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Date: 9th May 2018

Dear Sir/Madam,

A meeting of the **Cabinet** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 16th May, 2018** at **2.00 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 meeting and you may be escorted from the premises.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'CHARRY'.

Christina HARRY
INTERIM CHIEF EXECUTIVE

AGENDA

Pages

1 To receive apologies for absence.

A greener place Man gwyrddach



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 the 25th April 2018. 1 - 6

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

- 4 Property Review Report 2018. 7 - 42
- 5 Programme for Procurement (Strategy) 2018 - 2023. 43 - 60
- 6 Notice of Motion - That Caerphilly County Borough Council Introduce Free Female Hygiene Support for all Young Females within our School Setting. 61 - 68
- 7 School's Workforce Flexibilities Policies. 69 - 74

Circulation:

Councillors C.J. Cuss, N. George, C.J. Gordon, Mrs B. A. Jones, P.A. Marsden, S. Morgan, L. Phipps, D.V. Poole and Mrs E. Stenner,

And Appropriate Officers.

Agenda Item 3



CABINET

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN ON WEDNESDAY, 25TH APRIL 2018 AT 2.00 P.M.

PRESENT

Councillor Mrs B.A. Jones – Chair

Councillors:

C. Cuss (Social Care and Wellbeing), N. George (Neighbourhood Services), C.J. Gordon (Corporate Services), P. Marsden (Education and Achievement), S. Morgan (Economy, Infrastructure and Sustainability), L. Phipps (Homes and Places) and E. Stenner (Environment and Public Protection).

Together with:

C. Harrhy (Interim Chief Executive), D. Street (Corporate Director - Social Services), S. Richards (Head of Strategy Service – Education, Planning and Strategy), M. Lloyd (Head of Infrastructure), M. Headington (Open Spaces and Transport Manager), F. Wilkins (Public Sector Housing Manager), A. West (21st Century Schools, Admissions and Exclusions Manager) and A. Dredge (Committee Services Officer).

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor D. Poole (Leader), Mrs N. Scammell (Acting Director Corporate Services and Section 151 Officer) and M. S. Williams (Interim Corporate Director - Communities).

2. DECLARATIONS OF INTEREST

Councillors N. George and Mrs B. A. Jones declared personal and prejudicial interests at the commencement of the meeting in relation to agenda item 4 – *Review of the Rechargeable Repairs and Appeals Panel*. Details of which are recorded with the respective item.

3. CABINET MINUTES - 11TH APRIL 2018

The minutes of the Cabinet meeting held on 11th April 2018 were approved.

MATTERS ON WHICH EXECUTIVE DECISIONS WERE REQUIRED

4. REVIEW OF THE RECHARGEABLE REPAIRS AND APPEALS PANEL

Councillors N. George and Mrs B. A. Jones declared personal and prejudicial interests in relation to this item as they are both Council Tenants. They left the room when the report was presented and did not take part in the debate.

Cabinet were advised that the Rechargeable Repairs Policy allows tenants to request an independent review of their recharge if they have good reason to disagree with a previous decision made by Officers/Managers. The review process comprises of three stages; an informal review by officers, a first stage formal review by a Manager, and a second stage formal review by the Rechargeable Repairs and Appeals Panel, who make a recommendation to the Chief Housing Officer (who has the final decision) on whether the recharge should be upheld. The second stage review replaced the second stage of the Corporate Complaints Procedure with regards to recharges only. The Panel was suggested by the Repairs and Improvements Group in August 2014 and was considered an opportunity to involve tenants and Members in reviews.

It was proposed that due to the extensive additional resources required in facilitating the panel, cost implications, consequential delays in decision making and the limited number of cases being brought forward, the use of a panel for second stage reviews be replaced with a procedure to mirror the second stage of the Corporate Complaints Procedure. The final decision would then be made by the Chief Housing Officer or Public Sector Housing Manager. This alternative approach would ensure that the quality and consistency of decision making in relation to reviews is maintained (including regular meetings with Senior Officers) and arrangements would be put in place to keep tenants informed about decision making. It was noted that in the last 18 months there had been only 9 review cases.

Clarification was sought in relation to the make-up of costs involved and the Officer confirmed that the cost of convening a panel is approximately £660. This figure is associated with Officers time, producing and distributing documentation, reports, redacting information and copies of all documentation for all panel members and travelling expenses for both Officers and Tenants for each meeting. To date these costs have outweighed the actual cost of the recharges being reviewed.

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

RESOLVED that for the reasons contained in the Officers report and subject to an additional recommendation to paragraph 10.1. to include, decisions made in respect of second stage reviews be taken in consultation with the Cabinet Member following investigation by the Public Sector Housing Manager or Chief Housing Officer: -

- (i) the Rechargeable Repairs and Appeals Panel be discontinued;
- (ii) all second stage reviews of rechargeable repairs be investigated using a process that mirrors the second stage of the Corporate Complaints Procedure;
- (iii) monitoring of consistency of implementation of the Rechargeable Repairs Procedure in relation to requests for review and the application of discretion be undertaken by a Housing Manager Panel on a quarterly basis;
- (iv) an annual report be provided to the Repairs and Improvement Group on the number, nature and outcome of second stage review of rechargeable repairs considered under the revised procedure, together with decision taken in respect of informal and stage 1 formal reviews;

- (v) decisions made in respect of second stage reviews be taken in consultation with the Cabinet Member following investigation by the Public Sector Housing Manager or Chief Housing Officer.

5. BEDWELLY SCHOOL PLAYING FIELDS

The report sought Cabinet approval on a proposal to declare two football fields situated within the grounds of the former Bedwellty Comprehensive School, Aberbargoed shown hatched red on the Plan attached at Appendix 1, as surplus. It also proposes to undertake a statutory consultation as required by the Playing Fields (Community Involvement in Disposal Decisions) (Wales) Measure 2010 and associated Playing Fields (Community Involvement in Disposal Decisions) (Wales) Regulations 2015. The outcome of which could allow the sale of the site for residential development. This will be the subject of a further report to Cabinet.

Cabinet were advised that Bedwellty Comprehensive School was closed in 2005 and subsequently demolished. The playing fields were initially unused but more recently have been used by Fleur-de-Lys Senior AFC. The adjacent site has been sold for housing and the pavilion that serves the playing fields must be removed or relocated no later than 31st May 2018. In addition, provision would need to be made for car parking, which is particularly problematic within the retained site and this could cost a further £50,000. An alternative and more conveniently located home ground is available for Fleur-de-Lys Senior AFC at Trelyn Park. If the playing field site is sold for residential development a capital receipt of circa £500,000 could be achieved.

Members discussed the alternative playing provision and it was explained that both Fleur-de-Lys Senior AFC and the current users of Trelyn Park have positively engaged with the Authority in relation to the proposal (with improved changing room provision). This will ensure the current provision at Trelyn Park will be fully utilised and the football team will be relocated back to the heart of the village. Trelyn Park currently has 2 rugby pitches and the proposal is that 1 will remain as a rugby pitch and the second will be a dual-use pitch. A small cost will be incurred by the Council in relation to the second pitch.

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

RESOLVED that for the reasons contained in the Officers report: -

- (i) the playing fields shown hatched red on the plan attached at Appendix 1 are taken out of use at the end of the current season (20th May 2018) and declared surplus;
- (ii) the process of complying with the Playing Fields (Community Involvement in Disposal Decisions) (Wales) Measure 2010 and Playing Fields (Community Involvement in Disposal Decisions) (Wales) Regulations 2015 is commenced;
- (iii) a further report be brought back to Cabinet with the outcome of the consultation which will contain recommendations on the reallocation of the land or to undertake the process required to dispose of the playing fields.

6. IMPLEMENTATION OF THE SUSTAINABLE DRAINAGE SYSTEMS APPROVAL BODY (SAB)

The report sought Cabinet approval to deliver 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.

Cabinet 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.

Following consideration and discussion, it was moved and seconded that the recommendations 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 required Sustainable Drainage Systems Approval Body (SAB) with Caerphilly County Borough Council (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.

7. 21ST CENTURY SCHOOLS AND EDUCATION BAND B PROPOSALS

The Cabinet Member for Education and Achievement placed on record her appreciation for the phenomenal amount of work undertaken by Officers in producing the report. It sets out bold ambitious Band B proposals in an equitable way that will afford all learners fantastic opportunities. This was echoed by Cabinet and the Interim Chief Executive.

The report sought Cabinet approval in principle to deliver the Band B 21st Century Schools Programme, subject to funding being confirmed for individual projects, business cases being approved by Welsh Government (WG) and the outcome of individual consultations.

The Welsh Government 21st Century Schools and Education Programme required all Local Authorities to submit Band B Strategic Outline Programmes (SOP) for consideration by 31/07/17. Due to the tight timescale stipulated it was not possible to obtain Member approval prior to the submission of the SOP. However, the proposals were endorsed by the School Strategy Board and discussed in detail with the Cabinet Member. It was made clear to WG that the submission had yet to receive Member approval, and could be subject to change.

Cabinet were advised of the key aims of the Programme that include reducing the number of poor condition schools, ensuring that the right size schools are in the right location and providing enough places to deliver Welsh and English medium education. Also, to ensure the effective and efficient use of the educational estate for use by both Schools and the wider Community. The school condition surveys, undertaken in 2014, classified schools in categories A to D (A being the best condition and D being the worst condition). The surveys did not identify any condition category D schools within Caerphilly; however there are 53 category C condition schools (which is a very broad categorisation), 16 of which are also category C for suitability. Any significant changes to school buildings since 2014 i.e. new builds have been taken into account within this categorisation.

It was noted that the proposed projects will significantly reduce both backlog maintenance and on-going energy costs. WG have indicated that they may also take into account other factors such as flexibility of assets, efficiency of the education estate and deprivation when prioritising projects.

It was explained that following agreement by the Education for Life Scrutiny Committee held on 26th September 2017, a Cross Party Working Group of 10 Members was established to discuss the proposals. The group met on 10/11/17 and 26/11/17 and the report summarises the deliberations and recommendation of the Cross Party Working Group with regard to the individual projects outlined in the Council's SOP submission to WG. The Strategic Outline Programme contributes to the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015.

An overview was provided in relation to each of the 9 proposed projects and details of the benefits and group discussions were set out in paragraph 4 in the Report. The value of the Programme submitted by Caerphilly was £78 million of capital funding (50% to be met by the Council) and £32 million of revenue funding via the Municipal Investment Model (MIM- 25% to be met by the Council). WG has subsequently confirmed approval in principle of the programme envelope for this sum, subject to the approval of individual project business cases.

Members were advised that the Band B Programme is due to run from April 2019 to March 2026. It is anticipated that costs will be incurred prior to April 2019 in respect of design, scoping and surveying of school sites, etc. WG have indicated that, subject to business case approval, Authorities would be able to access 50% match funding prior to the 2019 commencement date. A detailed plan identifying proposed timescales for each project over the 7 year period is being developed to assist officers in ensuring all statutory consultation obligations can be met and build timescales are achievable. It was noted that all Band A projects came in within budget.

Cabinet discussed the proposed projects and in particular Project 6 that relates to the refurbishment and upgrades to both Primary and Secondary Schools. Clarification was sought as to the standard to be achieved and Members were informed of the recent upgrade to Blackwood Comprehensive School. This included improvements such as heating, flooring, 4 new Laboratory's and the roof which has improved the visual impact significantly.

A Member referred to the newly opened Idris Davies 3-18 School and the benefits of having the Flying Start Provision linked to the facility and queried if this option would be available to the proposed new build Schools. Officers advised that Flying Start funding is allocated from a different budget to 21st Century Schools and should funding be made available then this could be considered as part of the proposals in moving forward.

Members discussed the Municipal Investment Model and it was confirmed that the model is not a Private Finance Initiative (PFI) agreement, as the only school services that will be provided under the MIM contract will be building maintenance. Other school contracts, such as catering, cleaning, grounds, ICT, etc., will be provided by organisations determined by the Governing Body. Officers confirmed they will ask Sara Humber, Programme Director MIM 21 Century Schools (Local Partnerships LLP) to attend a future Policy Development Meeting to share her experience in this area, with Members.

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

RESOLVED that for the reasons contained in the Officers report: -

- (i) in principle, the proposals to deliver the Band B 21st Century Schools Programme be agreed, subject to funding being confirmed for individual projects, business cases being approved by Welsh Government and the outcome of individual consultations.

The meeting closed at 3.00 pm.

Approved and signed as a correct record subject to any corrections made at the meeting held on 16th May 2018.

CHAIR



CABINET – 16TH MAY 2018

SUBJECT: PROPERTY REVIEW REPORT 2018

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

-
- 1.1 The attached report was considered by the Policy and Resources Scrutiny Committee on 10th April 2018 and sought endorsement of the Property Review Report 2018, prior to its presentation to Cabinet for approval.
 - 1.2 Members were advised that the Property Review Report 2018 (appended to the Officer's report) attempts to provide a succinct overview and record of what is a very large and diverse non domestic property portfolio. It presents some key metrics, highlights in period trends, summarises disposals and acquisitions and sets out some of the challenges that lay ahead. It makes no recommendations. The report follows on from the State of the Estate Report issued in May 2016 but is based on a more structured format intended to ease updating and comparison with subsequent versions. It is proposed that the Property Review Report is updated and reissued annually.
 - 1.3 Reference was made to the percentage of schools rated as in 'poor' condition (71.24%) as detailed in the report and a Member queried whether this will improve once new methodology for calculating ratings is introduced. Officers explained that this is not expected to create a significant variance, but that by the time the next report is issued, there will be some improvements to this figure arising from the removal of several buildings from the portfolio during 2018/19. Clarification was also provided in respect of the criteria for the condition ratings listed in the report.
 - 1.4 Discussion took place regarding the investment potential available for schools and it was noted that a report on 21st Century Schools and Education Band B Proposals is due to be presented to the Education for Life Scrutiny Committee and Cabinet, which will include proposals for refurbishments across a number of buildings and reduce the number of poor condition schools across the county borough. Officers also responded to queries regarding a report listed on the Cabinet Forward Programme in respect of Bedwellty School Site Playing Fields and provided clarification on the current use of these football fields.
 - 1.5 Following consideration of the report, the Policy and Resources Scrutiny Committee unanimously recommended to Cabinet that for the reasons contained therein, the Property Review Report 2018 as appended to the Officer's report be endorsed.
 - 1.6 Members are asked to consider the recommendation.

