Strategy is set within the context of delivering the Corporate Plan and aligning with asset review recommendations.

Section 1 | Background and Context

Caerphilly County Borough Council is the 5th largest authority in Wales in terms of geographic size and serves around 179,000 residents, although this is anticipated to grow to 189,00 over the next 10 years. It has a divergent demographic profile with a higher proportion of children and people of retirement age than Welsh averages. It has the second lowest employment rate in Wales and comparatively higher level of deprivation. The percentage of pupils entitled to free school meals (used as an indication of deprivation) runs at 21 per cent and is the sixth highest out of the 22 local authorities in Wales. Three quarters of the Council's 73 wards are in the 50 per cent most deprived areas of Wales, although the County does not have large concentrations of areas of very high deprivation compared with some other Welsh authorities.

The Council has 73 members and operates on a cabinet system with 9 portfolio holders. The organisation is the largest employer in the area with approximately 9,500 staff providing over 600 services. The Authority has a combined gross revenue and capital budget of over £562 million per annum. The Council has approximately 833 buildings including 92 schools in total, 19 Leisure centres and 18 Libraries. The Highways Service maintains a total length of 1,193 kilometres of road, 6 kilometres of The Monmouthshire and Brecon Canal and 27,150 columns of street lights. Our fleet services maintain over 500 vehicles providing a diverse range of services from meals on wheels to waste collection vehicles. As an organisation that uses considerable information technology, we support 4,500 devices and a further 10,000 devices for schools. Planning and Regeneration manages a commercial portfolio of more than 250 office and industrial properties in 16 locations across the County Borough, operates 5 visitor facilities (Llancaiach Fawr Manor House, Cwmcarn Forest Drive Visitor Centre & Campsite, Caerphilly Visitor Centre, New Tredegar Winding House Museum, and Blackwood Miners Institute), and 5 country parks (at Parc Cwm Darran, Parc Coed Tir Bargoed, Parc Penallta, Pen y Fan Pond and Sirhowy Valley).

The borough occupies some 28,000ha, taking in the three river valleys: Rhymney, Sirhowy and Ebbw. 80% of the County Borough is rural (5 country parks, 34 public parks and over 200 special interest sites.) The natural valley landscapes includes 200 peaks over 1,000 ft. (304.8m), 6 lakes and 50 rivers and waterways – providing an attractive backdrop for economic regeneration and a major opportunity for tourism and leisure developments.

What is Asset Management²?

A web search for “asset management” will yield many results related to the management of investment and finance and a potentially confusing range of apparent variants related to physical assets. For example, strategic asset management, property asset management, facilities asset management, infrastructure asset management, enterprise asset management, and others seem to claim a special case or ‘difference’. The qualifying descriptors do not change the inherently consistent core, whatever the type or nature of the assets that are to be managed.

It is therefore helpful that the ISO 55000 standard has developed a well-considered definition for asset management (clause 3.3.1):

“the coordinated activity of an organization to realise value from assets”

and where an asset (clause 3.2.1) is an:

“item, thing or entity that has potential or actual value to an organization”

and the notes for the definition of asset management state that

“realisation of value will normally involve a balancing of costs, risks, opportunities and performance benefits, and the term ‘activity’ has a broad meaning and can include, for example, the approach, the planning, the plans and their implementation.”

ASSET MANAGEMENT IS MORE THAN DOING THINGS TO ASSETS - it is about using assets to deliver value and achieve the organisation’s business objectives. It also brings a different approach and way of thinking and a transformation of organisational alignment and culture. Each organisation has to determine what it considers value to be, and choose how to manage its assets to derive best total value.

Asset management is relevant to all types of organisation, whether they are large, small, private, public, government or not-for-profit. There is growing evidence from around the world that effective asset management can improve an organisation’s reputation and its ability to:

- operate safely.
- meet its regulatory and statutory obligations,
- evaluate future business strategies for the delivery of differing performance, cost and tolerable risk profiles, and
- significantly reduce the cost of managing assets over their lives

What is an asset?

For the purposes of [Section 2 | Strategy Outcomes](#), “asset” relates solely to *material* assets, such as a ‘building’ or a ‘road’, having a life cycle to which a cost can be applied. We have included Human Resources (HR) to acknowledge the links between staff, agile working, and management of buildings; however, there is a range of HR strategies to support this ‘resource’ and, consequently, it is not included within Section 3.

Our Principles

We expect that the individual strategies and plans that underpin this Corporate Asset Management Strategy will be pursued in accordance with the following principles³:

² Reproduced from ‘An Anatomy of Asset Management’ (Version 3 December 2015) © The Institute of Asset Management

- We will balance short term needs with the need to safeguard the ability to meet long term generational needs, *where those long term needs are identifiable*.
- We will communicate what we are doing and the progress we have made
- We will involve other persons in the development of our asset management strategies/plans to reflect the diversity of the people within the county borough
- We will work with other public services bodies to deliver (where possible) both joint asset management solutions, and complementary goals.
- We will seek to improve the quality of our environment through good asset management by ensuring our resources are deployed effectively.
- Quality of life and fit for purpose assets will be our main consideration, within imposed financial constraints.

This strategy has been developed after some service strategies have been formed; therefore the developing of the overarching strategy allows for all service strategies to be reviewed or new ones to be formed in line with our overall mutual ideology for the effective use of our assets.

Outcomes

THE OUTCOMES ADOPTED FOR THIS STRATEGY, AND WHICH WILL BE APPLIED TO THE MANAGEMENT OF **ALL COUNCIL ASSETS** ARE:

COMPLIANCE: To ensure assets are safe for use and support service delivery assets must comply with statutory and regulatory requirements, as well as meeting appropriate best practice.

CONDITION: Assets must be maintained to ensure that they are in a satisfactory or better condition to support service delivery and achievement of corporate priorities.

SUITABILITY: Assets that are fit for purpose for current and future service delivery will be more effective in delivering the Council's priorities. Suitability is wider than asset condition as it also considers how well the asset is matched to current and planned service delivery requirements.

SUFFICIENCY: Council assets have to be sufficient for existing and future use, with capacity reflecting demand and user requirements. This element of asset management allows the council to plan to support service development, as well as identify any potential assets that are underused.

ACCESSIBILITY: To deliver services effectively to all members of the community, assets need to be reasonably accessible to everyone, especially those with physical and learning disabilities⁴.

SUSTAINABILITY: The Council's assets will be managed to ensure that their useful operational life meets expected life expectancy, as well as minimising the potential adverse impact on the environment. Sustainability should make sure that council assets are available to support ongoing service delivery in the long term.

These are addressed in more detail in [Section 2 | Strategy Outcomes](#)

³ In line with the Well-being of Future Generations Act (Wales) 2015, see Appendix A

⁴ See Appendix B Foundation Standard – The Meaning of Accessible

Council Priorities

The council has set eight priorities over four years 2013 to 2017 in consultation with the local community, partners, stakeholders and staff. These priorities represent the vital activities that the council will undertake in order to achieve better conclusions for Caerphilly County Borough.

The table below illustrates where the Corporate Asset Management Strategy directly contributes to a council priority.

Council Priorities	Corporate Asset Management Strategy
1. Peoples social care needs are identified and met in a timely and appropriate way	✓
2. Children and Adults are safeguarded from abuse	✓
3. Improve standards across all year groups particularly key stage 3 and 4	✓
4. Identify vulnerable groups of learners and develop interventions to ensure needs are met	✓
5. Reduce the gaps in attainment between pupils in advantaged and disadvantages communities	✓
6. Promote the benefits of an active and healthy lifestyle	✓
7. Invest in our Council Homes and their communities to transform lives	✓
8. Affordability – Deliver a medium term Financial Plan aimed at ultimately providing a period of stability that helps the authority to have a range of services in the future that are sustainable	✓

More explicitly, as asset management underpins almost all service delivery throughout the council, we will support the council's eight priorities in the following ways:

Council Priorities 2014 to 2017	
Council Priority	Supporting Asset Categories
1. Peoples social care needs are identified and met in a timely and appropriate way	PROPERTY (ELDERLY) – the council's operational property assets include care homes, housing for the elderly, sheltered housing and community facilities that are used by older people. Ensuring these facilities are safe fit for purpose, investing in new facilities and supports the delivery of services aimed at improving the quality of life for older people.
2. Children and Adults are safeguarded from abuse.	PROPERTY – Pan Gwent – we are working with others including housing associations to set up a women refuge. PROPERTY/EDUCATION - venues such as libraries are regarded by adults and children as safe community spaces.
3. Improve standards across all year groups particularly key stage 3 and 4	PROPERTY/EDUCATION – council investment in the condition, sufficiency and suitability of the school estate helps to maintain an effective learning environment; investment in library buildings extends this supported learning environment to accessible community locations. HIGHWAYS AND RELATED ASSETS – investment in this area ensures safe routes to schools and the maintenance of school playgrounds. OPEN SPACES – open space investment ensures our school playing fields are maintained and improved where necessary to support play and education provision. ICT – ICT investment plays a significant role in supporting education across all learning environments, including schools. Technology skills gained through use of ICT equipment are crucial to enabling positive future destinations and compliance with the Digital Competence Framework.
4. Identify vulnerable groups of learners and develop interventions to ensure needs are met	PROPERTY / EDUCATION - Maintaining Trinity Fields school and pupil referral units. Improvements to library buildings assist pupils in disadvantaged communities. ICT – provision of ICT facilities across the network assists pupils in disadvantaged communities.

