

# Public Document Pack

Penallta House,  
Tredomen Park,  
Ystrad Mynach,  
Hengoed CF82 7PG

Ty Penallta,  
Parc Tredomen,  
Ystrad Mynach,  
Hengoed CF82 7PG



[www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)  
[www.caerffili.gov.uk](http://www.caerffili.gov.uk)

For all enquiries relating to this agenda please contact Rebecca Barrett  
(Tel: 01443 864245 Email: barrerm@caerphilly.gov.uk)

**Date: 9th May 2018**

Dear Sir/Madam,

A meeting of the **Regeneration and Environment Scrutiny Committee** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Tuesday, 15th May, 2018** at **5.30 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days, and a simultaneous translation will be provided if requested.

All Committee meetings are open to the Press and Public, observers and participants are asked to conduct themselves with respect and consideration for others. Please note that failure to do so will result in you being asked to leave the meetings and you may be escorted from the premises.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Chrissy', enclosed in a large, loopy oval shape.

**Christina Harrhy**  
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 this agenda in accordance with the Local Government Act 2000, the Council's Constitution and the Code of Conduct for both Councillors and Officers

A greener place Man gwyrddach



To approve and sign the following minutes: -

- 3 Regeneration and Environment Scrutiny Committee held on 27th March 2018. 1 - 6
- 4 Consideration of any matter referred to this Committee in accordance with the call-in procedure.
- 5 To receive a verbal report by the Cabinet Member(s).
- 6 Regeneration and Environment Scrutiny Committee Forward Work Programme. 7 - 20
- 7 To receive and consider the following Cabinet reports\*: -
1. Pontllanfraith Leisure Centre - Consideration of The Call-in in The Context Of The Leisure Review - 28th March 2018;
  2. Proposed Mineral Working and Restoration of Bedwas Tips (EXEMPT) - 28th March 2018;
  3. Future Regeneration Projects - Use of Directorate Reserves for Project Development Funding - 11th April 2018;
  4. Review of the Rechargeable Repairs and Appeals Panel - 25th April 2018;
  5. Bedwelty School Playing Fields - 25th April 2018;
  6. Implementation of the Sustainable Drainage Systems Approval Body (SAB) - 25th April 2018.

*\* If a member of the Scrutiny Committee wishes for any of the above Cabinet reports to be brought forward for review at the meeting please contact Rebecca Barrett, 01443 864245, by 10.00 a.m. on Monday, 14th May 2018.*

To receive and consider the following Scrutiny reports:-

- 8 Review Of Town Centre Management Model. 21 - 34
- 9 Future Lighting And Energy Saving Proposals. 35 - 44

**Circulation:**

Councillors J. Bevan, D.T. Davies (Chair), C. Elsbury, Mrs C. Forehead (Vice Chair), R.W. Gough, A.G. Higgs, A. Hussey, S. Kent, Ms P. Leonard, J. Ridgewell, J. Scriven, G. Simmonds, A. Whitcombe, T.J. Williams, W. Williams and B. Zaplatynski (unless otherwise amended at the AGM)

And Appropriate Officers

# Agenda Item 3



## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH  
ON TUESDAY, 27TH MARCH 2018 AT 5.30 P.M.

---

---

PRESENT:

Councillor D.T. Davies - Chair  
Mrs C. Forehead - Vice-Chair

Councillors:

J. Bevan, C. Elsbury, R.W. Gough, A. Hussey, S. Kent, Ms P. Leonard J. Ridgewell,  
J. Scriven, A. Whitcombe, T.J. Williams, B. Zaplatynski

Cabinet Members:

N. George (Neighbourhood Services), S. Morgan (Economy, Infrastructure, Sustainability and Wellbeing of Future Generations Champion), Mrs E. Stenner (Environment and Public Protection)

Together with:

M.S. Williams (Interim Corporate Director of Communities), R. Hartshorn (Head of Policy and Public Protection), M. Lloyd (Acting Head of Engineering Services), C. Adams (Acting Highway Operations Group Manager), H. Jones (Principal Waste Management Officer), T. White (Waste Strategy and Operations Manager), J. Williams (Solicitor), C. Forbes-Thompson (Interim Head of Democratic Services), C. Evans (Interim Scrutiny Officer) and R. Barrett (Committee Services Officer)

### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors A.G. Higgs, G. Simmonds and W. Williams.

### 2. DECLARATIONS OF INTEREST

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

### 3. CHAIR'S ANNOUNCEMENTS

The Scrutiny Committee were advised that Mr Tony White (Waste Strategy and Operations Manager) was due to retire shortly after more than 40 years of service with the Authority. Members placed on record their thanks to Mr White for his hard work and the support he had given to the Scrutiny Committee over the years and wished him well in his retirement.

The Chair also led Members in congratulating Councillor Rob Gough on the occasion of his golden wedding anniversary.

**4. MINUTES - 13TH FEBRUARY 2018**

RESOLVED that the minutes of the Regeneration and Environment Scrutiny Committee meeting held on 13th February 2018 (minute nos. 1 - 14) be approved as a correct record and signed by the Chair.

**5. CALL-IN PROCEDURE**

There had been no matters referred to the Scrutiny Committee in accordance with the call-in procedure.

**6. REPORT OF THE CABINET MEMBERS**

The Scrutiny Committee noted the contents of the reports from Councillors N. George, Mrs E. Stenner and S. Morgan which provided an update on their respective portfolios, and had been circulated to Members in advance of the meeting.

The report from Councillor N. George (Cabinet Member for Neighbourhood Services) commended the efforts of staff who continued to deliver essential services during the recent period of heavy snowfall. The Scrutiny Committee were also updated on the acquisition of new Council vehicles, and of Newbridge Leisure Centre's success in achieving the QUEST national quality assurance accreditation for sport and leisure. Additionally, the report also outlined two recent events attended by the Cabinet Member - the Local Government Chronicle Awards ceremony (for which the Council were shortlisted for their Cleaner Greener Caerphilly Initiative) and the annual Sports Caerphilly Disability 6 Nations event.

The report from Councillor Mrs E. Stenner (Cabinet Member for Environment and Public Protection) updated Members in regards to Development Management and Strategic Planning, including the continuing preparations in respect of the regional Strategic Development Plan.

The report from Councillor S. Morgan (Deputy Leader and Cabinet Member for Economy, Infrastructure and Sustainability) updated Members on developments across the Engineering Projects Group, Highways Operations Group, Transportation Engineering Group, Local Tourism, the Cardiff Capital Region City Deal, and the Regeneration Strategy and Caerphilly Basin Masterplan recently endorsed by Cabinet. Members were also advised that it was intended to reopen the two lanes at Pwll y Pant roundabout on Friday 29th March 2018, but that they could potentially reopen earlier (pending the completion of lane markings).

There were no questions received and the Cabinet Members were thanked for their reports.

**7. REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

Charlotte Evans (Interim Scrutiny Officer) presented the report, which outlined details of the Regeneration and Environment Scrutiny Committee Forward Work Programme (FWP) for the period March 2018 to July 2018. The Scrutiny Committee were asked to consider the FWP alongside the Cabinet Work Programme as appended to the report and suggest any changes prior to it being finalised and published on the Council's website.

The Scrutiny Committee agreed that a report on Street Lighting Options be scheduled for 15th May 2018. In respect of the items scheduled for 26th June 2018, it was agreed that the Community Centres report be moved to a date to be confirmed, and that the Highway Maintenance Plan report be moved to 18th September 2018. In view of these changes, the Committee agreed that the report on the Town Centre Events Programme (listed as date TBC) be scheduled for 26th June 2018.

Subject to the foregoing additions, it was unanimously agreed that the revised Forward Work Programme be published on the Council's website.

## **8. CABINET REPORTS**

None of the Cabinet reports listed on the agenda had been called forward for discussion at the meeting.

## **REPORTS OF OFFICERS**

Consideration was given to the following reports.

## **9. WASTE REVIEW – MEMBERSHIP AND SCOPE OF SCRUTINY WORKING GROUP**

Rob. Hartshorn (Head of Policy and Public Protection) and Hayley Jones (Principal Waste Management Officer) presented the report, which updated Members on the Collaborative Change Programme (CCP) and sought the views of the Scrutiny Committee on the establishment of a Scrutiny Working Group to discuss and consider the findings of each of the CCP workstream reviews in respect of waste management services.

The CCP was established by Welsh Government to facilitate the delivery of more sustainable waste management services across Wales by offering strategic and tailored support to assist local authorities in Wales in achieving the outcomes of the Towards Zero Waste Strategy and associated sector plans. Caerphilly has been actively engaged in the CCP since 2015. A series of reviews have been undertaken by Waste Resources Action Programme (WRAP) and their appointed consultants on the key range of Waste Management services including kerbside collection services, household waste recycling centres and waste transfer station/depot infrastructure. These reviews have culminated in a series of reports which have informed a business plan and cost benefit analysis process.