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

Appendices:

Appendix Report to Policy and Resources Scrutiny Committee on 10th April 2018 - Agenda Item 11

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POLICY AND RESOURCES SCRUTINY COMMITTEE – 10TH APRIL 2018

SUBJECT: PROPERTY REVIEW REPORT 2018

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

1. **PURPOSE OF REPORT**

- 1.1 The report seeks Members consideration and endorsement of the Property Review Report 2018, attached at Appendix 1, prior to its presentation to Cabinet.

2. **SUMMARY**

- 2.1 The Property Review Report 2018 attempts to provide a succinct overview and record of what is a very large and diverse non domestic property portfolio. It presents some key metrics, highlights in period trends, summarises disposals and acquisitions and sets out some of the challenges that lay ahead. It makes no recommendations.
- 2.2 The report follows on from the State of the Estate Report issued in May 2016 but is based on a more structured format intended to ease updating and comparison with subsequent versions. It is proposed that the Property Review Report is updated and reissued annually.

3. **LINKS TO STRATEGY**

- 3.1 The report is for information only but will assist with the future effective management of our built assets and therefore potentially contribute to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2015:
- A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A Wales of cohesive communities

4. **THE REPORT**

- 4.1 A State of the Estate Report was presented to Cabinet on 13th July 2016 and highlighted some key property related issues and presented a number of property related Key Performance Indicators (KPIs).
- 4.2 Whilst the Property Review Report 2018 follows on from the State of the Estate report it is based upon a more structured format and attempts to provide a succinct overview and record of what is a very large and diverse non domestic property portfolio. It presents some key metrics, highlights in period trends, summarises disposals and acquisitions and outlines some of the challenges that lay ahead.

- 4.3 It is intended that the Property Review Report is updated and re-issued annually with progress and trends clearly set out.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 The Property Review Report presents the current status of the Council's buildings and reflects asset management activity to date. The effective asset management of Council buildings contributes to the Well-Being goals as set out in Links to Strategy above. In particular:

- A sustainable Wales: This includes reducing carbon emissions in our buildings and improvements to energy performance in our buildings by improvement works, renewable technologies and replacement of old inefficient buildings with new BREEAM Excellent buildings.
- A prosperous Wales: The report includes references to land/building disposals. In most cases freehold disposals are of land that has been identified as surplus to operational requirements and is sold for residential/commercial development thus encouraging regeneration. The disposals have also supported the provision of increased affordable housing via the council's relationship with housing associations.
- A more equal Wales: the report references the expenditure on maintenance and this includes works to improve access to our buildings. All public access buildings have now achieved the foundation standard for accessibility.
- A Wales of more cohesive communities: The report references how in the future greater focus in asset management will need to be around increasing community involvement as stakeholders. This will potentially involve Community Hubs and linking into other public organisations via the Public Service Board. Community Asset Transfer is an area where there is likely to be increased focus in the future.

6. EQUALITIES IMPLICATIONS

- 6.1 An EqlA screening has been completed in accordance with the council's Strategic Equality Plan and supplementary guidance and no potential for unlawful discrimination and/or low level or minor negative impact has been identified, therefore a full EqlA has not been carried out. The report is for information purposes only, so the Council's full Equalities Impact Assessment process does not need to be applied.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications arising from this report.

8. PERSONNEL IMPLICATIONS

- 8.1 There are no personnel implications arising from this report.

9. CONSULTATIONS

- 9.1 The Property Review Report reflects the feedback received from consultees.

10. RECOMMENDATIONS

- 10.1 That the content of the Property Review Report 2018, attached as Appendix 1, is considered and endorsed by the Scrutiny Committee prior to its presentation to Cabinet.

11. REASONS FOR THE RECOMMENDATIONS

- 11.1 To provide Members of the Scrutiny Committee with an opportunity to consider and endorse the content of the Property Review Report 2018.

12. STATUTORY POWER

- 12.1 Local Government Act 1972. This is a Cabinet function.

Author: Mark Williams, Interim Head of Property Services
Consultees: Cllr Lisa Phipps – Cabinet Member for Homes and Places
Stephen Harris – Interim Head of Corporate Finance
Sue Richards – Interim Head of Service – Education, Planning & Strategy
Dave Whetter – Interim Head of Regeneration
Marcus Lloyd – Acting Head of Engineering Services
Mike Headington – Green Spaces and Transport Services Manager
Mark S Williams – Interim Corporate Director of Communities
Shaun Couzens – Chief Housing Officer
Jeff Reynolds – Sports and Leisure Facilities Manager
Jo Williams – Assistant Director – Adult Services
Gareth Jenkins – Assistant Director – Children’s Services
Lisa Lane – Corporate Solicitor

Background Paper:
Cabinet Report 13th July 2016 - State of the Estate Report 31st March 2016

Appendices:
Appendix 1 Property Review Report 2018

Property Review Report

February 2018



ISLWYN HIGH SCHOOL – OPENED JULY 2017

Caerphilly County Borough Council

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Foreword



I welcome this opportunity to review the Council's estate, highlight progress made and summarise future challenges.

With an increasingly onerous funding environment, the need to rationalise our estate and ensure that retained buildings are efficiently utilised and properly maintained is more important than ever. This property review report provides a succinct overview and record of what is a very large and diverse property portfolio. It also presents some key metrics, summarises recent progress made and sets out some of the challenges that lie ahead.

The delivery of several superb new buildings, all designed by Property Services, and the associated closure of ageing assets has lifted the quality of the estate.

Whilst much has been achieved over recent years, there remains significant scope to further rationalise the estate and dispose of surplus assets. The next phase of the Welsh Government 21st Century Schools initiative, Band B, provides further opportunity to improve our school buildings. I look forward to what should be a challenging, but productive, and rewarding period.

Councillor Lisa Phipps
Cabinet Member for Homes and Places

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1. Introduction

This is Caerphilly's second property review report. The first report, entitled *State of the Estate*, was issued in May, 2016. This property review report excludes housing but otherwise attempts to provide a succinct overview and record of what is a very large and diverse property portfolio. It also presents some key metrics, summarises recent progress made and set outs some of the challenges that lay ahead.

Since the first report was issued, the Council has adopted a Corporate Asset Management Strategy (CAMS) covering the period 2016-2026 and introduced a set of outcomes that will be applied to the management of all Council assets. Key elements of the CAMS include:

- Establish an Asset Management Group;
- Enhance the role of Property Services to Estate Managers and introduce a staffing structure that is fit for purpose;
- A phased transfer of all property into a central corporate portfolio managed by Property Services together with directorate personnel employed to manage property matters. The transfer commenced with corporate services and social services;
- Establish a Landlord/Tenant arrangement where Property Services acts as a Landlord and all building/land users are tenants;
- Reactive maintenance centralised and a framework of suppliers created;
- Link Facilities Management with Health & Safety, particularly around Legionella and Asbestos Management and Statutory Testing of buildings;
- Update Building Condition surveys;
- Service Area Asset Management Plans to be produced and linked to an overarching Asset Management Plan, to ensure that property provision is planned in a holistic way;
- Develop a 5 and 10 year vision and strategy for property assets via the proposed Asset Management Group, and ensure that the strategy is linked to the council's Medium Term Financial Plan;
- Ensure information systems are maintained and capture a complete and accurate range of essential property data and record a comprehensive Asset Information Plan (data base) for every site.

In addition, the CAMS is supported by, and linked to, a number of corporate and service strategies, developed to ensure resources are aligned to meet the Council's priorities. These include:

- The Medium Term Financial Plan 2016-2021;
- Property Asset Management Strategy;
- Conservation Strategy 2014-2019;
- The Well-being of Future Generations (Wales) Act 2015;
- The Single Integrated Plan 2013-2017;
- Local Housing Strategy;
- Library Service Strategic Action Plan 2014-2017;
- 21st Century Schools programme;
- Strategic Equality Plan 2016-2020.

Property is a key resource that has a value, but also a cost. When *not* maintained and used efficiently, it can become a financial burden. The management of land and property assets is also governed by a range of legislative and statutory obligations, including Health and Safety law, the Equalities Act 2010, Legionella, Fire and Asbestos legislation.

The Council has property with a replacement value of £722m, which makes it the second most costly resource, after staff, to manage. These assets are integral to the services delivered to the people of Caerphilly, and the manner in which they are managed impacts on the Council's ability to meet its aims and objectives. Our objective is to have "*The right buildings, in the right place, operating in the right way, facilitating safe and effective delivery of the Council's services*"

However, Caerphilly, like all local authorities, has to respond to unprecedented austerity measures whilst trying to provide sustainable, quality services to its residents and visitors. It is therefore vital that the Authority's buildings are well utilised, operate efficiently and that the portfolio is rationalised where appropriate.

This Property Review Report provides a snapshot of the buildings portfolio. In particular, the appendices include a useful list all current buildings. It is the intention that the report is updated and issued annually with trends, progress and challenges clearly highlighted.

2. Definitions

Core Corporate Offices – are those offices which are fully maintained and managed by Property Services. Service specific office accommodation, that is managed by the service area, is excluded. A list of corporate sites is included in Appendix 1.

Schools – All operational primary, secondary and special schools. A list of operational schools is included in Appendix 2.

Note, two of our secondary schools were provided, and are managed, under a PFI arrangement. Therefore, whilst the GIA and carbon figures within this report include these schools, the condition data does not, as noted in the report.

Leased Out buildings/Industrial – These include buildings managed by both Property Services and Economic Development. A schedule is included in Appendix 3.

Other Operational buildings – These include all other operational buildings that are not included in the above categories, excluding housing. A breakdown is included in Appendix 4.

Non-op/Surplus Sites – These are buildings that are vacant and surplus to service requirements. A schedule is included at Appendix 5.

In period – period is May 2016 to February, 2018.

3. The Property Review

3.1 Size of the Estate

The Council's Corporate Estate extends over 633 sites, many of which contain more than one building. The buildings range hugely in age, construction type and condition. The portfolio ranges from highly efficient, state of the art buildings like the new Islwyn High School, to the delicate and irreplaceable Llancaiach Fawr Manor, which dates back to circa 1500. In between, there are various Victorian, Edwardian and post-war building types. Most of the Council's buildings are low rise, indeed the only building over 18m high is Ty Penallta.

The key changes since the State of the Estate Report was produced in May 2016 include:

- The new Islwyn High School was completed and the aging Pontllanfraith and Oakdale Comprehensive schools were closed.
- The leases were surrendered on Cameron House and Ebenezer Resource Centre, and Newbridge Library was demolished.
- The new Idris Davies School was completed and replaced Pontlottyn and Abertysswg Primary Schools.

The gross internal area of the portfolio stands at around 476,592 sq.m. and, whilst this represents a 6,447 sq.m reduction since May 2016, the portfolio remains one of the largest public sector portfolios in Wales. A more detailed breakdown of the portfolio is tabulated below.

SIZE OF THE ESTATE		
	Number of Sites	GIA (sq.m)
Core Corporate Offices	13	32,725
Schools	88	246,254
Other Operational Sites	247	109,552
Leased Out Sites	41	13,143
Leased Out - Industrial Units	239*	33,075*
Non-op/Surplus Sites	21	41,843
Totals	649	476,592

*Approx. areas to be confirmed

3.2 Condition of the Estate

The condition of the Council's buildings is regularly surveyed. The current data was gathered between 2012 and 2016. A new tranche of building condition surveys commenced in the autumn of 2017, with the rolling programme due to be completed in 2021. This programme includes schools and operational buildings but excludes leased out property.

The condition rating and estimated cost of the backlog maintenance, based upon the current surveys, is tabulated below:

CONDITION – RATING*

	A - Good	B - Satisfactory	C - Poor	D - Bad
Corporate Offices*	8.12%	81.99%	7.25%	2.64%
Other Buildings*	7.77%	76.20%	11.05%	4.94%
Schools*	5.29%	22.35%	71.24%	1.12%
Totals	7.06%	60.18%	29.85%	2.91%

* The methodology for calculating ratings has varied historically and the ratings are therefore misleading. New condition surveys are being undertaken and all will be based on recent WG guidance and in particular the Faithful & Gould method of calculation will be applied in all cases.

CONDITION - VALUE OF BACKLOG MAINTENANCE

	Priority 1 - Urgent	Priority 2 - Essential	Priority 3 - Desirable
Corporate Offices	£35k (-)	£536k (-)	£1,413k (-)
Other Buildings	£982k (-)	£6,677k (-)	£7,025k (-)
Schools	£1,315k (-)	£12,976k (-)	£22,139k (-)
Totals	£2,332 (-)	£20,189k (-)	£30,577 (-)

(-) Movement will be measured in next report.

Budgets do not allow all backlog maintenance issues to be addressed, but the available Asset Management maintenance funding is fully utilised each year with projects selected broadly on the basis of the following hierarchy:

- Works required to maintain safety;
- Works required to maintain water tightness;
- Works required to maintain heating;
- Other works.