Council Priorities 2014 to 2017

Council Priority	Supporting Asset Categories
5. Reduce the gap in attainment between pupils in advantaged and disadvantaged communities	<p>PROPERTY – the council’s 21st Century Schools programme is well advanced with modern, high specification buildings and facilities being provided in some of the most deprived areas of the county borough.</p> <p>ICT – ICT investment plays a significant role in supporting education across all learning environments, including schools. Technology skills gained through use of ICT equipment are crucial to enabling positive future destinations and compliance with the Digital Competence Framework.</p>
6. Promote the benefits of an active and healthy lifestyle	<p>PROPERTY – property assets that provide accommodation for services that enable our communities to make healthy lifestyle choices to improve citizens’ quality of life, both in terms of information and opportunities.</p> <p>HIGHWAYS AND RELATED ASSETS – “Active Travel” investment, road safety ETP and national standards cycle training promote an active and healthy lifestyle.</p> <p>OPEN SPACES – assets within this category provide a variety of leisure, community and sporting facilities. The improvement of open spaces and public areas has a direct link with residents’ perceptions of Caerphilly County Borough and provides diversionary activities for young people.</p> <p>WEB PRESENCE – Leisure Lifestyle and Health Challenge Caerphilly websites offering facilities and advice.</p>
7. Invest in our Council Homes and their communities to transform lives	<p>HOUSING – the council’s housing stock provides good quality affordable housing.</p>
8. Affordability – Deliver a Medium Term Financial Plan [MTFP] aimed at ultimately providing a period of stability that helps the authority to have a range of services in the future that are sustainable.	<p>Property – Having a fit for purpose property portfolio with the corporate landlord taking a ‘strategic view’ on usage of properties will continue to deliver savings by rationalising our property stock where it is relevant to do so.</p> <p>HIGHWAYS AND RELATED ASSETS – maintenance of a safe public highway network prevents costs through minimising claims; specifically, LED lighting delivers a longer life/lower energy alternative, and road surfacing treatments extend the life of the highway.</p> <p>PLANNING & REGENERATION – rental income from the industrial and commercial portfolio will contribute to the MTFP</p>

Statutory

The **Well Being of Future Generations Act (Wales) 2015**, introduced by the Welsh Government, will change the way public service plans and works. *The purpose of the Act is to ensure that the governance arrangements of public bodies for improving the well-being of Wales take the needs of future generations into account.*

It is designed to improve the economic, social and environmental well-being of Wales in accordance with sustainable development. It is about encouraging public bodies to think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach in accordance with the 7 national well-being goals.

The goals and their definitions are in greater detail shown in Appendix A

To demonstrate we have met our statutory duty to carry out sustainable development there are **5 ways of working** that will demonstrate this. They are:

1. Looking to the **long term** so that we do not compromise the ability of future generations to meet their own needs;
2. Taking an **integrated** approach so that public bodies look at all the well-being goals in deciding on their priorities;
3. **Involving** a diversity of the population in the decisions that affect them;
4. Working with others in a **collaborative** way to find shared sustainable solutions;
5. Understanding the root causes of issues to **prevent** them from occurring

The national guidance for applying the 5 ways of working also identifies the **management of assets** as one of seven core organisational activities, and applying the requirements of the Act to those activities is regarded as most likely to secure the change needed.

Additionally, The White Paper **Reforming Local Government: Power to Local People** published in February (2015) included specific proposals for greater community participation and transferring of assets to communities who wish to take on these assets. These are known as Community Asset Transfers (CAT). The financial pressures across Wales make this an attractive proposition to Welsh Government. At present public services are not obliged to transfer their assets. The white paper proposes that eligible community bodies can initiate a transfer for an asset from local authority to community ownership. It is the white paper's view that this may lead to sustainable long term use of property assets and there will be greater potential for innovation. It is advised that this should not be seen as a way to dispose of surplus assets but to be viewed as an opportunity to help develop the community, with the ultimate aim of 'community empowerment'.

The Council is also an active member of the National Assets Working Group (NAWG), which supports the national drive to involve the community and other public/voluntary organisations in the future management of its assets. Community Asset Transfer (CAT) will be supported wherever appropriate.

The 7 national well-being goals:

- ↳ A sustainable Wales
- ↳ A prosperous Wales
- ↳ A healthier Wales
- ↳ A more equal Wales
- ↳ A Wales of cohesive communities
- ↳ A Wales of vibrant culture and thriving Welsh language
- ↳ A globally responsible Wales

However, whether groups exist that want to take on the responsibility of managing an asset remains to be seen, but it is an aspect that must be considered within long term property and land use proposals of our assets.

We will also use the newly formed Public Service Board as a conduit for discussion with other public bodies to open discussions around sharing facilities.

Financial

The financial outlook continues to be difficult and on top of significant savings already delivered in recent years, the Council has been working hard to identify further substantial savings to enable balanced budgets to be delivered for 2016/17 and 2017/18. To ensure our MTFP can deliver savings we have developed and consulted on guiding precepts with the public, endorsed by members, to help structure how we will make those efficiency savings. Our tenets are to safeguard jobs and the services we provide, to try to reduce rather than remove and to protect front line services wherever possible looking at new ways of delivering service.

THE CORPORATE ASSET MANAGEMENT STRATEGY WILL SUPPORT THESE DETERMINANTS.

In times of financial uncertainty it can be difficult for services to plan, and know what assets are needed for delivery but this strategy is predicated upon a consistent, corporate & strategic approach to the management of the various assets, consolidating resources, eliminating duplication, improving efficiency, procurement and the establishment of corporate property standards.

Where are we now?

This strategy looks at the long term (taken as 10 years although good practice suggests 25 years); when the population assessment is completed we will use that to review the longer term but we will need to do more in order to take a more integrated approach to deciding joint priorities with other organisations. Involving a diversity of the population occurs in some areas such as leisure consultations and working with schools but we will need to widen this out and make more conscious decisions particularly with finding collaborative asset solutions with other public sector organisations. Root causes of asset management challenges are understood but the prevention of issues or building on asset strengths is an area that needs to be further developed.

The Corporate Asset Management Strategy links to the Council's priorities and helps services understand that in a time of severe financial constraints their vision has to be consistent with the council's ability to maintain its asset base.

It reminds asset users that, in developing their own service strategies/plans, the asset providers are key stakeholders; in cultivating a more co-ordinated approach, with its consequential move away from "silo mentality"⁵, appropriate service strategies will set out agreed visions in accordance with the doctrine of this document, detailing whether the current assets meet both current and future need, and identifying any necessary corrective actions.

Thus, the Corporate Asset Management Strategy provides a snapshot of various services, governance arrangements, summaries of the various services and their related asset categories; it incorporates all physical assets owned and leased by the council, including significant land based assets such as roads, open space, housing and

⁵ Under such circumstances, there may be minimal consideration as to whether the council's assets are fit for purpose *at a strategic level*

property, together with all equipment, plant and vehicles, as the council invests significant revenue and capital funds to ensure a wide range of assets are available to maintain service delivery. These budgets provide resources to support asset management activities and detailed funding information for each asset category is included within the individual asset management plans. It identifies also where the council has appropriate service delivery strategies/plans in place; where it hasn't, the challenge will be to determine whether those assets need supporting strategies and, if so, by when they can be developed.

