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Date: 6th November 2019

Dear Sir/Madam,

A meeting of the **Cabinet** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Wednesday, 13th November, 2019** at **10.30 am** to consider the matters contained in the following agenda. You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so. 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

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

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

A greener place Man gwyrddach



To approve and sign the following minutes: -

3 Cabinet held on 30th October 2019. 1 - 4

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

4 Specialist Resource Base (SRB) Funding Review. 5 - 20

5 European Social Fund Operation Inspire 2 Achieve (I2A). 21 - 36

6 Formula Funding Arrangements for Ysgol Gyfun Cwm Rhymni (Split Site). 37 - 42

7 Acquisition of Virginia Park Golf Club Premises. 43 - 48

8 Draft Budget Proposals for 2020/21. 49 - 68

9 Cabinet Forward Work Programme - To Note 69 - 72

Circulation:

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

And Appropriate Officers.

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Agenda Item 3



CABINET

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN ON WEDNESDAY, 30TH OCTOBER 2019 AT 10.30 A.M.

PRESENT:

Councillor B. Jones - Chair

Councillors:

C. Cuss (Social Services and Well Being), 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:

R. Edmunds (Corporate Director – Education and Corporate Services), D. Street (Corporate Director – Social Services and Housing).

Also in Attendance:

M. Williams (Interim Head of Property Services), S. Couzens (Chief Housing Officer), R. Tranter (Head of Legal Services and Monitoring Officer) and C. Evans (Committee Services Officer).

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from C. HARRY (Interim Chief Executive) and M. S. Williams (Interim Corporate Director - Communities),

2. DECLARATIONS OF INTEREST

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

3. CABINET – 16TH OCTOBER 2019

RESOLVED that the minutes of the meeting held on 16th October 2019 were approved as a correct record.

MATTERS ON WHICH EXECUTIVE DECISIONS WERE REQUIRED

4. CHARTIST GARDENS DEVELOPMENT, PONTLLANFRAITH

The report provided Cabinet with an update on the Chartist Gardens scheme proposed on the site of the former Pontllanfraith House and sought approval to progress contract formalities if and when the developer secures planning consent.

It was noted that Cabinet previously considered (in October 2018) a strategy for the disposal of selected land with residential development potential, and at the time agreed to develop a proposal with a Registered Social Landlord (RSL) for the site of the former Pontllanfraith House.

As such, the report outlined in more detail the proposal that has been developed for the site in partnership with Pobl and which will result in a significant level of affordable homes provision, resultant benefits for the Common Housing Register and a capital sum being received by the Council for the sale of the site.

Cabinet thanked the Officers for the report and discussion ensued.

Members discussed the report at length and were encouraged to see the ratio of affordable housing allocated at the flagstone development. In noting that there are 42 homes allocated as social rental accommodation, it was noted that additional properties would be available on a shared ownership scheme.

A Member sought further information on the Common Housing Register and how it works, and whether there are any other schemes similar to the Chartist Gardens, Pontllanfraith planned for the future. Officers explained that the Common Housing Register is managed by Caerphilly Council but has been developed in partnership with a number of partners and Registered Social Landlords, with the aim to provide additional residential options in addition to Council properties. Each of the 4,500 applicants has been assessed based on their needs and circumstances. The Chartist Gardens Scheme has been developed as a result of exceptional partnership working, designed alongside the developer to provide affordable housing. In addition, it was noted that similar arrangements are being considered with United Welsh Housing Association for a development in Nelson.

Discussions took place around the types of accommodation available on the site, and in particular the bungalows and apartments. Officers explained that there are a mixture of bungalows and 2-storey apartments and houses, providing level and easy access where possible, some of which are to be allocated to the affordable housing scheme.

In addressing concerns of some local residents and family members it was confirmed that the Sir Harold Finch Memorial Stone will be relocated to a location agreed with family representatives. It is recommended that the stone is relocated adjacent the pond to the northern boundary of the development site. This will form an attractive pedestrian entrance to the Local nature reserve and SSSI to the north (Sir Harold Finch Park) which will be unaffected by the development. In addition, Officers outlined that an Almshouse style development of apartments that would be arranged around the war memorial and will form the centre piece of the scheme.

Discussions took place around Planning and the pressures on the Authority to provide additional housing, which the scheme can provide. However, it was noted that there have been a number of representations from local residents in relation to the site, in which Members assured residents that the site will meet the needs of a number of people awaiting allocations on the Common Housing Register, in addition to those requiring affordable housing as well as preserving a significant section of the natural environment around the site.

Cabinet discussed Loftus Gardens, an award winning development of 250 homes in Newport, 60% of which are classed as affordable. Works were undertaken on the site with involvement and engagement from the local community, which has created a community feel and sense of pride and ownership, which Chartist Gardens aims to create with the development at Pontllanfraith.

A Member sought further information on the relocation of the play area at the current site and transport links. Officers explained that the site has been designed specifically accounting for the metro link, subject to planning permission. In relation to recreation, it was noted that there will be green space at the centre of the site and the current play area will be relocated closer to the main road and current car parks, for ease of public access.

In discussion Well-being of Future Generations, Cabinet were pleased to note that all homes with driveways will feature pre-installed cabling for electric vehicle charging and two public charging points will be provided, should there be sufficient capacity on the grid.

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 proposed scheme outlined in section 5 of the report be agreed;
- ii) the Interim Head of Property Services be authorised, in consultation with the Cabinet Member for Homes and Places and the Interim Director – Communities to conclude the contractual and commercial formalities with the RSL (Pobl).

5. CABINET FORWARD WORK PROGRAMME – TO NOTE

Cabinet were provided with the Cabinet Forward Work Programme, which detailed the scheduled reports from 30th October 2019 to 12th February 2020. Members were reminded that the Cabinet Forward Work Programme is a working document and therefore subject to change. In addition, it was noted that, going forward, the Forward Work Programme will be provided to Cabinet as a standing item on each Cabinet agenda.

Following consideration and discussion, it was moved and seconded that the Forward Work Programme be noted. By a show of hands this was unanimously agreed.

RESOLVED that the Cabinet Forward Work Programme be noted.

The meeting closed at 10.51am.

Approved and signed as a correct record subject to any corrections made at the meeting held on 13th November 2019.

CHAIR

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CABINET – 13TH NOVEMBER 2019

SUBJECT: SPECIALIST RESOURCE BASE (SRB) FUNDING REVIEW

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES

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- 1.1 The attached report, which was considered by Education Scrutiny Committee on 2nd July 2019 provided Members with an update in the 21 Century Schools and Education Band B programme, which runs between 2019 and 2026 and included the outcome of the consultations undertaken with Head Teachers on the proposals along with identified implications and timeline for implementation.
 - 1.2 It was noted that the majority of pupils have their needs met in mainstream education; however, there are a range of provisions for children with differing complex needs across the Local Authority (LA), as outlined at Appendix 1 of the report.
 - 1.3 Existing staffing levels in Special Resource Bases (SRBs) are such that the majority of classes have required a level of additional resourcing in order to meet the increasing complex needs of the children place in the LA. The needs of the children in SRBs have become more complex over time and therefore a robust analysis of those needs has been undertaken in order to identify a model that will ensure equity across the provisions or for provisions of similar designations.
 - 1.4 Recommendations for a model of staffing and resourcing were contained in the report, along with any associated implications.
 - 1.5 The Education Scrutiny Committee discussed the report at length and clarification was sought around the table at 5.15 of the report in respect of Additional Staffing. Officers explained that the review has been undertaken in order to ascertain the differences in support levels across Schools, to ensure they are fair and fit for purpose, in particular with the hours in Teaching Assistant support provision. The review identified areas in which additional support provision was in place, where it was not required and as a result, funding has been altered to reflect this.
 - 1.6 The Scrutiny Committee were keen to support the review, ensuring support provision is in the right places for pupils across the borough and the proposed staffing model, resourcing and timeline for the implementation for the Council's SRBs.
 - 1.7 Having fully considered its content the Education Scrutiny Committee unanimously supported the review and the recommendation within the Officer's report and

RECOMMENDED that Cabinet support the proposed staffing model, resourcing and timeline for implementation for the Council's SRBs.

- 1.8 Cabinet are asked to consider the attached report and the above recommendation from the Scrutiny Committee.

Author: C. Evans, Committee Services Officer, Ext. 4210

Appendices:

Appendix A Report to Education Scrutiny Committee on 2nd July 2019.



EDUCATION FOR LIFE SCRUTINY COMMITTEE - 2ND JULY 2019

SUBJECT: SPECIALIST RESOURCE BASE (SRB) FUNDING REVIEW

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek the views of Scrutiny Committee on proposals to adjust the way the Councils Specialist Resource Bases (SRBs) are resourced.
- 1.2 The report includes the outcome of the consultations undertaken with Head Teachers on the proposals along with identified implications and timeline for implementation.
- 1.3 The report will thereafter go to Cabinet in July for a decision.

2. SUMMARY

- 2.1 The majority of pupils have their needs met in mainstream education; however, there are a range of provisions for children with differing complex needs across the Local Authority (LA) (see Appendix 1).
- 2.2 Existing staffing levels in SRBs are such that the majority of classes have required a level of additional resourcing in order to meet the increasing complex needs of the children placed by the LA.
- 2.3 The needs of the children in SRBs have become more complex over time and therefore a robust analysis of those needs has been undertaken in order to identify a model that will ensure equity across the provisions or for provisions of similar designations.
- 2.4 Recommendations for a model of staffing and resourcing are contained in the report along with any associated implications.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Scrutiny Committee provide views on the proposed staffing model, resourcing and timeline for implementation for the Council's SRBs.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The existing model of resourcing for the SRB's is not fit for purpose. The revised staffing model and associated resourcing takes into account the increasing complexity of the learners whose needs are met within SRBs and will build in a three year review to ensure equity across provisions.

5. THE REPORT

5.1 Background Information

- 5.2 Whilst the majority of pupils in Caerphilly are educated in their local mainstream school (in accordance with the ALN Act 2018), children and young people who have very significant needs may require more specialist placements (see Appendix 1).
- 5.3 Existing staffing arrangements within the SRBs have reflected historical need and existing staffing required enhancing to ensure that the increasingly complex needs of the learners were met appropriately. Therefore a review was undertaken in order to identify an appropriate model.
- 5.4 The report sets out the consultations undertaken with Head Teachers and Chairs of Governors to establish a set of proposals and agreement for these.
- 5.5 Proposals will ensure that staffing across provisions is equitable and based on a current analysis and future prediction regarding needs.
- 5.6 Staffing within SRBs will be reviewed every three years to ensure that the adjustment remains appropriate to meet needs. Implementing the new staffing model will have financial implications as outlined in section 10.
- 5.7 Staffing implications for schools, LA and for agency employed staff are also outlined in the report.
- 5.8 Changes to staffing in primary phase will be implemented from January 2020 or earlier (from September 2019) where consultation with staff allows. Secondary schools will implement changes from September 2020 or where this can be managed sooner in line with the timescale for primaries.
- ### **5.9 Consultation activity**
- 5.10 Head teachers were involved in the review process through a series of stakeholder group meetings and a set of proposals drafted regarding staffing.
- 5.11 Further consultation was then undertaken with individual head teachers of schools hosting SRBs. All head teachers were visited to discuss the proposals. All Head Teachers were in agreement with the proposals regarding the need for consistent staffing (teaching and teaching assistants) reflecting need, and equity across types of provision with similar need. There was also discussion in relation to the level / range of qualifications required.
- 5.12 Finally, meetings were held with the Head Teachers and Chairs of Governors and Human Resources from December 2018 to May 2019 in order to share the proposals and identify any outstanding issues.
- 5.13 Finally, meetings were held with the Head Teachers and Chairs of Governors and Human Resources from December 2018 to May 2019 in order to share the proposals and identify any outstanding issues.

5.14 Model of staffing

5.15 Current staffing and level of additionality is outlined in the table below:

Name of school	Type of need	Current Number of classes	Historical level of staffing per class	Additional staffing
Cefn Forest	Complex	2	1 teacher 1L3 TA	55 hrs
Cwmcarn	Complex	1	1 teacher 1 L3 TA	35 hrs*
Deri	Complex	1	1 Teacher 1L3 TA	57.5 hrs
St James	Complex	2	1 teacher 1L3 TA	86.25 hr*
Ty Isaf	Complex	1	1 teacher 1L3 TA	0 hrs
Cwm Derwen	Complex	2	1 teacher 1L3 TA	25 hrs
Coed y Brain	Speech and Language	2	1 teacher 1L3 TA	10 hrs
Tir Y Berth	Speech and Language	2	1 teacher 1L3 TA	30 hrs
Greenhill	ASD / Social communication	2	1teacher 2 L3 TA	40 hrs*
Pantside	ASD / Social communication	2	teacher 1.5 L3 TA	137.5 hrs*
Pontllanfraith	ASD	2	Teacher 2 L3 TA	25 hrs
Ty Sign	Behaviour	1	Teacher TA	90 hrs*
Islwyn High (50)	Complex	5	1 non teaching Head of SRB, 5 L3	295 hrs*
Risca (16)	Autistic Spectrum Disorder (ASD)	1	2 teachers 4.75 L3 TA	100 hrs*
St Cenydd (50)	Complex (physical medical, sensory)	5	5 Teachers, 5 level 3 TAs	141.5 hrs

*Indicates where support includes that linked to learner(s) with a Statement of Special Educational Needs (SEN).

5.16 Based on the consultation it is proposed that all SRB classes will be supported by a fully qualified teacher and teaching assistants (TA) with a range of roles and responsibilities as follows:

Primary phase:

- Complex needs (capacity 8 learners per class) – 1 teacher, 1 level 3 TA, 1 level 1 TA per class
- ASD (capacity 8 learners per class) - 1 teacher, 2 level 3 TAs, per class plus 1 level 1 TA between two classes

- Behaviour (capacity 8 – 10 learners) – 1 teacher, 1 level 3 TA, 2 level 2 TA (with an additional level 2 TA if capacity increases to 10)
- Speech and Language (capacity 8 learners per class) – 1 teacher , 1.6 level 3 TA per class

Secondary phase:

- Complex needs (capacity 50) – 1 head of centre with 2 day teaching commitment, 1 teacher, 1 level 3 TA, 1 level 1 TA in 3 classes, 1 teacher 1 level 3 TA, 2 level 1TA in 2 classes (greater complexity and ASD) 1 level 1 TA shared across classes
- ASD (capacity 16-20 learners) – 1 teacher, 1 Higher Level TA, 3 level 3 TA, 4 level 1 TA
- Physical medical, sensory, complex(4 classes with capacity for 32 learners) – 1 teacher, 1 level 3 TA per class of 8 learners

- 5.17 There will be no additionality provided except where learners have additional support written into a Statement of Special Educational Needs (SEN). Going forward this will be linked to the delegation of additional support and future agreements regarding the thresholds for LA managed individual development plans (IDPs) in line with the regional work underway to prepare for the implementation of the Additional Learning Needs and Tribunal Act (2018).
- 5.18 The staffing implications linked to the above changes in staffing are outlined in Appendix 2 and 3.
- 5.19 **Timescale for implementation**
- 5.20 Primary schools will implement changes from January 2020 or as early as September 2019 where consultation with staff allows. Secondary schools will implement changes from September 2020 or sooner where possible.