The report therefore proposed the establishment of a Cross Party Working Group, with full geographical representation, to discuss and review the findings of the workstream reviews, along with the cost benefit analysis. The Group would then report back to the full Committee later in the year, prior to a recommendation being considered by Cabinet and full Council. Officers outlined the potential timescales for the Group (up to 16 weeks) and explained that a minimum of 6 meetings were proposed in order to accommodate potential site visits to services and infrastructures in other local authorities across Wales and/or the UK.

Members were also asked to note the significant financial pressures on the Council's waste budget and service area due to the increase in recycling processing costs and the reduction in grant allocation. Although these pressures were initially absorbed by the service area, over the last 2 years £1.6m contingency has been allocated to cover these budget pressures, plus the service area has deferred replacing vehicles in 2017/18, using almost £400,000 to help balance this year's budget. Additionally, there will be a further impact arising from a £270,000 reduction in WG's Sustainable Waste Management Grant for 2018/19, together with an increase in the recycling gate fee (an additional £300,000 per annum).

Discussion took place regarding the need to secure balanced political and geographical representation across the Scrutiny Working Group and the best approach to be taken in regards to nominations. Officers confirmed that these meetings would take the form of daytime sessions and it was acknowledged that several Scrutiny Committee Members were already committed to the Street Scene Working Group established at the previous meeting.

Following discussion on this item it was unanimously agreed that an invitation be circulated to all Councillors regarding the establishment of a Waste Management Scrutiny Working Group, in order to achieve a balanced political and geographical representation, and that priority selection be given to Members of the Scrutiny Committee. In addition, Members noted the scope of work as outlined in the report and the intended timescale for the final report to inform the Forward Work Programme, and the Chair requested that the time commitment be highlighted in the invitation to Councillors.

## **10. IMPLEMENTATION OF THE SUSTAINABLE DRAINAGE SYSTEMS APPROVAL BODY (SAB)**

Marcus Lloyd (Acting Head of Engineering Services) presented the report, which updated Members regarding the new statutory function for the Council to establish a Sustainable Drainage (SuDs) Approval Body (SAB) under schedule 3 of the Flood and Water Management Act 2010, and also sought Cabinet approval to establish a structure to deliver the SAB.

Members were advised that Schedule 3 of the Flood and Water Management Act (FWMA) 2010 requires surface water drainage for new developments to comply with mandatory National Standards for Sustainable Drainage systems (SuDs). It also requires surface water drainage systems to be approved by a SuDs Approving Body (SAB) before construction work with drainage implications may begin. The responsibility for delivery of the SAB functions rests with the 22 local authorities in Wales alongside their duties as Lead Local Flood Authority (LLFA), and this function will commence in May 2018 with a proposed transition period of 6 months.

It was explained that the SAB, as an independent body within the local authority, will deal with a technical statutory approval process and be able to charge for services within this process. Examples of chargeable aspects were detailed within the report. A business case is currently being prepared in view of the additional staff resources and posts required to meet the statutory function, and it is anticipated that income generation from the SAB is predicted to cover all salary costs and overheads associated with supplying this function. In addition there is a potential for further income generation through regional working and collaboration with neighbouring authorities that have fewer resources and technical knowledge to deliver this statutory function

A Member queried the reporting mechanisms for the SAB and it was confirmed that this would be monitored by the Head of Engineering Services and their team. Discussion took place regarding estimated income generation from the SAB and it was explained that the Council will have options in place (such as fixed term contracts and / or phasing of appointments) to ensure that the additional staffing resources required can be funded from the income received. Members were assured that the income generated would meet all costs associated with this statutory function and were provided with examples of the charging elements and how fees are calculated. It was also explained that the new SAB will provide consistency across all new developments by inspecting surface water drainage systems to ensure that they meet the appropriate standard. In response to a Member's query, it was confirmed that Dwr Cymru Welsh Water had been consulted in regards to the land drainage elements of the new SAB.

Following consideration of the report, it was moved and seconded that the following recommendation be forwarded to Cabinet for approval. By a show of hands, this was unanimously agreed.

RECOMMENDED to Cabinet that the required Sustainable Drainage Systems Approval Body (SAB) with CCBC be established, together with the additional self-funded posts which will allow CCBC to undertake this statutory function and keep the local engineering knowledge and expertise within CCBC.

## **11. IMPLEMENTATION OF WELSH GOVERNMENT LAND DRAINAGE BYELAWS**

Chris Adams (Acting Highway Operations Group Manager) presented the report, which updated Members regarding the Welsh Government (WG) approved standard land drainage byelaws. The report also sought comments from the Scrutiny Committee regarding the implementation of these byelaws prior to presentation to Council for approval.

Members were advised that under the Flood and Water Management Act 2010, local authorities in Wales were given additional powers and responsibilities for managing flooding from surface water, groundwater and ordinary watercourse. As part of the new powers, the responsibility for issuing ordinary watercourse consents passed from Natural Resources Wales to the Lead Local Flood Authorities in 2012.

Since taking on these duties and functions, local authorities have noted that powers under current legislation are limited and certain activities which are not currently consented could potentially increase the risk of flooding, especially in more built up areas. To address this issue WG has recently ratified the updated set of its Ordinary Watercourse Byelaws created under Section 66 of the Land Drainage Act 1991. These Byelaws will enable local authorities to supplement existing powers and help with their land drainage and flood risk management functions. All local authorities are being encouraged to adopt the model byelaws (appended to the report) to ensure consistency across Wales and comply with statutory objectives.

The Scrutiny Committee noted that Caerphilly CBC carried out a 6-week public consultation exercise in October 2017 which incorporated a questionnaire seeking views on the proposed implementation of the Land Drainage Byelaws. In total 34 responses were received (with a summary of the analysis appended to the report) and based on the results, there was a large amount of positive support for the implementation of the proposed Byelaws.

During the course of the debate, reference was made to the low response rate and Officers explained that this had been anticipated as the proposed Byelaws will have little impact upon the majority of individuals. It was confirmed that no responses had been submitted on behalf of companies and that the individual comments received and the responses prepared are available to view on the Council's website. Discussion took place regarding responsibility for watercourses across private land and liability in the event of flooding, particularly if caused by other parties. It was explained that the landowner has overall responsibility for watercourses on their land and that the proposed Byelaws will give the Council powers to intervene, investigate and take action in cases where there could be a drainage issue or flooding risk. It was also confirmed that the new Byelaws can be delivered within existing staff resources and that Officers are not anticipating an increase in land drainage issues as a result of the new legislation.

Following consideration of the report, it was moved and seconded that the following recommendation be forwarded to Council for approval. By a show of hands, this was unanimously agreed.

RECOMMENDED to Council that the implementation of the Land Drainage Byelaws as recommended by WG be approved.

The Chair thanked Members and Officers for their team effort and contributions to the Scrutiny Committee meetings over the past 12 months, and closed the meeting at 6.09 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 15th May 2018, they were signed by the Chair.

---

CHAIR





## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 15TH MAY 2018

**SUBJECT: REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE  
FORWARD WORK PROGRAMME**

**REPORT BY: CORPORATE DIRECTOR - SOCIAL SERVICES AND HOUSING**

---

### 1. PURPOSE OF REPORT

1.1 To report the Regeneration and Environment Scrutiny Committee Forward Work Programme.

### 2. SUMMARY

2.1 Forward Work Programmes are essential to ensure that Scrutiny Committee agendas reflect the strategic issues facing the Council and other priorities raised by Members, the public or stakeholders.

### 3. LINKS TO STRATEGY

3.1 The operation of scrutiny is required by the Local Government Act 2000 and subsequent Assembly legislation. The Forward Work Programmes contribute to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2016 by ensuring there is an effective scrutiny function and that council policies are scrutinised against the following goals:

- A prosperous Wales
- A resilient 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

### 4. THE REPORT

4.1 The Regeneration and Environment Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on 27th March 2018. The work programme outlines the reports planned for the period May 2018 to June 2018.

4.2 The forward work programme is made up of reports identified by officers and members and has been prioritised into three priority areas, priority 1, 2 or 3. Members are asked to consider the work programme alongside the cabinet work programme and suggest any changes before it is published on the council website. Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

4.3 The Regeneration and Environment Scrutiny Committee Forward Work Programme is attached at Appendix 1. The Cabinet Forward Work Programme is attached at Appendix 2.

## **5. WELL-BEING OF FUTURE GENERATIONS**

5.1 This report contributes to the well-being goals as set out in links to strategy above. It is consistent with the five ways of working as defined within the sustainable development principle in that by ensuring the scrutiny function is effective when reviewing services and policies and ensure it considers the wellbeing goals.

## **6. EQUALITIES IMPLICATIONS**

6.1 There are no specific equalities implications arising as a result of this report.

## **7. FINANCIAL IMPLICATIONS**

7.1 There are no specific financial implications arising as a result of this report.

## **8. PERSONNEL IMPLICATIONS**

8.1 There are no specific personnel implications arising as a result of this report.

## **9. CONSULTATIONS**

9.1 There are no consultation responses that have not been included in this report.

## **10. RECOMMENDATIONS**

10.1 That Members consider any changes and agree the final forward work programme prior to publication.

## **11. REASONS FOR THE RECOMMENDATIONS**

11.1 To improve the operation of scrutiny.

## **12. STATUTORY POWER**

12.1 The Local Government Act 2000.

Author: Charlotte Evans, Interim Scrutiny Officer

Consultees: Catherine Forbes-Thompson, Interim Head of Democratic Services  
Mark S. Williams, Interim Corporate Director of Communities  
Lisa Lane, Interim Monitoring Officer

Appendices:

Appendix 1 Regeneration and Environment Scrutiny Committee Forward Work Programme.  
Appendix 2 Cabinet Work Programme.