The document has been produced to signpost readers to supplementary service delivery strategies and/or plans; it shows how assets classes contribute toward the overall Strategy, helping the Council meet its key priorities as, due to the large and diverse nature of the council's asset portfolio, nearly every citizen, visitor, employee and organisation in Caerphilly County Borough will have access to the council's assets, be it schools, parks, roads and bridges, or the council's website.

Therefore, further information on target customer groups will need to be provided in individual asset management plans that are appropriate of an effective Asset Management Strategy. The agreed vision for a service to succeed should identify the assets required over time. With that in place, asset providers can

- ➔ match current provision with need,
- ➔ identify gaps and
- ➔ plan future asset investment and disinvestment that is part of continuously improving service delivery.

Service Strategies

It is important to note that not only should formal individual strategies *not* be documented for the sake of "having a strategy" but also writing a strategy is the start of the process and future management reviews of the currency of strategies are most important.

Despite not having a written Corporate Asset Management Strategy in place the council has been able to make significant contributions to the achievement of corporate priorities and outcomes via the management of its assets. For example the 21st Century Schools programme has seen huge improvements in the quality of our primary and secondary schools. Additionally the "State of the Estate Report", produced by Property Services, summarises the current impact of the council's property rationalisation strategy.

Property (Land & Buildings):

The Council owns and maintains 833 buildings on 364 sites (as at February 2016). Overall the council controls some 8,500 acres of land and buildings having a total net book value of £717m (as at March 2015). **The service has a developed Asset Management (Land & Property) Strategy**, the key priorities of which are:

- Develop a 5 and 10 year vision for property assets via the proposed Asset Management Group and communicate the strategy and vision across the authority. Potential options identified include:
 - Reduce the portfolio through space optimisation.*
 - Reduce the portfolio through service remodelling.*
 - Reduce the portfolio through shared use with both internal and external services.*
 - Convert freehold to leaseholds.*
 - Promote Community engagement through Community Asset Transfer.*
 - Reduce costs through energy efficiency improvements.*

- Establish a corporate Asset Management Group, with a Landlord/Tenant arrangement where Property Services acts as a Landlord and all building/land users are tenants and the property budgets are transferred to Property Services.
- Promote a phased transfer of all property into a central corporate portfolio together with, where appropriate, directorate personnel employed to manage property matters. The transfer commenced with Corporate Services and Social Services in April 2012. Reactive maintenance would be centralised and a framework of suppliers created.
- Produce individual Service Asset Management plans through regular asset management meetings with directorate management teams to ensure property provision is planned in a holistic way.
- The plans will link with service strategies (e.g. Community Asset Transfer planning).
- Ensure the 3 year Capital Asset Strategy is linked to the council's Medium Term Financial Plan.

Education and Lifelong Learning

Schools:

The schools estate comprises 14 secondary schools, 75 primary schools, 1 special school and a pupil referral unit (The Learning Centre). The Directorate manages a range of school place planning strategies, together with the Welsh Government's 21st Century schools programme, as well as managing an annual schools capital programme.

School Asset Management Plans and School Places Plans are updated periodically and reported to Scrutiny Committee. The key priorities are:

- Challenges faced from reduced financial resources.
- The need to reduce surplus places within our schools, with a particular focus on secondary schools. The replacement of Oakdale and Pontllanfraith comprehensive schools with the new Islwyn High school will assist this process.
- An increase in the projected Primary school pupil population is resulting in a reduction in surplus places.
- Significant challenges to future school place planning presented by the Council's Local Development Plan (LDP) proposals to 2031.

Library Service

There are 18 Libraries offering a wide range of facilities and community networks. 13 are purpose built with 4 of these being located within or alongside other community facilities. The remaining 5 are conversions of existing buildings. Customer services provision is co-located within 5 libraries.

The Service is working within the 2014-2017 Welsh Government Public Library Standards Framework, which includes a number of new assessment areas with a focus on outcome and qualitative measures in addition to more traditional standards of attainment

This 5th Framework assists the Authority in working toward its Strategic Equalities Objectives, in particular:

- Strategic Equality Plan SEO 3- Physical Access
- Strategic Equality Plan SEO 4- Communication
- Strategic Equality Plan SEO 5- Engagement and Participation

It also links closely with 'Libraries Inspire: The strategic development framework for Welsh libraries 2012-2016'.

Community Centres

There are 38 community centres in the supported network of which 3 are not in Council ownership. A range of other community facilities make use of these centres.

In 2014, Members endorsed a proposal to establish a Working Group to further examine reducing the network of community centres, offering suitable centres to local groups via asset transfer. This group has established that the current model is working well, but that opportunities for rationalisation should be considered as appropriate.

Youth Service

This is a statutory education provider, comprising over 200 staff and engaging with approximately 20% of the target population annually. These services are provided in a variety of ways by the Authority and in partnership with other providers.

Youth Work is provided directly by the Authority through a network of 28 youth clubs (a combination of locations including school sites, community centres and dedicated facilities) and predominantly externally funded projects that are aligned with and supported by a youth service curriculum.

The absence of a formal strategy is not evidence of the absence of good planning and a mature service might well be termed to be in a stable and steady state⁶.

Is there a strategy for the future?

Adult Education Service

There are six Adult Education Centres of which one is leased and not owned by the council. One centre is based on a comprehensive school site and two co-locate with the youth service.

As previously noted, absence of evidence is not evidence of absence.

Is there a strategy for the future?

Information Communication and Technology (ICT):

The service provides a complex range of services that delivers the organisation's day to day business technology requirements, including the implementation and support of all hardware, network, telecommunications and business software applications, as well as actively supporting the implementation of new technologies to aid service delivery and service improvement across the business. The service supports approximately 4,500 corporate devices and a further 10,000 school devices as well as some 150 different software applications. The service receives on average over 330 support calls per day.

Although not part of our assets, IT Services provide data centre hosting services for Newport City and Blaenau Gwent Councils, running their Payroll & HR services.

IT provision will be integral to the implementation of agile working.

A new ICT strategy that includes the Authority's approach to enhancing its current digital solutions is currently being drafted.

Community and Leisure Services

Fleet Management

is working towards a 'managed service' which will see a contract with external companies to provide and replenish our vehicle requirements that will keep our vehicle stock current.

We collaborate with Blaenau Gwent and Torfaen Councils for Driver Certificate of Professional Competence (CPC) Periodic Training.

⁶ "Absence of evidence is NOT evidence of absence"

Currently, it is a full cost recovery service with turnover of over £4million primarily in relation to fuel, external vehicle hires, leasing and fleet management services and support. The council has approx. 500 vehicles. Current management of assets are focused on adjusting working practises to changes in legislation, such as ensuring alternative methods of compliance to be put in place, as safety nets have been removed as the DVLA move to web based systems.

Parks & Bereavement Services

manages 104 equipped playgrounds, 10 kick walls, 20 youth shelters, 11 skate parks, 2 outdoor gyms and 31 multi use games areas (MUGAs). Five of these playgrounds retained RoSPA⁷ Play Safety Awards during 2015 -16. The service manages a number of formal sports pitches across the borough which includes rugby and football pitches (including dual use), cricket, bowling greens, tennis courts and an athletics track.

The service has three parks (Morgan Jones Park, Caerphilly, The Wern in Nelson and Waunfawr Park, Crosskeys) that have been recognised as places of excellence and awarded Green Flag status, as well as 25 other municipal parks across the county borough.

In addition, it oversees the provision of some 80 allotments across the county borough, under the management of two federations (the Rhymney Valley Allotment Federation and the Caerphilly East Allotment Federation).

The strategy is to maintain current standards through prudent use of resources.

The service, which operates under, and currently has an ICCM⁸ bronze award for, the 'Charter for the Bereaved', also manages ten municipal cemeteries, which cover circa 29 hectares of land across the county borough. The service deals with circa 800 interments a year and five of these cemeteries have been successfully extended over recent years (Abercarn, Danygraig, Rhymney, Gelligaer and Bedwellty). There are two chapels located within these cemeteries, one of which is operational and available to the public to use for services prior to an interment.

Parks & Bereavement Services is bidding to secure land within the Caerphilly basin to develop an 11th site, as well as undertaking further extensions at Brithdir, Bedwas, Rhymney and Bedwellty cemeteries over the coming years.

Leisure Services

has 11 leisure centres, eight of which are located on school sites. The Council has undertaken a detailed condition survey of its 11 leisure centres rating three as good, five as satisfactory and three as poor. We have estimated that the yearly maintenance cost of our leisure centres is £3.3 million.