In-period notable capital projects, all of which help raise the quality of the estate and were designed, specified and project-managed by Property Services, include:

- The new £24m Islwyn High School was completed in 2017 and the ageing Pontllanfraith and Oakdale Comprehensive schools were closed;
- A two-year £2m improvement programme at Blackwood Comprehensive School was commenced;
- Construction of the new £8m Abertysswg and Pontllytyn PS (Idris Davies) continued on schedule, and was completed in November 2017. The two current schools, which are old and not fit for purpose, were closed;
- The contract for the construction of a £2m nine classroom extension at Newbridge Comprehensive School was placed and construction commenced;
- A much needed two classroom extension to Trinity Fields School and Resource Centre was completed;
- Construction of an extension to Fochriw Community centre was commenced;
- The demolition of Ty Pontllanfraith was commenced;
- The demolition of Oakdale Comprehensive Schools was commenced.

These significant investments in the estate, and the closure of four ageing schools which were not fit for purpose, significantly improve the condition and quality of the estate.

3.3 Statutory Compliance

The majority of the statutory inspection and testing of buildings is managed by Property Services for most of the estate. Notable exclusions include leased-out buildings, where the tenant has this responsibility. The target is to ensure all buildings have in-date certification at all times.

The percentage of buildings with in-date certification, up to 31st January, 2018, is summarised below for the four highest risk disciplines:

STATUTORY TESTING - COMPLIANCE

	Gas	Periodic Electrical	Annual Legionella	Fire Risk
Corporate Offices	100% (-)	99% (-)	100% (-)	100% (-)
Schools	100% (-)	100% (-)	100% (-)	100% (-)
Other buildings	100% (-)	99% (-)	100% (-)	100% (-)
Totals	100% (-)	99% (-)	100% (-)	100% (-)

(-) Movement will be measured in next report.

Where a testing contractor identifies an issue that presents an immediate danger to building users, appropriate action will immediately be taken to either manage or remove the risk. Other faults which require attention, but not require immediate rectification, are listed and given a priority rating.

For Priority 1 and 2 faults, rectification within 60 days is the target. However, historically for most buildings, the relevant building manager was responsible for instructing rectification of identified faults. This resulted in an inconsistent approach, with many faults not being rectified quickly enough.

To address this issue, from 1st September 2017, it has been agreed that Property Services will progress the rectification of P1 and P2 faults relating to electrical, gas and legionella elements, without instruction, and the costs will be charged back to the relevant cost centre. For all corporate buildings, other than schools, this approach will also extend to actions arising from fire related inspections and tests. For schools, this duty will remain with the relevant head-teacher.

Clearly, it will take time to clear backlog tasks, but the streamlined process will lead to significant improvement which will, hopefully, be evidenced by the data presented in the next annual report.

The outstanding remedial tasks, as at January, 2018, are summarised below:

STATUTORY TESTING - REMEDIAL TASKS OUTSTANDING >60 DAYS

	Gas	Periodic Electrical	Annual Legionella	Fire Risk
Corporate Offices	0 (-)	1 (-)	0 (-)	0 (-)
Schools	78 (-)	2 (-)	145 (-)	306 (-)
Other buildings	9 (-)	0 (-)	15 (-)	124 (-)
Totals	87 (-)	3 (-)	160 (-)	430 (-)

(-) Movement will be measured in next report.

3.4 Utilisation

The Council's Asset Management Strategy seeks to rationalise the property portfolio and ensure the retained assets are efficiently utilised.

In terms of corporate offices, Pontllanfraith House was closed and Ty Dyffryn was fully vacated by the end of December, 2017. The remaining corporate offices are now better utilised, but there is still room for improvement and the next phase of rationalisation will involve further consolidation.

The historical demographics and the topography of the borough led to a proliferation of smaller schools. Changes in demographics has resulted in surplus school places and the rationalisation of these was a key objective of the Council and the Welsh Government 21st Century School Band A programme. The completion of Islwyn High School allowed the closure of two poorly utilised schools, and completion of the new Abertysswg and Pontlottyn schools, at the end of 2017, has done the same.

The Council leases out a total of 280 sites/units, and occupation has historically been very good and demand remains strong.

Across the whole estate there are 15 surplus and vacant buildings.

Selected utilisation metrics are tabulated below.

UTILISATION

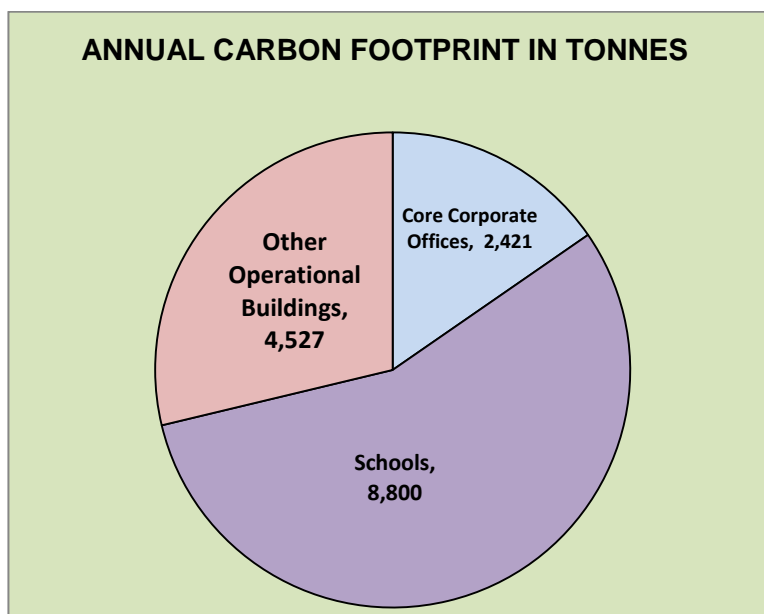
Corporate Offices	Desks assigned	97.5% (-)	Empty Desks (grouped)	53 (-)
Schools	Places allocated Primary	90% (↑6.7%)	Places allocated secondary	83% (↑9.7%)
Leased Out Portfolio	Leases current	98% (-)	Vacant	9 (-)
Surplus and Vacant Buildings		15		

() Movement in period May 2016 - August 2017

(-) Movement will be measured in next report

3.5 Carbon Footprint

The annual carbon footprint of the whole built estate, excluding leased-out buildings, is currently 15,778 tonnes, a decrease of 337 tonnes in-period. The breakdown across building type is presented below.



The Council's carbon reduction strategy was launched in 2008/9 and is based on delivering Invest to save and renewable technologies projects, promoting good housekeeping and efficient asset management.

In-period highlights include delivering nine invest-to-save energy reduction projects, totalling £200,000, which have reduced the Council's annual carbon footprint by some 125 tonnes. Furthermore, the new Islwyn High School is highly insulated, passively ventilated, equipped with high efficiency LED lighting throughout and features a large 280 panel photovoltaic (PV) array which will generate 60 megawatt hours (mWh) of electricity per annum.

The Council now has registered PV arrays on sixteen buildings and these annually generate over 220 mWh of electricity, reducing the Council's carbon footprint by 210 tonnes. These arrays also attract an annual generation and export income of £58,000.

3.6 Replacements, Acquisitions and Disposals

Replacements

The Oakdale and Pontllanfraith Comprehensive Schools were replaced with the new Islwyn High School.

The Pontlottyn and Abertysswg Primary Schools were replaced with the new Idris Davies School, Abertysswg.

Acquisitions

We have entered into an agreement with **Charter Housing Association Ltd** (an association operating within the Pobl Group Ltd) for the management and occupation of **Hillcrest, Hengoed Road, Hengoed** with the aim of ensuring high quality provision of housing services and support for the people who are occupying the property

We have entered into an occupational agreement with **Aneurin Bevan Health Board** in respect of **Trinant Health Centre, Trinant** for Flying Start's operational purposes

We have sanctioned the provision of additional accommodation at the **Family Centre, Penyrheol** for Flying Start's operational purposes

Disposals

The Bedwellty School site was sold to Llanmoor Development Co Ltd for £721,543;

Land adjoining Islwyn Indoor Bowling Centre was sold for £280,000;

15 Woodbine Road, Blackwood, was sold at auction for £130,000;

Land adjoining Ty Ni Community House Caerphilly was sold for £106,230;

A number of lower value disposals were also completed in-period with a total capital receipt of £250,000.

4. A Forward Look

Working our buildings harder, improving the condition of the estate and disposing of unwanted assets are key priorities for Property Services. Looking forward, anticipated activity will include:

Strategy

Mandated by the Corporate Asset Management Strategy, the process of asset challenge, and production of individual Service Asset Management plans, through regular asset management meetings with directorate management teams, will continue. The objective is to ensure property provision is planned in a holistic way, and linked with service strategies, and hence inform future replacements, acquisitions and disposals. Collaboration will be promoted and co-location in 'Community Hubs' will be proposed where beneficial and efficient. It is proposed that an Asset Management Co-ordinator is recruited to support service areas in the production of the asset management reviews.

New Buildings

Design of the new £4m Children's Unit at Pontllanfraith has commenced and construction is expected to start in 2018.

Construction of the £2m nine-classroom extension to Newbridge Comprehensive School commenced in autumn 2017.

Demolitions

The demolition of Ty Pontllanfraith and Oakdale Comprehensive School are in progress. The vacant Pontllanfraith Comprehensive School will be demolished in 2018. Demolition of two or three smaller disused buildings in Risca is also expected in 2018.

Disposals

Efforts to sell Ty Dyffryn and the Pontllanfraith House site will continue.

Work that will lead to the marketing of the Pontllanfraith and Oakdale Comprehensive Schools has commenced.

Enterprise House is leased in and the lease expires in 2018 and options, including vacating it, are being discussed with the relevant service area

Ty Pontygwindy is leased in and the lease expires in October, 2021. Dialogue on the future of this building will continue.

Condition Surveys

The next round of building condition surveys commenced in autumn, 2017. This will be a four year programme encompassing all of the corporate estate.

Statutory Testing and Remedials

With Property Services now progressing key remedial tasks, in addition to managing the statutory testing for the majority of the estate, clearing backlog remedial tasks will be a key priority for 2018. Property services will also assist colleagues in Economic Development to help ensure our leaseholders are fulfilling their obligations in terms of statutory testing.

Welsh Government 21st Century Schools Band B

Property Services will continue to support colleagues in Education to develop the outline Band B proposals. Development of scheme proposals could commence in 2018.

Appendix 1

Core Corporate Offices (13 in Total)

Adult Services Duty & Information Team - Foxes Lane, Oakdale
Bargoed Contact Centre - 1 St. Gwladys Way
Caerphilly Social Services Mill Road - Adult Services
Cherry Tree House, Crumlin
Enterprise House Corporate Offices, Tir-y-berth *Leased in*
Penmaen House - Occupational Therapy Team
Tir-y-berth Depot & Offices
Ty Gilfach Offices, William Street
Ty Graddfa HART office - first floor
Ty Pontygwindy, Caerphilly *Leased in*
Ty Penallta Corporate Offices , Hengoed
Ty Tredomen Corporate Offices, Hengoed
Woodfieldside Business Park Corporate Offices - Units 1-3 & 6

Appendix 2

Schools (88 in total)

English Medium Primary

Aberbargoed Primary School
Abercarn Primary School
Bargoed Park Primary School
Bedwas Infants School
Bedwas Junior School
Blackwood Primary School
Bryn Awel Primary School, Rhymney
Bryn Primary School, Blackwood
Cefn Fforest Primary School
Coed-y-brain Primary School, Llanbradach
Crumlin High Level Primary School
Cwm Glas Infants School, Llanbradach
Cwm Ifor Primary School, Caerphilly
Cwmaber Infants School, Abertridwr
Cwmaber Junior School, Abertridwr
Cwmcarn Primary School
Cwmfelinfach Primary School
Cwrt Rawlin Primary School, Caerphilly
Deri Primary School
Derwendeg Primary School, Hengoed
Fleur-de-lis Primary School, Pengam
Fochriw Primary School
Gilfach Fargoed Primary School
Glyngaer Primary School, Gelligaer
Graig-y-rhacca Primary & Community School
Greenhill Primary School, Gelligaer
Hendre Infants School, Caerphilly
Hendre Junior School, Caerphilly
Hendredenny Park Primary School, Caerphilly
Hengoed Primary School
Libanus Primary School, Blackwood
Llancaeath Junior School, Nelson
Llanfabon Infants School, Nelson
Machen Primary School
Maesycwmmer Primary School
Markham Primary School
Nant-y-Parc Primary School, Senghenydd
Pantside Primary School, Newbridge
Pengam Primary School
Penllwyn Primary School, Pontllanfraith
Pentwynmawr Primary School, Newbridge
Phillipstown Primary School
Plas-y-felin Primary School, Caerphilly
Pontllanfraith Primary School
Rhiw-syr-dafydd Primary School, Oakdale
Rhydri Primary School
Risca Primary School

Part leased in

St. Gwladys Primary School, Bargoed
St. Helen's Roman Catholic Primary School, Caerphilly
St. James' Primary School, Caerphilly
The Twyn Primary School, Caerphilly
Tir-y-berth Primary School
Trinant Primary School
Ty Isaf Infants School, Risca
Ty Sign Primary School, Risca
Tynewydd Primary School, Newbridge
Tyn-y-wern Primary School , Trethomas
Upper Rhymney Primary School
Waunfawr Primary School, Crosskeys
White Rose Primary School , New Tredegar
Ynysddu Primary School
Ystrad Mynach Primary School

English Medium Secondary

Bedwas High School
Blackwood Comprehensive
Cwmcarn High School
Islwyn High School, Oakdale
Lewis Boys Comprehensive School, Pengam
Lewis Girls Comprehensive School, Ystrad Mynach
Newbridge Comprehensive School
Risca Community Comprehensive School
St. Cenydd Comprehensive School, Caerphilly
St. Martin's Comprehensive School, Caerphilly