Regeneration & Environment Scrutiny Committee Forward Work Programme  
**APPENDIX 1**

<b>Regeneration &amp; Environment Scrutiny Committee Forward Work Programme Feb 2018 to July 2018</b>			
<b>Meeting Date: 15th May 2018</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Review Of Town Centre Management	To provide Scrutiny Committee with information and seek views.	To provide Scrutiny Committee with information and seek views on a proposed revision of the Council's current Town Centre Management model and	Dave Whetter
Street Lighting options	To provide an overview of possible energy efficiency measures that could be considered for street lighting energy and seek members views.	To provide Scrutiny Committee with information relating to possible energy efficiency measures that could be considered for street lighting that will contribute to sustainability targets and MTFP savings.	Marcus Lloyd

Regeneration & Environment Scrutiny Committee Forward Work Programme  
**APPENDIX 1**

<b>Meeting Date: 26th June 2018</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Street Scene Review (GM, Cleansing, Parks, Cemeteries) (P1)	To consider the Street Scene Review including the outcomes from the Cross Party Working Group.		Mike Headington Hayley Jones
Decriminalisation of Parking (P1)	Having previously considered the approach to be taken by the council, this report provides the detail delivery of the enforcement of on street parking across the county borough	To consider the cost, income and resource requirements of delivering on-street parking enforcement as well as the reputation of the council.	Marcus Lloyd
Town Centre Events Programme	To provide Scrutiny Committee with information and seek views.	To provide Scrutiny Committee with information and seek views on a re-profiling of the Town Centre Events Programme	Rhian Kyte
Sport and Leisure Strategy	To advise the Committee of the proposal to go out to consultation.		Jeff Reynolds Jared Lougher

<b>Meeting Date: 18th September 2018 (Performance)</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>

<b>Meeting Date: 30th October 2018</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Highway Maintenance Plan			

<b>Meeting Date: 8th November 2018 (Special)</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Sport and Leisure Strategy			Jeff Reynolds Jared Lougher

<b>Meeting Date: 11th December 2018</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>



Regeneration & Environment Scrutiny Committee Forward Work Programme  
**APPENDIX 1**

<b>Date To Be Confirmed</b>			
<b>Subject</b>	<b>Purpose</b>	<b>Key Issues</b>	<b>Witnesses</b>
Leisure Strategy (P1) (Special Meeting of Scrutiny)	To update the Committee on the outcome of the Sport & Leisure Review (s) agreed by the Committee at its June 2016 meeting.	<ul style="list-style-type: none"> <li>To consider the recommendations of the WAO report.</li> <li>Next steps in terms of adoption of strategy by the Authority.</li> </ul>	Mark S Williams
Targeted Regeneration Investment Programme (TRIP) (P3)	To consult on the Targeted Regeneration Investment Programme (TRIP) (formally Viable Vibrant Places) grant bid proposals.	The report will outline the Welsh Government TRIP funding criteria and submission timetable which currently waits to be published. It will detail the bid being made by CCBC for funding to engage the local community in a range of social, environmental and economic projects.	Awaiting for confirmation from WG. Anticipated the following officers will attend: Tina McMahon Jane Roberts-Waite Dave Whetter
Local Development Plan Update (October 2018) (P1)	To update the Committee on the position of the Local Development Plan.		Tim Stephens Rhian Kyte
Tourism Venues (P1)	To consider the current operation of tourism venues and their ability to reduce council subsidy, through different operating models.	To consider the current financial position and to consider various options in order to ensure a sustainable financial model over the medium to long term.	Paul Hudson  Site Visits
Community Centres (P1)	To consider how the community centres are currently operated and to set out a new delivery model in the context of the MTFP.	To consider the current method of delivery, the financial position and the risks and to consider a new delivery model.	Mark S Williams/Jeff Reynolds

(Key P1,2,3,4 – Priority 1,2,3 or 4)

## Cabinet Forward Work Programme (Scrutiny)

### APPENDIX 2

16TH MAY 2018	Key Issues	Service Area
Property Review Report	Property position statement on the overall condition of Council Properties.	Property M. Williams
Programme for Procurement	The Programme for Procurement sets out the Council's vision for developing and managing its third party expenditure in line with the Council's wellbeing objectives, Wales Procurement Policy and UK legislation. The Council is committed to ensuring it achieves value for money from its third party procurement expenditure – circa, £170,000,000 per annum. It also recognises the value of using procurement to support its wider Cultural, Social, Economic and Environmental objectives, in ways that offer real long-term benefits to the community it serves and the people of Wales, whilst balancing the issues of value for money.	Procurement
Notice of Motion – Introduction of Free Female Hygiene Support within our Schools Setting.		Education
Schools Workforce Flexibilities Policies.	To seek Cabinet approval to go out to Consultation with Schools on Workforce Strategies.	Education

30TH MAY 2018	Key Issues	Service Area
Review of Town Centre Management.	To seek Cabinet approval for revision of the Council's current Town Centre Management model.	D. Whetter
Future Regeneration Projects Governance Arrangements.		M. S. Williams
Flat Accommodation At River Road, Pontlottyn and The Grove, Fochriw		M. Williams
Foster Carer Level Fees	To seek Cabinet approval to implement a revised fee structure for Caerphilly Foster Carers which will bring the Council in line with other Local Authorities in South Wales and will assist Children's Services to recruit additional Foster Carers.	G. Jenkins

13TH JUNE 2018	Key Issues	Service Area
Welsh Language Annual Reports.	To update Members on the progress made during the financial year 2017/18	Policy

## Cabinet Forward Work Programme (Scrutiny)

### APPENDIX 2

	against targets in the Council's current Welsh Language Scheme and seek Cabinet approval for submission of the annual monitoring and improvement reports to the relevant commissions before the deadline date.	
Appointment of Public and Agricultural Analysts.	To seek Cabinet approval to appoint the Public and Agricultural Analysts	R. Hartshorn

27TH JUNE 2018	Key Issues	Service Area
Sport and Leisure Strategy	To Seek Cabinet approval to go out to Consultation.	R. Hartshorn
Provisional Outturn for 2017/18.	The report will provide Cabinet with details of the provisional revenue budget outturn for the 2017/18 financial year prior to the annual audit by the Authority's External Auditors Grant Thornton.	S. Harris

01ST JULY 2018	Key Issues	Service Area
Corporate Risk Register.	To provide an update of the Corporate Risk Register in accordance with the Council's Risk Management Strategy. The updated Corporate Risk Register (CRR) is presented to Audit Committee so there is opportunity for the Committee to satisfy itself that appropriate arrangements are in place for the council's risk management processes to be regularly and robustly monitored and scrutinised.	Public Protection
Street Lighting.	To agree a future strategy.	M. Lloyd
Town Centre Events Programme.	To agree future strategy for events.	D. Whetter
Pontllanfraith Leisure Centre.	To agree the future of the Leisure Centre in the context of the Leisure Review.	M. S. Williams
Decriminalisation of Parking Proposals (Stage 2).	To confirm the full scope for CPE implementation, timescale, how any related issues are to be addressed, further delegations required and what level of public engagement is appropriate.	M. Lloyd
Recreation Ground Charities	To obtain Cabinet approval to endorse that Officers enter into correspondence and discussion with the Charity Commission as to the possibility of making an application for scheme altering or replacing the governing documents of the Charities.	M. Headington

25TH JULY 2018	Key Issues	Service Area

Cabinet Forward Work Programme (Scrutiny)

APPENDIX 2

19TH SEPTEMBER 2018	Key Issues	Service Area
Air Quality Options Appraisal.		Public Protection
Strategic Equality Plan – Annual Monitoring and Improvement Report 2017-2018.	To update Members on the progress made during the financial year 2017/18 against targets in the Council’s current Strategic Equality Plan and seek Cabinet approval for submission of the annual monitoring and improvement reports to the relevant commissions before the deadline dates.	Policy
14TH NOVEMBER 2018	Key Issues	Service Area
Sport and Leisure Strategy.	To seek Cabinet’s endorsement of the Draft Sport and Leisure Strategy.	Public Protection

This page is intentionally left blank



## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 15TH MAY 2018

**SUBJECT: REVIEW OF TOWN CENTRE MANAGEMENT MODEL**

**REPORT BY: INTERIM CORPORATE DIRECTOR - COMMUNITIES**

---

### **1. PURPOSE OF REPORT**

- 1.1 To seek the views of the Regeneration and Environment Scrutiny Committee on the proposed revision of the Council's Town Centre Management model prior to its presentation to Cabinet for consideration for approval.