The authority is currently working on an overarching strategy for sport and leisure. When completed, later in 2016/17, this document will set out a strategic vision for the future provision of sport and leisure services as well as addressing issues around the buildings and other facilities required to effectively deliver that strategy.

Waste Resource Management and Street & Environmental Cleansing

are key frontline functions, and revolve around the following:

- The industrial-scaled Waste & Recycling Transfer Station at Full Moon, Cross Keys receives the municipal waste collected by the Authority's collection vehicles every day of the working week. Its annual through-put is 50,000 tonnes.

⁷ The Royal Society for the Prevention of Accidents

⁸ The Institute of Cemetery & Crematorium Management

- Six (staffed) Civic Amenity /Household Waste Recycling Centres (under NRW permit) that are open to the public all year round and operate on weekends.
- A network of infrastructure in the form of (several thousand) litter bins, public 'on the go' recycling facilities, and bin storage compounds.
This infrastructure is in use 24 hour 365 days per year.
- Five Public Conveniences are presently operated and maintained.

As part of its regulatory function in respect of Old Waste Disposal Sites, the service is maintaining a landfill site (regulated by a NRW permit) that hosts an operational flare stack, together with a micro generator harnessing the methane gas reserve and generating energy for the National grid.

The absence of any formal strategy for this service is not evidence of the absence of good planning and it is considered to be in a stable and steady state

Highways, Transportation & Engineering

Highway assets deteriorate slowly; we have an established Highways Asset Management Plan, in respect of which we make an annual status report.

The impact of any given level of investment cannot be shown in the short term; our yearly report includes 20-year forecasts to enable decisions to be taken with an understanding of their long term implications.

In April 2016 the value of the Highway asset, gross replacement cost was £3.424bn and depreciated replacement cost was £3.218bn. An annualised depreciation⁹ of £17.2m was calculated.

As at 1st April 2016, the road length of public highways in the County Borough was 1,169.20km, with a further 98.2km of surfaced footpaths, and 66.1km of purpose-built Cycleways.

The extent of the Highways asset can be indicated by summarising some other figures on the main asset categories and services provided:

- 27,150 street lights
- 2,624 (illuminated), and some 6,000 (non-illuminated) signs
- 32,000 gullies
- 71 signalized junctions/crossings
- 1,250 per annum planning applications
- 68km of cycle routes
- 1,675 culverts (up to 900mm diameter)
- Some 420km of road networks salted and gritted during severe weather conditions,
- 862 permanent salt bins, plus 17 seasonal bins
- 112 Road Bridges
- 90 Footbridges
- 22 “Unusual” Structures
- 625 Retaining Walls
- 1 Height, Sign and Signal Gantries
- 246 Culverts (over 900mm diameter)
- 13 Subways

Caerphilly Homes

There are currently 10,862 council owned houses and 991 garages. We let on average 1161 houses p.a. (total properties let between 01/04/14 – 31/03/15). There are 34 sheltered housing schemes, 1 extra care scheme and 17 recognised tenants and residents associations. We also provide services to 417 leaseholders.

⁹ Annualised depreciation is the average amount by which the asset will depreciate in one year if there is no investment in renewal of the asset.

Road Length of Public Highways (km)		
	Urban	Rural
A Trunk	0.00	4.50
A County	30.40	66.2
B	52.30	11.3
C	76.30	76.1
Minor	688.9	163.2
Total	847.90	321.30
Total Surfaced Roads	1,169.20	

Our strategy to deliver to the Welsh Housing Quality Standard (WHQS) on 10,862 houses by 2019/20 is

- 1st. Through a combination of in-house staff and external contractors; and
- 2nd. Through coordination with other programmes and initiatives to tackle the social and economic challenges on the council's estates.

This is a multi-million pound annual capital programme (2015/16 is £36m, £200m up to 2019/20) will be delivered by Housing Repairs (consisting of 143 members of staff, including 114 multi-trade maintenance operatives, with an annual turnover of £7.2 million). There is a further budget of some £2.74m, which relates to response projects and uses external contractors where necessary.

Human Resources

Cabinet, at its meeting on 27th July 2016, agreed the Council's HR Strategy 2016 – 2020. The council employs almost 9,000 people and is one of the biggest employers within the Borough and the scale of that asset should be acknowledged in the context of a Corporate Asset Management Plan

As the Council makes better use of its premises, including downsizing or making more efficient use of its existing space, the need to promote and encourage a culture of agile working can assist the council to achieve its priority of affordability.

A cultural change to work in a more agile way will impact on staff and require new ways of thinking; trust for example, will become a more important value. Agile working could mean less staff needed in a premises, which could result in smaller property needs or more transient work stations and a smaller 'travel to' population would support the carbon reduction agenda, as well releasing car parking space.

This is an area that requires excellent joined up working for all parties to work through areas such as IT provision, consideration of space, and capacity planning in addition to the 'softer' areas such as culture, and trust,.

Planning & Regeneration

Commercial Development

We have a two-pronged responsibility under this heading:

- ✓ Business Support & Funding (Industrial and Office Property Portfolio)
- ✓ Urban Renewal

Business Support & Funding (Industrial and Office Property Portfolio)

We are responsible for marketing some 92 acres of development land at Oakdale.

We also manage a Council-owned portfolio of more than 250 office and industrial properties in 16 locations across the County Borough; most are let to private sector tenants on fully repairing leases. The exceptions to this are on the Tredomen campus, comprising:

- ➔ Tredomen Business & Technology Centre,
- ➔ Tredomen Innovation & Technology Centre, and
- ➔ Tredomen Gateway

Offices within these buildings are let as managed units, with some occupied by Council Services.

Given that the responsibility for maintenance of most of the portfolio rests with the occupier, annual costs are relatively low, with a budget for 2016-17 set at £186,000

for general maintenance and a further £40,000 to maintain the communal areas on the estates.

Occupancy rates, as at 1st September 2016, stand at nearly 98% with only two number 5,000ft² industrial units available in Oakdale and two number offices available in Tredomen Gateway.

Overall, estimated income for the portfolio in 2016-17 is £2,242,000.

A high occupancy rate, coupled with long waiting lists (especially for small industrial units), drives **our vision of working with private sector developers and landowners to bring forward more small industrial and office premises in locations across the County Borough** (as well as ensuring that any future applications for large scale regeneration and economic development funding includes support for buildings of this type)

Urban Renewal

We are concerned primarily with the physical aspects of urban regeneration, concentrating on town and village centres.

We also administer a small number of Commercial Improvement Grants to local businesses for improvements to shop fronts.

We have levered in substantial public and private sector funding for the regeneration of Bargoed including a retail development in which we took a head lease of 7 number retail units to ‘underwrite’ the development. Our initial strategy was to let the units and sell on the investment but, recognising the limited marketability of such a lease in the current economic climate, we have repurposed our model to address revenue growth over the term of our lease.

These are mature services, in a stable and steady state; the absence of a formal strategy is not evidence of the absence of good planning; **recognising that budgets will be increasingly under pressure, our strategic plan is to generate income from our portfolio.**

Culture and Heritage

The Destination & Events Unit is responsible for both marketing the county borough and developing its Destination Attractions (including the Museums & Heritage Service). We operate 5 visitor facilities:

- ➔ Llancaiach Fawr Manor House
- ➔ Cwmcarn Forest Drive Visitor Centre & Campsite
- ➔ Caerphilly Visitor Centre
- ➔ New Tredegar Winding House Museum
- ➔ Blackwood Miners Institute

Annual property related running costs for the five facilities are in the region of £381,000 (2015/16).

The asset base ranges across modern buildings (such as Cwmcarn Forest Visitor Centre with a high BREAM¹⁰ rating), older buildings such as Blackwood Miners’ Institute (built in the 1920s) and Llancaiach Fawr Manor House (built in the 16th century). We have

¹⁰ The **Building Research Establishment Environmental Assessment Method**, first published by the Building Research Establishment in 1990, is the world’s longest established method of assessing, rating, and certifying the sustainability of buildings

recently levered £1m of grant funding from the Heritage Lottery Fund to undertake a project at Llancaiach Fawr Manor, allowing access to a third floor within the building.

Our primary goal is to improve local employment opportunities including access to opportunities across a wider geographical area, and our specific business objectives are:

- To increase the number of tourists visiting Caerphilly County Borough.
- To enable all people to be creatively active

These support the strategic direction of the Regeneration Programme, 'The Smart Alternative', and are discussed in greater detail in our Service Improvement Plan

Our strategic plan is to develop a 'Destination Management' framework that identifies Culture and Heritage as a key product experience that the county borough has to offer visitors.