6. ASSUMPTIONS

- 6.1 In considering the recommendations the following assumptions have been made:
- The majority of children will have their needs met in mainstream schools in accordance with the ALN Act 2018
 - The population of children and young people who will require access to SRBs will be those with the most complex needs
 - Current and future predictions indicate that the needs of children are increasingly complex
 - The needs can be met within the proposed staffing ratios
 - A review of staffing will be undertaken every three years
 - Funding is an accurate representation based on current and future predictions over a three year period.
 - In accordance with the ongoing consultation regarding the delegation of additional support, schools will have the flexibility to plan any additional staffing requirements across the schools
 - Where provision includes individual support for learners as identified in statutory documents this will continue to be provided until the outcome of the consultation regarding delegation of additional support.

7. LINKS TO RELEVANT COUNCIL POLICIES

7.1 Corporate Plan 2018-2023

The report content contributes or impacts the Corporate Well-being Objectives as follows:

Objective 1 - Improve education opportunities for all through offering appropriate provision for the most complex learners.

Objective 2 - Enabling employment through the creation of positions within specialist provision.

Objective 6 – providing support at an early stage thus reducing the long term need for statutory services. Focusing on person centred approaches and partnership working.

The report also contributes to the Caerphilly Attainment Strategy as linked to Well Being Objective 1.

8. WELL-BEING OF FUTURE GENERATIONS

8.1 This proposal 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 and more specifically for the principles noted below.

- **Collaboration** – Securing appropriate staffing levels can support collaborative practice within and between resources bases ensuring children’s needs are met.
- **Long-term** - The proposal recognises the importance of securing appropriately resourced and equitable provision to meet needs.

9. EQUALITIES IMPLICATIONS

9.1 Council’s full Equalities Impact Assessment (EIA) process is adhered to at all times.

10. FINANCIAL IMPLICATIONS

10.1 Funding for the Authority’s SRB’s is part of the Individual Schools Budget line (ISB). In 2019-20 the ISB includes £3.2m of funding to support the current but historic staffing structures. In addition to the £3.2m there is also funding of circa £350k held within the Central Education budget, this follows the closure of 2 bases in previous years. Recently the £350k has been utilised to support the increasing costs of the Directorates EOTAS (Education Other Than At School) provision, supporting pupils whose needs cannot be met in our mainstream schools and SRB’s.

10.2 Current funding through the formula for SRB’s, ensures that actual costs are funded for each staff member as per the currently agreed structure. However if there is a cost saving for whatever reason against the structure this money is clawed back into the Education budget. This clawback of funding is utilised towards offsetting any costs associated with sickness absence in the SRB’s. Host schools are currently not responsible for costs associated with sickness absences in the bases, this responsibility is with Education.

10.3 Current staffing structures in the SRB’s are inconsistent for similar needs and the level of additional support at class level (provided by support staff allocated by Central Education or funding to the school to engage staff), is also quite different between schools. From a financial perspective the proposed models of staffing as detailed in para 5.3, ensures a consistent and transparent method of funding to a school based on the needs of the class. In the new model it is also proposed that schools are fully responsible for the SRB staff within the bases, this includes coverage for sickness absence, as they would with their staff in the mainstream setting. The new funding model includes an allocation that can be used towards a sickness insurance scheme. At this point in time additional support linked to an individual pupils needs, as detailed in a Statement of SEN is excluded from this proposed model.

10.4 The financial implications of the proposal, as illustrated in Appendix 4 are as follows:

- The current level of formula funding to schools with an SRB will need to increase from £3.218m to £3.598m, an increase of £380k.
- To fund this gap it is proposed that the £355k currently held centrally, following the prior year closure of 2 SRB's is transferred back into the individual schools budget (ISB) line for the same purpose [The Directorate will need to be mindful of the potential impact on the EOTAS budget]. It is proposed that the balance of £25k is funded from the additional support budget, subject to the appropriate approval.
- Reviewing the variance in formula funding between the current and proposed models, it can be seen that all schools hosting an SRB, with the exception of St Cenydd Comprehensive, will receive additional formula funding. This funding will come with a much greater level of certainty and flexibility for schools. The reduction in funding to St Cenydd Comprehensive is linked to a reduced capacity requirement, evidenced by recent trends. In a financial year, formula funding for the SRB based at St Cenydd Comprehensive would reduce by circa £110k and since this reduction is funding an increase in costs in other SRB's, the timelines for change need to be carefully considered. A significant differential in the timelines for change could create an additional financial pressure for the Education Directorate.
- The increase in the formula funding requirement has also been reviewed against the current levels of additional support funding (either by staff allocated or funding for schools to recruit) into the SRB's. In total the proposed model would see an increase of £380k in formula funding, whilst class led additional support currently totals £366k. Whilst the differential is small a change in the formula provides greater certainty and hence opportunity for planning. In this analysis it is noticeable that 3 schools would see a reduction in support (financial and or staff), Deri Primary (£11k), Panside Primary (£7k) and St Cenydd Comprehensive (182k). However as stated previously the reduction in funding to St Cenydd Comprehensive is directly linked to a reduced capacity requirement (5 classes to 4). The model assumes that all "class" led additional support will cease when the new formula funded model is introduced. Again any delays will also impact on the additional support spend.

11. PERSONNEL IMPLICATIONS

- 11.1 Primary phase – current staffing complement in SRB's includes a mix of school employed staff, centrally employed staff and some agency staff.
- 11.2 The removal of additionality from these structures will have immediate implications for the centrally employed staff who have provided this additionality. These staff will be offered first refusal of any additional permanent posts that are created from this proposal. In all but one establishment where the staffing complement remains the same, the number of permanent post increases in primary phase will provide a ring-fenced opportunity for these staff. Staff that do not secure appointment to the Schools SRB structure will return to the LEI Service to be placed in an alternative school as per their terms and conditions of employment (see Appendix 2).
- 11.3 Secondary phase (as above) - the complement of permanent staff is also increasing across all secondary provisions with the exception of one, where this is linked to the restructuring of the provision (see Appendix 3).
- 11.4 Where vacancies remain in the proposed SRB staffing structures following the placement of school and centrally employed permanent staff, consideration for appointment will be given to agency staff where appropriate.
- 11.5 All staff affected will be fully consulted along with trade union representatives and supported through HR processes.

12. CONSULTATIONS

12.1 The report reflects the views of the consultees based on consultations undertaken to date.

13. STATUTORY POWER

13.1 Well-being of Future Generations (Wales) Act 2015
Education (Wales) Act 2014
Education Act 1996 - Equality Act 2010

Author: Sarah Ellis, Lead for Inclusion and ALN
Consultees: Christina Harry, Interim Chief Executive
Dave Street, Corporate Director Social Services
Richard Edmunds, Corporate Director of Education and Corporate Services,
Keri Cole, Chief Education Officer
Councillor Philippa Marsden, Cabinet Member, Education and Achievement
Councillor Teresa Parry, Chair of Education Scrutiny Committee
Councillor Carol Andrews, Vice Chair of Education Scrutiny Committee
Jane Southcombe, Finance Manager -Education, Lifelong Learning & Schools
Sue Richards, Head of Education Planning and Strategy
Paul Warren, Strategic Lead for School Improvement
Sarah Mutch, Early Years Manager
Lisa Downey, Personnel Manager
Lynne Donovan, Head of People Services
Steve Harris, Interim Head of Business Improvement and Acting Section 151 Officer
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)
Rob Tranter, Head of Legal Service and Monitoring Officer
Ros Roberts, Performance Manager

Consultees as part of the process:

Tim Williams (Head Teacher Islwyn High)
Jane Watts (Teacher in charge SRB)
John Kendall (Head Teacher Risca Comprehensive)
Jamie Oliver (Deputy Head Teacher Risca Comprehensive)
Deb Howells (Teacher SRB)
Rebecca Collins (Head Teacher St Cenydd)
Julie Farmer (Head Teacher Cefn Fforest)
Nick Saunders (Head Teacher Cwmcarn Primary)
Helen Robbins (Deputy Head Teacher Cwmcarn Primary)
Paul Hammer (Head Teacher Deri Primary)
Nicky Dargie (Head Teacher St James Primary)
Liz Bain (Head Teacher Ty Isaf)
Kath Matthews (Head Teacher Cwm Derwen)
Jo Smith (Head Teacher Coed Y Brain)
Sian Clements (Head Teacher Tir Y Berth)
Lisa Jones (Head Teacher Greenhill)
Kate Bennett (Head Teacher Pantside)
Angela Taylor (Head Teacher Pontllanfraith Primary)
Anthea Probert (Principal HR Officer)
Chairs of Governors / Vice chairs of the above-named schools
Unions via JCC

Appendices:

Appendix 1 List of specialist provisions
Appendix 2 Staffing implications at primary
Appendix 3 Staffing implications at secondary
Appendix 4 SRB funding

Appendix 1 – LA SRBs

Name of setting - PRIMARY	Type of Provision	Current Capacity
Cefn Fforest Primary (KS2)	Complex Learning Difficulties	8
Cefn Fforest Primary (Foundation Phase)	Complex Learning Difficulties	8
Coed y Brain Primary (KS1 &2)	Speech and Language	16
Cwm lfor Primary (satellite provision)	Complex Learning Difficulties	8 (Trinity Fields)
Cwmcarn Primary(KS2)	Complex Learning Difficulties	8
Deri Primary (KS1)	Complex Learning Difficulties	8
Glan Y Nant (PRU)	Behavioural, Emotional & Social Difficulties	24
Greenhill Primary (KS1&2)	ASD / Social and Communication	16
Pantside Primary (KS1&2)	ASD / Social and Communication	16
Pontllanfraith Primary (KS1&2)	Autistic Spectrum Disorder (ASD)	16
St James Primary (KS1 &2)	Complex Learning Difficulties	16
Tir y Berth Primary (KS1&2)	Speech and Language	16
Ty Isaf Infants (KS1)	Complex Learning Difficulties	8
Tyn y Wern (Yr 3 and 4)	Social Inclusion	8
Tyn y Wern (Rec/ Yr1)	Nurture Class	8
Ty Sign Primary (KS2)	Behavioural, Emotional & Social Difficulties	8
Ynysddu Primary School (Rec/ Yr1)	Nurture Class	8
Ynysddu Primary School (Yr 3 and 4)	Social Inclusion	8
Ysgol Ganolfan Cwm Derwen (KS1&2)	Complex Learning Difficulties	6
Name of Setting- SECONDARY	Type of Provision	
Islwyn High (KS3 &4)	Complex Learning Difficulties	50
Risca Comprehensive (KS3 & 4)	Autistic Spectrum Disorder (ASD)	14
St Cenydd Community Comprehensive (KS3 & 4)	Speech & Language, Sensory and Physical Difficulties	50
Ysgol Gyfun Cwm Rhymney	Resourced to meet the needs of children and young people with complex needs	

Appendix 2 – staffing implication at the primary phase

School	Current staffing position per class	Total additional staffing currently in place (not continued in the new model)	Proposed permanent staffing position (total increase / decrease)	Numbers of staff affected (Permanent (p) or fixed term (ft))	Employment status of additional staffing
Cefn Fforest	1 teachers 1 level 3 TAs	2 additional TAs	Increase by 2 level 1 TAs	1 employed by school (p) (level3) 1 agency (ft) equivalent to level 2	<ul style="list-style-type: none"> Centrally employed (0) School employed LA devolved money to school (1) LA sourced Agency (1)
*Cwmcarn	1 teacher 1 level 3 TA	2 additional TAs	Increase by 1 level 1 TA (overall reduction by 0.8 TA agency)	2 agency (ft) - 0.2 is linked to a statement of SEN	<ul style="list-style-type: none"> Centrally employed (0) School employed LA devolved money to school (2) LA sourced Agency
Deri	1 teacher 1 level 3 TA	2 additional TAs	Increase by 1 level 1 TA (overall reduction by 1 TA agency)	2 agency (ft)	<ul style="list-style-type: none"> Centrally employed School employed LA devolved money to school LA sourced Agency (2)
*St James	One teacher One level 3 TA	3 additional TAs (one linked to a statement of SEN)	Increase by 2 level 1 TA	1 employee of the school (p) linked to a child with a statement which remains (level 3) 1 linked to agency 1 centrally employed (level 3).	<ul style="list-style-type: none"> Centrally employed (1) School employed LA devolved money to school (2) LA sourced Agency

Ty Isaf	One teacher One level 3 TA		Currently no staff employed these will be employed by Trinity Fields going forward		
Cwm Derwen	One teacher One level 3 TA	2 TAs	Increase by 2 level 1 TAs	1 centrally employed (p) level 3 1 agency level 2 equivalent (ft).	<ul style="list-style-type: none"> Centrally employed (1) School employed LA devolved money to school (1) LA sourced Agency
Coed y Brain	One teacher One level 3 TA	Additional 0.4 TA to cease end of July	Increased by additional 0.6 level 3 TA per class to account for outreach service (already established)	No change in staffing compliment 0.4 post (ft) agency to cease end of July	<ul style="list-style-type: none"> Centrally employed (0) School employed LA devolved money to school LA sourced Agency (0.4)
Tir Y Berth	One teacher One level 3 TA	Additional 1 fte TA (2 staff)	Increased by additional 0.6 level 3 TA per class to account for outreach service (already established)	No change in staffing compliment 0.4 post (ft) agency to cease end of July 1 centrally employed (p) 0.6 fte level 3 to be relocated	<ul style="list-style-type: none"> Centrally employed (0.6) School employed LA devolved money to school LA sourced Agency (0.4)
*Greenhill	1 teacher 2 level 3 TA	2 TAs	Increase by 1 level 1 TA to be shared across 2 classes	1 TA equivalent to level 2 (ft) linked to a statement of SEN to remain in place 1 employed by school (p) level 1	<ul style="list-style-type: none"> Centrally employed School employed LA devolved money to school (1) LA sourced Agency (1)

*Pantside	1 teacher 1.5 L3 LSA	5 TAs	Increase by 0.5 level 3 TA per class and 1 level 1 TA to be shared across 2 classes	3 ft agency linked to statements of SEN to remain in place 1 centrally employed (p) 1 ft agency	<ul style="list-style-type: none"> Centrally employed (1) School employed LA devolved money to school LA sourced Agency (4)
Pontllanfraith	Teacher 2 L3 TA	1 TA	Increase by 1 level 1 TA to be shared across 2 classes	1 ft agency	<ul style="list-style-type: none"> Centrally employed (0) School employed LA devolved money to school LA sourced Agency (1)
*Ty Sign	Teacher 1 level 3TA	3 TAs (1 level 3 and 2 equivalent to level 2)	Increase by 3 level 2 TAs	1 agency (ft) ceasing end July linked to transition statement of SEN 1 centrally employed (p) level 3 1 agency (ft)	<ul style="list-style-type: none"> Centrally employed (1) School employed LA devolved money to school LA sourced Agency (2)

* where support includes that linked to learner(s) with a Statement of Special Educational Needs (SEN) this remains in place pending the outcome of the delegation of additional support consultation.