PFI

Welsh Medium Primary

Ysgol Bro Sannan, Aberbargoed
Ysgol Gymraeg Bro Allta, Ystrad Mynach
Ysgol Gymraeg Cwm Derwen, Oakdale
Ysgol Gymraeg Cwm Gwyddon, Abercarn
Ysgol Gymraeg Gilfach Fargoed, Gilfach
Ysgol Gymraeg Trelyn, Pengam
Ysgol Gynradd Gymraeg Caerffili
Ysgol Gynradd Gymraeg Y Castell, Caerphilly
Ysgol Ifor Bach, Abertridwr
Ysgol-y-Lawnt Primary School, Rhymney

3-18 School

Idris Davies School 3-18

Welsh Medium Secondary

Ysgol Gyfun Cwm Rhymni, Fleur-de-lis
Y Gwindy, Caerphilly

PFI

Special Resource Base

Trinity Fields School & Resource Centre, Ystrad Mynach

Appendix 3

Leased Out Sites (280 in total)

Via Economic Development (239 units)

Caerphilly Business Park	34 units
Dyffryn Business Park, Ystrad Mynach	40 units
Lawn Industrial Estate, Rhymney	18 units
New Tredegar Business Park	19 units
Oakdale Business Park, Oakdale	13 units
Park Road Industrial Estate, Risca	7 units
Penmaen Industrial Estate, Pontllanfraith	15 units
Penmaen Small Business Centre, Pontllanfraith	40 units
St. David's Industrial Estate, Pengam	16 units
Tram Road Industrial Estate, Pontllanfraith	5 units
Waunfawr Business Park, Crosskeys	3 units
Woodfieldside Business Park, Pontllanfraith	21 units
Lowry Plaza shops, Bargoed	8 units

Via Property Services (41 in total)

Abercarn Welfare Ground Cricket Pavilion
Abercarn Welfare New Bowls pavilion
Bargoed Park – Rugby Club Store
Bargoed Park Lodge
Blackwood Showfield Band Hall
Caerphilly Day Centre
Caerphilly Variety Club Family Centre
Cefn-y-brithdir Farm, Brithdir
Crosskeys RFC & Silver band
Crumlin OAP Hall
Fleur-de-lis Boxing Club, Pengam
Former Caerphilly Library
Former Risca Cash Office
Former Risca UDC Office – Risca Choir
Gelligroes Mill, Pontllanfraith
Gilfach OAP Hall, Gilfach
Gilfach Welfare ground – tennis pavilion
Kendon & Woodview Community Centre
Islwyn Indoor Bowling Centre, Pontllanfraith
Llanfach Cemetery Lodge, Abercarn
Maesycwmmmer OAP Hall
Nelson Miner's Welfare Institute
Newbridge Welfare Ground Cricket pavilion
Oxford House - Newport & South Wales Railway Museum Ltd.
Penallta Rugby Club - ground floor Ty Graddfa
Penmaen House, Phoenix Transport
Penyrheol Cemetery Chapel, Caerphilly
Risca Family Centre
Risca Old Cemetery Chapel
Risca Old Cemetery – former Sexton's house, 65 Cromwell Rd.
Tanybryn Playing Fields Pavilion, Risca
The Bryn Park Bowls pavilion, Bedwas
Treowen Stars Sports & Social Club
Ty Clyd Bungalow, Bargoed
Ty Isaf Recreation Ground pavilion
Virginia Park Changing Rooms, Caerphilly – former boys brigade
Virginia Park Tennis pavilion, Caerphilly
White Rose Resource Centre, New Tredegar

Appendix 4

Other Operational Sites (239 in total)

Depots/Storage (12)

Aberbargoed ROW Store – 22-24 Bowen
Abercarn Grounds Maintenance Depot
Bargoed Park Grounds Maintenance Depot
Bedwas Highways Sub-Depot
Blackwood Showfield Grounds Maintenance Depot
Islwyn Park Grounds Maintenance & Staff Room
New Tredegar Business Park – Winding House Storage
Newbridge Welfare Ground Grounds Maintenance Storage
North Rhymney Housing Depot – DLO
Penallta Grounds Maintenance Depot
Penmaen NCS Highways Depot
Waunfawr Park Grounds Maintenance Depot

Business Units, Tredomen Plateau (3)

Tredomen Business & Technology Centre
Tredomen Gateway Building
Tredomen Innovation & Technology Centre

Miscellaneous Sites (2)

Coed Top Hill Reed Bed Facility, Gelligaer
Former Hengoed Fire Station, Ysbyty Ystrad Fawr

Bus Station Buildings (1)

Blackwood Bus Station (inc. cafe & toilets)

Customer First Offices (1)

Pontlloftyn Customer First Centre

Cemetery Buildings (7)

Bedwas Cemetery
Bedwellty Cemetery
Dan-y-Graig Cemetery, Risca
Gwaelod-y-Brithdir Cemetery, Brithdir
Llanfach Cemetery, Abercarn
Rhymney Cemetery
Risca Old Cemetery

Community Centres (Not Council Owned) (2)

Civic Amenity Sites (6)

Aberbargoed Civic Amenity *Leased in*
Full Moon Civic Amenity, Crosskeys
Penallta Civic Amenity
Penmaen Civic Amenity, Pontllanfraith
Rhymney Civic Amenity
Trehir Landfill & Civic Amenity, Caerphilly

Community Centres (37)

Abertridwr Community Centre
Abertysswg Community Centre
Ael-y-Bryn Community Centre
Argoed Community Centre
Bargoed Community Centre
Cascade Community Centre
Cefn Fforest Community Centre
Cefn Hengoed Community Centre
Channel View Community Centre
Cwmfelinfach Community Centre
Deri Community Centre
Deri Institute
Fleur-de-Lis Community Centre
Fochriw Community Centre
Gelligaer Community Centre
Graig-y-Rhacca Community Centre
Hengoed Community Centre
Llanbradach Community Centre
Lower Rhymney Community Centre
Machen Village Hall & Library
Maesycwmmwr Village Hall
Markham Community Leisure Centre
Nelson Community Centre
Oakdale Community Centre
Pentwynmawr Community Centre
Penybryn Community Centre
Penyrheol Community Centre
Phillipstown Community Centre
Plasmawr Community Centre, Blackwood
Rhymney Community Centre
Rhymney Day Centre
Senghenydd Community Centre
The Twyn Community Centre
Tirphil Community Centre
Tir-y-Berth Village Hall
Trecenydd Community Centre, Caerphilly
Van Community Centre, Caerphilly

Libraries (16)

Glan-y-Nant Memorial Hall, Pengam
Rudry Village Hall

Community Education (3)

Crumlin Institute – bridges into Work
Former Risca Library
Oxford House Adult Education Unit

Leased in

Learning Centres (2)

Glan-y-Nant Learning Unit, Pengam
The Hive Tuition Centre, Caerphilly

Leased in

Countryside Services (8)

Parc Cwm Darran Camping Site
Penallta Country Park
Pen-y-Fan Pond Country Park
Sirhowy Farm, Cwmfelinfach
Babell Chapel, Sirhowy
Full Moon Cottage, Sirhowy
Ty Fry Farm, Aberbargoed
Ty Fry Grasslands Educational
Centre, Aberbargoed

Leased in

Leased in

Leased in

Leisure Centres (12)

Bedwas Leisure Centre & Pool
Caerphilly Leisure Centre
CCBC Centre for Sporting Excellence
Cefn Fforest Leisure Centre
Cwmcarn Leisure Centre
Heolddu Leisure Centre
New Tredegar Leisure Centre
Newbridge Leisure Centre
Pontllanfraith Leisure Centre
Risca Leisure Centre
St. Cenydd Leisure Centre
Sue Noake Leisure Centre

Flying Start Offices (14)

Aberbargoed Flying Start store
Abertysswg Flying Start
Blackwood Flying Start
Bryn Flying Start, Pontllanfraith
Graig-y-Rhacca Flying Start
Hengoed Flying Start
Nant-y-Parc Flying Start
Pantside Flying Start
Parc-y-Felin Flying Start
Penllwyn Millenium Flying Start
Phillipstown Flying Start

Aberbargoed Library
Abercarn Library
Abertridwr Library
Bargoed Library & Customer First
Bedwas Library
Blackwood Library & Customer First
Caerphilly Library & Customer First
Deri Library
Llanbradach Library
Nelson Library
Newbridge Library
Oakdale Library
Pengam Library
Rhymney Library
Risca Library & Customer First
Ystrad Mynach Library

Leased in

Museums & Tourism (5)

Blackwood Miner's Institute
Caerphilly Visitor Centre
Cwmcarn Forest Drive
Elliot Colliery Winding House Museum
Llancaiach Fawr Manor House

Part Leased out

Part Leased out

Offices/Administration (15)

5-6 De Clare Court Housing Office, Caerphilly
Blaenau Gwent & Caerphilly Youth Offending Service
Brodawel House – Community Support Team
Community Regeneration Office – 43 Atlee Court
Eastern Valleys Area Housing Office, Blackwood
Graig-y-Rhacca Area Housing Office
Gwent Speech & Language Unit, Cwmbran
Hafod Deg Resource Centre, Rhymney
Lansbury Park Area Housing Office
Llanhilleth Youth Offending Team
Pontypool Adult Social Services
Risca Adult Reablement Team, Brooklands Bungalow
Risca Basic Skills Office
Telecare Service Office, Parc Penrhos, Caerphilly
Graig-y-rhacca Resource Centre

Leased in

Leased in

Leased in

Part Leased out

JV / Leased in

JV/Leased in

Leased in

Rhymney Flying Start
Trinant Flying Start
St. James' ICC Flying Start

Leased in

Public Conveniences (5)

Abercarn Welfare Ground Toilets
Bargoed Bus Interchange Toilets
Cardiff Road Toilets, Caerphilly
Tredegar Grounds Toilets, Risca
Ystrad Mynach Toilets
(PCs also at Blackwood Bus Station)
(PCs also at Caerphilly Visitor Centre)

Social Services (24)

Day Centres (12)

Blackwood Resource Centre, 29-31 Lilian Road
Brondeg Day Centre for Older People
Brooklands Adult Day Centre, Risca
Coed-y-Cwm Adult Day Centre, Wylie
Markham Resource Centre
Rhymney Integrated Health & Social Care
Springfield Resource Centre
Windy Ridge Gardening Project, Pontllanfraith
Woodfieldside Unit 12 – Blackberry Catering
Woodfieldside Unit 13-15 – Pont Woodcraft
Woodfieldside Unit 9-11 – Sirhowy Crafts
Ystrad Mynach Day Centre for Adults

Leased in

Leased in

Residential (12)

Beatrice Webb Home for the Elderly
Brodawel Home for the Elderly
Castle View Home for the Elderly
Hengoed Group Home – 14 Graig Road
Min-y-Mynydd Home for the Elderly
Montclair Residential Home for the Elderly
Newbridge Group Home – 14 Coed Duon View
Penyrheol Community House – Ty Ni
Ty Clyd Home for the Elderly
Ty Gwilym Residential Home
Ty Iscoed Home for the Elderly
Hillcrest, Hengoed Road, Hengoed

Leased in

Other (1)

Caerphilly Children's Centre

Action for Children building. Some office space leased in

Sports Pavilions (68)

Abercarn Welfare Ground Football Pavilion
 Abercarn Welfare Ground Old Bowls Pavilion
 Abertridwr Welfare Park Changing Rooms
 Abertysswg Playing Fields Changing Rooms
 Aneurin Park Pavilion, Caerphilly
 Bargoed Park Athletic Club Store
 Bargoed Park Grandstand
 Bargoed Park Rugby Changing Rooms
 Bargoed Welfare Bowls Pavilion
 Bedwellty Pavilion
 Blackwood Showfield Changing Rooms
 Britannia Sports Pavilion
 Brithdir Welfare Ground Pavilion
 Castell Maen Pavilion, Caerphilly
 Cefn Fforest Miner's Welfare Pavilion
 Croespenmaen Football Field Pavilion
 Cwmcarn Pavilion, Feeder Row
 Deri Playing Fields Pavilion
 Fields Park Recreation Pavilion, Newbridge
 Fochriw Welfare Park Pavilions
 Gelligaer Recreation Ground Bowls Pavilion
 Gelliwen Recreation Ground Pavilion, Cwmsyfiog
 Gilfach Welfare Ground Bowls Pavilion
 Graig-y-Rhacca Leisure Area Changing Rooms
 Hollybush Recreation Ground Pavilion
 Islwyn Park Bowls Pavilion
 Islwyn Park Rugby Changing Rooms
 Islwyn Park Sports Pavilion
 Kay Field Pavilion, Crumlin
 Libanus Playing Fields Pavilion, Blackwood
 Llanbradach Welfare Football Pavilion
 Llanfabon Pavilion, Trethomas
 Longbridge Field Sports Pavilion, Risca
 Machen Playing Fields Changing Room
 Maesycwmmmer Playing Fields Changing Rooms
 Markham Pavilion, King Georges Field
 Morgan Jones Park Bowls Pavilion
 Morgan Jones Park Changing Rooms & Toilets
 New Tredegar Bowls Pavilion
 Newbridge Welfare Ground Bowls Pavilion
 Nine Mile Pont Recreation Ground Pavilion,
 Cwmfelinfach
 Oakdale Miner's Welfare Recreation Pavilion
 Owain Glyndwr Playing Field Pavilion
 Pantside Playing Field Pavilion, Newbridge
 Pentwynmawr Changing Rooms, Newbridge
 Pontlottyn Recreation Ground Pavilions
 Pontlottyn Welfare Ground Pavilion
 Pontymister Athletic Ground Pavilion
 Rhymney Eisteddfod Field Sports Pavilion
 Rhymney War Memorial Park Bowls Pavilion
 Rhymney War Memorial Park Rugby Pavilion
 Risca Fernlea Pavilion
 Senghenydd Welfare Ground Bowls Pavilion
 St. David's Recreation Ground Pavilion, Fleur-de-Lis
 The Bryn Playing Fields Pavilion, Pontllanfraith
 Tir-y-Berth Playing Fields Pavilion
 Trelyn Park Pavilion, Fleur-de-Lis
 Trinant Recreation Ground Pavilion, Newbridge
 Ty Isaf Recreation Ground Bowls Pavilion, Risca
 Wattsville Recreation Ground Pavilion
 Waunfawr Park Main Pavilion, Crosskeys
 Waunfawr Park Bandstand, Crosskeys
 Waunfawr Park Cricket Pavilion, Crosskeys
 Waunfawr Park Cycle Hire, Crosskeys
 Waunfawr Park Rugby Changing Rooms, Crosskeys
 Wern Park Recreation Ground Pavilion, Nelson
 Ynys Field Recreation Ground Pavilion, Pengam
 Ystrad Mynach Park Bowls Pavilion