Country Parks

In addition to country parks at Parc Cwm Darran, Parc Coed Tir Bargoed, Parc Penallta, Pen y Fan Pond and Sirhowy Valley, the Service manages a National Nature reserve, several former coal tips, and other bodies of water used for a range of purposes but are primarily geared towards recreation, biodiversity and landscape management. Much of the portfolio is associated with former collieries and, totalling over 2,500 acres, within this diverse asset base are a number of visitor facilities (and associated infrastructure), listed buildings, and other structures.

Core budgets facilitate the management and maintenance of these sites although we have successfully levered considerable sums in grant assistance, both capital and revenue, to supplement these budgets.

Ours is a mature service, in a stable and steady state; the absence of a formal strategy is not evidence of the absence of good planning; **recognising that budgets will be increasingly under pressure, our strategic plan is to use sites to generate income from our portfolio.**

We have either management or development plans in place for the main sites, varying in detail by facility and use. For example:

- ✓ Parc Cwm Darran is Green Flag accredited and the management plan reflects mainly visitor use,
- ✓ Aberbargoed National Nature Reserve has detailed specific land management regulations for bio diversity
- ✓ Several of the reservoirs are subject to control and management through the Reservoirs Act 1975.
- ✓ Public Rights of Way (over 500 miles of them), are primarily managed through the Rights of Way Improvement Plan; these tend not to be owned by the authority.

We undertake the majority of management in-house, because we have the expertise although some specialist works are out sourced.

Ownership and Scope of the Strategy

The Director of Corporate Services is the owner of the Corporate Asset Management Strategy and is responsible for effective and efficient asset management at a corporate level.

In support of the Director role, each asset category has an Asset Lead Officer with the following areas of responsibility:

- Preparing asset management plans where appropriate
- Coordinating business cases for investment
- Performance monitoring and management
- Monitoring resource deployment

Asset Lead Officers are either Heads of Service or directly report to a Head of Service to ensure that day-to-day management responsibilities are clear and that delegated decision-making is undertaken at the appropriate level. The Asset Lead Officers are as follows:

Asset Lead Officers		
Asset Category	Responsible Officer	Strategy in Place
Property	Head of Property	Yes
Schools	Assistant Director - 21 st Century Schools	Yes
Library Service	Senior Manager (Library & Community Centres)	Yes
Community Centres	Senior Manager (Library & Community Centres)	No ¹¹
Youth Service	Senior Community Education Manager	No
Adult Education	Senior Community Education Manager	No
Highways & Related Assets	Head of Engineering Services	Yes
ICT	Head of ICT	Yes
Fleet	Head of Community & Leisure Services	
Leisure Services	Head of Community & Leisure Services	
Open Spaces (Parks and playgrounds)	Head of Community & Leisure Services	
Housing	Head of Housing Services	Yes (WHQS)
Human Resources	Head of Human Resources	Yes
Commercial Development	Head of Regeneration and Planning	No
Cultural and Heritage	Head of Regeneration and Planning	No
Open Spaces (Country Parks)	Head of Regeneration and Planning	No

¹¹ Service was reviewed by a Member task and finish group in 2015

Section 2 | Strategy Outcomes

As noted, the council's vision for corporate asset management is to manage assets efficiently and effectively to support the achievement of corporate priorities and outcomes. Good asset management provides appropriate structures and governance arrangements to ensure assets are utilised appropriately in support of service delivery. In the current financial climate, it is also important that resources are prioritised to ensure investment has the biggest and most positive impact for the local community.

To demonstrate that assets are being managed efficiently and effectively, a number of performance measures will be monitored for each asset category. Specific performance indicators will be incorporated into individual asset management plans; however there are a number of strategic outcomes that are applicable to all asset types. These strategic outcomes demonstrate the effective implementation of the corporate asset management strategy and can be summarised as follows:

- **COMPLIANCE:** ENSURING ASSETS COMPLY WITH STATUTORY AND REGULATORY REQUIREMENTS.
- **CONDITION:** MAINTAINING ASSETS TO A SATISFACTORY CONDITION TO SUPPORT SERVICE DELIVERY.
- **SUITABILITY:** ENSURING ASSETS ARE FIT FOR PURPOSE.
- **SUFFICIENCY:** ENSURING AVAILABLE ASSETS MEET CURRENT AND EXPECTED SERVICE DEMANDS.
- **ACCESSIBILITY:** ENSURING ASSETS ARE AS ACCESSIBLE AS POSSIBLE TO ALL SERVICE USERS.
- **SUSTAINABILITY:** MAINTAINING ASSETS TO ENSURE MAXIMUM OPERATIONAL LIFE AND MINIMISING THE POTENTIAL NEGATIVE IMPACT ON THE ENVIRONMENT.

OUTCOME 1: COMPLIANCE

Purpose

To ensure assets are safe for use, and support service delivery, assets must comply with statutory and regulatory requirements, as well as meeting appropriate best practice standards.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Responsibility and accountability for Statutory Testing of council owned/managed buildings to be transferred to Property Services.
- Maintenance budgets will be aligned so that priority repairs identified by the Statutory Testing programmes are undertaken effectively. The council will work closely with its schools to ensure that the management of the Statutory Testing programmes in schools is equally effective.
- Introduction of services to school to provide them with Health and Safety staff either 1 day per week, or 1 day per fortnight to work with teacher on the asset requirements of the school.
- Carry out annual road condition surveys for improvements to planned and reactive maintenance

Performance

Performance indicators will monitor progress for the life of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to compliance are shown below.

Performance – Outcome 1 Compliance	
Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • N^o of Priority 1 & 2 electrical tasks and legionella which are outstanding (>90 days) • N^o of Priority 1 & 2 gas tasks which are outstanding (> 90 days) • % of statutory electrical and legionella inspections commissioned and completed on time • % of statutory gas inspections commissioned and completed on time
Education & Lifelong Learning	The same indicators as above but for schools and other education premises
Highways and Related Assets	<ul style="list-style-type: none"> • General inspections for Bridges and for confined space culvert • General Inspections of Retaining Walls • SCRIMM report on Road Conditions
Open Spaces	<ul style="list-style-type: none"> • N^o of safety inspections carried out in play areas / youth facilities
ICT	<ul style="list-style-type: none"> • ISO/IEC 27001 - Information Security Management Certification – Annual and triennial audits • Public Sector Network (PSN) Compliance Certification – Annual audit • SOCITM All-Wales Benchmarking
Fleet	<ul style="list-style-type: none"> • % pass rate of MOT on HGV • % safety inspections carried out on or before due date, average per year.
Housing	<ul style="list-style-type: none"> • Average number of working days taken to complete a) planned b) routine c) emergency repair

OUTCOME 2: CONDITION

Purpose

Assets must be maintained to ensure that they are in a satisfactory or better condition to support service delivery and achievement of corporate priorities.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Property Services will be streamlining the building portfolio (recognising that the council does not have a sufficient budget to maintain its current size), and (if practicable) diverting the resultant savings into the property budget; this will move the organisation towards a building estate that is of a good standard and is sustainable. We will maintain a data base of property condition that will allow the council to provide buildings that are fit for purpose and sustainable.
- Condition surveys will be used to challenge the continued use of buildings for retention or disposal.
- ISO/IEC 27001 - Information Security Management Certification – In-depth triennial audit in 2016.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to condition are shown below.