Appendix 3 - Staffing implications secondary phase

School	Current staffing position per class	Total additional staffing currently in place (not continued in the new model)	Proposed permanent staffing position (total increase)	Numbers of staff affected	Employment status of additional staffing
*Islwyn High	1 non teaching Head of SRB, 5 teachers, 5 L3 TAs	11 (8.6 fte)	Increase by 7 level 1 TAs	2 linked to statements of SEN (1 centrally employed (p) 1 agency (ft)) to remain 2 linked to agency (ft job share signer) to remain 4.6 centrally employed (p) (1 level 1, 1 level 2, 3 level 3)	<ul style="list-style-type: none"> Centrally employed (5.6) School employed LA devolved money to school LA sourced Agency (3)
*Risca	2 teachers 4.75 L3 TA	5 TAs	Increase by 1 HLTA, 4 level 1 TAs Decrease by 1 teacher (post not filled) Decrease by 1.75 TA level 3 (school employed)(p)	1 centrally employed (p) level 3 4 agency (ft) linked to statements of SEN – support to remain in place	<ul style="list-style-type: none"> Centrally employed (1) School employed LA devolved money to school LA sourced Agency (4)
St Cenydd	5 Teachers, 5 level 3 TAs	5 TAs	Decrease by 1 teacher and 1 TA (school)	1 teacher 1 TA (school) 4 centrally employed (p) 1 agency (ft)	<ul style="list-style-type: none"> Centrally employed (3.8 fte) School employed LA devolved money to school LA sourced Agency (1)

* where support includes that linked to learner(s) with a Statement of Special Educational Needs (SEN) this remains in place pending the outcome of the delegation of additional support consultation.

School	Type of Class	A		B		C = B - A	D	E	F = D + E	G = C - D	
		Financial Implications of the Current Model		Financial Implications of the Proposed Model		Funding Variance between the 2 Models	Funding Ends in the Proposed Model	Retained Funding in the Proposed Model			
		Number of Classes	Formula Funding 2019-20 £	Number of Classes	Capacity	Proposed Formula Funding £	Variance in Formula Funding £	Current Additional Support £	Current Additional Support £	Total Current Additional Support £	Variance in Formula funding with no Addn Support Class Led Funding £
PRIMARY SECTOR											
Cefn Fforest Primary	Complex Learning Difficulties (FP & KS2)	2	154,211	2	16	196,725	42,514	25,253		25,253	17,261
Coed Y Brian Primary	Speech & Language (KS1 & KS2)	2	154,211	2	16	184,216	30,004		-	-	30,004
Cwmcarn Primary	Complex Learning Difficulties (KS2)	1	77,234	1	8	98,362	21,129	9,750	4,200	13,950	11,379
Deri Primary	Complex Learning Difficulties (KS1)	1	78,187	1	8	97,463	19,276	31,171		31,171	(11,895)
Greenhill Primary	ASD / Social & Communication (KS1 & KS2)	2	205,707	2	16	223,248	17,541	5,850	13,553	19,403	11,691
Pantside Primary	ASD / Social & Communication (KS1 & KS2)	2	182,894	2	16	223,248	40,354	47,392	27,106	74,498	(7,038)
Pontllanfraith Primary	Autistic Spectrum Disorder (KS1 & KS2)	2	206,214	2	16	223,248	17,035	13,553		13,553	3,482
St James Primary	Complex Learning Difficulties (KS1 & KS2)	2	155,165	2	16	196,725	41,560	27,538	15,612	43,150	14,022
Tir Y Berth Primary	Speech & Language (KS1 & KS2)	2	154,211	2	16	184,216	30,004	16,279		16,279	13,725
Ty Isaf Infants	Complex Learning Difficulties (KS1)	1	78,187	1	8	98,362	20,175			-	20,175
Ty Sign Primary	Behavioural, Emotional & Social Difficulties	1	82,625	1	8	104,912	22,287	16,275	32,526	48,801	6,012
Tyn Y Wern Primary	Nurture Class (Reception & Year 1) Social Inclusion (Years 3 & 4)	2	152,730	2	16	154,312	1,581		4,337	4,337	1,581
YGG Cwm Derwyn	Complex Learning Difficulties (KS1 & KS2)	2	156,119	2	16	195,046	38,927	8,927		8,927	30,000
Ynysddu Primary	Nurture Class (Reception & Year 1) Social Inclusion (Years 3 & 4)	2	152,730	2	16	154,312	1,581			-	1,581
Total Primary			1,990,427			2,334,395	343,969	201,988	97,334	299,322	141,981
SECONDARY SECTOR											
Islwyn High	Complex Learning Difficulties (KS3 & KS4)	5	470,722	5	50	612,141	141,419	92,352	54,364	146,716	49,067
Risca Comprehensive	Autistic Spectrum Disorder	2	238,380	2	14	242,066	3,686		54,212	54,212	3,686
St Cenydd Comprehensive	Speech & Language, Sensory & Physical Difficulties	5	435,873	4	32	326,069	(109,803)	71,786		71,786	(181,589)
YGG Cwm Rhymni	Complex Needs	1	82,473	1	8	82,970	496		5,838	5,838	496
Total Secondary			1,227,448			1,263,246	35,798	164,138	114,414	278,552	(128,340)
TOTAL FORMULA FUNDING (with ISB)			3,217,875			3,597,641	379,766	366,126	211,748	577,874	13,640
CENTRALLY HELD FUNDING (2 x closures)			354,487			-	(354,487)				
TOTAL FUNDING SRB'S			3,572,362			3,597,641	25,279	366,126	211,748	577,874	13,640

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CABINET – 13TH NOVEMBER 2019

SUBJECT: EUROPEAN SOCIAL FUND OPERATION INSPIRE 2 ACHIEVE (I2A)

REPORT BY: CORPORATE DIRECTOR - EDUCATION & CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To seek approval from Cabinet to deliver Inspire 2 Achieve (I2A) as part of a regional operation lead by Blaenau Gwent County Borough Council subject to final approval from the Welsh European Funding Office (WEFO).

2. SUMMARY

- 2.1 Inspire 2 Achieve (I2A) is an operation to provide support to young people aged 11 – 24 who are at risk of becoming Not in Education, Employment and Training (NEET) across 5 Local Authorities in South East Wales (West Wales and the Valleys). This will be achieved through a collaborative approach. The operation aims to identify and address the needs of those most at risk of disengagement and equip them with the skills to enable them to deal with/remove any barriers.

3. RECOMMENDATIONS

- 3.1 It is recommended that Cabinet approves the Authority's participation in the above project. Cabinet approval will ensure that the project would be ready to start as soon as WEFO approval is received. This is anticipated to be confirmed before the end of the calendar year.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The operation would provide support (as identified in the body of the report) for 550 project participants within the borough of Caerphilly who are at risk of becoming NEET.

5. THE REPORT

- 5.1 Caerphilly will be part of an existing operation in 5 Local Authorities in South East Wales (West Wales and the Valleys). This is a European Social Fund (ESF) operation lead by Blaenau Gwent CBC to support young people at risk of becoming disengaged from Education across 5 local authority areas (Blaenau Gwent, Torfaen, Rhondda Cynon Taf, Merthyr Tydfil and Bridgend). In addition, Coleg Gwent, Coleg y

Cymoedd , Merthyr College and Careers Wales are already part of the operation. Through a collaborative approach, the operation aims to identify and address the needs of those most at risk of disengagement.

- 5.2 The main strand of the operation will focus on supporting young people who are at risk of disengagement in Education to improve their attendance, behaviour, motivation and aspirations. If successful, the project will enable more young people to stay within mainstream Education and not become part of Education Other Than At School (EOTAS) provision.
- 5.3 The target participants will align with key Target Groups as described in the operational Programme for the European Social Fund in West Wales and the Valleys, namely:
- 11-16 year olds at most risk of NEET as identified through the Youth Engagement and Progression Framework (YEPF) Local Authority Early Identification process
 - 16-18 year olds at most risk of NEET as identified through the Careers Wales 5 Tier model (Tier 4 – at risk)
- 5.4 Caerphilly will aim to support 550 participants over 2 years and 8 months. The provision will be across the school years with significant support in years 7 to 11. Target outcomes are:
- 39 gaining a qualification on leaving
 - 110 in Education or Training on leaving
 - 275 at reduced risk of becoming NEET – evidenced by improved attendance, behaviour or attainment.
- 5.5 Participants will be supported on an individual basis or in small groups to develop their learning, motivational and engagement skills to reduce the risk of them becoming NEET. Tailored coaching sessions will be provided to meet the learner's individual needs and learning styles. Where specialist support is required participants will be referred to partner agencies or procured services.

Individual support will be provided at key transition points including promoting progression to a wide range of learning and training pathways. Participants will be supported by a team of project workers.

- 5.6 The operation will:
- Develop a range of activities to build confidence, raise motivation levels, improve health and wellbeing, improve attendance and remove barriers to learning. Activities and interventions include:
 - Mentoring
 - Coaching
 - Managing expectations
 - Support with health & wellbeing
 - Careers Advice
 - Health & Social barriers
 - Skills/training barriers
 - Equip participants with the skills to enable them to manage/remove any personal and emotional barriers e.g. socialisation and motivation.
 - Encourage participants to actively take part in Educational activities

- Support participants (including in collaboration with other agencies) with health & social barriers e.g. young carers.
- Support participants to remove barriers by providing advice regarding childcare and transport solutions

5.7 The operation will engage with other initiatives, agencies and organisations locally and regionally to ensure provision is not duplicated and is marketed effectively with an appropriate referral mechanism to encourage engagement. This operation in Caerphilly will work closely with all Education providers including schools, colleges, EOTAS provision and training providers.

5.8 A draft delivery model and financial profile has been sent to Blaenau Gwent and submitted to WEFO.

6. ASSUMPTIONS

6.1 A projected saving in existing European Social Fund (ESF) projects will enable this project to proceed with no additional cost to the Authority.

A full consultation will take place with Head Teachers to ascertain the requirements and identify the most appropriate support for the young people

The project is waiting for WEFO approval prior to advertising the posts which will be placed in redeployment in the first instance. The project is ready to go as soon as WEFO approval is received and is anticipated to commence in Caerphilly in January 2020.

In the event of a “No Deal” Brexit, the funding may cease at the end of December 2020 and the project might be forced to close early if no alternative UK government funding were made available. Further information will be available as regards the likelihood and impact of a no deal situation before this project is due to commence.

The Engagement and Progression Coordinator, 50% of whom will be used as match funding, is currently funded by the Youth Strategy Grant (which is an annual grant). The financial projections assume that the post will continue to provide match funding throughout the life of the project.

7. LINKS TO RELEVANT COUNCIL POLICIES

7.1 The operation can clearly demonstrate alignment with relevant Welsh Government policies.

Strategy	Priorities/Outcomes/Linkages	How The Operation will contribute
DfES Skills gateway	National referral and assessment system including access to Adult careers advice and guidance.	Supply up to date information on support & opportunities offered to Skills Gateway team.
Welsh Government Tackling Poverty Action Plan (2012-2016)	We will increase action to mitigate the impact of Poverty here and now. We recognise that for more and more people, even being in work will not guarantee that they can escape poverty. We can act to improve the	The essence of the model is to ensure young people at risk of disengagement are supported to remain in the Educational environment and to achieve work related qualifications to enable

	quality of life of these communities, families and individuals.	them to gain sustainable employment.
Prosperity for All: Economic Action Plan (EAP)	In December 2017 the Welsh Government launched the Prosperity for All: Economic Action Plan. It is anticipated that many participants will be employed within the Foundation Economy. The Foundation Economy is the part of the economy that provides essential goods and services and plays an important role in the lives of people and communities. As part of the Economic Action Plan (EAP) the Welsh Government intends to focus on a limited number of foundation sectors: <ul style="list-style-type: none"> • Tourism • Food • Retail • Care 	The I2A Operation will support the EAP in this focus on the Foundation Economy by supporting young people to improve their labour market situation.
Wellbeing of Future Generations Act (Wales 2016)	A prosperous Wales: learners with good mental health are more likely to enjoy and achieve at school.	I2A will support young people at risk of becoming NEET. The new team would include a 50% Wellbeing/Mental Health Worker to offer specific support in this area.
Youth Engagement and Progression Framework (2013)	Better outcomes for young people. Early identification, brokerage, tracking, tailored provision and employment opportunities.	I2A will work closely with the Engagement & Progression team to identify young people at risk of disengagement and to offer tailored support to these young people.

7.2 The report contributes to the Well-being Goals within the Well-being of Future Generations Act (Wales) 2016. In particular, as follows:

- A prosperous Wales as it details improved outcomes for operation participants, and learners with good mental health are more likely to enjoy and achieve at school.
- A healthier Wales, supporting vulnerable participants can improve their well-being and aid Educational achievement.
- A more equal Wales, a society that enables participants to fulfil their potential no matter what their background is; and.
- A Wales of cohesive communities (in the context of improving quality of life with attractive, viable, safe and well connected communities).

7.3 **Corporate Plan 2018-2023.**

Objective 1 – Improve Education opportunities for all

I2A aims to support young people to improve their confidence, motivation and self-esteem with a focus on behaviour and attendance to enhance their learning journey.

Objective 2 - Enabling employment

I2A will provide the opportunity for young people to gain work specific qualifications to enable them to progress into employment if necessary.

7.4 **A Foundation to Success 2018-2023**

Key Priorities

Supporting People 1: Providing training opportunities that afford pathways to employability and increase the number of people that are economically active.

Supporting People 6: Targeted intervention of key groups – Support for reducing the number of NEETS with early interventions, including earlier career advice and increased training opportunities.

8. WELL-BEING OF FUTURE GENERATIONS

8.1 This operation contributes to the Well-being Goals as set out in Links to Strategy above.

They are consistent with the five ways of working as defined within the sustainable development principle in the Act in that providing progression for those in low skilled low paid employment will in turn prevent the problems of poverty and social exclusion.

This operation will focus on 4 of the 7 well-being goals:

- A prosperous Wales as it details improved outcomes for operation participants, and learners with good mental health are more likely to enjoy and achieve at school.
- A healthier Wales, supporting vulnerable participants can improve their well-being and aid Educational achievement.
- A more equal Wales, a society that enables participants to fulfil their potential no matter what their background is; and.
- A Wales of cohesive communities (in the context of improving quality of life with attractive, viable, safe and well connected communities).

This operation will be run in collaboration with a range of local agencies and in partnership with other authorities and partners across the region.

This operation will involve pupils in the development of their own well-being goals by developing more confidence and self-reliance so that they can make positive contributions to the society in which they live.

8.2 This report contributes to the Well-being Goals and in particular in the context of:

- Corporate planning
- Risk management
- Workforce planning
- Financial planning.

9. EQUALITIES IMPLICATIONS

- 9.1 Equalities is a cross cutting theme for EU funding and each project must address this according to each theme. The planned investments inherent in the EU Funding programmes will however benefit many different groups in the community. The project will target vulnerable learners across the borough to provide support and enhance their learning journey.
- 9.2 An Equalities Assessment Screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance and a full Equality Impact Assessment has been undertaken and is attached as Appendix 1.

10. FINANCIAL IMPLICATIONS

- 10.1 The operation will be managed alongside four other European operations, namely Bridges into Work 2, Working Skills for Adults 2, Inspire 2 Work and Nurture, Equip & Thrive (NET) and will share a project coordinator, finance officer, monitoring and compliance officer. An additional administration officer will be added to the team and shared across the projects.