Youth Centres (6)

Crosskeys Youth Centre
 Oakdale 'The Zone' Youth Club
 Rhymney Youth Centre
 Risca Youth Centre
 The Hangar Youth & Community, Aberbargoed
 Ynysddu Youth Club

Appendix 5

Non-Operational and Surplus Sites (15 in total)

Surplus buildings/sites for disposal (7)

Abertysswg Primary School	<i>Expressions of interest invited</i>
Pontlloftyn Primary School	<i>Expressions of interest invited</i>
Former Ty Darran Home, Risca	<i>Advertised for sale</i>
Oakdale Comprehensive School	<i>Demolition underway surveys & marketing to follow</i>
Pontllanfraith Comprehensive School	<i>Demolition on hold pending decision on LC</i>
Ty Dyffryn, Ystrad Mynach	<i>Agent appointed and marketed for sale</i>
Ty Pontllanfraith Offices	<i>Demolition underway, survey and sale will follow</i>

Surplus buildings/sites currently under review (8)

Bargoed Park – disused toilets	<i>Park has charitable status which will complicate sale</i>
Former Risca Gym/Library, (Brooklands)	<i>Vacant - under review. Possible sale /demolition</i>
Fleur-de-lis High Street toilets	<i>Vacant and future being reviewed. Possible sale</i>
Former Rhymney Function Centre	<i>Vacant held pending wider review</i>
Nelson Bus Station public toilets;	<i>Vacant and future being reviewed. Possible sale</i>
Neuadd-y-parc OAP Hall, Caerphilly	<i>Probable let to charitable trust</i>
Tir-y-berth Meals on Wheels	<i>Vacant future being reviewed. Options include possible car park for Tir-y-Berth.</i>
Tir Trosnant Animal Pound	<i>Expressions of interest invited</i>

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CABINET – 16TH MAY 2018

SUBJECT: PROGRAMME FOR PROCUREMENT (STRATEGY) 2018 - 2023

REPORT BY: HEAD OF PROCUREMENT

1. PURPOSE OF REPORT

1.1 To advise Cabinet on the proposed Programme for Procurement (Strategy) 2018 – 2023, **Appendix A.**

1.2 To recommend endorsement and implementation of the Programme for Procurement (Strategy) 2018-2023.

2. SUMMARY

2.1 The Authority is committed to ensuring it achieves value for money from its third party procurement expenditure currently circa £170,000.00 per annum. It also recognises the value of using Procurement to support its wider cultural, social, economic and environmental objectives in a way that offers real long term benefits to the Community we serve and the people of Wales whilst balancing the issues of Value for Money.

2.2 Our Programme for Procurement will be a living strategy which evolves over time in order to adapt to our ever changing environment and the developing Procurement landscape as a result of Brexit and the Welsh Government review of the National Procurement Service.

3. LINKS TO STRATEGY

3.1 Procurement is a discipline which impacts many corporate strategies due to the diverse association with each Directorate within the Authority.

3.2 The Procurement function supports the delivery of the Authority's well-being objectives and Welsh Government's proposed Programme for Procurement and Procurement Policy.

4. THE REPORT

4.1 The Authority's last Procurement Strategy was in 2015. There has been a delay in setting out a vision for Procurement due to the development of the National Procurement Services and the uncertainty around Local Government Reform, Collaboration and Welsh Governments own Programme for Procurement.

4.2 The Wales Audit Office Report "Public Procurement in Wales – October 2017" was critical of Local Authorities failure to maintain an active Procurement Strategy.

4.3 The report also concluded that there was clear scope for improvements in public bodies' procurement arrangements.

- 4.4 The proposed Programme for Procurement (Strategy) – Appendix A defines what is meant by Procurement and our current capability status following the latest Welsh Government Fitness Check in 2014.
- 4.5 It details a clear structure for Leadership and Governance and highlights the tools which will facilitate the process with the Authority.
- 4.6 The Programme has four (4) strategic themes which supports the Authority’s Well Being Objectives and the Wellbeing and Future Generations (Wales) Act 2015:
- Culture
 - Economics
 - Environment
 - Social
- 4.7 A five (5) year timescales has been set for the delivery of the Programme; however the key strategic goals are far reaching and may well take us beyond 2023.
- 4.8 The Authority signed up to the Code of Practice: Ethical Employment in Supply Chains in November 2017 (‘CoP’). The Programme support the principles set out within the CoP.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 The Wellbeing of Future Generations (Wales) Act 2015 places a number of legal duties on public bodies in Wales in order to meet the legally binding “Common Purpose” for seven strategic well-being goals. Procurement is seen as one of the activities that can assist public bodies to achieve these goals.

6. EQUALITIES IMPLICATIONS

- 6.1 An **EqIA screening** has been completed in accordance with the Authority's Strategic Equality Plan and supplementary guidance and no potential for unlawful discrimination and/or low level or minor negative impact have been identified, therefore a full EqIA has not been carried out.

7. FINANCIAL IMPLICATIONS

- 7.1 There are no financial implications associated with this report or the adoption of the Programme for Procurement (Strategy) 2018 - 2023.

8. PERSONNEL IMPLICATIONS

- 8.1 There are no personnel implications associated with this report or in the delivery of the Programme for Procurement (Strategy) at this time.

9. CONSULTATIONS

- 9.1 Officers have been consulted on the content of the report and the Programme for Procurement (Strategy) and views have been reflected within the report.
- 9.2 A covering report complete with the proposed Programme for Procurement (Strategy) was submitted as an information item to Policy and Resource committee on 10th April 2018.

10. RECOMMENDATIONS

- 10.1 It is recommended that Cabinet endorse the attached Programme for Procurement (Strategy) 2018 – 2023 - **Appendix A**.
- 10.2 That Cabinet receives an annual update on progress in relation to the Programme for Procurement (Strategy) and the Code of Practice, Ethical employment in Supply chains.

11. REASONS FOR RECOMMENDATIONS

- 11.1 To ensure the Authority has a current direction of travel for Procurement which supports the Authority's Wellbeing Objectives and Corporate plan whilst maintaining flexibility to address the developing Procurement landscape following Brexit and the outcome of the Welsh Governments National Procurement review.

12. STATUTORY POWER

- 12.1 Local Government Act 1972 and 2000.

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Cllr Colin Gordon, Cabinet Member for Corporate Services,
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Policy and Resource Committee – Information Report 10th April 2018

Background Papers:
Welsh Government Code of Practice
Well Being of Future Generations (Wales) Act 2015

Appendices:
Appendix A - Programme for Procurement (Strategy) 2018-2023 (Including KPI Documentation)

Caerphilly County Borough Council

Programme for Procurement 2018 - 2023

■ Culture ■ Economic ■ Environment ■ Social



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1. Introduction

The Council has set out its vision for developing and managing the living environment that it aspires to create for the residents and businesses of Caerphilly County Borough Council in its Well-being Objectives.

The procurement function will support the Authority's Well-being Objectives and Welsh Government's programme for Governance with its Programme for Procurement.

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

Our Programme for Procurement needs to be a living strategy, flexible, adaptable and alive to the changing environment; modular in nature so that it is easy to review and update annually in line with developments in the procurement landscape. Our approach will be continuous improvement to bring about real change and to improve the lives of those who live and work within our borough.

The Programme for Procurement will build on the Authority's success to meet the overarching Well-being objective.

Page

2.1 Definition of Procurement

Procurement is defined as the process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment. (1)

The Procurement function within Caerphilly County Borough Council is a centralized team of procurement professionals. Welsh Government's fitness check concluded that the function was ***“Mature with an overall maturity rating of developing towards advanced”***.

(1) Procuring the Future, 2006

3. Procurement Leadership and Governance Structure

The leadership and governance structure for procurement within Caerphilly County Borough Council is: -

Leadership through Cabinet Members and the Cabinet Member for Corporate Services.

- A Corporate Procurement Unit, which sits within the Corporate Services directorate.
- A professionally qualified Head of Procurement who oversees all procurement activities over £75,000, reporting to the Director for Corporate Services
- Clearly defined processes and procedures along with formal delegation of authority in respect of procurement activities embodied in Standing Orders for Contracts, the Procurement Code of Practice and Financial Regulations.
- All procurement over £10,000 to be managed via the Proactis Procurement electronic system. A fully transparent electronic procurement system which is in place for all procurement over £10,000 with built in procedures and controls which are aligned to predetermined authorization criteria. All procurements under £10,000 are devolved for efficiency of process: with common and repetitive spend being managed by pre-established arrangements which have been set up for such purposes.

Strategic Theme – Culture

Strategy – the Council will manage all third party influenceable spend (including Commissioning) via open, fair and transparent procurement, applying the principles of the UK Procurement regulations. The Wellbeing and Future Generations Act (Wales) 2015, Social Services Act and WG Public Procurement Policy where applicable. Officers will work within the established governance structures of the Council with a clear understanding of the rules and regulations and the standards expected. Our approach will be one of continuous improvement with the goal of influencing the real change that the Council aspires to bring to the lives of those living and working in the county borough. The Authority will apply a category approach based on directorate plans. The Authority’s Supply Positioning Model, Appendix A will be used to plot financial value of the requirement against market risk to assist in the decision making process whilst determining away forward.

Strategic Goals (what we want to achieve)	Steps already taken towards strategic goal	What success looks like/will be measured by?	How to be achieved	When
Officers will work within the principles of the Authority’s Customer Service Standard for all customers	This is a new Standard to be adopted across the service area.	A uniform approach to servicing customer needs evidenced by annual customer survey scores. Measurement: by corporate score card.	Officer training and development. Standards to be embedded into the procurement processes Results monitored, measured and reported to SMT. Annual reviews	Implement December 2017. Yearly reviews.
3rd Party spend will be procured via National, Regional and local arrangements. Collaboration will be embraced where appropriate. Alternative delivery models considered when appropriate.	5 year procurement plan in place.. Use of collaboration where applicable and benefits are deliverable to the Authority. Limited outsourcing and partnering approaches in place.	An agreed Gwent programme for procurement which supports National, Regional and Local procurement. Measurement by corporate score card Authority wide spend analysis tools which reports spend activity. With annual reviews. Develop collaborative working models with external (third party providers) where appropriate. To develop areas such as Information transparency – data sharing with providers. A understanding of collaborative models options to create financial	All Wales programme for procurement. WLGA Sourcing strategy. Collaboration – Developing new models for integrating and partnering with external contractors and service providers. Fit for purpose contracting models The right model for the right environment	Start 2017 with Annual reviews 2025 Phased approach required resource risk and knowledge risk to the type of contracting required,

		<p>benefits</p> <p>Explore alternative collaboration models such as Virtual joint venturing, labour and process fluidity, operating/collaboration model fluidity</p> <p>Measurement: within service improvement plan</p>		
Project risk profiling and mitigation through the development and use of Supplier Positioning models, Dunn and Bradstreet searches and other risk mitigation strategies	Discrete qualitative approaches such as supplier audits, risk registers, heat maps etc.	<p>A developed set of quantitative risk metrics such as Total Cost of Risk at the supply chain, category and supplier level.</p> <p>Total risk mitigation investment across the supply chain.</p> <p>The right price of risk transfer to suppliers, customers and third-parties such as insurance companies.</p> <p>Measurement: as part of service improvement plan and Key performance indicators</p>	<p>Manage procurement risk in a comprehensive, continuous manner with regular monitoring and assessment of high risk factors.</p> <p>Risk mitigation and support via engagement with financial services companies</p>	2025 – Need to understand this is a large change and will require a phased and control approach
Page 50 We will be in touch with and promote the management of Procurement in the age of social transparency	Traditional procurement process, electronic and paper based. Limited exposure to social media reactions	<p>A robust process and appropriate contracts documentation that mitigates against inappropriate social media and customer interactions</p> <p>Measurement: within service improvement plan</p>	<p>Effective communications and transparent processes. Policy/wording in the tendering process documentation prohibiting disclosure of information via social media or by other means</p>	phased approach to 2020
A modern, flexible and innovative procurement function staffed by procurement professionals with the knowledge, skills and expertise needed to challenge the status quo and support the business operations of the future across all disciplines	<p>Limited and reducing resource with limitations in knowledge of legal and finance so heavily reliant on others in these disciplines.</p> <p>Buying consortium dysfunctional and not value for money.</p> <p>Utilisation of the EU Directives Light Touch Regime (LTR), wider increased</p>	<p>A more rounded procurement capability with commercially skilled Procurement officers able to take balanced risk decisions that are supportive of change.</p> <p>Procurement specialists with broader financial toolset so that they are able to assess wider</p>	<p>Targeted development and support aligned to the business need.</p> <p>Training to include Self funding, direct borrowing, third party financing etc. Risk management and</p>	Phased approach to 2023

	use of Dynamic Purchasing Systems (DPS), Soft market engagement, market engagement activities	organisational issues. Procurement and finance to understand the different ways of financing each aspect of the supply chain for large complex project. Longer term stability in contracts that are flexible in nature. Service user, community and market place consultation / research to redefine needs and create opportunities for delivering social value Measurement: through the service improvement plan and customer feed back	profiling. Full engagement with market and stakeholders prior to tendering to establish appropriate and proportionate contracts. Wider use of innovative procurement tools, such as LTR and DPS processes	
Where appropriate include Social Benefit Clauses in the Contract Terms and Conditions Page 51	Applied Community Benefits Clauses in relevant contracts (Core and Non Core).	The establishment of a recording and monitoring system that ensures that where social benefits have been included in contracts, they are being delivered. More locally focused procedures for below threshold contracting. Measurement: through the service improvement plan.	Establish and define appropriate clauses, KPIs and recording and monitoring system – Wider use of CMM to Contract Manage. Adapt procedures to allow for a minimum number of quotations to be requested from local businesses alongside others. Ensure application of Future Generations Act (Wales) is considered where appropriate. Review TOM's Methodology is embedded where appropriate.	2017 with Annual reviews to ensure social benefits remains fit for purpose and in line with Wellbeing and Future Generations Act (Wales) 2015.