Performance - Outcome 2: Condition

Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • % of the gross GIA of council buildings in condition category A – Good, category B – Satisfactory, C – Poor D – Bad (expired). • % of the total value of required maintenance for council buildings assigned to works of Priority level 1 (urgent) or level 2 (essential)
Education & Lifelong Learning	<ul style="list-style-type: none"> • % and number of schools in each condition category A-D • 25 year backlog maintenance amounts (£) • M² of public library space available per 1000 population¹²
Highways and Related Assets	<ul style="list-style-type: none"> • % of A,B,C roads in overall poor condition • Area of principal and non-network carriageway resurfaced • % of footway area resurfaced
Open Space	<ul style="list-style-type: none"> • Keep Wales Tidy LEAMS assessment • % of highways or relevant land inspected of a high or acceptable standard of cleanliness

¹² (Welsh Public Library Standards Core Entitlement 6)

Performance - Outcome 2: Condition

Asset Category	Example Performance Indicators
ICT	<ul style="list-style-type: none"> • Systems application and network availability • % of support incidents resolved within agreed timescales • ISO/IEC 27001 - Information Security Management Certification – Annual and triennial audits • Public Sector Network (PSN) Compliance Certification – Annual audit • SOCITM Better Connected website annual assessment
Fleet	<ul style="list-style-type: none"> • % pass rates for MOT for HGV vehicles • % safety inspections carried out on or before due date, average per year
Housing	<ul style="list-style-type: none"> • Number of homes in local authority ownership brought up to the Wales Housing Quality Standard (WHQs)

OUTCOME 3: SUITABILITY

Purpose

Assets that are fit for purpose for current and future service delivery will be more effective in delivering the council's priorities. Suitability is wider than asset condition as it also considers how well the asset is matched to current and planned service delivery requirements.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- To produce individual Service Asset Management Plans (SAMP) to ensure property provision is planned in a holistic way.
- Continue to build new schools per the 21st Century Schools work programme including:
 - ✓ St. Ilan, phases 2 & 3 in autumn 2015 and agreement to proceed to phase 4 plans.
 - ✓ Commence Islwyn West Secondary School following successful completion of Stage 1 tendering process.
 - ✓ Commence Abertysswg/Pontlottyn Primary (*not* C21st Schools work programme).
- Ensure ICT provision meets software and hardware requirements necessary to provide developing digital services and meet information security, governance and provision needs and other elements contributing to the e-government agenda.
- Ensure information systems are updated and integrated with other systems to capture a complete and accurate range of essential property data including robust building condition surveys so decisions are made on accurate and up to date knowledge.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to are shown overleaf.

Performance - Outcome 3: Suitability	
Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • % of clients satisfied with the quality of corporate offices • Total usable office accommodation per employee
Education & Lifelong Learning	<ul style="list-style-type: none"> • Overall suitability category A-D • % size compliant classroom spaces (Primary schools) • ICT provision meets software and hardware requirements necessary to provide developing digital services, information provision and to meet the e-government agenda.
Highways and Related Assets	<ul style="list-style-type: none"> • Area of principal network carriage that is resurfaced • Area of non principal network carriage that is resurfaced. • % of Light Emitting Diode (LED) replacement Street Lighting • No of Highway flooding incidents
ICT	<ul style="list-style-type: none"> • SOCITM All-Wales Benchmarking • SOCITM Better Connected website annual assessment
Fleet	<ul style="list-style-type: none"> • Planning future demand and needs to be informed in part by the Local Development Plan which identifies future land use and therefore future transportation needs
Housing	<ul style="list-style-type: none"> • Maximise the use of the council extra care sheltered housing scheme by reducing vacancy levels
Commercial Development	<ul style="list-style-type: none"> • % occupancy rate
Culture and Heritage	<ul style="list-style-type: none"> • Total number of visitors to CCBC visitor venues

OUTCOME 4: SUFFICIENCY

Purpose

Council assets have to be sufficient for existing and future use, with capacity reflecting demand and user requirements. This element of asset management allows the council to plan to support service development, as well as identify any potential assets that are underused.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Property Services will promote a phased transfer of all property into a central corporate portfolio managed by Property Services together with, where appropriate, directorate personnel employed to manage property matters. Develop a 5 and 10 year vision for property assets via the Asset Management Group.
- Significant ICT upgrades including
 - Shift of data centre operations to use virtualised technologies to offer greater capacity management flexibility whilst reducing the Authority's carbon footprint.
 - Replacement of all desktop computing devices and the adoption of thin client technologies to facilitate agile working whilst reducing the Authority's carbon footprint.
 - Update of the MS Office product set to offer users greater capabilities for the future.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sufficiency are shown below.

Performance - Outcome 4: Sufficiency

Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • Total usable office accommodation per employee. • Office accommodation cost per FTE office based employee. • % of assets having >80% utilisation • % of GIA LA buildings surplus • % occupancy level: Council commercial property portfolio • Reactive maintenance – Customer services rated as good or excellent
Education & Lifelong Learning	<ul style="list-style-type: none"> • % of surplus places (by school – Primary and Secondary) • % of overfilled places (by school – Primary and Secondary) • Number of Welsh Public Library Standards Core Entitlement and performance indicators met for library services
Highways and Related Assets	<ul style="list-style-type: none"> • Area of principal network carriage that is resurfaced • Area of non-principal network carriage that is resurfaced • No of Highway flooding incidents • Pothole repair responses
Open Space	<ul style="list-style-type: none"> • Park services customer satisfaction (biennial) • Number of amenity grass cuts undertaken

Performance - Outcome 4: Sufficiency

Asset Category	Example Performance Indicators
ICT	<ul style="list-style-type: none">• Capacity management statistics outlining available processor and storage scope.
Fleet	<ul style="list-style-type: none">• Availability of recycling and refuse vehicles
Housing	<ul style="list-style-type: none">• % of empty housing stock• Number of people on the waiting list• Number of social housing stock maintained

OUTCOME 5: ACCESSIBILITY

Purpose

To deliver services effectively to all members of the community, assets need to be accessible to everyone, especially those with physical and learning disabilities.

Activities

The main activities that will be undertaken between 2013 and 2017 are:

- Although the council has a well developed DDA programme managed by a dedicated disability access officer in consultation with the council's disabilities equalities group and voluntary local access group we want to make year on year improvements to public access stock
- Improve the accessible status of schools in line with the Physical Access Strategy
- Consult on all new school builds to maximise accessibility for pupils with complex needs in order for them to access mainstream provision. Improve fixed and portable equipment to aid moving and handling of children with physical disabilities in mainstream schools
- The use of tactile pavement, the increased clarity/definition from LED replacement street lighting and measures taken under Winter Maintenance.
- Revamp of the website incorporating the change to responsive design to meet the needs of smartphone and tablet users and working with independent bodies to assure its accessibility for people with disabilities.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to accessibility are shown below.

Performance - Outcome 5: Accessibility

Asset Category	Example Performance Indicators
Property	<ul style="list-style-type: none"> • % of <i>relevant</i> council buildings made suitable and reasonably accessible for disabled members of the public.
Education & Lifelong Learning	<ul style="list-style-type: none"> • % of pupils in receipt of free school meals achieving the core subject indicator for key stage 2, 3 and 4 (level 2 threshold) • % accessible schools • Library service performance against Welsh Public Library Standards Core Entitlements 6 and 7 (access for all)
Highways and Related Assets	<ul style="list-style-type: none"> • % of network subject to precautionary salting • % of occurrences that precautionary salting completed before ice formation • Effects of LED conversions for street lighting
Open Space	<ul style="list-style-type: none"> • % rights of way considered easy to use by the public
ICT	<ul style="list-style-type: none"> • SOCITM Better Connected website annual assessment
Housing	<ul style="list-style-type: none"> • Number of tenants whose homes have been adapted to meet the WHQS to meet their specific needs

OUTCOME 6: SUSTAINABILITY

Purpose

The council's assets will be managed to ensure that their useful operational life meets expected life expectancy, as well as minimising the potential adverse impact on the environment. Sustainability should make sure that council assets are available to support ongoing service delivery in the long term.

Activities

The main activities that will be undertaken up to 2017 to achieve continued sustainability of assets are:

- We will be taking steps to reduce our carbon footprint in non domestic buildings in line with the Carbon Reduction Strategy
- We will update and maintain Building Condition Surveys so that the useful operational life of our assets meets projected life expectancy.
- We will continue the conversion to LED street lighting, usage of the recycling facilities at Coed Top and the possible conversion to a hybrid fleet of gritters.
- Shift to ICT virtualised and thin client technologies in the Data Centre and desktop, mobile working facilities to reduce the need for printed output and the adoption of MFP printing facilities to reduce the amount of toner and paper used contribute to the reduction of the Authority's carbon footprint.

Performance

Performance indicators will monitor progress for the life span of the strategy, and will be reported and monitored within the appropriate asset management plans. Examples of the indicators relating to sustainability are shown overleaf.