### **2. SUMMARY**

- 2.1 The report provides information on how the Council's existing 'Unique Places' model of Town Centre Management could be adapted in order to accommodate Newbridge town centre as a sixth managed town. The report proposes a two tier approach to town centre management that utilises existing resources to preserve the integrity of the Town Centre Management model in 'Tier One' towns, whilst still offering a proportion of the model's components in 'Tier Two' towns that would be extended to include Newbridge.

### **3. LINKS TO STRATEGY**

- 3.1 The proposals within the Council's draft Regeneration Strategy "A Foundation for Success" are based on a number of regeneration principles, some of which acknowledge that town centres are powerful economic hubs and have the capability to drive economic growth and provide a focus for local economic activity. The vitality and viability of town centres should be enhanced by working in partnership with the business community in order to attract new investment and sustain confidence
- 3.2 In particular, the following objectives within the draft Regeneration Strategy all have a town centric focus:
- SB1 – Building a more resilient and diversified economy
  - SB 2 – Supporting economic growth and innovation
  - SB3 – Creating an environment that nurtures business
  - SQL7 – Refocus on town centres to serve the needs of residents and business
- 3.3 "Prosperous Caerphilly" is identified as one of the key outcomes in the Council's "Single Integrated Plan". The Implementation of the *Unique Places* model of Town Centre Management in the County Borough's principal town centres is one of the actions identified to achieve this outcome.
- 3.4 The Well-being of Future Generations (Wales) Act 2015 sets out seven Well-being Goals which aim to make a positive impact upon the social, economic, environmental or cultural well being of the area or community concerned. This report aligns with the following Well-being

## Goals:

- A prosperous Wales
- A resilient 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.

## 4. THE REPORT

- 4.1 The Council's 'Unique Places' model of Town Centre Management was developed in 2004 and currently operates in Caerphilly, Blackwood, Bargoed, Risca and Ystrad Mynach town centres.
- 4.2 The County Borough's town centres are categorised by Regeneration and Planning Division using a hierarchy, which is based on the role and function of each individual centre. To this extent the hierarchy currently comprises five Principal Town Centres: Caerphilly, Blackwood, Bargoed, Ystrad Mynach and Risca. Due to their population catchments and size, Blackwood and Caerphilly are also viewed as having a sub-regional status. In addition, there are four Local Centres: Rhymney, Newbridge, Nelson and Bedwas. These Local Centres are generally smaller and not as strategically significant as the Principal Towns.
- 4.3 In 2004, the Town Centre Management function was applied to the three largest Principal Town Centres at Caerphilly, Blackwood and Bargoed. In 2005, a report was presented to Regeneration Scrutiny Committee (13/12/05) setting out Terms of Reference for the Town Centre Management Groups. Following the success of the model there were a number of requests from Members for the model to be expanded into other town centres within the County Borough.
- 4.4 In 2011, a decision was taken to extend the model to include Risca as a Principal Town Centre. Members recognised that additional resources would be required to do so and an Assistant Town Centre Manager was appointed. Following this decision, Members from other towns began to lobby for the model to be applied to their town centre. In 2012, a report was presented to Cabinet (11/09/12) reviewing the existing Terms of Reference for the Town Centre Management Groups and setting out new ones, these are included in Appendix 2. In 2013, Ystrad Mynach, the remaining Principal Town Centre, was chosen to have 'Unique Places' applied to it – in recognition of the need to maximise the public sector investment which had recently been made in the wider Ystrad Mynach area.
- 4.5 Members will be aware that there has never been specific criteria or formulae applied to decide which of the towns are managed, other than the aspiration to expand and apply the model from the original three towns to the current five Principal Town Centres.
- 4.6 **'Unique Places' Model**  
The 'Unique Places' town centre management model works on two different levels. The first is operational and the second is promotional. A summary of what the model currently offers each of the five towns is set out below and is broken down into these two distinct areas:
- 4.6.1 **Operational**
- Environmental Audit – covering the town centre boundary as defined by the Local Development Plan
  - The Audit forms part of Town Centre Improvement Group Agenda
  - Town Centre Management Groups (four times a year)
  - Weekly town centre visits and retailer engagement



- Meetings between Council officers, the Police and other stakeholders to resolve Audit issues
- Provision of a footfall counter
- A database of all current town centre businesses
- Weekly footfall data circulated via *Gov Delivery* database
- Town centre updates circulated via *Gov Delivery* database

#### 4.6.2 Promotional

- Lamppost banners
- Retail Property Index - a bilingual database of every shop for let or sale across the five managed towns
- Proactive promotion of vacant units by engaging with property agents
- Town Centre Gazette – a bespoke newsletter delivered to each business (five editions per year)
- Targeting of key multiple retailers to occupy vacant units
- Pop-Up Shops - promotion, support and availability of a 'Pop-Up Shop' Guide
- Provision of designated promotional space with power supply supported by a booking system for both commercial and charitable activities
- 'Choose the High Street' initiatives
- 'Choose the High Street' Christmas Voucher booklet containing offers from retailers across the five managed towns

### **Newbridge Town Centre**

4.7 Under the Regeneration and Planning Division criteria, Newbridge is categorised as a Local Centre. Between 2009 and 2015 the town centre has benefitted from significant investment under the 'Newbridge Regeneration Programme'. The regeneration programme secured circa £15 million of investment from a number of different funding sources including: European Structural Funds, Welsh Government, Heritage Lottery and Caerphilly County Borough Council. The programme successfully delivered a number of key projects including:

- The Calzaghe Bridge,
- Comprehensive public realm improvements,
- The restoration of the 'Institute' & 'Memo',
- A building improvement grants scheme and creation of the Newbridge Riverside Park.

4.8 Under the terms of the funding the Council has an obligation until 2020 to continue the maintenance of these works to the standard which the funding was given. There is no specific maintenance budget within Regeneration and Planning Division for such maintenance works and the responsibility consequently falls within the Council's established maintenance regimes to undertake ongoing maintenance and to fund the associated costs.

### **Two Tier 'Unique Places' Model**

4.9. In order to fulfil the Council's maintenance commitment in respect of Newbridge town centre and demonstrate how the funding has benefited the town, it is proposed to extend the 'Unique Places' model of Town Centre Management to include Newbridge. There is no defined town centre boundary for Newbridge within the Local Development Plan, therefore the defined geographical area which the Town Centre Management function would cover is shown on a map in Appendix 1.

4.10 In order to accommodate a sixth managed town centre within the available level of resources, it is proposed to adapt the existing 'Unique Places' model and adopt a two tier approach.

4.11 The proposed two tier approach recognises the sub regional importance of Caerphilly and Blackwood by designating them as Tier 1 towns. The Principal Town Centres of Bargoed,

Risca, Ystrad Mynach along with Newbridge would be classed as Tier 2 towns. The inclusion of Newbridge as a managed town centre is designed to ensure that the authority meets its obligations in respect of maintaining the regeneration works under the terms of the external funding.

4.12 In order to effectively manage staff and budget resources the proposed two tier model seeks to deliver the key elements of Town Centre Management in all six towns by reducing a number of the functions currently undertaken. The proposed new two tier model is set out below.

<b>'Unique Places' – Proposed Two Tier Model</b>	
<b>Tier 1</b>	<b>Tier 2</b>
Towns – Caerphilly / Blackwood	Towns – Bargoed / Risca / Ystrad Mynach / Newbridge
Town centre visits – weekly	Town centre visits – twice a month
Banner changes – twice a year	Banner changes – twice a year
Town Centre Gazette – Yes (5 editions per year)	Town Centre Gazette - No
Town Centre Management Groups – Twice a year – Spring /Autumn	Town Centre Management Groups – Twice a year – Spring /Autumn  These would be scheduled for the same day and follow on from each other to minimise staff resource requirements. <ul style="list-style-type: none"> <li>• Caerphilly Borough East towns - Risca &amp; Newbridge</li> <li>• Caerphilly Borough West towns - Bargoed &amp; Ystrad Mynach</li> </ul>
Town Centre Improvement Group – Environmental Audit Every 8 weeks	Town Centre Improvement Group – Environmental Audit Every 16 weeks  Caerphilly Borough East & Caerphilly Borough West towns would be considered at alternate TCIG meetings.
Footfall Cameras – Yes	Footfall Cameras – Yes
Retail Property Index – Yes	Retail Property Index - Yes
Promotional Sites – Caerphilly & Blackwood	Promotional Sites – Bargoed, Risca, Ystrad Mynach & Newbridge
Business data collected – Yes	Business data collected – Yes
Footfall data collected – Yes	Footfall data collected – Yes
CTHS Christmas Voucher Booklet – Yes	CTHS Christmas Voucher Booklet - Yes
'Choose the High Street' web site – Yes (once developed)	'Choose the High Street' web site – Yes (once developed)

### **Town Centre Visits**

- 4.13 The current Town Centre Management staff consists of the Town Centre Development Manager and the Assistant Town Centre Manager. The visits that they undertake to the managed towns seek to address specific complaints made by the public/local Members and provide an opportunity to interact with the local businesses to offer business support and advice. In addition, on these visits data is collected for the new businesses performance indicator and the respective Retail Property Index is checked and updated.
- 4.14 Although it is recognised that managing six town centres significantly stretches the staff resource, under the new arrangement, Tier 1 towns would continue to be visited on a weekly basis, whereas the Tier 2 towns would reduce from weekly visits to every other week, subject to availability of staff resources. This would continue to enable data to be checked and collected, but would reduce the frequency of business engagement.