The Engagement and Progression Officer will be key to the project and will be the principal source of referrals along with providing match funding to the project.

Seven FTE coach/mentors and one lead worker will be newly appointed and this should attract applications from current staff on short term contracts. In addition, a Mental Health/Wellbeing Officer will be recruited to be shared with Inspire 2 Work. Contracts will run in line with current ESF projects.

- 10.2 The operation, as other European projects in Caerphilly, will use the WEFO simplified cost model. Where simplified costs are used, eligible costs are calculated according to a predefined methodology. For these operations, 40% of total staff costs incurred is drawn down to fund all non-staff related expenditure. The key intention of simplified costs is to reduce the administrative burden by the tracing of every pound of expenditure to individual supporting documentation. Experience to date, across the other ESF projects in Caerphilly, has demonstrated that the 40% is more than sufficient to cover non-staff costs and the differential can be utilised towards the match funding commitment.
- 10.3 Details of the financial forecasts are:

Staff costs	£1,177k
Other costs	<u>£194k</u>
Total costs	<u>£1,371k</u>

Grant	£1,220k
Staff match funding	£89k
Cash cost	<u>£62k</u>
	<u>£1.371k</u>

£15k specialised staff training will be funded from the current Education budget.

- 10.4 £321,815 has been allocated from the Authority's Training & Apprenticeship earmarked reserve for the existing ESF projects. Utilising a projected saving on the funds allocated for existing projects would allow the Authority to drawdown additional grant funding of £1,220k for I2A (funded from 40% simplified costs), without the requirement for any additional allocation. The £62k cost identified above will be funded from within the existing reserve.
- 10.5 In line with all ESF projects, there may be clawback if the targets are not met. The development of I2A in Caerphilly will benefit from the previous experience of all joint beneficiaries who have previously been working on the project; as the project is well established, this minimises the risks.

11. PERSONNEL IMPLICATIONS

- 11.1 Personnel implications are inherent in the development of new operations. This will be addressed via reports and project plans for the project, by the appropriate Officer. The current ESF administration staff and coordinator will be shared, the team to be supplemented by an additional administration officer (Grade 5). 7 new coach/mentors (Grade 7) and a Wellbeing/Mental Health Worker (Grade 7), to be shared 50:50 with Inspire to Work, will be advertised on a fixed term basis to September 2022, in line with current ESF contracts. A new Lead Worker (Grade 8) will have a contract to the end of project, December 2022.
- 11.2 Intensive coaching and mentoring training will be provided for all staff to enable them to deliver the project to a high standard and to ensure all vulnerable learners are supported with the most appropriate interventions.

12. CONSULTATIONS

- 12.1 Relevant officers of the authority have been consulted throughout the process of applying for these ESF operations. The draft report was distributed as detailed below. All comments received have been reflected in this version of the report.

13. STATUTORY POWER

- 13.1 Local Government Act 2000. This is a Cabinet function.

Author: Sue Richards, Head of Education Planning and Strategy,
richase@caerphilly.gov.uk

Consultees: Christina Harray, Interim Chief Executive
Keri Cole, Chief Education Officer
Richard Edmunds, Corporate Director, Education and Corporate Services
Dave Street, Corporate Director, Social Services

Mark S. Williams, Corporate Director Communities
Councillor Philippa Marsden, Cabinet Member, Education and Achievement
Councillor Teresa Parry, Chair of Education Scrutiny Committee
Councillor Carol Andrews, Vice Chair of Education Scrutiny Committee
Steve Harris, Interim Head of Business Improvement and Acting Section 151
Officer
Lynne Donovan, Head of People Services
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)
Rob Tranter, Head of Legal Service and Monitoring Officer
Ros Roberts, Performance Manager
Jane Southcombe, Education Finance Manager
Rhian Kyte, Head of Regeneration and Planning
Tina McMahan, Community Regeneration Manager.

Appendices

Appendix 1: Equality Impact Assessment Form

EQUALITY IMPACT ASSESSMENT FORM

July 2019

THE COUNCIL'S EQUALITIES STATEMENT

This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce.

We will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh language, BSL or other languages, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.

EIAs are a legal requirement under equalities legislation (Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011) where the potential for a significant negative impact has been identified. This legislation has been in place since 2000. We also have a legislative duty to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct that is prohibited by the Equality Act 2010
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not.

The Act explains that having due regard for advancing equality involves:

- removing or minimising disadvantages experienced by people due to their protected characteristics
- taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- encouraging people with protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

The protected characteristics are:

- | | |
|----------------------------------|----------------------------------|
| • Age | • Race |
| • Disability | • Religion, Belief or Non-Belief |
| • Gender Re-assignment | • Sex |
| • Marriage and Civil Partnership | • Sexual Orientation |
| • Pregnancy and Maternity | • Welsh Language* |

* The Welsh language is not identified as a protected characteristic under the Equality Act 2010, however in Wales we also have to treat Welsh and English on an equal basis as well as promoting and facilitating the use of the Welsh language.

THE EQUALITY IMPACT ASSESSMENT

NAME OF NEW OR REVISED PROPOSAL*	Inspire 2 Achieve
DIRECTORATE	Education & Lifelong Learning
SERVICE AREA	Community Education
CONTACT OFFICER	Liz Goodwin ESF Coordinator
DATE FOR NEXT REVIEW OR REVISION	Following WEFO approval

***Throughout this Equalities Impact Assessment Form, 'proposal' is used to refer to what is being assessed, and therefore includes policies, strategies, functions, procedures, practices, initiatives, projects and savings proposals.**

The aim of an Equality Impact Assessment (EIA) is to ensure that Equalities and Welsh Language issues have been proactively considered throughout the decision making processes governing work undertaken by every service area in the Council as well as work done at a corporate level.

The Council's work across Equalities, Welsh Language and Human Rights is covered in more detail through the [Equalities and Welsh Language Objectives and Action Plan 2016-2020](#).

When carrying out an EIA you should consider both the positive and negative consequences of your proposals. If a project is designed for a specific group e.g. disabled people, you also need to think about what potential effects it could have on other areas e.g. young people with a disability, BME people with a disability.

There are a number of supporting guidance documents available on the [Corporate Policy Unit Portal](#) and the Council's Equalities and Welsh Language team can provide advice as the EIA is being developed. Please note that the team does not write EIAs on behalf of service areas, the support offered is in the form of advice, suggestions and in effect, quality control.

Contact equalities@caerphilly.gov.uk for assistance.

PURPOSE OF THE PROPOSAL

1	<p>What is the proposal intended to achieve? <i>(Please give a brief description and outline the purpose of the new or updated proposal by way of introduction.)</i></p> <p>Inspire 2 Achieve (I2A) is a project which provides support to young people aged 11 – 24 who are at risk of becoming NEET (not in education, employment and training) across 5 Local Authorities in South East Wales (West Wales and the Valleys). The operation has been running for approximately 3 years across the other 4 local authorities in South East Wales and the benefits of the programme have been recognised. Caerphilly is proposing to join at the earliest opportunity. The project operation aims to identify and address the needs of those most at risk of disengagement and support them to reintegrate into mainstream education provision or alternative curriculum models.</p> <p>The project is funded by the European Social Fund.</p>
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2	<p>Who are the service users affected by the proposal? <i>(Who will be affected by the delivery of this proposal? e.g. staff members, the public generally, or specific sections of the public i.e. youth groups, carers, road users, people using country parks, people on benefits etc. Are there any data gaps?)</i></p> <ul style="list-style-type: none">• Young people who are “at risk” of becoming NEET and who are identified using the System for Tracking and Reporting Identified Vulnerability in Education (STRIVE) database, which has been designed to identify “at risk” young people using a number of factors including free school meals and exclusions.• Head teachers and staff in schools.
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IMPACT ON THE PUBLIC AND STAFF

3	<p>Does the proposal ensure that everyone has an equal access to all the services available or proposed, or benefits equally from the proposed changes, or does not lose out in greater or more severe ways due to the proposals? <i>(What has been done to examine whether or not these groups have equal access to the service, or whether they need to receive the service in a different way from other people?)</i></p> <p>Young people identified as “at risk” of disengagement, by the STRIVE system will be referred for support from I2A to improve their attendance, behaviour, motivation and aspirations to assist them in remaining in the educational environment. The STRIVE system has been designed to identify young people who are at risk of becoming NEET by using a points system for factors that may result in young people disengaging e.g. free school meals, unauthorised absence and exclusions.</p> <p>If successful, the project will enable more young people to stay within mainstream education and not become part of EOTAS (Education other than at school)</p>
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provision.

4	Is your proposal going to affect any people or groups of people with protected characteristics? <i>(Has the service delivery been examined to assess if there is any indirect effect on any groups? Could the consequences of the policy or savings proposal differ dependent upon people's protected characteristics?)</i>	<p>There are no negative consequences. The positive consequences for young people are greater support to remain in education and training. The service will be delivered to "at risk" young people regardless of race, gender, sexuality, language or religious belief.</p>	
Protected Characteristic	Positive, Negative, Neutral	What will the impact be? If the impact is negative how can it be mitigated?	
Age	positive	Young people between the ages of 11 – 24 who are eligible will be supported to remain in school. They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem and regardless of protected characteristics	
Disability	positive	Young people between the ages of 11 – 18 who are eligible will be supported to remain in school. They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem.	
Gender Reassignment	positive	Young people between the ages of 11 – 18 who are eligible will be supported to remain in school. . They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem.	
Marriage & Civil Partnership	neutral		
Pregnancy and Maternity	positive	Young people between the ages of 11 – 18 who are eligible will be supported to remain in school. . They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem.	
Race	positive	Young people between the ages of 11 – 18 who are eligible will be supported to remain in school. . They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem.	
Religion & Belief	positive	Young people between the ages of 11 – 18 who are eligible will be supported to remain in school. . They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem.	

Sex	positive	Young people between the ages of 11 – 18 who are eligible will be supported to remain in school. . They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem.
Sexual Orientation	positive	Young people between the ages of 11 – 18 who are eligible will be supported to remain in school. . They will be provided with support to overcome their difficulties e.g. behaviour, attendance, self-esteem.

5	<p>In line with the requirements of the Welsh Language Standards. (No.1) Regulations 2015, please note below what effects, if any (whether positive or adverse), the proposal would have on opportunities for persons to use the Welsh language, and treating the Welsh language no less favourably than the English language.</p> <p><i>(The specific Policy Making Standards requirements are Standard numbers 88, 89, 90, 91, 92 and 93. The full detail of each Standard is available on the Corporate Policy Unit Portal. Although it is important that what is outlined in the proposal is available in Welsh and English, please consider wider impacts on Welsh speakers.)</i></p> <p>Support will be provided through the medium of English or Welsh, depending on the preference of the young person referred to the Inspire 2 Achieve project. A new team of support officers will be recruited as soon as WEFO approval is received. At least one of the new members of staff will need to be fluent in Welsh.</p>
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INFORMATION COLLECTION

6	<p>Please outline any evidence and / or research you have collected which supports the proposal? This can include an analysis of service users.</p> <p><i>(Is this service effectively engaging with all its potential users or is there higher or lower participation of uptake by one or more protected characteristic groups? If so, what has been done to address any difference in take up of the service? Does any savings proposal include an analysis of those affected?)</i></p> <p>Blaenau Gwent CBC has researched the need for this support and secured approval from Welsh European Funding Office (WEFO) to draw down European Social Funding to finance the project .</p> <p>During the previous round of ESF funding, PreVent 14-19 successfully provided similar support to young people in schools that were identified at risk by the teachers. Following this STRIVE was developed in Caerphilly as a more robust system to identify “at risk” young people. STRIVE collects data relating to factors such as but not limited to, free school meals, attendance and exclusions to identify the risk of the young person becoming NEET. This data is classified as red, amber and green, however the scores can be amended if the head teacher is aware of any overarching issues that would deem the young person as “at risk” of becoming NEET. The Inspire 2 Achieve project aims to support the “red” young people, to</p>
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help them remain in education.

Young people requiring support via Education other than at school (EOTAS) young people is increasing in the borough, the I2A project will assist young people who are at risk of disengagement. The project aims to support 550 participants over the next 2 years.

CONSULTATION

7 Please outline the consultation / engagement process and outline any key findings.

(Include method of consultation, objectives and target audience. What steps have been taken to ensure that people from various groups have been consulted during the development of this proposal? Have you referred to the Equalities Consultation and Monitoring Guidance?)

Discussions have taken place with the Youth Service, Education, Heads of Service and Head teachers. Heads of Service expect the provision of I2A will assist with the reduction in numbers of young people moving to EOTAS provision.

Following the PreVENT 14-19 project and the lessons learned from the previous round of funding the Inspire 2 Achieve operation has been developed. Inspire 2 Achieve is operating across Bridgend, Merthyr Tydfil, Torfaen and Blaenau Gwent, Coleg y Cymoedd, Coleg Gwent, College Merthyr Tydfil and Careers Wales.

The project provides support to young people on a voluntary basis and is not compulsory, however the young person would be required to enrol on the project to receive support. The ESF paperwork requires the collection of some protected characteristics e.g., disability and sex.

All young people will be required to complete a full enrolment and assessment to join the project and part of the initial paperwork includes equalities monitoring. There will be a full procured evaluation towards the end of the programme to identify any lessons learned for future projects. A tender will be written by the regional team for the evaluation and will follow a full procurement process.

The project will follow the CCBC complaints procedures.

MONITORING AND REVIEW

8 How will the proposal be monitored?

(What monitoring process has been set up to assess the extent that the service is being used by all sections of the community, or that the savings proposals are achieving the intended outcomes with no adverse impact? Are comments or complaints systems set up to record issues by Equalities category to be able analyse responses from particular groups?)