Performance - Outcome 6: Sustainability

Asset Category	Example Performance Indicator
Property	<ul style="list-style-type: none"> • Display Energy Certificate (DEC) – The number of Property Certificates generated and issued within the year. • Annual carbon emission savings (Tonnes of CO₂) from Council buildings – resulting from LAEF schemes that have been implemented. • The number of renewable energy technologies (claiming Feed in Tariffs or Renewable Heat Incentive) that are installed, and the merits and benefits of existing renewable schemes.
Education & Lifelong Learning	<ul style="list-style-type: none"> • % and number of schools BREEAM assessed as excellent or better. • The number of workshops and events held with schools as part of the Eco schools programme and energy awareness sessions delivered to schools. • % of schools with the highest (green flag) award under the ECO Schools programme as at 31st March. • Energy (Gas, Electricity) usage per kWh • Water Usage (per m³)
Highways and Related Assets	<ul style="list-style-type: none"> • The lifetime carbon saved on converting to high efficiency street lighting (tonnes/year). • The number of street lights converted to Light Emitting Diode (LED) format.
Open Space	<ul style="list-style-type: none"> • % of parks achieved green flag national status
ICT	<ul style="list-style-type: none"> • Thin client v. PC ratio • Virtualised v. physical servers ratio • MFP usage statistics
Fleet	<ul style="list-style-type: none"> • CCBC operating fleet – tonnes CO₂ emissions from diesel consumption. • Total fuel used by DLO fleet
Housing	<ul style="list-style-type: none"> • % materials use recycled • Average overall SAP rating for properties • Number of properties with improved energy efficiency levels through WHQS improvements • WHQS Stock with SAP rating 65+ • Number of stock that meet the WHQS

Section 3 | Monitoring and Review of the Strategy

The strategy has been consulted on with a range of interested parties and has been formally adopted on the [insert date] by Council.

The Strategy is available on the Councils Intranet, its website, and from Property Services (in hard copy).

The Cabinet Member responsible for the Asset Management Strategy is the Cabinet Member for Performance and Property.

The strategy will be monitored and reviewed by the Asset Management Group on a twice yearly basis. The review will take note of the assumptions and constraints to check if these remain the same or have changed as that in turn may alter the strategic direction of this strategy. The risk register will also be reviewed and updated at this time.

The Council has established a number of Working Groups (see right) to manage the separate strands of this Strategy, supporting recommendations to Corporate Management Team, Cabinet, and Council; they are not decision-making bodies and, generally, are chaired by the appropriate Director or Head of Service with the relevant Cabinet Portfolio Holder in attendance.

Their roles are summarised in the table overleaf.

Group
Capital and Asset Management Groups
Property Asset Management Group
Education
Education Capital Monitoring group
Highway Operations Group
Open Space Working Group
Corporate Information Technology Services Group
Information Governance Project Team
Fleet Management
Caerphilly Homes Task Group

The indicators (referred to in [Section 2 | Strategy Outcomes](#)) that measure the success of the strategy are contained within service scorecards that will be monitored within the Councils Performance Management system called Ffynnon.

Any risks that escalate in severity will be escalated to the Council's Corporate Risk Register and will then be monitored monthly at the Councils Corporate Management Team.

Group	Role
Capital and Asset Management Groups	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Corporate Asset Management Strategy and the individual asset management plans. • Corporate monitoring of general services capital programme and consideration of variances. • Evaluation of emerging investment requirements and strategic outline business cases (SOBCs). • Oversee the coordination of corporate asset management projects and initiatives.
Property Asset Management Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Property Asset Management Plan. • Management and monitoring of the property general services capital programme including identifying and prioritising investment. • Ensuring adequate project management resources are employed for the successful delivery of projects, including the identification and management of risks. • Initial evaluation of emerging investment requirements and SOBCs. • Facilitate service liaison on specific property asset projects and general operational property management issues. • Monitoring performance and progress on initiatives relating to the Property Asset Management Plan. • Oversee the coordination of corporate property projects.
Schools Strategy Board	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Schools Asset Management Plan. • Management and monitoring of the education capital programme including identifying and prioritising investment. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management resources are employed for the successful delivery of projects, including the identification and management of risks. • Monitoring performance and progress on initiatives relating to the Schools Asset Management Plan. • Oversee the coordination of education projects.
Highway Operations Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Highways and related Asset Management Plan. • Evaluation and prioritisation of the annual works programme to align with asset management priorities. • Monitoring performance and progress on initiatives relating to the Highways Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.

Group	Role
Open Space Working Group	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Open Space Asset Management Plan. • Monitoring performance and progress on initiatives relating to the Open Space Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Ensuring adequate project management is employed for the successful delivery of projects, including the identification and management of risks.
Corporate Information Technology Services Group (CITSG)	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the ICT Asset Management Plan. • Initial evaluation of emerging investment requirements and SOBCs. • Responsibility for prioritising investment and ICT projects. • Monitoring performance and progress on initiatives relating to the ICT Asset Management Plan. • Monitoring achievement of benefits from ICT projects to project closure.
Information Governance Project Team	<ul style="list-style-type: none"> • Coordinate action to ensure compliance with legislative requirements of freedom of information, data protection, records management, and information security. • Monitoring the council's performance in dealing with freedom of information and data protection requests.
Fleet Management	<ul style="list-style-type: none"> • Responsibility for the direction and scope of the Fleet Asset Management Plan. • Responsibility for identifying and prioritising investment in conjunction with service managers. • Undertaking internal transport reviews and implementing conclusions.
Caerphilly Homes Task Group	<ul style="list-style-type: none"> • To advise and make recommendations in relation to the Housing Capital Programme, including identifying and prioritising investment. • Overseeing the coordination of housing projects.

Assumptions

The Strategy is based on the following Assumptions:

- Good communications between groups
- Budgets will continue to reduce and efficiencies will need to be found
- Sustainability in its broadest sense will dominate decision making

These assumptions will be routinely checked as part of the monitoring of the strategy.

Constraints

- ➔ We are working with an aging and deteriorating building stock and a level of negative residual life on our roads

- ➔ Year on year reducing budget – impact can reduce preventative or planned maintenance, which affects new developments for example replacement IT stock or vehicles, reduced services (i.e. library or sport centre reduced opening hours)
- ➔ Service Asset Management Plans are part of a changing landscape making it difficult for ‘service asset management plans’ to be written as the position changes quickly and on an emergent basis; for example, WHQS is behind the planned programme due to a range of issues that are identified within their dedicated risk management register.

Opportunities

- ➔ Improved understanding as to how assets can work better together (e.g. agile working leading to reducing of building costs) can help deliver the council priorities.
- ➔ Community Transfer could allow communities to take over and maintain their own assets freeing the authority up to work on a more focused set of assets. In the future and under the Future Generations Act there may be opportunity to work in partnership with others in the public sector to pool and provide assets based on community needs using the assets of others such as the health board or police. Assets based on ‘place’ and community has the potential to take a wider perspective on the benefits and use of assets.
- ➔ **Culture Properties - BIP**
- ➔ The new Public Service Board, established with effect from 1st April 2016 will act as a conduit for shared building resource discussions.
- ➔ Investment in roads – preservation treatments extend the design life of carriageways and footways, though innovations are still being looked into for more permanent solutions
- ➔ Innovative methods for completing routine Highway tasks are currently being trialled, e.g. “multihog” for streamlining reactive patching works, cold-lay tarmac for safer and more flexible treatment of potholes; along with future trials, such as the use of drones for aerial inspection of the numerous tips within the County Borough
- ➔ The usage of low energy technology to reduce both the economic and environmental costs for highway assets, such as urban and rural street lighting

Section 4 | Appendices

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Appendix A: Future Generations National Well-being Goals

Goal	Description of the Goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change), and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation
A globally responsible Wales	A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing make a positive contribution to global well-being.

Appendix B: Foundation Standard – The Meaning of Accessible

4. Foundation Standard – The Meaning of Accessible

4.1 The overall aim would clearly be to have all buildings fully physically accessible to all people by completing all recommendations from the access audit. This in the majority of cases could then be described as a fully accessible building.

4.2 As this is a number of years away the proposal in the interim is to set criteria that the Council can work towards. Four broad criteria are recommended to meet the definition of physically accessible.

Once a property can fulfil the four criteria, it will be physically accessible to the foundation standard.

Note – If any of the criteria proved to be unreasonable e.g. accessible parking bay in the centre of a shopping area, this would be highlighted in the access plan.