### **Banner Changes**

- 4.15 The banners are recognised by officers as playing an important role in creating vibrant towns which serve their local communities and create job opportunities. Over a 12-year period the Council has made a substantial financial investment in the BannerFlex system which attaches the banner to the lamppost. The Council also holds a comprehensive stock of generic banners worth several thousand pounds which are used in all of managed towns.
- 4.16 The proposal would reduce the banner changes in all six towns to twice a year in order to deliver the agreed 2018/19 MTFP savings on banner changes. The 20 additional banners required for Newbridge town centre would be sourced by redeploying a small number of the BannerFlex systems from each of the other town centres and installing them onto lampposts in Newbridge town centre. This would deliver the same number of banners across six rather than five towns but would necessitate a one-off cost to be incurred in respect to the relocation of the BannerFlex system.

### **Town Centre Gazette**

- 4.17 At present, the Town Centre Gazette is sent out as a hard copy to businesses in the five town centres. This format, rather than an electronic one, ensures that it is more likely to be read by the businesses. It is proposed to retain this approach for Tier 1 towns but to discontinue it in Tier 2 towns, partly to reduce costs and partly to prioritise staff resources.

### **Town Centre Management Budget**

- 4.18 The core revenue budget for Town Centre Management funds the provision of footfall counters, banner changes and marketing through the 'Choose the High Street' campaign. Over the last few years this budget has been identified for MTFP savings and Council agreed in February 2018 to a further MTFP saving of £7,000 from an operational budget of £30,000 with an additional undetermined saving of mileage and printing costs also required to be met.

### **4.19 Town Centre Management Groups (TCMG)**

The two tier model proposes to reduce the frequency of TCMG meetings in all the town centres to twice a year and combine meetings of the Tier 2 towns on the same day one after another. In practice, this would mean that the two Caerphilly Borough West Tier 2 towns of Bargoed and Ystrad Mynach would meet consecutively (one after another) on the same day and the Caerphilly Borough East towns of Risca and Newbridge would meet consecutively on another day. As Tier 1 towns, Caerphilly and Blackwood would retain their individual meetings.

## **Town Centre Improvement Group (TCIG)**

- 4.20 The TCIG is a valuable part of the 'Unique Places' model as it ensures that items which have been placed on the Environmental Audit are continually considered by the service areas until an appropriate resolution is found. The TCIG membership consists of the Chair of each of the TCMG's plus police inspectors and senior Council officers with a streetscene management responsibility. The TCIG is a proven effective mechanism for managing the street scene and much of the environmental improvements across the five existing managed towns are due to the diligent work of this group. Under the new model only Tier 1 towns would have their audits considered at each TCIG meeting, whilst the audits for Caerphilly Borough East & West towns would be considered at alternate meetings (see table below).

<b>i.e. January</b>	<b>i.e. March</b>
Caerphilly	Caerphilly
Blackwood	Blackwood
Bargoed	Risca
Ystrad Mynach	Newbridge

- 4.21 Another change would be in the frequency of the TCIG meetings which would move from every 6 weeks to every 8 weeks. These changes are designed to alleviate some of the demands on the maintenance staff resources in managing a sixth town centre. However, it should be noted that individual departments have limited budget for routine works in town centres. In order to fund any "improvement" works which are often identified when a town first attains 'managed' status, the Town Centre Management process relies heavily on the Enhanced Maintenance budget and Community Assets Budget. The Council's commitment to its MTFP means that these two budgets continue to be reviewed on an annual basis and potential savings identified.
- 4.22 It is worth noting that the Enhanced Maintenance budget was £89,000 in 2013/2014 and has been reduced currently to £19,000. This £70,000 saving has supported the Council's MTFP. The Community Assets budget was £40,000 in 2013/2014 and has been reduced currently to £20,000. Therefore, since 2013, the amount of maintenance budget available to service areas has been reduced by £90,000 in order to support the MTFP. These budget pressures are expected to continue in the medium term.
- 4.23 If the report is approved by Cabinet and the proposed and a two tier model of Town Centre Management is adopted in order to accommodate Newbridge as a sixth managed town centre, a revision of the existing Town Centre Management Groups Terms of Reference will be necessary.

### **Conclusion**

- 4.24 The proposal to adopt a two tier approach to Town Centre Management reflects the growing sub regional importance of Caerphilly and Blackwood. It is also informed by the Council's need to fulfil its funding obligation to maintain the scheme in Newbridge town centre in accordance with the conditions of the European funding. To deliver the 'Unique Places' model of Town Centre Management which will include Newbridge town centre it is necessary to take a two tier approach which will enable existing resources to be extended further, whilst still retaining the core function of Town Centre Management.
- 4.25 Any proposed change to the successful 'Unique Places' model will have an effect on the current management of the existing five towns, in particular Bargoed, Risca and Ystrad Mynach where current town centre management service provision will be reduced. There also needs to be a consideration as to how a two tier system will be perceived by businesses and local Members.

- 4.26 However, the benefits of managed town centres are clearly demonstrated across the County Borough and taking a two tier approach offers the possibility of meeting the need to manage an additional town and retaining many of the key features of the 'Unique Places' model across six rather than five town centres.

## **5. WELL-BEING OF FUTURE GENERATIONS**

- 5.1 This report contributes to the Well-being Goals as set out in Links to Strategy above in the following ways:
- *A prosperous Wales* - the retail sector is a significant employer within the County Borough and a substantial number of those retail businesses and jobs are located in the town centres.
  - *A resilient Wales* – developing diversity of town centres helps to create a more resilient town centre.
  - *A more equal Wales* – town centres celebrate diversity and promote equal opportunity for all people regardless of their background or circumstances.
  - *A Wales of cohesive communities* – relevant, accessible and well managed town centres are vital to sustaining vibrant communities.
  - *A Wales of vibrant culture and thriving Welsh language* – town centres contain and promote significant elements of the nation's architectural and cultural heritage.
  - *A globally responsible Wales* – providing communities with local shops and services potentially reduces the necessity and frequency of vehicle use and promotes public transportation links.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 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, therefore a full EIA has not been carried out.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 The Town Centre Management service is allocated an annual revenue budget which has been reduced each year to meet savings under the MTFP. Therefore, in order to accommodate an additional town centre under the existing budget it is deemed necessary to apply a two tier approach to delivering the 'Unique Places' model using the available resources.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 The Town Centre Management service consists of two staff who allocate their time across five town centres. If Newbridge town centre is added to the portfolio of towns to be managed then the same resource will need to be extended to accommodate the additional work load brought on by accommodating a sixth town centre.

## **9. CONSULTATIONS**

- 9.1 The report has been issued for consultation to the Members who attend the five existing Town Centre Management Groups plus the elected members of Newbridge. Consultation responses are outlined below:

- 9.2 Cllr Etheridge( Blackwood) has concerns over the envisaged additional workload of the Town Centre Manager.
- 9.3 Cllr Price (Bargoed) also expects there to be additional work for all staff concerned but believes that Newbridge should come into the equation as the town centre model of management is a good model and is one that works extremely well.
- 9.4 Cllr Elsbury (Caerphilly) also reiterates the work pressure on the team. He is aware that the team consists of only 2 members of staff (of which one is currently seconded for a day a week) to run 6 town centres. He states that other authorities have a much better ratio of staff per town. He goes on to state that the Council no longer have a business support team and that the Town Centre Management budget has been reduced. The Caerphilly Basin Masterplan and Strategy states that our "Town Centre Management Team" will help deliver our part of the £1.2bn City Region deal. Cllr Elsbury asks how will it be possible given the already stretched workload of Officers and that we owe a duty of care to all our employee.
- 9.5 Cllr Fussell (Caerphilly) agrees with the views of Cllr Elsbury. Other concerns centre on the fact that reducing the meeting cycle to twice a year will leave our towns lacking the surety that is needed to be a vibrant environment. Currently issues are brought to the TCMG meetings and acted upon in a timely manner; leaving a 6 month gap will only mean a deterioration of this service as a whole, and although TC managers will still visit the town regularly not all issues will be able to be picked up. Cllr Fussell goes on to request that it may also be time to reduce the number of members that sit on the committee as Caerphilly was increased to include adjoining wards which sit outside the area concerned.
- 9.6 Cllr Owen (Risca West) is in favour of increasing the number of towns but fears that creating a 2-tier system will be seen as discriminatory. If Newbridge is given the status which he hopes it will, he suggests that the Council can immediately increase resources by removing and storing the banner systems (not adding to them), a real 'nil impact' saving that could be held until such time as we move out of austerity.
- 9.7 Cllr Davies (Bargoed) is opposed to Bargoed/Ystrad Mynach joint meetings. Cllr Davies is also concerned that the current funding allocated (£40k) for the five current towns will not be increased to cover Newbridge funding.
- 9.8 In summary, the following themes were expressed:-
- Support for the inclusion of Newbridge within the town centre management model but concerns over the level of financial resource available to implement the proposed change.
  - Concerns over the current level of staff resource allocated to town centre management and the additional workload that an additional town would bring.
  - Concerns over the proposed reduction of frequency of the Town Centre Management Group meetings.
  - Opposition to joint Town Centre Management Group meetings – although having tier two meetings one after another may address this concern.
  - A general appreciation of the benefits of the town centre model of management
- 9.9 Concerns relating to the increased workload raised by Councillors have been recognised. The Town Centre Management Team have also raised their own concerns about taking on a new town without additional resources which places a greater pressure on the service delivery. The 2-teir approach has been developed as a way to stretch the existing resource further to include Newbridge town centre but in doing so it is recognised that it places a greater workload on staff.
- 9.10 The concerns expressed by Members and the Town Centre Management Team staff are acknowledged and the development of the scope of the proposed 2-tier system has evolved through extensive liaison with and input from the Town Centre Manager. The Town Centre Management Team has been involved in the development of the proposed 2-Tier approach