All records will be collected and maintained following Welsh European Funding Organisation guidance. The project will follow all CCBC policies in relation to complaints. Targets and outcomes will be monitored by the Project Management

	<p>team and the regional lead sponsor at project board meetings.</p> <p>The project will be monitored by a shared Project Management Team, which also monitors Bridges into Work, Working skills for Adults, Nurture Equip & Thrive and Inspire 2 Work. The regional team will conduct quarterly monitoring and quality visits in line with claims to ensure project compliance.</p> <p>The Project Management Team will also monitor complaints, compliments and feedback and use this to improve the quality of provision.</p> <p>A full procured evaluation will take place towards the end of the operation.</p>
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<p>9</p>	<p>How will the monitoring be evaluated? <i>(What methods will be used to ensure that the needs of all sections of the community are being met?)</i></p> <p>The project sponsor Blaenau Gwent County Borough Council (BGCBC) has procured a full evaluation for the whole operation.</p> <p>Every participant who enrolls onto the project will complete an enrolment form which will capture personal and equalities information. This will be retained in line with WEFO guidance and may be used for a full evaluation at the end of the project.</p> <p>A full procured evaluation will take place towards the end of the operation. This will include any complaints, compliments and feedback collected throughout the project.</p>
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<p>10</p>	<p>Have any support / guidance / training requirements been identified? <i>(Has the EIA or consultation process shown a need for awareness raising amongst staff, or identified the need for Equalities or Welsh Language training of some sort?)</i></p> <p>No training requirements have been identified but this will be revisited when staff appointments are completed.</p>
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<p>11</p>	<p>If any adverse impact has been identified, please outline any mitigation action.</p> <p>None identified.</p>
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<p>12</p>	<p>What wider use will you make of this Equality Impact Assessment? <i>(What use will you make of this document i.e. as a consultation response, appendix to approval reports, publicity etc. in addition to the mandatory action shown below?)</i></p> <p>The assessment will form part of the appendices of the report to cabinet.</p>
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13	<p>An equality impact assessment may have four possible outcomes, through more than one may apply to a single proposal. Please indicate the relevant outcome(s) of the impact assessment below.</p> <p style="text-align: right;">Please tick as appropriate:</p> <p>No major change – the impact assessment demonstrated that the proposal was robust; there was no potential for discrimination or adverse impact. All opportunities to promote equality have been taken. <input checked="" type="checkbox"/></p> <p>Adjust the proposal – the impact assessment identified potential problems or missed opportunities. The proposal was adjusted to remove barriers or better promote equality. <input type="checkbox"/></p> <p>Continue the proposal – the impact assessment identified the potential problems or missed opportunities to promote equality. The justification(s) for continuing with it have been clearly set out. (The justification must be included in the impact assessment and must be in line with the duty to have due regard. Compelling reasons will be needed for the most important relevant proposals.) <input type="checkbox"/></p> <p>Stop and remove the proposal – the impact assessment identified actual or potential unlawful discrimination. The proposal was stopped and removed, or changed. <input type="checkbox"/></p>
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Form completed by:	
Name:	Liz Goodwin
Job Title:	ESF Coordinator
Date:	20/9/19

Head of Service Approval	
Name:	Sue Richards
Job Title:	Head of Education Planning & Strategy
Signature:	<i>S. Richards</i>
Date:	16/10/19



CABINET – 13TH NOVEMBER 2019

SUBJECT: FORMULA FUNDING ARRANGEMENTS FOR YSGOL GYFUN CWM RHYMNI (SPLIT SITE)

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION & CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To outline and consider the formula funding arrangements for Ysgol Gyfun Cwm Rhymni, linked directly to the current split site arrangement of the School (7 mile distance between the 2 sites).
- 1.2 Since September 2017 all age groups from year 7 through to year 11 have been taught on both sites. Academic year 2017-18 was the first academic year that this arrangement had been in place. There are 2 distinct catchment areas, with associated feeder schools for the Gelli Haf (Blackwood) and Y Gwyndy (Caerphilly) sites.
- 1.3 This report to Cabinet follows a report to the School Budget Forum (27th September 2018), subsequent circulation to All Headteachers (November 2018), a further report to Education For Life Scrutiny Committee (2nd July 2019) and a report to Corporate Management Team (CMT) (26th September 2019).
- 1.4 In the meeting on 2nd July 2019, Cllr Brenda Miles “proposed that Scrutiny Committee support retrospective funding for the current and previous financial years (circa £100k), subject to confirmation in a further report to Cabinet that the deficit is as a direct result of the financial pressures arising from the split site arrangement and not for other reasons. And that the Local Management of Schools (LMS) contingency balances are used to fund the one off cost”. This motion was unanimously supported by Committee. The Committee also fully supported the recommendation of a further report to be presented to Cabinet for a decision on the funding methodology and sources of funding.
- 1.5 Following the Scrutiny meeting, CMT supported:
 - the proposed change to the funding arrangement relating to the split site;
 - retrospective funding for financial years 2018/19 & 2019/20, utilising an in year underspend for Education & Corporate Services;
 - recognising the financial cost linked to this change in arrangements as a budget pressure within the Authority’s budget strategy proposals for 2020/21.

2. SUMMARY

- 2.1 In summary the report reviews the current funding position for YG Cwm Rhymni and considers this in relation to the position with regards to schools currently collaborating or those proposing a more formal federation with a shared Headteacher in the Borough.
- 2.2 YG Cwm Rhymni is the only Welsh medium secondary school within the Borough. In May 2018 the School Strategy Board agreed that there should be a consultation with regards to the current split site funding arrangement for the school.

3. RECOMMENDATIONS

3.1 Cabinet are requested to agree:

3.1.1 That the split site funding arrangements for YG Cwm Rhymni should be updated following consideration of the issues presented in the body of this report [Equates to circa £114k additional funding to the school].

3.1.2 Retrospective funding for financial years 2018/19 to 2019/20 [Equates to circa £228k for the 2 financial years].

3.1.3 Including the financial pressure linked to this proposal as a “growth” item within the Authority’s budget strategy proposals for 2020/21 [Equates to £114k in 2019-20].

4. REASONS FOR THE RECOMMENDATIONS

4.1 The recommendations are based on recognition of the capacity of each site, 2 distinct catchment areas, with all year groups from year 7 to year 11 currently delivered on both sites. YG Cwm Rhymni is by far the largest Secondary School in the Borough and continues to grow.

4.2 This proposal is consistent with current examples of school federation and collaboration models currently operating within the Borough. YG Cwm Rhymni is 1 school with 2 separate catchment areas and separate admission numbers.

4.3 No change in the split site funding arrangements could impact the Schools ability to deliver the wider curriculum across the 2 sites.

5. THE REPORT

5.1 This background to this report follows discussions with YG Cwm Rhymni with regards to the current formula funding arrangements as a split site school. To date the school has been funded as one school with an additional split site lump sum. The split site formula funding allocation recognises the additional financial burden that arises for a school as a direct result of delivery across 2 sites. The timing of this report links directly to the fact that in September 2017, there were 2 clear catchment areas, with year groups 7 through to 11 on both sites. This has impacted on arrangements and costs for day to day operations (Technician / Office & Reception) and site management, together with teaching arrangements and managerial responsibilities (Deputy / Assistant Headteacher arrangements).

5.2 A review of pupil numbers across the Authority’s secondary schools (including 3 to 18, 11 to 16 and 11 to 19) supports the need for further discussion on this matter. The details of capacity numbers across our secondary schools and the admission numbers (Appendix 2), illustrates the size of the school (including details for each site) in relation to other secondary schools in the Borough.

5.3 Within Caerphilly we have a number of primary schools that have successfully collaborating with a shared Headteacher. From 1st September 2019, 8 of these schools have formally federated to form 4 federated schools. From purely a financial perspective this approach has generated efficiencies with regards to Senior Management costs, essential to the financial sustainability of some of our smaller schools. In the scenario where 2 schools are collaborating or federating with a shared Headteacher, there is no change in the funding allocation, it remains the same as 2 separate schools.

- 5.4 In the scenario with regards to YG Cwm Rhymni, which is by far our largest Secondary School in the Borough, the benefits of a Headteacher across the “whole” school are already in place. However, the capacity of each individual site, 2 catchment areas and all year groups from years 7 through to year 11 being delivered on both sites, supports the need to review the funding methodology linked to the lump sum allowances.
- 5.5 In financial year 2019/20, all Schools receive a number of lump sum allocations in their formula. Specifically linked to the site there are 3 lump sum allocations (there are also small lump sum allocations linked to a few of the SLA allocations):
1. Funding linked to cover part of the Headteachers salary to allow for non contact time for managerial tasks and leadership costs within the school.
 2. Building maintenance related (low value).
 3. Additional funding – linked primarily to workload, leadership and management.
- 5.6 At the moment YG Cwm Rhymni receives one lump sum allocation for each of the 3 areas identified in para 5.5, in addition the School receives an additional 50% of the funding linked to just 1 of the lump sums. It is proposed that consideration is given to withdrawing the split site allocation and providing the 3 lump sum allocations for each of the sites, linked to the reasons identified in the body of this report.
- 5.7 Based on the 2019/20 formula funding position the implications of this change in funding arrangements for YG Cwm Rhymni would be circa £114k additional funding.
- 5.8 At the end of financial year 2018-19, the School reported a deficit balances position of £107k, this was a swing of £191k, with surplus balances of £84k at the end of 2018-19. In reviewing the details of school spend in 2018-19, it is quite clear that the significant area of overspend is in staffing. Additional costs have been incurred as a consequence of the split site arrangement which link directly to leadership and managerial responsibilities (outside of the formula funding driven by pupil numbers). Most notably the school has established a basic principle that there should be a senior manager (Headteacher or Deputy Headteacher) on the Gwyndy site and responsible for the site with one Senior Manager to support at any particular time. The Deputy Headteacher is based permanently at the Y Gwyndy site. As at January 2019, there were 545 pupils on the Gwyndy site and 1,129 pupils on the Gelli Haf site. In addition to a senior Manager there are also additional costs linked to the operational necessity of an office & reception on each site, plus technical support for IT and Science.

6. ASSUMPTIONS

- 6.1 The projected impact on funding for Ysgol Gyfun Cwm Rhymni is based on the 2019/20 funding allocations for “lump sums” to Schools.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 The report considers the use of resources within the Directorate to ensure that key strategies are achieved.
- 7.2 Effective financial planning and financial controls contribute to the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015. In particular as follows:

A prosperous Wales, aims to improve the educational attainment of children & young people that will enable them to access skills or further education and employment.

A healthier Wales, supporting vulnerable learners can improve their well-being and educational achievement.

A more equal Wales, a society that enables people to fulfil their potential no matter what their background is; and

A Wales of cohesive communities, improving quality of life with attractive, viable, safe and well connected communities.

8. WELL-BEING OF FUTURE GENERATIONS

- 8.1 Effective financial management is a key element in ensuring that the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 are met.

9. EQUALITIES IMPLICATIONS

- 9.1 Whilst there are no specific equality issues linked to this report, a change in funding arrangements could assist with regards to the schools ability to sustain the wider curriculum across the 2 sites. Funding is obviously just one of the factors that the School would review and consider in its decision making.

10. FINANCIAL IMPLICATIONS

- 10.1 Support to update the split site funding arrangements would equate to circa £114k in 1 year. In 2020/21 this could be funded from within the individual schools budget (ISB) in which case there would be a small impact across all schools as this would be a “pressure” to fund; **or** this could be funded as a growth item, subject to the Authority’s budget proposal and priorities in 2020/21. Scrutiny and CMT were both supportive of identifying as a “growth” item as part of the 2020/21 budget strategy proposals.
- 10.2 To support this cost retrospectively (2018/19 & 2019/20), it is proposed that consideration is given to utilising an in year Education and Corporate Services underspend (2019/20).
- 10.3 There is currently a projected in year underspend of £1,353k for Education & Corporate Services. Retrospective funding for 2018-19 and 2019-20 equates to circa £228k.

11. PERSONNEL IMPLICATIONS

- 11.1 There are no personnel implications directly linked to this proposal. .

12. CONSULTATIONS

- 12.1 The following extract is from the minutes of the School Budget Forum meeting on 27th September 2018.

Report to consult on current split site formula funding arrangement for YGCR

“JS presented a report to consider the formula funding arrangements for YGCR linked to the current split site arrangement of the school. The timing of the report links to the fact that from September 2017 all age groups from year 7-11 were taught on both sites. This has impacted on the arrangements and costs for day to day operations and site management, together with teaching arrangements and managerial responsibilities. The report considers it in relation to schools currently collaborating with a shared Head teacher in the Borough. To date the school has been funded as one school with an additional split site lump sum. In recognition of delivery across two sites and a review of pupil numbers it is proposed that consideration is given to withdrawing the split site allocation and providing the lump sum allocations for each site. This would be approximately £120k additional funding. The forum questioned if there would be additional funding for this but there would be no additional monies, it would come

from the formula pot spread over both sectors. The forum recommended alternate scenarios should be considered along with the proposal and issues would be raised in consultations with head teachers at Secondary and Primary Head teacher forums”.

- 12.2 One response received in relation to the e-mail circulated to All Headteachers (Headteachers are represented on the School Budget Forum), advised “no concerns with the report at this time” (query raised was on a separate issue linked to remuneration where a Head is responsible for more than one school).
- 12.3 In the Education For Life Scrutiny meeting on 2nd July 2019, Cllr Brenda Miles “proposed that Scrutiny Committee support retrospective funding for the current and previous financial years (circa £100k), subject to confirmation in a further report to Cabinet that the deficit is as a direct result of the financial pressures arising from the split site arrangement and not for other reasons. And that the Local Management of Schools (LMS) contingency balances are used to fund the one off cost”. This motion was unanimously supported by Committee. The Committee also fully supported the recommendation of a further report to be presented to Cabinet for a decision on the funding methodology and sources of funding.
- 12.4 The CMT meeting on 26th September 2019 supported:
- The proposed change to the split site funding arrangement for YG Cwm Rhymini.
 - That retrospective funding for 2018/19 and 2019/20 is met in year from an in year underspend for Education & Corporate Services (2019/20).
 - Inclusion of this formula funding pressure as a “growth” item within the Authority’s budget proposals for 2020/21.

13. STATUTORY POWER

- 13.1 School Standards and Organisation (Wales) Act 2013.

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Consultees: Christina Harrhy, Interim Chief Executive
Dave Street, Corporate Director, Social Services & Housing
Mark S Williams, Interim Corporate Director
Richard Edmunds, Corporate Director, Education and Corporate Services
Keri Cole, Chief Education Officer
Sue Richards, Head of Education Planning & Strategy
Steve Harris, Interim Head of Business Improvement Services & Section 151
Lynne Donovan, Head of People Services
Robert J Tranter, Head of Legal Services & Monitoring Officer
Anwen Cullinane, Senior Policy Officer (Equalities & Welsh Language)
Cllr Philippa Marsden, Cabinet Member, Education and Achievement
Cllr Teresa Parry, Chair Education for Life Scrutiny Committee
Cllr Carol Andrews, Vice Chair Education for Life Scrutiny Committee

Background Papers

Report to School Budget Forum 27th September 2018 & circulated to All Headteachers on 30th November 2018.
Report to Education for Life Scrutiny Committee – 2nd July 2019
Summary of Pupil Numbers – as per Starting Schools Booklet 2019-20
Education for Life Scrutiny Mins. – 2nd July 2019
Report to CMT – 26th September 2019.

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CABINET – 13TH NOVEMBER 2019

SUBJECT: ACQUISITION OF VIRGINIA PARK GOLF CLUB PREMISES

REPORT BY: CORPORATE DIRECTOR - EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To seek in principle Cabinet approval to acquire the former Virginia Park Golf Club Premises in Caerphilly for the purposes of providing non-residential education and training, subject to a successful change of use planning application from D2 Assembly and Leisure to D1 Non-residential institutions.

2. SUMMARY

- 2.1 An opportunity has emerged for the Council to acquire the former Virginia Park Golf Club building in Caerphilly.
- 2.2 The building holds the potential to provide a suitable base and accommodation for statutory education activities including youth work within the Caerphilly basin as well as providing a platform for the delivery of education and training opportunities for vulnerable young people unable to attend school.
- 2.3 In order for the building to come into Local Authority ownership, the Council is required to lift a covenant on the land and, in doing so, would forgo a potential future capital receipt in the region of £300k in the short term.