Strategic Theme – Economic

Strategy – The Council will leverage the value of its third party spend to bring greater social and economic regeneration to the communities we serve. We will work to identify opportunities for local businesses to work with us; we will explore every opportunity to bring innovation into our procurement processes and practices in order to achieve better outcomes and greater social value for all our customers.

Constant drive for best value, taking a whole life approach which will explore opportunities for circular and foundation economies.

A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. The Foundational Economy is a grand name for those business activities that we use every day and see all around us. It includes businesses like retail, care and food industries. We need to consider the wider application of such activities as mitigating effects of Brexit by establishing a secure basis of supply through our local economy.

Strategic Goals (what we want to achieve)	Steps already taken towards strategic goal	What success looks like/will be measured by?	How to be achieved	When
Build on our electronic systems to further streamline and improve processes and procedures to make the experience of doing business with the Council as efficient, easy and uncomplicated as possible. Our electronic procurement systems will be developed as dynamic information highways with information flowing into and out of the organisation, providing all parties with timely information that helps make our business interactions easier and more efficient. Development of the Council's Passport to Trade solution will form part of this process	Our eTendering system is already used for 60% of the Authority's tenders. A single corporate end to end eProcurement system has been in place for many years. All orders are sent to suppliers electronically and an increasing number of invoices are being received electronically. A fully integrated comprehensive Contracts Management system is in use. Use of Dynamic Purchasing Systems (DPS) and other methodologies such as Passport to Trade to reduce the burden on bidders through the use of technology.	Procurement requirements are proportionate and do not create unnecessary barriers to small or medium enterprises, social enterprises, and voluntary groups. Annual KPI's showing that the percentage of expenditure with local suppliers continues to reflect positively (subject to procurement activity in a given year aligning with the strengths of the local supply base). Robust system to manage and support full supply chain information flow. Innovative use and development of new technologies. Ease of use for suppliers. Measurement: through service improvement plan and key performance indicators reported to SMT via corporate scorecard	Through investment of time and resource and Closer working with our technology supply partners to embrace more agile and mobile solutions. Potential extension of the principles introduced through the DPS process to develop a Passport to Trade solution that minimises the need for suppliers to submit Pre Qualifying information in successive tender bids.	phased approach to 2025
Alongside the more traditional emphasis on cost	Implementation of the CCBC	% of spend with the local supply chains	Robust social and	By 2020

<p>and compliance in commercial decision making, we will more actively embrace wider factors such as economic development and social benefits.</p>	<p>Community Benefits Model. Provision of supplier relationship support to help local suppliers prepare for doing business with us. The Authority's commitment to developing and supporting the local economy. Other supportive tools such as Pre Qualification Questionnaires and evaluation methodologies. Forward Works Plans already in place. .</p>	<p>monitored and benchmarked on an annual basis. Suitable and simplified KPI's developed and tested to ensure that measures taken are cost effective for both suppliers and for the Council. All contracts will be future mapped to identify where social value and well-being goals lie giving a better understanding of our contracts on the Forward Work Plans to ear mark suitable contracts. Closer working links with commissioning. Measurement though the service improvement plan and corporate scorecard KPI's</p>	<p>economic methodologies that can evidence results. Commitment to the supply chain. Community Benefits Tool kit supporting the Community Benefits Model (WG Community Benefits Calculator where relevant). Contract Management. Future Mapping of Forward Work Plans. Evaluate and apply if appropriate. TOM's Methodology to ensure robust performance measure.</p>	
<p>Develop methodologies that demonstrate that the work undertaken by procurement creates and delivers greater value to the organisation when weighed against the financial cost of the function. Create a meaning of value which incorporates but is not dominated by savings.</p>	<p>Limited appreciation and reporting of value. Established directorate work programmes and annual feedback. Entrenched view of the value that the procurement discipline delivers</p>	<p>Organisational acceptance that 'value' is more than savings. A more balanced understanding of supply chain value. Development of outcome based on commissioning.</p>	<p>Through closer working with Finance and other senior stakeholders and providing evidence to support a redefined understanding of value outcome based contracting.</p>	<p>2018</p>
<p>Increased use of analytical expertise and data management to help achieve a target of 90% of spend with suppliers that we have contracts with.</p>	<p>Detailed knowledge of spend profile from Spike Cavell spend analysis. Currently developing more interactive spend analysis with Proactis tools. Access to current and historic spends analysis used to drive directorate plans which are in development Use of D&B financial assessment tool</p>	<p>Spend analysis and forward work programmes used to help identify significant areas of spend that needs to be better managed e.g. total value of "off contract" uncontrolled spend. Increased value of spend in the local economy - Categories of spend identified that could be bought locally. Promote this to the local supply chain and helped develop to be able to bid. Take a no purchase order, no payment approach.</p>	<p>Proactis spend analysis, Robotic technologies Understanding and Training. Proactis spend analysis reporting tools. Introduce clear process and procedures for raising</p>	<p>2025 Progressive approach required. Work to start 2018</p>

		Automatic payment process. Measured though service improvement plan and corporate score card KPI's	orders. Utilize systems to bring about automatic/lean payment systems.	
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Strategic Theme – Environment

Strategy - The Council will recognise environmental issues and address them through the procurement process and procedures. We will strive to develop the procurement function in a way that balances economic and social values in equal measure, embracing sustainable development and putting The Well-being and Future Generations (Wales) Act 2015 at the heart of all procurement decisions. The Well-being and Future Generations Act defines Sustainable Development in Wales as: "The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals". We will do all we can to help the Council in its efforts to balance the five ways of working needed for Public Bodies to achieve the seven well-being goals set out in the Act.

Strategic Goals (what we want to achieve)	Steps already taken towards strategic goal	What success looks like/will be measured by?	How to be achieved	When
Responsible business through procurement activity that works to help and not hinder the duty of care incumbent on us to be fair and considerate in all aspects of our business activities.	Adoption of the Ethical Employment in Supply Chains Code of Practice and commitment to The Future Generations Act.	Full implementation of the CCBC Ethical Employment in Supply Chains Code of Practice Action Plan. Tangible evidence that procurement activity is supportive of The Well-being and Future Generations (Wales) Act. Development of a circular economy as an alternative to the traditional linear economy of make, use and dispose. Measurement through service improvement plan	Include a copy of our Policy on Ethical Employment in all procurements along with appropriate supporting requirements in the tender documentation. Developing Pre-Qualification Questionnaires, Tender Quality criteria and Evaluation Methodologies that take account of the needs of Future Generations and the need to keep resources in use for as long as possible, extracting the maximum value from them whilst in use, then recovering and regenerating them at the end of each service life so that they go on to be of value in a different form.	2020
Develop an understanding and strengthen procurement capacity to realise the value of utilising sustainability strategies in the way we do	A standard pre tender Sustainable Risk Assessment process adopted and applied to all appropriate	A more robust Sustainability Risk Assessment incorporated into the pre-sourcing phase of procurements with a	Review of the standardised approach already adopted and the development of	2018

business	procurements.	greater emphasis on the need for sustainable alternatives to be specified within a broader definition of product requirements. Measured though service improvement plan	more bespoke Sustainable Risk Assessments that addresses the need to promote sustainable alternatives in procurements prior to being issued to the market.	
Understand and manage the impact of globalisation and the consequences for our supply chains	Adoption of Ethical Employment in Supply Chains CoP Action Plan.	Developed buyers that are supply chain/market specialists who understand their area of expertise and are capable of maximising or minimising the impacts that trading in globalised markets can have on our supply chains, Contract Managers capable to ensuring that throughout the life of a contract it delivers the outcomes intended. Measured though service improvement plan	Education and training in respect of implementation of the EESC CoP Action Plan and integration of the Code objectives into procurement standard documentation. Recognition of the need to actively review and manage contracts.	2020

Strategic Theme – Social

Strategy – The Council will use its procurement processes to foster positive social change where appropriate. The Council has adopted the Ethical Supply Chain Code of Practice and we will apply this to foster fair working conditions for all. In addition to this we will embrace all current and future legislation or political change brought about by the Brexit process that will assist in delivering more social value to our communities. The Well-being of Future Generations Act requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change. As required by the Act, we will work as far as we are able in the arena of public procurement to achieve all of the goals that we are able to influence, not just one or two.

Strategic Goals (what we want to achieve)	Steps already taken towards strategic goal	What success looks like/will be measured by?	How to be achieved	When
Adopt all elements of the Ethical Supply Chains Code of Practice, ensuring that in all our procurement activity that we meet the commitments documented in the Caerphilly Code of Practice Commitments 'Action Plan'.	Code of Practice adopted and Commitments Action Plan produced.	Full acceptance and implemented Ethical Supply Chains Action Plan - Possible new KPI - % of contracts that have social value outcomes included? Awarding of contracts taking into consideration Modern Slavery, Blacklisting, False Self Employment and Unfair use of zero hour contracts. Acknowledgement of the importance of the many outcomes required, not just best price. Measured through the service improvement plan	WG Ethical Supply Chains Policy, CCBC Action Plan. Development of tender documentation.	December 2018
Develop robust measures of social benefits to be able to track the success of outcomes achieved through procurement activities	We have been proactive in many areas including requirements for apprentices, local recruitment and training; packaging of contracts to make more attractive to local SMEs and VCSE's and pre-tender market engagement/ consultation. WG community Benefits tracker used. Limited or no measurement in place generally.	Recognition within the Council that social benefits have a positive impact on communities and are to be valued. Customer satisfaction evidenced through surveys and case studies. Reported and Measured through the service improvement plan	Robust policy, terms and conditions and effective monitoring to ensure delivery. Review TOM's Methodology and apply where applicable.	2018
Where appropriate, ask bidders to detail and	Some use of weighting to date	Bid evaluation model in use capable of	Development of	2018

demonstrate the social value outcomes and measures that they can deliver when providing the goods, services and works specified. Where appropriate, include weightings in the tender evaluation model to assess the social value offers submitted by bidders	where core benefits are concerned. Lack of enthusiasm in the organisation for this type of approach	quantifying and valuing that element of social value that is inherent in a suppliers tender bid. Greater acceptance of the value that more locally based trading arrangements can have on sustainability in our communities Measured through our service improvement plan	appropriate weighting models for use in the tender process and evaluations	
Business support to form an integral part of the procurement process	Steps taken towards the use of pre tender technical dialogue meetings with the supply chain and client departments to understand market trends and strategies.	Standardised collaborative approach from clients and the supply chain to evidence social value. Measured through service improvement plan and corporate score card KPI's	More intelligent and dynamic engagement with market participants	2018 with annual review

Appendix A

Strategic Critical

Strategic Security

High supply risk

Strategic Security might be goods obtained from a monopoly supplier or items with a very tight or 'bespoke' specification. These items are critical to the operation, but are low in cost. For most councils this will include materials and parts used in property maintenance governed by old specifications and also some contract services such as specialist teachers and carers where there is a very high specification but a low demand.

Strategic Critical are categories that are high cost and either have a specialist nature or are sourced from a difficult market in which there are relatively few supplies or suppliers. These are critical to the overall profitability, competitiveness or capability of an organisation to deliver services. In most councils this will include a significant amount of spend on waste and outsourcing and social care, where specifications are tight and there is a supply shortage. From that base data, Caerphilly selected the categories that they felt were Strategic Critical to them. These are the categories that are of strategic importance to Caerphilly and have a high potential cost of replacement should they no longer be available. Caerphilly added a number of categories that did not appear in this quartile in the exercise carried out in the 10 LA's in the South East. These were included on that bases that they were of strategic importance due to the potential risk to health and reputation (e.g. food & drink) in the event of a supply chain problem.

Supply Positioning Model (Kraljic)

Low cost

High cost

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Tactical Acquisition categories will be of low value and with a low business exposure because they have no special quality, safety, reliability or environmental implications and there are probably many suppliers in the market able to meet the demand. For the most authorities, this would include stationery items, IT consumables and some catering supplies.

Tactical Profit categories are of relatively high cost but where there are no quality, safety, reliability or environmental issues and where there are likely to be plenty of suppliers. Purchases here are unlikely to contribute directly to the provision of services and often include items such as vehicles, contract services, IT equipment and utilities.

Tactical Acquisition

Tactical Profit

Low supply risk

Appendix B - Procurement Strategy Key Performance Indicators (KPI's)

The Key Performance Indicators (KPIs) listed below will be used to demonstrate how effectively the Council is achieving against the Strategic Goals. The KPIs will be subject to refinement by the Head of Procurement during the term of the Strategy.