and to determine the best ways establishing a manageable workload. Whilst it is acknowledged that the inclusion of Newbridge within the Town Centre Model will initially require additional input from the Town Centre Management Team Members will note that the proposal set out in Para 4.12 above will over time result in a reduction of workload tasks currently undertaken by the Town Centre Management Team. It is anticipated that the adoption of the 2-tier proposal and inclusion of Newbridge within the Town Centre Management regime will result in a combination of additional and reduced tasks and maintain a balanced workload for the Town Centre Management Team. The Head of Regeneration and Planning will continue to monitor the Town Centre Management Team's workload should the 2-Tier proposal be approved by Cabinet for implementation.

- 9.11 As outlined by Cllr Fussell, there will be an impact on the frequency of the meetings to two per annum. This has been proposed to alleviate some of the workload of the Town Centre Management Team to free up capacity to take on management of Newbridge. It is expected that pressing issues raised by local Councillors can be accommodated by Council staff outside of these meeting cycles.
- 9.12 There are no additional financial resources available to the Town Centre Management Team and Councillors are correct in outlining that the current budget allocated towards the five town centres will now need to accommodate works in six.
- 9.13 The views of Cllr Owen have been noted and the deployment of the current banner stock is being reviewed down to two from three per year (per town). The removal of banners altogether has not been investigated as they form a fundamental core part of the Unique Places model of town centre management.

## **10. RECOMMENDATIONS**

10.1 That the Scrutiny Committee recommends the following approach to Cabinet:

10.1.1 To adopt a two tier approach to the 'Unique Places' model of Town Centre Management as set out in the report.

10.1.2 To designate Newbridge Town Centre as a managed town centre with a town management centre boundary as set out in Appendix 1.

## **11. REASONS FOR THE RECOMMENDATIONS**

11.1 To allow Newbridge to benefit from the current town centre model of management currently being operated by the Council.

## **12. STATUTORY POWER**

12.1 Local Government Act 2000.

Author: Dave Whetter - Interim Head of Regeneration  
Consultees: Cllr. S. Morgan - Cabinet Member for Economy, Infrastructure, Sustainability and Wellbeing of Future Generations  
Cllr T. Davies – Chair of Regeneration Scrutiny Committee  
Cllr C. Forehead – Vice Chair of Regeneration Scrutiny Committee  
Rhian Kyte – Head of Regeneration and Planning  
Allan Dallimore - Team Leader Urban Renewal  
Lisa Lane – Interim Monitoring Officer  
Paul Hudson - Marketing and Events Manager  
Andrew Highway - Town Centre Development Manager

Anwen Cullinane - Senior Policy Officer  
Shaun Watkins - HR Manager  
Mike Eedy - Finance Manager  
Local Members from each Town Centre Management Group  
Newbridge Local Members

Appendices:

Appendix 1: Map of Proposed Newbridge Town Centre Core Management Area

Appendix 2: Town Centre Management Groups Terms of Reference

Background Reports:

Regeneration Scrutiny Committee Report 13<sup>th</sup> December 2005 - Town Centre Management Groups

Cabinet Report 11<sup>th</sup> September 2012 - Town Centre Management Groups



Proposed Newbridge Town Centre Core Management Area

Caerphilly County Borough Council

1:1,250



© Crown copyright and database rights 2017, OS 100025372. © Hawlfraint y Goron a hawlau cronfa ddata 2017, AO 100025372.

This page is intentionally left blank

## **Town Centre Management Groups**

### **Terms Of Reference**

#### **Primary Purpose**

Town Centre Management Groups will operate in Bargoed, Blackwood, Caerphilly, Newbridge, Risca and Ystrad Mynach, as consultative forums for all stakeholders with an interest in the economic, physical and social well-being of the Town Centres. The Town Centre Management Group for each Town Centre shall consider matters pertinent to the Principal Town Centre Retail Area for each team as stipulated in the Council's Local Development Plan. The Group does not have any decision making powers, but may make recommendations.

Each Town Centre Management Group will:-

- Maintain a dialogue between Council representatives and key stakeholders in the Town Centre. Acting as the link between the services provided by the Council and the Town Centre community.
- Influence and monitor the future development of the Town Centre.
- Support regeneration initiatives which may impact upon the Town Centre.
- Contribute to the preparation of action plans for the Town Centre.
- Consider operational issues that may affect the day to day running of the Town Centre.

#### **Membership**

- Caerphilly County Borough Council (the Cabinet Member for Regeneration, Planning and Sustainable Development and Local Ward Members, as detailed in the attached Appendix).
- Police.
- Chamber of trade and representatives of other retail groups.
- Community/Town Council.
- Shopping Centre Managers (where they exist).
- Civic Society/Conservation Group (where they exist).
- Other constituted organisations recognised by CCBC as being stakeholders in the Town Centre.

All of the above organisations (except CCBC and the Community/Town Council) shall name a person who will represent the organisation on the Town Centre Management Group. In addition they may appoint a named deputy to attend the meetings in the absence of their nominated representative. The name of the representative and deputy must be indicated at the same time that an organisation joins the Town Centre Management Group. If the organisation wishes to change either their representative or the deputy, CCBC must be provided with the new details in writing (addressed to the Town Centre Development Manager) at least fourteen days before the date of a Town Centre Management Group meeting. Each organisation will have one vote.

The Community/Town council will be able to send two Members to each meeting of the Town Centre Management Group. Each member will have one vote, but will not be permitted to send a deputy.

The Cabinet Member for Regeneration, Planning and Sustainable Development and the Local Ward Members will not be permitted to send a deputy. Each Member will have one vote.

### **Voting**

On occasions when the Chair of the Group deems a vote is necessary, only organisations that belong to the Group may vote. Each organisation will have one vote, as will the Cabinet Member and each Local Member present. The Community/Town Council are able to send two Members, each having one vote. In the event of a tie, the Chair will have a casting vote.

### **Office Support**

The Town Centre Management Group will be supported by CCCB's Group Manager Business Enterprise Support Team and the Town Centre Development Manager. Other CCBC Officers will attend, as necessary, depending on the agenda.

### **Chairman**

The Chairman will be selected from those County Borough Councillors who are eligible to attend. Each County Borough Councillor will have one vote when selecting the Chair. In addition, the Cabinet Member will be entitled to vote, in the event of a tie the Cabinet Member will have the casting vote. The selection of a Chairman will take place in May and run for a period of twelve months. An existing Chairman may stand for re-election.

### **Frequency**

Meetings will take place on a quarterly basis, and on occasions when the Cabinet Member for Regeneration, Planning and Sustainable Development deems appropriate.

### **Agendas**

It will be the responsibility of the Group Manager Business Enterprise Support Team/Town Centre Development Manager to agree the agenda in consultation with the respective Town Centre Management group Chairman. There will be no AOBs on the agenda. CCBC Officers, from relevant Services Areas will attend meetings to advise on relevant agenda items. Any member of the Town Centre Management Group wishing for an item to be placed on the agenda, should send the request by e-mail, or in writing to the Town Centre Development Manager, no later than fourteen days before the date of the meeting.

### **Reporting Mechanism**

Minutes of each of the Groups will be submitted to the Regeneration and Environment Scrutiny Committee, as the relevant Committee with responsibility for Town and Village Centres. Any matter requiring a decision will then be reported to Cabinet.



## REGENERATION AND ENVIRONMENT SCRUTINY COMMITTEE – 15TH MAY 2018

**SUBJECT: FUTURE LIGHTING AND ENERGY SAVING PROPOSALS**

**REPORT BY: INTERIM CORPORATE DIRECTOR - COMMUNITIES**

---

### **1. PURPOSE OF REPORT**

- 1.1 The report outlines options available to achieve street lighting energy savings that could contribute to the Medium Term Financial Plan (MTFP) and mitigate energy cost increases. In addition, the proposals will provide carbon reduction savings that can contribute to the authority's carbon reduction commitment. Information is provided on the progress made so far in achieving financial and carbon reduction savings in relation to street lighting. Members are requested to review and provide comments on future street lighting energy savings options that can be considered prior to presentation to Cabinet.