3. RECOMMENDATIONS

- 3.1 That Cabinet approve in principle the acquisition of the former Virginia Park Golf Club premises and its use as a base for youth work, education and training, subject to planning for a change of use being granted to D1 Non Residential Institutions.
- 3.2 That Cabinet delegate authority to the Head of Property Services to negotiate an agreement on the best possible terms with Withey Properties on the transfer of Virginia Park Golf Club premises in to the Council's ownership.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The availability of accommodation of this nature within the Caerphilly basin provides the Council with an opportunity to transform the support available to young people in the area.

5. THE REPORT

- 5.1 An opportunity, as outlined below, has arisen to acquire the former Virginia Park Golf Clubhouse (Clubhouse) which is situated immediately to the south of Caerphilly Leisure Centre. It is considered that this building would provide very suitable accommodation in a good location from which to provide a wide range of support to young people in the Caerphilly region.
- 5.2 Virginia Park Golf Club, which is currently owned by Withey Properties (WP), closed to members some time ago, although the driving range and clubhouse continued in use. Outline planning permission for the residential redevelopment of the site was secured in 2019.
- 5.3 The land on which the golf course was constructed was previously owned by the Authority and the land transfer to WP in 1998 included a covenant restricting the use of the land to a golf club, driving range, clubhouse and ancillary leisure facilities.
- 5.4 Given that outline planning consent has now been secured the Authority is willing to negotiate release of the restrictive covenant. Precedent set by previous negotiations suggests the release would attract a capital receipt of circa £300,000. In the alternative, WP have indicated that they would be willing to offer the Clubhouse and limited car parking in exchange for removal of the restrictive covenant. The facility would then become a Council asset with a book value estimated to be in the region of £250k-£300k.
- 5.5 Should the golf club building and car park be transferred to the Council it would provide the opportunity to deliver enhanced support to young people in the Caerphilly region. This would include support for young people experiencing mental health issues, deprivation-related support, Welsh language development, crime and anti-social behaviour reduction, support for those with protected characteristics (including LGBT young people), homelessness and NEETS reduction. The facility would also offer greater scope for open access youth work.
- 5.6 The close proximity of the building to Caerphilly Leisure Centre, the Y Gwindy School site and Social Service's Caerphilly base would enable stronger collaborative working with stakeholders as well as providing greater opportunities for the provision of physical activity, additional support for the Welsh language and enhanced opportunities for social workers requiring additional support for younger clients.
- 5.7 The premises, which incorporates parking and some space for outdoor activities, would operate across the youth work delivery period, inclusive of daytimes, evenings, weekends and school holiday periods. The facility would be operated by a Youth Service cluster team and, in school hours, tutors and other support personnel.
- 5.8 The acquisition of the golf club building would provide the potential for the Youth Service to move out of other accommodation within the Caerphilly Basin and to centralise and coordinate service provision from a single base.
- 5.9 Should Cabinet approve the recommendations set out within this report the Head of Property Services will negotiate an agreement with Withey Properties on the transfer of Virginia Park Golf Club premises into the Council's ownership on the best possible terms. Separately, a change of use application would be made by the Education Service.
- 5.10 Should the change of use planning application be successful and the building transfer into Council ownership, some minor alterations to the fixtures and fittings of the building would need to be made. It is proposed that this should be funded from Education Reserves.
- 5.11 It is intended that the premises would be phased into operation throughout the summer of 2020 and has the potential to become a significant centre for the Wellbeing development of young people in the Caerphilly area.

5.12 Conclusion

The acquisition of the golf club building would provide a unique opportunity for Council to transform the services it provides to the young people of Caerphilly. While its acquisition requires the Council to forgo a potential capital receipt in the short term, doing so will provide multiple benefits to the young people of Caerphilly as well as enabling the Youth Service to withdraw from other premises and provide joined up services from a single location.

6. ASSUMPTIONS

- 6.1 That the Head of Property Services is able to successfully negotiate an agreement with Withey Properties.
- 6.2 That change of use will be granted.
- 6.3 The valuation of the covenant and the golf club and car park are accurate at a point in time but could be subject to change over time.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 Youth Service Plan 2018-2021.
- 7.2 Education Service Improvement Plan 2019.
- 7.3 Statutory duties for the participation of children and young people under the children and families measure, Wales 2010.
- 7.4 CCBC Engagement and Progression framework
- 7.5 **Corporate Plan 2018-2023.**

The recommendations contained in this report link with the CCBC Corporate Plan as follows –

Objective 1 - Improve education opportunities for all.

Youth Service provision and Education Other Than At School (EOTAS) are statutory education requirements: The transfer of existing assets to the new site will significantly benefit children and young people in terms of accessing more joined up education support, improving standards of attainment, helping those who are not able to follow a traditional attainment path, support learning that enables youth and employment, improve the learning environment and the better safeguarding of young people in order to create a climate for learning, particularly for those most vulnerable.

Objective 2 - Enabling employment.

The repositioning of education assets in a more centralised location will enhance current arrangements for the prevention and resolution of NEETS (Not In Education, Employment or Training) challenges for those in the 11-24 age range by providing a single location in which to base dedicated NEETS-reduction youth workers.

Objective 3 - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being.

The Youth Service's new Homelessness Lead Workers are planned to operate from this site and in so doing, to have a profound impact on the prevention of youth homelessness in the

area and also on existing youth homelessness in the Caerphilly Town area. The Youth Service's Youth Information team will be relocated to these premises and offer related support across the Caerphilly basin area. The Youth Service's new Wellbeing team will operate in part from this location, working with young people in the area who require mental health support. The Wellbeing objective number Seven applies here - Prevent Homelessness and tackle rough sleeping.

Objective 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment.

The central location of the Virginia Park premises will directly improve access to services by young people, including those who cannot currently access, due to limited transportation opportunities, the forms of youth work necessary for their wider educational and wellbeing development.

Objective 5 - Creating a county borough that supports a healthy lifestyle in accordance with the sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015.

Significant aspects of youth work delivery from the site will be based around the theme of Health, with physical activity a key aspect of the curriculum for both Youth work and EOTAS forms of education – emotional/mental health aspects will also form a substantial element of delivery.

Objective 6 - Support citizens to remain independent and improve their well-being.

The support for young people to become independent and improve their wellbeing is central to the move to this location, aiming to create a more comprehensive and collaborative advice and information system and create meaningful conversations that reduce the need for higher tier interventions.

8. WELL-BEING OF FUTURE GENERATIONS

8.1 The report and its recommendations contribute to the Well-being Goals in the following manner:-

Prosperous – the recommendations in this report link with the creation of learning environments which develop skilled and well-educated young people, prepared for employment and training and adulthood.

Healthier – the wider education input achievable via the relocation to this centre will allow for a deliberate focus on the improvement of both mental and physical health, achieved via the provision of both suitable facilities and appropriately skilled staff.

More Equal – the centre will be accessed by young people of various life circumstances, including those disadvantaged for varying reasons. The work at the centre will assist all to realise their potential but most especially those restricted from doing so at present.

Cohesive communities – the youth Service's crime and anti-social behaviour work will be enhanced by the addition of this provision, allowing for a presence in Caerphilly town and across the basin area that does not at present exist. Significant challenges exist in the town area and a youth Service presence in this location will contribute to keeping local communities and the community of young people safer through partnership working with agencies such as Gwent Police.

Vibrant culture and thriving Welsh language – plans for the occupation of the premises include the creation of a dedicated Welsh language youth club, operated in close coordination with the adjacent Y Gwindy school site – the Youth Service’s welsh partnership with the Urdd Gobaith Cymru and Caerffili Menter Iaeth would be extended in this regard, further contributing to the authority’s Welsh language strategy.

This report is, in addition, is consistent with the five ways of working in the following ways –

Involvement – by means of the Youth Service’s/Authority’s adherence to the Participation Charter and the LEI’s Inclusion principles, young people will be involved in identifying their needs and will have significant influence regarding the delivery of services.

The **Longer Term** aspirations connected with this work include the contribution to enabling young people to develop into confident, able learners and citizens and able to independently make their way in the world.

The work to be located at Virginia Park would be **Preventative** in nature, with regards to the re-engagement of young people otherwise falling outside the education system, experiencing poor health or becoming involved in anti-social behaviour

The combination of teaching and youth work that will feature as an integral part of the centre’s operation represents a level of service **integration** not previously achieved but explicit within the Education Directorate’s intentions and plans as featured within the Shared Ambitions education strategy. Such **collaboration** will provide wraparound support for young people in the daytime, evenings, weekends and throughout the year.

9. EQUALITIES IMPLICATIONS

- 9.1 No discrete Equalities Impact Assessment (EqIA) has yet been completed in relation to this proposed acquisition but those with Protected Characteristics would directly benefit from its operation by Caerphilly Youth Service/Education Services.

10. FINANCIAL IMPLICATIONS

- 10.1 The acquisition of the Clubhouse in lieu of a capital receipt would result in the loss of a payment to the Authority of circa £300,000. The acquired building would, however, have a book value of up to £300,000.
- 10.2 The most recent condition survey of the building indicates the backlog maintenance on Virginia Park totals £28,750. Approximately 50% of this work would need to be completed before the premises were to become fit to begin delivery operations. It is proposed that Education Service reserves would be utilised to meet these costs.
- 10.3 The necessary revenue budget to operate the facility moving forward would be met from within current Education and Lifelong Learning revenue budget.

11. PERSONNEL IMPLICATIONS

- 11.1 Any personnel implications associated with this report will be based around the relocation of staff and reconfiguration of existing roles and are outlined in the Youth Service’s Business Improvement documentation. Newly introduced and external grant funded posts will also be located in these premises.

11.2 For employees required to relocate their base of employment, the authority's excess travel scheme will apply if appropriate.

12. CONSULTATIONS

12.1 At no point in the related processes within the Youth Service or elsewhere have any views been expressed that differ from the recommendations contained in this report.

13. STATUTORY POWER

13.1 Local Government Act 1972.

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Cllr Lisa Phipps, Cabinet Member for Homes and Places
Cllr Jamie Pritchard, Chair of Policy and Resources Scrutiny Committee and Morgan Jones Ward Councillor
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CABINET – 13TH NOVEMBER 2019

SUBJECT: DRAFT BUDGET PROPOSALS FOR 2020/21

REPORT BY: DIRECTOR OF EDUCATION & CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To present Cabinet with details of draft budget proposals for the 2020/21 financial year to allow for a period of consultation prior to a final decision by Council on the 20th February 2020.

2. SUMMARY

- 2.1 The report provides details of draft budget proposals based on a range of assumptions in the absence of details of the Welsh Government (WG) Provisional Local Government Financial Settlement for 2020/21.
- 2.2 The report also provides details of draft savings proposals, along with a proposed increase of 6.95% in council tax to enable the Authority to set a balanced budget for the 2020/21 financial year.

3. RECOMMENDATIONS

- 3.1 Cabinet is asked to: -
- 3.1.1 Endorse the draft 2020/21 budget proposals including the proposed savings totalling £8.485m (inclusive of the proposed use of £800k of Social Services service reserves).
- 3.1.2 Support the proposal to increase Council Tax by 6.95% for the 2020/21 financial year to ensure that a balanced budget is achieved (Council Tax Band D being set at £1,209.83).
- 3.1.3 Agree that the draft budget proposals should now be subject to consultation prior to final 2020/21 budget proposals being presented to Cabinet and Council in February 2020.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Council is required annually to approve proposals to set a balanced budget and agree a Council Tax rate.
- 4.2 Council is required to put in place a sound and prudent financial framework to support service delivery.

5. THE REPORT

5.1 Welsh Government (WG) Provisional Local Government Financial Settlement for 2020/21

- 5.1.1 The Local Government Financial Settlement received from WG on an annual basis is referred to as Aggregate External Finance (AEF). This consists of a Revenue Support Grant (RSG) and Redistributed Non-Domestic Rates (business rates). Details of the Provisional Local Government Financial Settlement are normally announced by WG in early October each year. However, due to a combination of the continuing uncertainty around Brexit along with the delay in undertaking the UK Government spending review; the announcement of the Provisional Local Government Financial Settlement for 2020/21 is not expected until the 26th November 2019.
- 5.1.2 To ensure that sufficient time is allocated to consult on the Council's draft budget proposals for 2020/21 Cabinet will need to endorse the draft budget and associated savings proposals in advance of the announcement of the Provisional Local Government Financial Settlement.
- 5.1.3 The draft budget proposals in this report use a start point based on the Medium-Term Financial Plan (MTFP) presented to Council on the 21st February 2019. This showed a projected 2020/21 savings requirement of £15.658m based on information available at that time.
- 5.1.4 The projected position for 2020/21 has since been reviewed based on updated information and a revised set of assumptions. This results in an updated projected savings requirement of £8.485m as shown in Appendix 1, which is a reduction of £7.173m on the position reported in February 2019. Details of the changes and revised assumptions are provided in subsequent sections of this report.

5.2 2020/21 Draft Budget Proposals

- 5.2.1 The proposals contained within this report will deliver a balanced budget for 2020/21 on the basis that Council Tax is increased by 6.95%. Table 1 provides a summary: -

Table 1 – Summary

Paragraph	Description	£m	£m
5.2.2	Aggregate External Finance (cash flat)	-	-
5.2.3	Assumed full-year funding for Teachers Pensions		4.173
5.2.4 – 5.2.11	Schools cost pressures	5.648	
5.2.14 – 5.2.19	General Fund Services inflationary cost pressures	5.315	
5.2.20 – 5.2.26	General Fund inescapable service pressures	3.446	
5.2.27	Reinstatement of 2019/20 temporary savings	3.272	
5.3.1 – 5.3.2	Draft savings proposals 2020/21		8.485
5.4.1 – 5.4.2	Council Tax uplift (6.95%)		5.023
	TOTAL: -	17.681	17.681

- 5.2.2 As already mentioned, details of the Provisional Local Government Financial Settlement for 2020/21 will not be announced by WG until the 26th November 2019. The MTFP presented to Council in February 2019 assumed a 0.5% reduction in the Financial Settlement for 2020/21, which would have resulted in a reduction in funding of £1.343m. This has been reviewed based on the latest information available and a cash flat position is now assumed for 2020/21.
- 5.2.3 For the 2019/20 financial year there was a significant new cost pressure for Local Government in relation to increases in employer contributions to the Teachers' Pension Scheme from September 2019. There was no funding included in the Final Local Government

Financial Settlement for 2019/20 to meet this additional cost, albeit that the part-year impact has subsequently been funded through an in-year grant from WG. It is currently assumed that the full-year impact of the increase in employer contributions to the Teachers' Pension Scheme will be fully funded by WG in 2020/21 and for subsequent financial years.

5.2.4 The Schools cost pressures totalling £5.648m are set out in Table 2 below -

Table 2 – Schools Cost Pressures

	£m
Teachers Pay at 2.75%	2.064
Living Wage	0.016
Teachers Employer's Pension Contributions at 7.12%	2.288
APT&C Pay at 2%	0.261
APT&C Employer's Pension Contributions at 1%	0.133
Non-Pay Inflation at 1.7%	0.337
Schools Service Pressures	0.505
Trinity Fields Transport Costs (Demographic Growth)	0.044
TOTAL: -	5.648

5.2.5 **Teachers Pay at 2.75%** - Teachers pay has increased across the majority of the scale ranges by 2.75% with effect from September 2019. It is anticipated that a one-off grant will be made available by WG to assist with the part-year additional cost of the pay award for the 2019/20 financial year. However, there is currently no confirmation in respect of funding from 2020/21 onwards. For financial planning purposes it is currently assumed that there will be a further 2% uplift in teachers pay from September 2020.