1. Demonstrate that the Principals of the Customer Service Standards are being met via Annual Customer Surveys
2. % of Annual Corporate Spend with Suppliers based:
 - Locally, Caerphilly Borough;
 - Regionally, Cardiff Capital Region City Deal;
 - within Wales.
3. % Corporate Spend Channelled through Collaborative Arrangements
4. % Contracts Tendered Electronically across the Council
5. Spend via Purchase Card
6. e-Invoicing – No. of Suppliers participating
7. e-Invoicing – Value of Transactions
8. No. Contracts that include Community Benefits and/or Social Value Clauses
 - Core Clauses in Contracts, Measured via National Themes, Outcomes and Measurers (TOMs) Framework (or equivalent);
 - Non-Core Clauses.
9. No. Suppliers signed up to the Welsh Government Code of Practice, Ethical Employment in Supply Chains
10. % of PDR's undertaken in Procurement



CABINET – 16TH MAY 2018

SUBJECT: NOTICE OF MOTION – THAT CAERPHILLY COUNTY BOROUGH COUNCIL INTRODUCE FREE FEMALE HYGIENE SUPPORT FOR ALL YOUNG FEMALES WITHIN OUR SCHOOL SETTING

REPORT BY: CORPORATE DIRECTOR – SOCIAL SERVICES AND HOUSING

- 1.1 The report, which asked the Committee to consider the Notice of Motion that Caerphilly County Borough Council adds its support to introducing free female hygiene support for all young females within school settings, and make a recommendation to Cabinet.
- 1.2 A Notice of Motion was received from Councillor E. Forehead, with the support of Councillor J. Pritchard, which meets the criteria set out in the Council's Constitution and, in accordance with the Council's Rules of Procedure, was referred for consideration.
- 1.3 The Committee noted that it is widely accepted that women and girls in Wales cannot afford to buy essential feminine hygiene products when they need them. In March 2018, the Authority accepted a one off discretionary grant payment from Welsh Government of £41,657 to be spent in relation to the investment in the improvement of toilet facilities and feminine hygiene hardware in schools. In addition, Welsh Government has made available revenue grant funding of £13,206 for the 2018/19 and 2019/20 financial years. This funding must be used to provide feminine hygiene products to those women and girls most in need in the Authority.
- 1.4 Members were asked to note that on the most recent pupil data, there are currently 4,774 girls in Secondary Schools (Years 7 to 11). On this data alone it is estimated that the cost to provide feminine hygiene products for all would be in the region of £100k. This is based on a monthly cost of £2 per pupil.
- 1.5 The Scrutiny Committee were asked to consider a recommendations to create a Task and Finish Working Group, which it is proposed will give consideration to the allocation of spend in relation to the Welsh Government Grant, along with options going forward.
- 1.6 Members considered the report in detail and sought clarification from Officers whether charities or support from Local Businesses had been considered to reduce the financial burden on the Authority. Officers explained that, since the writing of the report, it has been noted that there are Charitable Organisations providing similar support and there are some schemes operating within schools, however, it is unclear as to the sustainability of this provision and it is imperative that, whatever outcome is agreed, it must be both sustainable and consistent across the Authority. Members were reminded that a recommendation to establish a working group had been suggested within the report, the remit of which would be to consider all current services and financial options.

1.7 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 Officers report the Notice of Motion be supported in principle and it be recommended to Cabinet that a Task and Finish Working Group be established.

Author: C. Evans, Committee Services Officer
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Appendices:
Appendix 1 Education for Life Scrutiny Committee Report – 24th April 2018.



EDUCATION FOR LIFE SCRUTINY COMMITTEE 24TH APRIL, 2018

SUBJECT: NOTICE OF MOTION – THAT CAERPHILLY COUNTY BOROUGH COUNCIL INTRODUCE FREE FEMALE HYGIENE SUPPORT FOR ALL YOUNG FEMALES WITHIN OUR SCHOOL SETTING

REPORT BY: CHIEF EDUCATION OFFICER

1. PURPOSE OF REPORT

- 1.1 The Scrutiny Committee is asked to consider the Notice of Motion as set out in paragraph 4.1 of this report and make a recommendation to Cabinet.
- 1.2 The report is seeking the views of Members prior to its presentation to Cabinet.

2. SUMMARY

- 2.1 A Notice of Motion has been received from Councillor Elaine Forehead and is supported by Councillor James Pritchard.
- 2.2 The Notice of Motion meets the criteria set out in the Council's Constitution and, in accordance with the Council's Rules of Procedure, is now referred for consideration.

3. LINKS TO STRATEGY

- 3.1 The Notice of Motion meets the criteria set out in the Council's Constitution.
- 3.2 Supporting the introduction of free female hygiene support for all young females within our school setting, contributes to the following Well-being Goals within the Well-being of Future Generations Act (Wales) 2015:
 - *A prosperous Wales – the development of the PSE Curriculum will ensure a well-educated population able to meet their own needs.*
 - *A healthier Wales, a more equal Wales and a globally responsible Wales – the PSE curriculum is developed to ensure that young people, both male and female, understand the impact of 'period poverty' on young people's health and wellbeing*

4. THE REPORT

- 4.1 *Councillor E Forehead requests in her Notice of Motion that "CCBC adds its support to introducing free female hygiene support for all young females within our school setting. Female sanitary products are a necessity of life and period poverty is an unfair pressure on all women".*

Background Information

- 4.2 It is widely accepted that some women and girls in Wales cannot afford to buy essential feminine hygiene products when they need them.
- 4.3 It is crucial that all pupils have appropriate equal access to a high quality Personal Social Education (PSE) curriculum that is delivered well consistently across schools and other educational settings. This provision will increase understanding of the issues and will support girls to identify their own needs and to be able to access advice and support where necessary. When delivered effectively, this curriculum will contribute towards establishing a culture of openness which is without stigma.
- 4.4 Girls should have a clear understanding of how to access support and sanitary products within their settings and poverty should not be a barrier to this.
- 4.5 In the latest research on 'Period Poverty', it is acknowledged that this inequality impacts upon attendance rates of up to 2%, as there is evidence that girls have been unable to stay in school when they cannot access products or adequately dispose of products. There is also strong evidence to suggest that where this issue is not managed well, girls suffer from increased levels of anxiety which may impact upon their mental health.
- 4.6 Schools and other settings need to be adequately equipped and resourced to manage the distribution and disposal of sanitary products efficiently, in such a way as to respect the discretion of those who need to use the facilities.
- 4.7 Since the receipt of the Notice of Motion, the Local Authority (LA) has received a letter from Julie James AC/AM, (dated 21st March, 2018), attached as Appendix 1, which outlines the commitment of Welsh Government (WG) to supporting the essence of this motion and identifies a capital funding allocation for 2017/18 and revenue grant allocation for 2018/19 and 2019/20 financial years.
- 4.8 At present, it is acknowledged that the delivery of the PSE curriculum is variable across topics and across schools. Whilst no complaints or concerns have been raised directly with the LA, attitudes towards the management of female hygiene are unknown and, therefore, also unknown is the level of impact upon girls. In the absence of a comprehensive audit of how equipped schools and education settings are to distribute and dispose of sanitary products, it is difficult to assess the need for additional resources. In order to agree appropriate actions to respond to the motion, it is important to
- conduct a bespoke survey of all stakeholders to gauge attitudes and needs, particularly those of young girls
 - audit the PSE provision of this aspect in the curriculum and reveal areas for development
 - following the PSE audit, work with schools and educational settings to develop appropriate up to date resources
 - audit Sexual Relationships Education (SRE) policies and implementation
 - survey schools and educational settings to identify how the supply of free sanitary products is managed currently, thus also identifying good practice
 - audit schools and settings to establish equipment for disposal of sanitary products
 - produce a comprehensive financial breakdown of the likely costs of any agreed actions so that, should they be taken, they are sustainable.

- 4.9 If Scrutiny Committee were minded to support the Notice of Motion, Members may wish to consider recommending to Cabinet that a Task and Finish working group is set up to co-ordinate and manage the actions outlined in paragraph 4.8 and to produce a comprehensive report, so that clear recommendations can be brought back to the Education for Life Scrutiny Committee for consideration. The working party should include the Cabinet Member for Education, representative Elected Members, representative stakeholders (including pupils, LA officers and other relevant professionals).

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 the Act in that, prior to any development of PSE curriculum, or female resources, we will ensure that we will involve young people and collaborate with partners to ensure an effective long term and sustainable solution to the 'period poverty' can be reached.

6. EQUALITIES IMPLICATIONS

- 6.1 A quality impact assessment will be undertaken as part of the remit of the Task and Finish Group.

7. FINANCIAL IMPLICATIONS

- 7.1 In March 2018, the Authority accepted a one off discretionary grant payment from Welsh Government of £41,657 to be spent in relation to the investment in the improvement of toilet facilities and feminine hygiene hardware in schools. If Members are minded to recommend the creation of a Task and Finish Working Group, it is proposed that the group will give consideration to the allocation of spend in relation to this amount.
- 7.2 In addition, Welsh Government has made available revenue grant funding of £13,206 for the 2018/19 and 2019/20 financial years. This funding must be used to provide feminine hygiene products to those women and girls most in need in the Authority.
- 7.3 Any financial implications will need to be considered in detail should Members recommend the creation of a Task & Finish Working Group. However, to advise on the most recent pupil data, there are currently 4,774 girls in our Secondary Schools (Years 7 to 11). On this data alone it is estimated that the cost to provide feminine hygiene products for all would be in the region of £100k. This is based on a monthly cost of £2 per pupil per month.

8. PERSONNEL IMPLICATIONS

- 8.1 At this stage, we do anticipate there will be any personnel implications associated with this report.

9. CONSULTATIONS

- 9.1 This report has been sent to the Consultees listed below and all comments received are reflected in this report.

10. RECOMMENDATIONS

10.1 Members are asked to consider the Notice of Motion and make a recommendation to Cabinet.

11. REASONS FOR THE RECOMMENDATIONS

11.1 To be in accordance with the Council's Constitution.

12. STATUTORY POWER

12.1 Education Act 1996.

Author: Keri Cole, Chief Education Officer - colek@caerphilly.gov.uk

Consultees: Christina Harrhy, Interim Chief Executive
Dave Street, Corporate Director, Social Services
Mark Williams, Interim Head of Property Services.
Councillor Philippa Marsden, Cabinet Member, Education and Achievement
Councillor Wynne David, Chair of Education Scrutiny Committee
Councillor Gaynor Oliver, Vice Chair of Education Scrutiny Committee
Councillor Elaine Forehead
Councillor James Pritchard
Directorate Senior Management Team
Steve Harris, Interim Head of Corporate Finance
Lynne Donovan, Acting Head of Human Resources and Organisational
Development
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)
Lisa Lane, Corporate Solicitor
Headteacher, Lewis Girls School
Youth Forum
Childrens' Commissioner

Background Papers:

Appendix 1 Letter from Julie James, AC/AM dated 21st March, 2018

Julie James AC/AM
Arweinydd y Tŷ a'r Prif Chwip
Leader of the House and Chief Whip



Llywodraeth Cymru
Welsh Government

Ein cyf/Our ref: MA-P/JJ/1003/18

Cllr David Poole
Leader
Caerphilly County Borough Council
davidpoole@caerphilly.gov.uk

21 March 2018

Dear David

Period poverty: capital funding allocation for 2017/18 and revenue grant allocation for 2018/19

It is unacceptable that some women and girls in Wales cannot afford to buy essential feminine hygiene products when they need them. I am committed to doing everything I can to tackle this inequality.

I am writing to offer your local authority a package of funding to help deliver the change in approach that is needed.

Firstly I am pleased to be able to make available capital funding allocation of £41,657 for the 2017/18 financial year. This will be distributed using the schools element of the 2017/18 general capital funding formula.

I would like all local authorities to spend this money on investing in sanitary equipment and necessary changes to toilet facilities in schools where it is needed. This could mean disposal bins for feminine hygiene products, new vending machines or adjustments to cubicles.

I recognise that the allocation is coming very late in the year for you to make the necessary arrangements to spend within this financial year. Therefore, I would encourage you to use the allocation in the best way you can now and commit to using a matching sum in the 2018/19 financial year to address any equipment and facilities issues in relation to addressing period poverty faced by schools in your local authority.

Secondly to complement the capital funding, I am also pleased to be able to make available revenue grant funding of £13,206 for the 2018/19 and 2019/20 financial years. This will be distributed using the latest standard local government spending assessment formula.

Bae Caerdydd • Cardiff Bay
Caerdydd • Cardiff
CF99 1NA

Canolfan Cyswllt Cyntaf / First Point of Contact Centre:
0300 0604400

Gohebiaeth.Julie.James@llyw.cymru
Correspondence.Julie.James@gov.Wales

Rydym yn croesawu derbyn gohebiaeth yn Gymraeg. Byddwn yn ateb gohebiaeth a dderbynnir yn Gymraeg yn Gymraeg ac ni fydd gohebu yn Gymraeg yn arwain at oedi.

We welcome receiving correspondence in Welsh. Any correspondence received in Welsh will be answered in Welsh and corresponding in Welsh will not lead to a delay in responding.

This revenue funding must be used to provide feminine hygiene products to those women and girls most in need in your authority. You are in the best position to determine the most appropriate mechanisms to reach your vulnerable communities which may include distributing through partnerships with local food banks, community hubs or other local groups. My officials will be writing to your officials about both allocations separately.