### **2. SUMMARY**

- 2.1 Caerphilly County Borough Council (CCBC) has a current lighting stock of approximately 27,300 units some of which have already been subject to a number of energy saving measures:-
- Part night lighting, where 4844 lights are turned off between midnight and 05.30GMT on Inter Urban routes.
  - Dimming of 3974 lights by 50% reduction in power from 9pm each night.
  - LED bulbs retro fitted to 11521 units.
- 2.2 These energy saving measures account for annual savings in excess of £500k and carbon footprint reductions of 1950 tonnes of CO<sub>2</sub>.
- 2.3 The report outlines further energy saving options to meet the requirements for the 2017-22 MTFP. These will in turn provide carbon reduction savings that will contribute to the authority's carbon reduction commitment.
- 2.4 The report also outlines the discontinuation of the manufacture of low pressure sodium (SOX) lanterns and the implications for the authority.
- 2.5 Due to the continued energy cost increases and the discontinuation with the manufacture of SOX lanterns "do nothing" is not an option that can be considered.

### **3. LINKS TO STRATEGY**

- 3.1 This report links directly to the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015:

- A prosperous Wales
- A resilient Wales
- A healthier Wales
- A more equal Wales
- A Wales of cohesive communities, and
- A globally responsible Wales

3.2 The street lighting energy savings will contribute to the authority's Well Being Objective 4: Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment.

3.3 There are further links to the Engineering Objectives:

3.3.1 To provide safe and efficient transport and land drainage infrastructure through quality service delivered by means of cost effective management, maintenance and improvement of the networks.

3.3.2 To develop engineering solutions and methods which have regard to the value of the natural and built environment and to the principle of sustainable development.

3.4 The report supports the Safer and Greener themes of the "Caerphilly Delivers" in the Single Integrated Plan.

## **4. THE REPORT**

### **4.1 Background to Street Lighting**

4.1.1 There is no statutory requirement on local authorities in the United Kingdom to provide public lighting. The Highways Act 1980 (Sections 97 & 98) empowers local authorities to light roads, it does not place a duty to do so. Although Highway Authorities do have a duty of care to the road user, and an obligation to light obstructions on the highway, this does not imply a duty on the Highway Authority to keep all lighting operational. The Council has a statutory duty under the Highways Act to ensure the safe passage of the highway (as far as reasonably practicable) and this includes any lighting equipment placed on the highway.

4.1.2 While the profile of street lighting has changed in recent years, the stock has continually increased at an average of 110 units per annum which in turn reduces the impact of savings made. This increase is predominantly a result of adoption of new development sites.

4.1.3 Part of the Asset Management function of Highways Operations includes a maintenance role for all highway assets. The street lighting assets are recorded, monitored and maintained with a dedicated Street Lighting budget.

4.1.4 The street lighting budget allocation for 2017/18 was £1,704,000, which was inclusive of £1,228,000 energy costs. This has already seen a saving of £350,000 from 2016/17 budget to attain the MTFP target. This reduction in budget consists of £190,000 of energy savings and £160,000 from lighting maintenance.

4.1.5 A number of energy efficiency options have previously been implemented. During 2017/18 energy efficient lamps, dimming and part night lighting alterations achieved a 4.5% decrease in energy usage. The savings realised from these options were reversed due to a 12.4% rise in energy costs in 2017/18 resulting in a £40k increase in energy costs overall. This scenario is likely to continue and while the outlined proposals show projected savings, it should be noted the proposals should be viewed as a way of cost avoidance as energy costs are likely to continue to rise which will have negative impacts on any proposed future saving options.

## **4.2 Energy costs**

- 4.2.1 Energy costs are calculated by the energy provider using the updated asset register (provided on a monthly basis by CCBC Highways Operations). The register will give the quantum and type of lighting assets CCBC currently hold and the estimated burn hours per night.
- 4.2.2 Energy savings are subject to market rates and fluctuations. Although the March 2018 energy invoice is yet to be received, during 2017/18 street lighting energy usage is anticipated to be 10,290,467 kWh, at a cost of £1,275,000 accounting for 5525 tonnes of Carbon Dioxide emissions
- 4.2.3 Caerphilly's energy is sourced via the National Procurement Service (NPS) and street lighting energy consumption, which is in the region of 10million Kwh equating to 5525 tonnes of CO2 annually, is only around a third of the energy that is used by the authority.

## **4.3 Part night lighting**

- 4.3.1 The existing street lighting stock in CCBC has already been subject to a part night lighting exercise with the majority of the inter urban routes (connecting roads between towns and villages) now being switched to part night lighting (4844 units between midnight and 0530hrs).
- 4.3.2 From the options attached (Appendix 1) extending our current part night lighting portfolio along inter urban routes and connecting roads within towns and villages (Option 2 - following LED conversion) is a cost effective option for delivering annual savings of £27k, with a 16-month payback period. Some of the areas affected would include some outlying properties and streets within populated areas. Part night lighting would operate between midnight and 0530 hours.
- 4.3.3 Option 3 within Appendix 1 includes the wide spread introduction of part night lighting following LED conversion within all residential areas. While this may seem like a less attractive option, it would reflect a consistent approach to street lighting across the Authority while delivering further annual savings of £221K subject to a 22 month payback. Part night lighting would operate between midnight and 0530 hours.

## **4.4 Alternatives to Part night Lighting**

- 4.4.1 The switch off option is always an alternative although this has its own significant costs and consequences. It is assumed some 25% of street lights would need to be left operational (junctions, conflict areas and major town centres). This is included as Option 4 within Appendix 1.
- 4.4.2 Alternatively reductions in maintenance and energy can be achieved by converting all street lamps to LED (Option 1). At current energy prices savings of £611k can be achieved, however, the implementation costs are estimated to be in the order of £4.25m giving a payback period of approximately 7 years. This option could be reviewed as part of a possible Salix funding bid proposal. Salix provides interest-free Government funding to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. This option would also reduce the authority's carbon reduction commitment payment by approximately £40k.
- 4.4.3 There are also options to mix and match proposals if there was a desire to pursue this approach. Identified in the appendices are the most common and cost effective proposals to allow members to consider each option and its relative merits. These options are considered by officers to be the most viable for consideration.

## **4.5 Summary of Options**

- 4.5.1 The savings methods can be grouped into:

- Part night lighting
- Switch off
- LED conversion

4.5.2 Each of the three saving groups have options identified within Appendix 1, where details of the four most viable proposals are identified for members to consider.

4.5.3 In addition to the proposals highlighted, it should be noted that Philips Lighting have recently announced that due to falling demand they are to reduce production of Low Pressure Sodium (SOX) lamps from July 2019 with all production to cease in July 2020. Sources within the lighting industry advise that stocks of these lamps are rapidly diminishing and future deliveries are not guaranteed. Based on previous CCBC use, our contractor holds approximately 12 months' supply of these lamps. Currently CCBC has 1779 SOX lanterns on main roads and 348 within residential areas, these lanterns are being replaced with LED alternatives as and when they become life expired.

4.5.4 If the proposal is supported to convert all street lighting to LED this would resolve the issue of having to consider prioritising replacement of the SOX lanterns when stocks become unavailable.

4.5.5 Highlighted below is a summary of the options identified within Appendix 1:-

	Number of Units	Cost to Implement in £	Co2 Savings in Tonnes	Energy Savings in KWh	Annual Savings in £	Payback Period	Installation Timescale
Option 1 Convert all lanterns to LED	17011	£4,250,000	2,094	5,082,727	£611,452	84 Months	45 Months
Option 2 following LED conversion extend existing inter urban route/connecting roads part night lighting	1676	£30,847	93	227,566	£27,300	16 Months	4 Months
Option 3 following conversion to LED all lighting to be part night lit except junctions and major town centres	15891	£296,208	742	1,801,750	£221,906	30 Months	22 Months
Option 4 All lighting to be permanently switched off except junctions and major town centres	20735	£163,184	3,166	7,684,498	£925,105	12 Months	26 Months

## 5. WELL-BEING OF FUTURE GENERATIONS

5.1 This report contributes to the Well-being Goals as set out in paragraph 3.1. It is consistent in all of the five ways of working as defined within the sustainable development principle in the Act that it supports:



- 5.2 The options provide long term resourcing and asset management solutions of this specialised service and allows for more effective and predictable resource/financial/carbon reduction commitments going forward.
- 5.3 The reduction in carbon emissions is a commitment to the prevention of the long term threat of climate change to which energy reduction plays a key role. Routine maintenance of the highway assets is also a central part of the CCBC prevention strategy, thus reducing the need for larger scale repair operations (with the associated safety risks) required for poorly maintained/ inspected assets.
- 5.4 A well maintained highway forms part of an overall strategy providing efficient integration of local roads to regional transport systems on which public transport, private users, cyclists and walking networks can operate.
- 5.5 Collaboration with the Energy team within Caerphilly ensures that the reductions achieved in carbon emissions through efficient street lighting strategies positively contributes to the authority's sustainability targets for carbon reduction.
- 5.6 Proposed options for energy and carbon savings will require an effective consultation exercise that will require the involvement of all relevant stakeholders within the authority.