5.2.6 **Foundation Living Wage** – Caerphilly CBC is a Living Wage Foundation employer so a sum is included in the draft budget proposals in respect of relevant school staff to allow for annual increases in the Foundation Living Wage hourly rate.

5.2.7 **Teachers Employer's Pension Contributions** – As already mentioned in paragraph 5.2.3, there is a significant new cost pressure for schools in relation to increases in employer contributions to the Teachers' Pension Scheme from September 2019. There will be an additional cost pressure of £2.288m in 2020/21 to meet the full-year impact of the increase in employer contributions.

5.2.8 **APT&C Pay at 2%** - A pay award of 2% is assumed for schools based APT&C staff from April 2020. This is not confirmed and is subject to ongoing negotiation.

5.2.9 **Non-pay inflation at 1.7%** - This is based on the current Consumer Prices Index (CPI) inflation rate. This will be kept under review during the coming months prior to final 2020/21 budget proposals being presented to Cabinet and Council in February 2020.

5.2.10 **Schools Service Pressures** – This includes the following: -

- Funding formula revisions;
- Floor area and National Non-Domestic Rates (NNDR) changes;
- Demographic growth linked to Trinity Fields pupil numbers;
- Additional costs linked to Free School Meals in respect of social needs funding and secondary school costs.

5.2.11 **Trinity Fields Transport Costs** – This is directly related to an increase in pupil numbers and costs can also vary based on pupil needs.

5.2.12 Cabinet should note that the draft budget proposals include a proposed reduction of 2% in the budgets that are delegated to schools. This totals £2.112m and consists of a reduction in the

Individual Schools Budget (£2.060m), a reduction of £30k in the Former Key Stage 2 Grant and a reduction of £22k in the Secondary Additional Funding budget. This means that the net growth for schools in 2020/21 would be £3.536m i.e. £5.648m in Table 2 above, less the proposed savings of £2.112m.

- 5.2.13 The remaining savings requirement for 2020/21 of £6.373m (i.e. total savings of £8.485m less £2.112m allocated to schools) will be applied to General Fund budgets. This results in a net savings requirement of 2.7% for all other services which does provide some relative protection to schools.
- 5.2.14 The General Fund Services inflationary cost pressures totalling £5.315m are set out in Table 3 below: -

Table 3 – General Fund Services Inflationary Cost Pressures

	£m
Pay at 2% (APT&C staff)	2.467
Living Wage (APT&C staff)	0.049
Employer pension contributions at 1% (APT&C staff).	0.894
Non-pay inflation at 1.7%	2.169
Non-pay inflation (Fees and Charges) at 1.7%	(0.264)
TOTAL: -	5.315

- 5.2.15 **Pay at 2% (APT&C) staff** - A pay award of 2% is assumed for non-schools based APT&C staff from April 2020. This is not confirmed and is subject to ongoing negotiation.
- 5.2.16 **Foundation Living Wage** – Caerphilly CBC is a Living Wage Foundation employer so a sum is included in the draft budget proposals in respect of APT&C staff to allow for annual increases in the Foundation Living Wage hourly rate.
- 5.2.17 **Employer pension contributions (APT&C staff)** – The Greater Gwent (Torfaen) Pension Fund is subject to an independent triennial valuation of its assets and liabilities. The results of the latest valuation are expected to be available in January 2020 and these will stipulate whether an increase is required in employer contributions. Whilst confirmation of these results is awaited, an increase in the contribution rate of 1% is assumed for 2020/21 in line with the previous three financial years.
- 5.2.18 **Non-pay inflation at 1.7%** - This is in line with the current Consumer Prices Index (CPI) inflation rate.
- 5.2.19 **Non-pay inflation (Fees and Charges) at 1.7%** - A generic increase of 1.7% is assumed for Fees and Charges. Increases in excess of this are proposed in some areas and details of these are provided in Appendix 2.
- 5.2.20 It is incumbent upon the Council to set a realistic budget each year. Table 4 provides details of the 2020/21 General Fund inescapable service pressures that have been identified and require consideration in respect of funding: -

Table 4 – General Fund Inescapable Service Pressures

	£m
Council Tax Reduction Scheme (CTRS) additional liability	1.025
Dry Recycling	0.000
Social Services cost pressures	0.800
Education & Lifelong Learning cost pressures	0.726
City Deal (Partnership revenue contribution)	0.002
City Deal (debt charges)	0.044
Private Finance Initiative (PFI) Review	0.849
TOTAL: -	3.446

5.2.21 **CTRS Additional Liability** – The Authority is required to fund a Council Tax Reduction Scheme (CTRS). This replaced Council Tax Benefit a few years ago and is a means-tested benefit that assists in full or part towards a resident’s Council Tax bills. The additional liability arises from the proposal to increase Council Tax by 6.95% in 2020/21.

5.2.22 **Dry Recycling** – The approved budget for 2019/20 included growth of £400k in respect of increased costs associated with contracts to recycle dry tonnage. In addition to this further growth of £400k was anticipated for 2020/21, and this was included in the MTFP presented to Council in February 2019. Savings in the current financial year on disposal and treatment costs (due to reduced tonnages following the introduction of proof of residency checks at Household Waste Recycling Centres (HWRCs)), means that the service is now projecting a balanced budget at current market prices. As a consequence, the planned growth of £400k is no longer required for 2020/21.

5.2.23 **Social Services cost pressures** – The MTFP presented to Council in February 2019 included further anticipated Social Services growth of £1.5m for 2020/21. Based on current information the projected 2020/21 growth requirement is now £800k. For 2020/21 only it is proposed that this anticipated growth requirement will be met through a one-off contribution of £800k from Social Services reserves. This is proposed on the basis that there are a number of initiatives currently underway that will reduce costs in the medium to long-term and therefore mitigate the current cost pressures in the system. These initiatives include the following: -

- Ty Isaf is expected to be fully operational from the summer of 2020 providing four placements, which will be offered to children placed out of area in the first instance.
- Integrated Care Fund (ICF) capital has been confirmed for 2019/20 to purchase another house to convert into a residential children’s home, which will also offer four beds at some point during 2020/21.
- The Multi-disciplinary Intervention Support Team (MyST) is currently working with eight children in residential care with a view to stepping down to foster care or returning to their families.
- A Specialist Health Visitor is being employed to support teams with pre-birth assessments to reduce the numbers of babies being removed and placed in care at birth.
- Using ICF funding, the Intensive Support Team is expanding to include a full-time Child Psychologist, an Education Worker and a Community Connector with the aim of supporting children to remain within their families.
- There is an ongoing recruitment drive for in-house foster carers, which is reducing the reliance on more expensive independent fostering agency placements.

5.2.24 **Education and Lifelong Learning cost pressures** – There are a range of cost pressures within this service area. The most significant relate to further demands for our most vulnerable

learners, in particular in relation to Education Other Than At School (EOTAS) provision (£800k growth was allocated to this service area for 2019/20), and anticipated additional costs associated with preparing for and implementing Additional Learning Needs (ALN) reform. Work is underway to review the service model for EOTAS provision and the full financial implications of ALN reform still need to be finalised. With this in mind, it is proposed that the anticipated growth requirement of £726k for 2020/21 will be held centrally in the first instance and released to respective service areas once the specific funding requirement has been determined and evidenced.

5.2.25 **City Deal partnership revenue contribution and City Deal Debt Charges** – There is a small increase of £2k required for 2020/21 in respect of the revenue contribution for the City Deal Partnership. The City Deal includes a borrowing requirement of £120m for the ten partner Local Authorities and an additional £44k is required for 2020/21 to meet the current anticipated cost for Caerphilly CBC’s share of potential borrowing that may be undertaken during the year.

5.2.26 **Private Finance Initiative (PFI) review** – A review of the Council’s schools PFI contracts is currently being undertaken. These contracts relate to Fleur de Lys (Ysgol Gyfun Cwm Rhymni) and Pengam (Lewis School) Secondary Schools. To assist with this review the services of a company called Local Partnerships have been commissioned. This organisation has a proven track record in relation to supporting public sector bodies through reviews of operational PFI contracts and was recommended by WG Officers. To date the review has focussed on contract management arrangements, benchmarking and affordability and will now progress to reviewing options for the future. It is currently anticipated that an options appraisal will be presented to Cabinet in spring 2020. In the meantime, there is an estimated growth requirement of £849k that will need to be recognised in the draft budget proposals for 2020/21, pending the outcome of the review and agreement on the way forward for these contracts.

5.2.27 The Final 2019/20 Budget Proposals approved by Council on the 21st February 2019 included temporary savings totalling £3.272m. In determining the budget proposals for 2020/21 the budgets for these temporary savings were reinstated, albeit that some have now been proposed as savings for 2020/21.

5.3 2020/21 Draft Savings Proposals

5.3.1 Draft savings proposals have been identified for the 2020/21 financial year totalling £8.485m. Details of the proposed savings are provided in Appendix 2 and are summarised into “themes” in Table 5 below: -

Table 5 – Draft Savings Proposals 2020/21

Description	2020/21 Proposed Savings £m
Being more efficient	1.195
Doing things differently	1.328
Services reductions/cuts	3.703
# TeamCaerphilly – Better Together Transformation Strategy: -	
• Increases in fees and charges	0.366
• Efficiency savings through process reviews and automation	0.200
• Review of investment strategy	0.718
Temporary reduction in debt charges budget	0.500
2019/20 savings in advance	0.475
TOTAL: -	8.485

5.3.2 The proposed savings totalling £8.485m along with the proposed Council Tax increase of 6.95% will provide a balanced budget position for 2020/21.

5.4 Council Tax Implications 2020/21

5.4.1 The draft budget proposals within this report include a proposed increase of 6.95% in Council Tax for the 2020/21 financial year. This will increase the Caerphilly CBC Band D precept from £1,131.21 to £1,209.83 i.e. an annual increase of £78.62 or weekly increase of £1.51.

5.4.2 The proposed increase of 6.95% for 2020/21 will result in the following totals for the Caerphilly CBC element of the Council Tax (the Police & Crime Commissioner and Town/Community Council precepts would be added to these totals when confirmed at a later date): -

Table 5 – 2020/21 Council Tax (CCBC Element) at 6.95% Increase

Band	Council Tax (CCBC Element) £	Weekly Increase £
A	806.55	1.01
B	940.98	1.18
C	1,075.40	1.34
D	1,209.83	1.51
E	1,478.68	1.85
F	1,747.53	2.18
G	2,016.38	2.52
H	2,419.66	3.02
I	2,822.93	3.53

5.5 Financial Outlook for Future Years

5.5.1 Due to the ongoing programme of austerity and increasing demand for a number of services, the financial position for Local Government has been very challenging in recent years. During the period 2008/09 to 2019/20 Caerphilly CBC has already delivered savings of £103m to address reductions in funding and inescapable cost pressures. In addition to this, further savings of £8.5m are proposed in this report for the 2020/21 financial year.

5.5.2 The Medium-Term Financial Plan (MTFP) presented to Council in February 2019 showed a potential savings requirement of £44m for the four-year period 2020/21 to 2023/24. At that time there was no indicative allocation provided by WG for 2020/21 or subsequent years so a reduction of 0.5% per annum was assumed for planning purposes. As already mentioned the Provisional Local Government Financial Settlement for 2020/21 will not be announced until 26th November 2019 and based on the latest information available, a cash flat position is currently assumed for 2020/21 (albeit that additional funding is anticipated for increased costs in respect of Teachers' Pensions).

5.5.3 There is considerable uncertainty surrounding the funding position moving forward due to a combination of Brexit and the forthcoming General Election. The UK Government has undertaken a spending review for 2020/21 only at this stage, so there is no indication of likely funding levels in the medium to long-term. With this in mind the MTFP has been updated based on information that is currently available and this results in an anticipated savings requirement of £27m for the four-year period 2021/22 to 2024/25. Details of this updated position are provided in Appendix 3 and the following is a summary of the key assumptions: -

- A cash flat position year-on-year in respect of WG funding.
- An increase of 4.52% per annum for Council Tax.
- 2% per annum for pay inflation.
- 1% per annum for APT&C employer pension contributions.

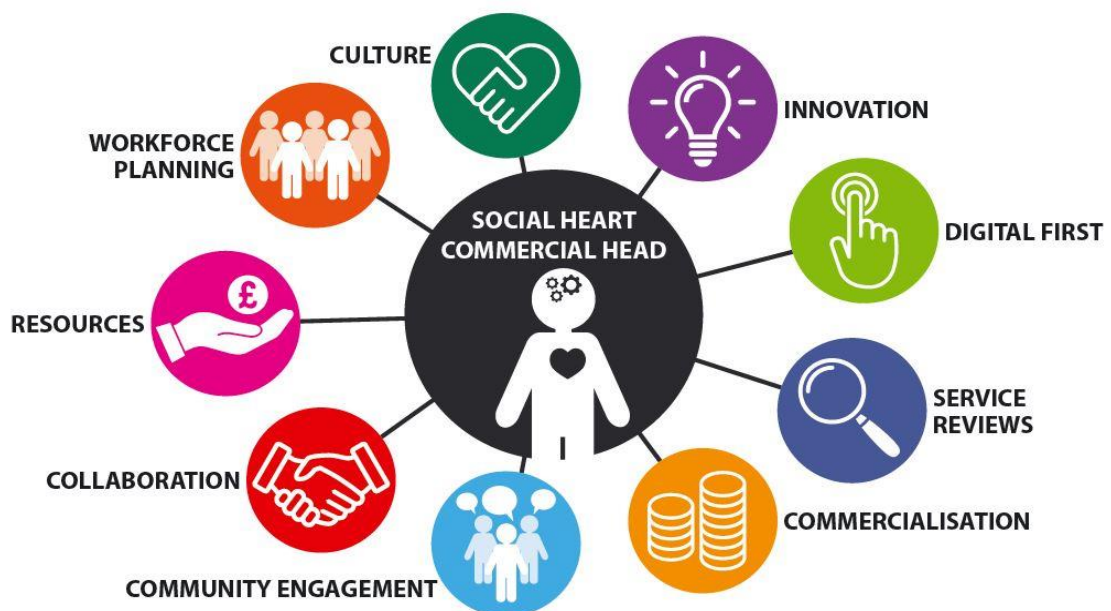
- 1.7% per annum for non-pay inflation.
- A total of £1.2m over the four-year period for schools service pressures.
- £750k per annum for anticipated increased demand for Social Services.

5.5.4 The Council has strived to limit the impact of savings on front-line services. However, due to the scale of the ongoing financial challenge this is becoming increasingly difficult and in recent years savings have been required in a number of areas that have impacted on the public.

5.5.5 In looking to develop proposals to address the significant financial challenges going forward it is widely accepted that the Council cannot continue as it is. There is a need to examine the way in which we use our resources to deliver services required by our communities across the county borough.