Yours sincerely



Julie James AC/AM

Arweinydd y Tŷ a'r Prif Chwip
Leader of the House and Chief Whip

Copied to:

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CABINET – 16TH MAY 2018

SUBJECT: SCHOOL'S WORKFORCE FLEXIBILITIES POLICIES

REPORT BY: ACTING HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

1. PURPOSE OF REPORT

- 1.1 The purpose of the report is to seek Cabinet approval for the Education HR Team to consult Schools on the following workforce flexibility strategies:
- The Council's Voluntary Severance Scheme
 - A School Specific Strategy that supports the redirection of funds earmarked for redundancy payments back into Caerphilly Schools.
- 1.2 School closure, amalgamation, and internal reorganisation of a school's staffing structure relating to budget, including reductions in grant funding, and falling rolls can all lead to a redundancy consultation. For all of these reasons there has been a defined need in the Council to support some schools to reduce the costs of their staffing structures. This year, a number of Caerphilly Schools have been affected by the funding formula linked to sixth form and smaller pupil numbers. Also, the Pupil Deprivation Grant funding levels that rely solely on Free School Meal (FSM) numbers. A drop in FSM numbers in Schools has a significant impact on the overall funding allocation for that school. Cwmcarn High School will also officially close on the 10th October 2018.
- 1.3 Before declaring a redundancy situation in any capacity, Schools actively work with the Council's HR and Finance Teams to take all reasonable steps to avoid redundancies and Schools have largely had to rely on the Council's Voluntary Early Retirement (VER) Scheme to support this aim. The Council's VER Scheme is a popular scheme but as Pension Regulations change and the costs associated with a VER scheme increase in line with the statutory state pension ages of staff (i.e. 65 – 68 years of age), the costs associated with pension release on a voluntary basis can become prohibitive, circa £100K+. The Council's VER and Redundancy Schemes are the only workforce Strategies that have been recommended to Schools thus far and Schools rely heavily on the VER Scheme to avoid declaring a redundancy situation.
- 1.4 The Workforce Strategies referred to in point 1.1 above will give Schools considerably more freedom to attract applicants from all age ranges who wish to exit their employments. With the introduction of these Strategies, the Schools and the Council will continue to work collaboratively to provide crossmatch opportunities that will benefit Caerphilly Schools to retain teachers and support staff who can deliver the curriculum in the best interest of the pupils' education.

2. SUMMARY

- 2.1 Corporately, Caerphilly County Borough Council consistently demonstrates that it is committed to preventing redundancies wherever possible and the introduction of workforce flexibility schemes such as redeployment, voluntary severance and voluntary early retirement are indicative of this commitment. Through the introduction of these procedures, the Council

has committed to providing its employees with more choice and flexibility with regard to whether they wish to stay in work and recognises that retaining a well-trained, well-motivated and flexible workforce, with a wide range of skills and experience is essential to the provision of quality services.

- 2.2 Not all of the Council's policies and/or strategies however are transferrable in their current context to Schools, for example redeployment. Whilst all staff in Schools are Council employees, only Schools can appoint and dismiss staff under the Staffing of Maintained Schools (Wales) Regulations 2006 and every School has autonomy in this regard. The regulations state in relation to the 'Staffing of Schools', 'At any school there must be employed, or engaged otherwise than under contracts of employment, a staff suitable and sufficient in numbers for the purpose of securing the provision of education appropriate to the ages, abilities, aptitudes and needs of the pupils'.
- 2.3 Headteachers and their supporting organisations advise that it is becoming more and more difficult to sustain and raise educational standards with diminishing budgets. This is a position that is widely reported in the press. The workforce flexibility choice that is currently available to the Schools, i.e. VER, reaches only a small minority of the School workforce.
- 2.4 The proposed extension to the School's workforce flexibilities strategies to include the Council's Voluntary Severance Scheme and a School Specific Strategy that redirects the use of funds earmarked for redundancy payments back into Caerphilly Schools, will provide School employees with more choice and flexibility with regard to whether they wish to stay in work. These schemes recognise that retaining a well-trained, well-motivated and flexible workforce, with a wide range of skills and experience is essential to securing the provision of education appropriate to the ages, abilities, aptitudes and needs of the pupils across Caerphilly Schools.

3. LINKS TO STRATEGY

- 3.1 The policies referred to in this report link to the People Management Strategy and the Workforce Flexibility Policies adopted by the Schools and therefore to all other strategies, including all equality strategies, policies and procedures, which rely on employees to deliver the strategy and schools provision.

4. THE REPORT

- 4.1 There are clear funding parameters in place to support the recommendation of the Council's Voluntary Severance Scheme and School Specific Strategies to Schools. These are covered in the Financial Section of this Report.
- 4.2 Before a School declares staff at risk of redundancy and invite volunteers for redundancy, they have consistently worked with the Council's HR and Finance Teams to bring the VER Scheme to staffs attention. With Cabinet approval, the Council's Voluntary Severance Scheme will be recommended to Schools to run alongside the VER Scheme in Phase One of the staff consultation process to avoid redundancy wherever possible.
- 4.3 The benefits of the Council's Voluntary Severance Scheme for Schools is that it will equitably attract a wider audience of applicants and foreseeably lead to more business cases than VER would attract alone. All business cases received can be assessed for viability to support crossmatch.
- 4.4 With the support of Cabinet, the Council's Voluntary Severance Scheme would be recommended to Schools in its entirety, i.e. the value of individual severance payments would be the equivalent of 60% of the employee's current gross salary. The payment is currently capped at 60% of the gross salary level of HAY Grade C, i.e. £55,702. The nearest monetary equivalent of this cap on the Leadership Pay Scale relating to Teachers is Leadership Point 15, i.e. £55,600 currently. It is proposed to apply this cap value to the Severance Scheme recommended to Schools, if approved.

- 4.5 Business Cases relating to Voluntary Severance will account for the fact that successful applicants who are 55+ years of age will also attract access to their pension on a non-actuarially reduced basis as they would in a redundancy situation. This could be cost prohibitive in some instances but also particularly attractive to those who are of state pension retirement age already and/or near to it. These are the staff that would see little or no value in accessing their pension through the VER Scheme but would see the benefit in accessing the Severance Scheme. The Severance Scheme reaches all age ranges.
- 4.6 If the offer of both the VER and Voluntary Severance Schemes together do not present sufficient viable business cases to avoid a redundancy under Phase One of Staff consultations, Schools would further benefit from a School Specific Strategy that supports the redirection of School and Council funds that are earmarked for redundancy payments back into Caerphilly Schools during Phase Two of Staff Consultation.
- 4.7 The proposal to redirect the funds earmarked for redundancy payment back into Caerphilly Schools would work as follows:
- Under Phase Two of Staff Consultations, the School will confirm a redundancy risk and seek volunteers for redundancy. The School at this point may once again offer an opportunity to staff to consider voluntary severance and VER as a last chance.
 - The redundancy payments of all staff confirmed at risk of redundancy would be calculated.
 - The details of staff confirmed at risk of redundancy would be forwarded to Schools and crossmatches sought.
 - Schools that are not seeking a crossmatch linked to VER or Voluntary Severance but who can offer a permanent post to a member of staff at risk could request a one off funding contribution to support them in employing the person at risk in a permanent capacity.
 - The one off funding contribution would be the equivalent of the redundancy package that is payable to the member of staff who has been confirmed at risk or a year's gross salary whichever sum is less.
- 4.8 For example, a school could be seeking a crossmatch/redeployment opportunity for a Teacher. The Teacher is entitled to a redundancy package equating to £30,000. Another School may come forward to confirm that their succession planning would afford them the opportunity to engage this member of staff on a permanent basis the following academic year. They would however welcome engaging that member of staff on a permanent basis sooner to integrate into their School if financial support to do so could be given to them.
- 4.9 The redundancy payment that the Teacher would be entitled to is less than a year of their gross salary. The monetary equivalent of the redundancy payment could under this proposal be redirected to the interested School to secure the employment offer. If supported, this could open up opportunities for staff at risk and also for engaging schools.
- 4.10 In the cases of VER, Voluntary Severance and the School Specific Strategy that is recommended in this report, there is no obligation upon any party to engage. Matches and crossmatch opportunities can only progress with mutual consent and a relevant viable business case.
- 4.11 Redundancy for many will be a distressing event. In the emerging position of changing budgets and continuing austerity facing Councils as outlined in point 1.2 of this report, teachers and support staff are becoming more and more concerned about their careers, the sustainability of their pay position and status in schools. Teachers strive hard to become School Leaders and Teachers who are paid on the upper pay scales with teaching and learning responsibility payments. Teachers who are made redundant however are often required to compete with Newly Qualified Teachers (NQT's) for new opportunities in Schools. Unfortunately for the more experienced member of staff, without such an incentive as the recommended School Specific Strategy in this report, the appointment of a NQT can often present a more attractive employment proposition for Schools.

- 4.12 As Schools naturally seek to secure their financial sustainability, the substantial investment in time and mentoring that more experienced and often talented teachers and support staff have been given is often lost to Schools in the event of compulsory redundancy.
- 4.13 Employers must consider offering suitable alternative work to employees at risk of redundancy. The Council is committed to avoiding compulsory redundancy wherever possible and at this current time, those opportunities are financially supported solely by the VER/Crossmatch scheme in Schools.
- 4.14 In this proposal to widen the scope of Schools' Workforce Flexibilities Strategies to include the Voluntary Severance Scheme and School Specific Strategy as detailed in 4.7 above, the Council will increase the chances of Caerphilly Schools retaining teachers and support staff who wish to remain in the profession and who can deliver the curriculum in the best interest of the Schools.
- 4.15 If Cabinet agree to the recommendations in this report, it would be for individual schools to adopt the policies following consultation.
- 4.16 Should the policies be adopted, they would be subject to review in accordance with schools' academic years.

5. WELL-BEING OF FUTURE GENERATIONS

- 5.1 Having considered the five ways of working, they will not be affected by the contents of this report.

6. EQUALITIES IMPLICATIONS

- 6.1 With an ageing workforce and changes to retirement age and pension contributions, together with increased financial pressures on both the Council and the Schools' budgets relating to falling school rolls and a reduction in grant funding, this report and the recommendations within it ensures that as fair an approach as possible has been taken in order to balance so many different issues and avoid compulsory redundancies.

7. FINANCIAL IMPLICATIONS

- 7.1 In the absence of voluntary schemes, a compulsory redundancy will be the likely outcome for schools in their attempt to manage their budget deficit position. In the case of Redundancy, and VER, the Council would meet the full costs of release for the Primary Sector. With regard to the Secondary Sector, several years ago a sum of £1M was delegated to schools to fund redundancy. For the first time in 2011/12, it was agreed to pay a 40% contribution to secondary schools due to the ever-increasing financial situation resulting from, in the main, falling roles and Schools currently use these funding arrangements to support applicants for the VER Scheme as an alternative to redundancy.
- 7.2 This report requests the extension of these funding arrangements to cover all Schemes, i.e. Redundancy, VER, Voluntary Severance and the School Specific Strategy as detailed in this report.
- 7.3 The criteria for releasing a member of staff under these schemes and for obtaining a contribution to the relevant secondary schools are currently as follows:
- The Total cost of release, net of restructuring costs, equated to a three-year payback.
 - The school meet the remaining 60% costs over a five-year period.
 - Education Finance agrees there is a need to reduce permanent staff to balance the budget over coming years.

- Funding will not be given unless the schools who have confirmed the redundancy risk position agree to reduce their FTE complement by at least 50% for each VER with immediate effect. Any such post replacement (up to 50%) must be for a maximum 2-year period. Thereafter, the release should equate to a full-time equivalent post. This allows schools to address an immediate curriculum need for specific subject areas but reduce the FTE moving forward.

7.4 Business Cases relating to Pension release require the authorisation of the Council's Pension and Compensations Committee. All other business cases relating to the exit of staff (except in redundancy situations), require Section 151 Officer authorisation if the value is £15,000 or more. The same authorisation procedures would extend to the Voluntary Severance Scheme and one off funding commitment that would come to Schools under the recommended School Specific Arrangement.

7.5 It has been the Council's custom that no Chief Officer, or any other employee, who leaves the employment of the Council on the grounds of early retirement, severance or voluntary redundancy will be later re-employed as an employee of the Council or contracted under a "contract of service" without the express permission of the Chief Executive in consultation with the Cabinet Member for HR and Governance. If Schools choose to re-engage staff who have been supported through these schemes to leave the School's employment, the Council's share of funding could be withdrawn if the Chief Executive in consultation with the Cabinet Member for HR and Governance would not have given their express permission for that re-engagement.

8. PERSONNEL IMPLICATIONS

8.1 The personnel implications are included within the report.

9. CONSULTATIONS

9.1 All consultation responses have been reflected in this report.

9.2 If approval is given by Cabinet to extend the workforce strategies that are recommended in 10.1 (i) and (ii) of this report, there will be further consultation with Head Teachers and Governors to recommend these strategies for their use in the aim of avoiding compulsory redundancies wherever possible.

10. RECOMMENDATIONS

10.1 It is recommended that Cabinet agree to widen the scope of Schools' workforce flexibility Strategies using the funding arrangements outlined in Section 7 of this report, to include:

- (i) The Council's Voluntary Severance Scheme
- (ii) The recommended School Specific Strategy as detailed in point 4.7.

10.2 Furthermore to authorise the HR Education Team to consult with Headteachers and recommend these strategies to Schools.

11. REASONS FOR THE RECOMMENDATIONS

11.1 The recommendation is made to avoid compulsory redundancies wherever possible, and to have a positive impact on the schools affected by retaining Teachers and Support Staff who wish to remain in the profession and who can deliver the curriculum in the best interest of the schools. In doing so, the Council will be investing funding for the continued improvement of education wherever possible rather than making a financial payment to support employees to leave the Council's employment.

12. STATUTORY POWER

12.1 Local Government Act, 1972. Education Act 1996.

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