## **6. EQUALITIES IMPLICATIONS**

- 6.1 An Eqla screening has been completed in accordance with the Council's Equalities, Consultation and Monitoring Guidance and some potential for unlawful discrimination and/or low level or minor negative impact affecting one or more of the target equality groups have been identified. A full Eqla has been carried out and the summary and recommendations are included in the Equalities paragraph of the Committee report.
- 6.2 Dimming or switching off of street lights could have a significantly greater negative impact on people with certain types of visual impairment compared with the majority of the population. It may also affect people whose eyesight is diminishing along with other vulnerable groups such as the elderly and lone persons in terms of feelings of vulnerability and an increased fear of crime.
- 6.3 Lower energy alternatives to conventional lighting can also have a greater luminance and as a result could have a significantly greater positive impact on those groups mentioned above.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 Proposed financial savings options are detailed in Appendix 1, which deliver reductions in street lighting energy and street lighting maintenance expenditure to assist with the Council's Medium Term Financial Plan (MTFP).
- 7.2 Each option will require investment in order to release the savings towards the MTFP. The preferred financing option would be to progress a Salix funding bid for the preferred energy efficiency proposal. Salix is an interest free Government funding loan to the public sector to improve their energy efficiency, reduce carbon emissions and lower energy bills. To be eligible to be considered proposals need to demonstrate the ability to achieve pay back within 7 years. All options meet the required Salix criteria.
- 7.3 The current street lighting contract has provisions within it that allow innovation and changes to the street lighting stock to be made. Appropriate rates are also included within the contract that would allow the works to be efficiently procured.

## **8. PERSONNEL IMPLICATIONS**

- 8.1 The proposals will not have any direct impact on CCBC personnel.

## **9. CONCLUSIONS**

- 9.1 Officers views are that the most beneficial approach would be to structure proposed changes to the street lighting provision in a phased approach.
- 9.2 **Phase 1** - progress a wholesale conversion of the street lighting stock to LED lanterns. This would meet the Salix funding requirements to achieve a pay back within 7 years and would be implemented over a time period of approximately 45 months.
- 9.3 **Phase 2** – Extend part night lighting on inter urban routes to include connecting roads in towns and villages. This would take 4 months to implement but if undertaken at the same time as Phase 1, the timeframe of 45 months could still be achieved.
- 9.4 **Phase 3** - part night light the whole of the stock, with the exclusion of junctions, conflict areas and major town centres. Part night lighting would operate between the hours of midnight and 05.30GMT. This would take 22 months to implement fully but if undertaken at the same time as Phase 1, the 45 months implementation would not need to be extended.

## **10. CONSULTATIONS**

- 10.1 All comments received from consultees have been taken into consideration and are included in the report.
- 10.2 A wider consultation process will need to be considered before the implementation of any of the listed street lighting proposals are progressed.

## **11. RECOMMENDATIONS**

- 11.1 Members are requested to review the options identified within the report and appendices along with the conclusions highlighted in paragraphs 9.2, 9.3 and 9.4 and provide comments on the proposals for Cabinet to consider.

## **12. REASONS FOR THE RECOMMENDATIONS**

- 12.1 To allow Cabinet to understand Scrutiny committee views whilst considering their preferred option to achieve street lighting energy and carbon savings to assist in meeting the required MTFP savings and carbon reduction commitment targets.

## **13. STATUTORY POWER**

- 13.1 Highways Act 1980.

Author: Chris Adams, Highway Operations Group Manager, [adamsc@caerphilly.gov.uk](mailto:adamsc@caerphilly.gov.uk)  
Consultees: Cllr. Sean Morgan – Cabinet Member for Economy, Infrastructure, Sustainability and Wellbeing of Future Generations Champion  
Cllr. Tudor Davies – Chair of Regeneration and Environment Scrutiny Committee  
Cllr. Christine Forehead – Vice Chair of Regeneration and Environment Scrutiny Committee  
Christina HARRY – Interim Chief Executive

Mark S. Williams – Acting Corporate Director of Communities  
Liz Lucas – Head of Procurement  
Stephen Harris – Interim Head of Corporate Finance  
Lisa Lane – Interim Monitoring Officer  
Marcus Lloyd - Acting Head of Engineering Services  
Richard Crane - Principal Solicitor  
Mike Eedy – Finance Manager  
Shaun Watkins – HR Manager  
Anwen Cullinane – Senior Policy Officer – Equalities and Welsh Language  
Tom Llewelyn - Senior Assistant Engineer  
Paul Rossiter – Energy and Water Officer

Background Papers:

Highways Act 1980

Part Night Lighting and Future Energy Saving Proposals – Regeneration and Environment Scrutiny  
Committee – 8<sup>th</sup> December 2015

Appendices:

Appendix 1 Street Lighting Options 2018/19

**Street lighting options March 2018**

To meet the challenges of carbon reduction commitments and reducing budgets within Highways street lighting, the following options have been compiled for consideration. The options are not exhaustive but illustrate some of the energy saving measures available and a mix and match approach where a partial use of some or all of these measures may also be considered.

The energy used operating street lighting, illuminated signs, CCTV and traffic signals during the 2017/18 financial year was 10,290,467 KWh, with 5525t of Carbon dioxide emissions and at a cost of approximately £1,275,000. 2017/18 saw an energy rate increase of 12.4% to 12.0386 pence/KWh adding approximately an additional £40,000.00 onto the energy payments. Whilst the ongoing installation of energy efficient equipment during maintenance works has reduced the annual energy consumption by approximately 4.5% during 2107/18, a further minimum 1% increase in the base energy rate is anticipated for 2018/19 giving an additional expenditure of £10,000.00/annum.

All savings are based on the current energy rate of 12.0386 pence per kilowatt hour, the known lamp wattages and the estimated numbers of units affected. The number of street lights identified in each of the options is likely to alter following detailed surveys and risk assessments that determine the items of inventory that must remain in lighting at high risk traffic and pedestrian conflict areas.

Indicated monetary savings relate only to the reduction in kilowatt hours and not from any reduction in equipment maintenance and testing. Additional costs will be incurred when the removal of lighting equipment and Western Power Distribution service connections are required 12 months following any permanent decommissioning.

Should lighting be decommissioned on roads where a speed limit of 50 mph or above exists there will be a requirement to install cats eye type lane markers. No allowance has been made for time or resources in identifying suitable items of inventory for conversion or for mandatory illuminated traffic signs to remain lit following any permanent disconnection of street lighting.

**Assumptions made:**

Options 2 through 4 require lighting to be extinguished for either part of or the whole period of darkness. A working assumption has been made that in areas affected by these proposals 25% of the inventory will need to remain switched on to maintain Highway safety at high risk traffic and pedestrian conflict areas.

A 12 week delivery of equipment required for any works.

100 lanterns or 200 photocells/disconnections to be carried out per week.

40 units per Western Power disconnection on inter urban routes to be carried out per week.

The column removal costs are £400.00 per column.

WPD disconnection charges are £160.00 per column.

Wood pole equipment removal costs are £125.00 per pole.

## OPTIONS

### **1: Convert all lanterns to LED**

Number of units affected	17,011	
Cost to implement	£4,250,000	
Co2 savings in Tonnes	2,094	
Energy savings in kWh	5,082,727	
Annual savings in £	£611,452	Allowing for the procurement and installation, the total energy savings per annum will not be realised until after 45 months have elapsed. Payback period will therefore be 84 months.

### **2: Following LED conversion extend existing inter urban route/connecting roads part night lighting**

Number of units affected	1676	
Cost to implement	£30,847	
Co2 savings in Tonnes	93	
Energy savings in kWh	227,566	
Annual savings in £	£27,300	Allowing for the procurement and installation, the total energy savings per annum will not be realised until after 4 months have elapsed. Payback period will therefore be 16 months.

### **3: Following conversion to LED all lighting to be part night lit except junctions and major town centres**

Number of units affected	15891	
Cost to implement	£296,208	
Co2 savings in Tonnes	742	
Energy savings in kWh	1,801,750	

Annual savings in £            £221,906      Allowing for the procurement and installation, the total energy savings per annum will not be realised until after 22 months have elapsed. Payback period will therefore be 30 months.

**4: All lighting to be permanently switched off except junctions and major town centres**

Number of units affected      20735

Cost to implement            £163,184

Co2 savings in Tonnes        3166

Energy savings in kWh        7,684,498

Annual savings in £            £925,105      Allowing for the decommissioning, the total energy savings per annum will not be realised until after 26 months have elapsed. Payback period will therefore be 12 months.

Potential future column removal costs circa £2,520,000

Potential future WPD disconnection costs circa £1,250,000

Potential future wood pole bracket removal costs circa £787,500