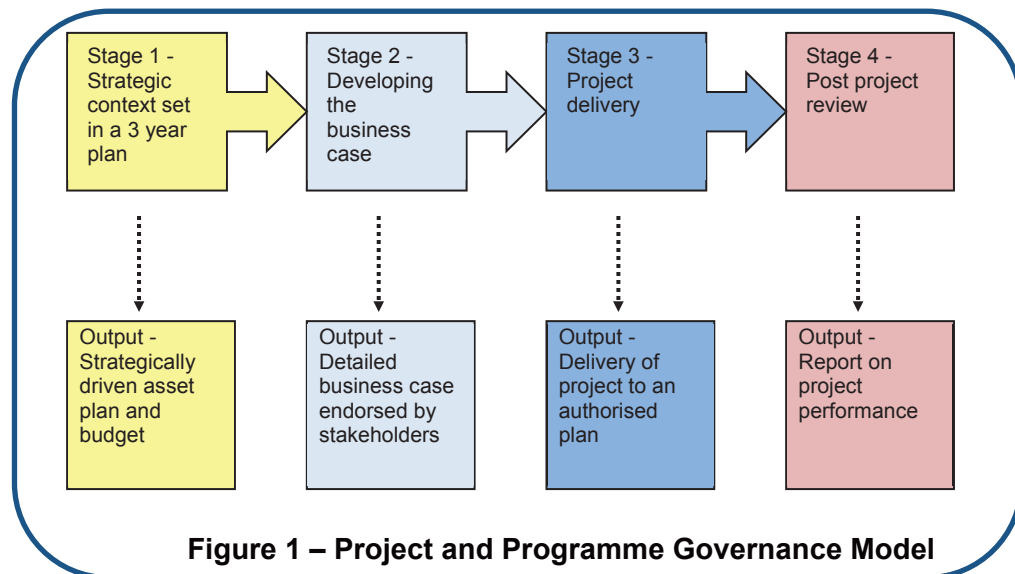
The four criteria are:

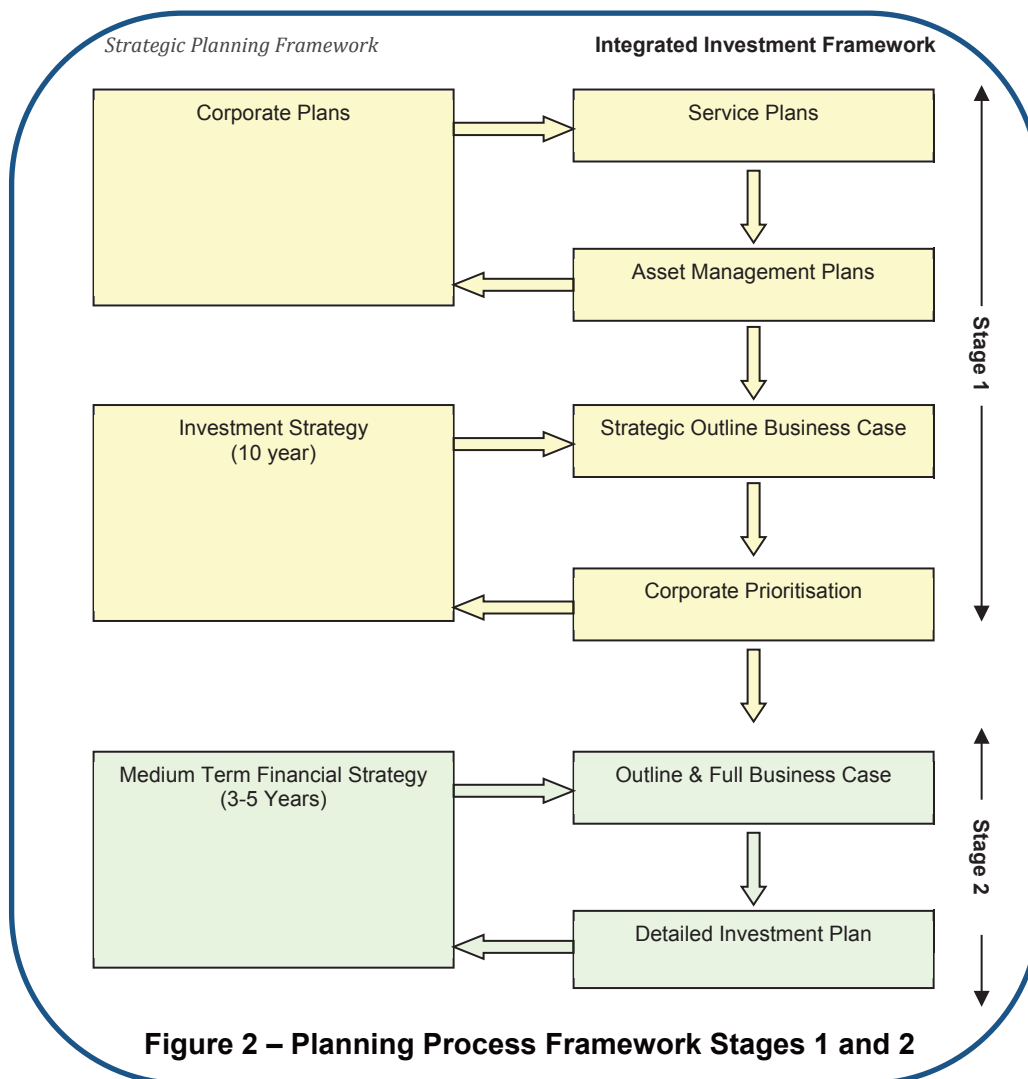
- **Parking** - clearly marked, designated, accessible bays with dropped kerbs, tactile paving and clear access routes,
- **Main Entrance** - level entrance and lobby doorways with accessible opening mechanisms
- **Reception** - clear access routes to the main reception area, with a low level counter and hearing loop system,
- **Accessible WC** - unobstructed route to an accessible WC near to the reception area or within a reasonable distance,

4.3 These criteria may or may not provide full access to the service or facility from which the premises operates, as individual services may have more specific requirements e.g. access to a library's first floor. It is however a reference/base point to set up a program of works, which can be monitored and measured year on year. In the meantime, consideration needs to be given to how the service can be provided in an alternative way e.g. staff to obtain requested books from library's first floor for the individual.

Appendix C: Investment Decisions (Strategic Outline Business Case)

1. There must be 3-year rolling asset management plans for each directorate setting out the property requirements over the period of the plan and identifying the associated budgets for recurring revenue, non-recurring revenue and capital expenditure. Reactive maintenance, by its very nature, is difficult to plan, but the intention is to maintain a programme of planned maintenance. There will, nonetheless be a requirement for a budget heading for reactive maintenance within the 3-year programme.
2. An integrated investment framework will be established. The framework will provide the link between individual and corporate asset management plans and the investment strategy enabling capital/revenue allocations that are supported by corporate prioritisation and an option appraisal. Fig 1, below, sets out the recommended governance model from a strategic context to post project review. Fig 2, overleaf, further defines the planning process of stages 1 and 2.
3. This longer term integrated approach to corporate prioritisation and asset management will ensure that investment is clearly linked to effective and sustainable management of the authority's extensive asset portfolio. The key objectives are to ensure the deployment of fit for purpose assets that support service provision and to target investment to where the benefits are maximised





4. A Strategic Outline Business Case (SOBC) will be prepared for each proposed investment (excluding annual recurring revenue expenditure). The SOBC will provide high-level information for each investment in order that informed decisions can be taken during the planning and prioritisation process. It will also set the base on which to build a full business case, if appropriate.
5. The SOBC must place the proposal in a strategic context setting out the following key information:-
 - The needs and purpose of the project
 - Who the interested parties are
 - The project scope and definition
 - Its benefits profile (and aims and objectives)
 - The links to strategic and corporate programmes and plans
 - The links to business and service improvement and change plans.
 - Budget cost estimates

Corporate Prioritisation

6. The SOBC's must:-

- ↳ Give an indication of the total financing requirement.
- ↳ Identify core statutory, compliance and lifecycle investment.
- ↳ Prioritise the investment against pre-determined criteria
- ↳ Authorise projects in principle and allocate any funds required to move the project forward to the full business case stage
- ↳ Measure the impact on the property condition status

Outline and Full Business Case

7. This will enable informed decisions to be taken for the inclusion of investments in a detailed 3-5 year capital programme and to progress individual projects to completion. The Outline and Full Business Cases build on the SOBC and will contain more detail, as a result of a project being authorised and funded to proceed in principle during the corporate prioritisation process. The business case should set out the following key data:-

- ↳ The benefits profile (and aims and objectives);
- ↳ Links to strategic and corporate programmes and plans
- ↳ Links to business and service improvement and change plans
- ↳ Operational costs and efficiency savings
- ↳ Sign off from all key stakeholders and contributors.
- ↳ The risks involved – and how they can be managed
- ↳ Detailed costs, and criteria for evaluation and prioritisation
- ↳ Support from the financial model
- ↳ An implementation project plan and timetable
- ↳ Plans for procurement strategy development