5.5.6 At its meeting on 12th June 2019, Cabinet approved the Future Caerphilly Transformation Strategy, which is being launched as **#TeamCaerphilly – Better Together**. This Strategy sets out details of a major transformation programme to examine how services are prioritised, how they can become more business efficient, to explore opportunities for greater customer focus and digital delivery, and to consider alternative delivery models and seek out commercial opportunities. Furthermore, to enable the Council to continue providing high quality value for money services in an environment that will require new approaches and new skills, a new relationship will need to be built with staff and communities.

5.5.7 The Strategy is multi-faceted and at the core of this programme of change is the new mantra of *Social Heart and Commercial Head*. This recognises a commitment to public service and the needs of citizens, but also demonstrates a commitment to explore commercial and investment opportunities, where appropriate, to generate income that can be reinvested in services to help them remain resilient in the current challenging financial climate. The strategic programme of “whole-authority” work is being delivered through the following key themes, which underpin the new operating model of the Council: -



5.5.8 Underpinning this new model of delivery will be an integrated programme of social, economic and environmental regeneration projects that will begin to reshape the county borough. These are: -

- The completion of a £261m physical improvement programme to our housing stock by 2020, through the delivery of the Welsh Housing Quality Standard (WHQS). Using Phase 2 of the emergent WHQS programme we will continue to invest in our existing housing

stock to provide high quality, energy efficient, affordable homes for life. This will be further enhanced with an exciting and innovative new build programme.

- Implementing the Shared Ambitions Strategy to raise standards and ensure our learners are healthy, confident, proud and ambitious and can benefit from high quality educational opportunities, settings and experiences.
- The commencement of the second phase of the 21st Century Schools programme, providing £110m of new educational facilities.
- Delivering the Council's emerging Digital Strategy by opening the 'Digital Front Door' and introducing a wide ranging digital transformation programme that transforms every aspect of service delivery.
- The provision of a new Children's Centre, which will be a "state of the art" centre of excellence providing respite care and therapeutic services for our vulnerable children and their families.
- Continuing the delivery of the Sports and Active Recreation Strategy, providing a sustainable approach to leisure and physical activity provision.
- The introduction of an integrated "one-stop shop" public service offer located within the heart of our communities, through the provision of strategically located integrated hubs, enhancing our engagement and service offer to the public.
- An exciting programme of economic, social and environmental investments to enable inclusive growth and opportunity across the county borough, that aligns and positions us firmly with the City Region's economic ambitions. This will also include maximising our green energy credentials through effective and innovative use of our assets.
- Making best use of our financial resources through a managed "risk-based" investment approach to enable delivery of the programme.

5.5.9 Through this cohesive, whole-authority programme we are aiming: -

- To have strong working relationships with our communities and partners to maximise the use of our collective resources to ensure a resilient county borough for the future.
- To embed a new operating model that will encourage innovative approaches to service delivery and ensure that we are making the best use of our resources.
- To help close the gap between poverty and prosperity through improving educational attainment and stimulating the local economy to create high quality jobs.
- To make Caerphilly County Borough a better place to live, work and visit.

5.5.10 Whilst the **#TeamCaerphilly – Better Together** strategy has been approved, much work remains in order to engage each and every member of staff and all Elected Members. As such, staff engagement sessions and a Members' Seminar have been scheduled over the forthcoming months. It is important to understand that the strategy provides the framework for a whole organisation cultural shift that resets our relationship with our citizens and staff, which in turn will re-shape our county borough. However, this can only happen if everyone unites and is bound by the shared purpose and vision of **#TeamCaerphilly – Better Together**.

Conclusion

- 5.5.11 This report provides details of the Draft Budget Proposals for 2020/21 based on information currently available and a broad set of assumptions.
- 5.5.12 The draft budget proposals, including the proposed savings of £8.485m, will be subject to a period of consultation prior to a final decision by Council on the 20th February 2020.
- 5.5.13 The report also provides details of the updated Medium-Term Financial Plan (MTFP), which indicates that further savings of circa £27m are anticipated for the four-year period 2021/22 to 2024/25.

6. ASSUMPTIONS

- 6.1 The draft budget proposals as set out in this report assume a cash flat position in terms of WG Aggregate External Finance (AEF) for the 2020/21 financial year. Details of the Provisional Financial Settlement will not be announced by WG until 26th November 2019.
- 6.2 It is currently assumed that additional funding of £4.173m will be provided by WG to meet the full-year cost of increases in employer contributions to the Teachers' Pension Scheme.
- 6.3 A range of other assumptions have been made throughout the report in respect of pay and non-pay inflationary increases and inescapable service pressures moving forward.

7. LINKS TO RELEVANT COUNCIL POLICIES

- 7.1 The budget setting process encompasses all the resources used by the Council to deliver services and meet priorities.
- 7.2 Effective financial planning and the setting of a balanced budget support 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 more equal Wales.
 - A Wales of cohesive communities.
 - A Wales of vibrant culture and thriving Welsh Language.
 - A globally responsible Wales.

8. WELL-BEING OF FUTURE GENERATIONS

- 8.1 Effective financial planning is a key element in ensuring that the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 are met.

9. EQUALITIES IMPLICATIONS

- 9.1 Equalities Impact Screenings have been undertaken for all of the draft 2020/21 savings proposals and Equalities Impact Assessments (EIA's) will be completed where they are required. This is to ensure that decisions that affect different individuals and groups with protected characteristics are assessed at an appropriate and relevant level and at the correct stage in the process. Completed EIA's will be available on the Council's website.
- 9.2 Consultation with residents, when done in accordance with the Council's Communications &

Engagement Strategy and the Equalities Consultation and Monitoring Guidance, also ensures that every resident, regardless of circumstances, has the opportunity to have their views heard and considered in the Council's decision-making process.

10. FINANCIAL IMPLICATIONS

10.1 As detailed throughout the report.

11. PERSONNEL IMPLICATIONS

11.1 Where staff reductions are required as a consequence of savings proposals the Council will firstly try to achieve this through 'natural wastage' and not filling vacancies. However, where this is not possible the Council will utilise agreed HR policies and compulsory redundancies will only be considered when all other options have been fully exhausted.

11.2 The Trade Unions will be fully consulted on the 2020/21 draft budget proposals.

12. CONSULTATIONS

12.1 Cabinet is asked to agree that the draft budget proposals for 2020/21 should now be subject to a period of consultation prior to final budget proposals being presented to Cabinet on 12th February 2020 and then Council on 20th February 2020. The consultation process will run from 18th November 2019 to 13th January 2020. Consultation and engagement methods to be used will include: -

- Online and hard copy consultation – a survey and supporting documentation.
- A dedicated 'pull-out' in the December edition of Newline.
- Enhanced use of digital media – including question and answer sessions, other digital engagement and signposting to the online survey.
- Consultation/engagement with local members/AMs/MPs.
- Face to face engagement including: -
 - Drop in sessions at locations across the county borough.
 - Engagement with the Viewpoint Panel, 50+ Forum, Youth Forum, Caerphilly Business Forum, Parent Network etc.
 - Engagement with affected staff groups and Trade Unions.
- Consultation with the Voluntary Sector.
- Consultation with Town and Community Councils.
- Targeted consultation with Equalities Network contacts – Menter Iaith, Caerphilly County Borough Access Group, Action Hearing Loss Cymru etc.
- Consultation with council staff.
- Posters displayed at affected establishments.
- Consultation with partner organisations and other targeted stakeholder engagement as appropriate.

12.2 As part of the consultation process there will also be a series of Special Scrutiny Committee meetings to focus on the savings proposals. In addition to considering the content of this Cabinet report the Scrutiny Committees will receive further reports providing more detail on the savings proposals. The dates of these meetings are as follows: -

- 03/12/19 – Social Services.
- 05/12/19 – Housing & Regeneration.
- 09/12/19 – Education.
- 10/12/19 – Environment & Sustainability.
- 11/12/19 – Policy & Resources.

13. STATUTORY POWER

13.1 The Local Government Acts 1998 and 2003.

Author: Stephen Harris, Interim Head of Business Improvement Services and Acting S151 Officer.

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Consultees: Corporate Management Team
Lynne Donovan, Head of People Services
Rob Tranter, Head of Legal Services and Monitoring Officer
Andrew Southcombe, Finance Manager, Corporate Finance
Cllr Barbara Jones, Interim Leader & Cabinet Member for Finance, Performance and Governance

Appendices:

Appendix 1 2020/21 Updated Projected Savings Requirement
Appendix 2 2020/21 Draft Savings Proposals
Appendix 3 Updated Medium-Term Financial Plan (MTFP) 2020/21 to 2024/25

Background Papers:

Council 21/02/19

Budget Proposals for 2019/20 and Medium-Term Financial Plan 2019/20 to 2023/24.

Cabinet 12/06/19

Future Caerphilly Transformation Strategy - #TeamCaerphilly – Better Together.

2020/21 Updated Projected Savings Requirement

Description	Updated Projection (Cabinet 13/11/19)	Original Projection (Council 21/02/19)	Movement
	2020/21 £000s	2020/21 £000s	2020/21 £000s
Welsh Government Funding: -			
Aggregate External Finance (AEF) - Assumes cash flat	0	(1,343)	1,343
Assumed full-year funding for increase in Teachers pension costs	4,173	0	4,173
Total Welsh Government Funding available	4,173	(1,343)	5,516
Council Tax (Proposed increase of 6.95%)	5,023	3,077	1,946
Total Funding to Support Budget	9,196	1,734	7,462
Schools Cost Pressures: -			
Teachers Pay at 2.75%	2,064	1,502	562
Living Wage	16	16	0
Teachers Employer's Pension Contributions at 7.12%	2,288	2,272	16
APT&C Pay at 2%	261	262	(1)
APT&C Employers Pension Contributions at 1%	133	133	0
Non-Pay Inflation at 1.7%	337	439	(102)
Schools Service Pressures	505	181	324
Trinity Fields Transport Costs	44	0	44
Total Schools Cost Pressures	5,648	4,805	843
General Fund Services Inflationary Cost Pressures: -			
Pay @ 2%	2,467	2,249	218
Living Wage	49	49	0
Employer Pension Contributions at 1% (APT&C staff)	894	890	4
Non-Pay Inflation at 1.7%	2,169	2,809	(640)
Non-Pay Inflation (Fees and Charges) at 1.7%	(264)	0	(264)
Total General Fund Services Inflationary Cost Pressures	5,315	5,997	(682)
General Fund Inescapable Service Pressures: -			
Council Tax Reduction Scheme (CTRS) additional liability at 6.95%	1,025	667	358
Dry Recycling	0	400	(400)
Social Services Cost Pressures	800	1,500	(700)
Education and Lifelong Learning Cost Pressures Contingency	726	0	726
City Deal (Partnership Revenue Contribution)	2	7	(5)
City Deal (Debt Charges)	44	44	0
PFI Review	849	700	149
Total General Fund Inescapable Service Pressures	3,446	3,318	128
Reinstatement of 2019/20 Temporary Budget Reductions	3,272	3,272	0
2020/21 Savings Requirement	8,485	15,658	(7,173)

Ref.	Proposed Saving	£000's	Comments	Public Impact
	A) BEING MORE EFFICIENT			
	Education & Lifelong Learning: -			
A01	Adult Education - Delete vacant Manager's post.	42	Service review and restructure.	Nil
A02	14 to 19 Initiative Transport Costs - Budget realignment.	25	Proposal based on recent spend profile.	Nil
A03	Support Services and Resources - Delete vacant post.	15	Service review / vacant post not filled.	Nil
A04	Library Service - Delete Library Manager post.	50	Service review and restructure. Displaced postholder now part of the 21st Century Schools Team.	Nil
A05	Education Welfare Service - Restructure of service.	28	Restructure within the Team at the end of March 2019 allowed a review of the structure with a subsequent saving.	Nil
A06	Music Service - Curriculum Leader - Vacant post.	59	Vacant post not filled following review.	Nil
A07	Music Service - Delete Music Teacher post but some hours retained.	26	Vacant post not filled following review.	Nil
A08	Music Service - Delete Music Teacher post.	53	Vacant post not filled following review.	Nil
A09	Language Support Primary - Delete vacant post.	33	Vacant post not filled following review.	Minor
A10	Library Service - Back office efficiencies & transport related savings.	18	Budget realignment based on trends and review.	Nil
A11	Youth Service - 1 Caretaker at Crumlin Institute not replaced (vacant post).	11	Vacant post not filled following review.	Nil
A12	Youth Service - Deletion of admin post.	21	Vacant post not filled following review.	Nil
A13	Youth Service - Duty Officer/Caretaker post not to be replaced when the postholder leaves in the Autumn.	25	Vacant post not filled following review.	Nil
A14	Youth Service - Deletion of part-time Grade 10 vacant post.	28	Vacant post not filled following review.	Nil
A15	Early Years Team.	15	Savings identified following a general spend review. No impact on staff.	Nil
A16	Education Achievement Service (EAS) - 1.5% reduction in contribution.	15	As advised by EAS.	Nil
A17	Gwent Sensory & Communication Support Unit (SenCom) - 1% reduction.	7	Savings target for Sensory Service hosted by Torfaen CBC for 5 LA's. £7k relates to CCBC saving only.	Nil
	Social Services & Housing: -			
A18	Private Housing - Minor restructure.	27	Will result in the deletion of 1 post.	
	Communities: -			
A19	Business Support & Funding - Budget realignments	40	In addition to budget realignments in previous years, budgets can be reduced in further budget headings in 2020/21. The most significant savings are Cleaning (£3.5k), Oakdale Joint Venture (£27k), Telephone Recharges (£2k), Postage (£4k) and Subscriptions (£2k). This totals £38.5k and the remaining £1.5k will be taken in small amounts from other budget headings.	Nil
A20	Business Support & Funding - Increased rental income from Lowry Plaza Unit Shops.	5	Lowry Plaza currently has one shop unit unlet, unit 6A. It is anticipated that this unit will be let by the 2020/21 financial year. The income from the unit will generate circa £5k.	Nil
A21	Urban Renewal - Reduction in Publicity & Promotion budget.	2	Budget realignment.	Nil
A22	Urban Renewal - Reduction in mileage, printing and miscellaneous expenditure budgets.	2	Budget realignment.	Nil
A23	Tourism - Blackwood Miners Institute - Reduced Box Office opening hours.	8	As a consequence of the purchase of a new cloud based box office system complemented by a revamped website, the ticket booking process has become more user friendly and appealing thus increasing the number of users booking online and supporting the Council's Customer & Digital Strategy.	Nil
A24	Tourism - Blackwood Miners Institute - Staffing restructure.	20	Staff restructure to reduce the number of management hours required and reorganise duties amongst existing staff.	Nil
A25	Tourism - Winding House - Budget realignment and reduction in staffing budget.	30	The staffing element can be achieved following changes to the service in recent years where the venue has closed on a Sunday and Monday and through an integration of staff resource at Llancaich Fawr Manor.	Nil
A26	Tourism - Marketing and Events - Reduction in marketing spend.	8	Budget realignment to marketing and administrative budgets to reflect a reduction in paid for advertising and reduced postage as use of digital and social media increases as a marketing tool.	Nil
A27	Tourism - Additional budget efficiencies across all venues.	21	To be achieved through efficiency savings across the Tourism Venues expenditure budgets	Nil
A28	Infrastructure Division - Minor restructure.	31	A minor restructure will be undertaken to better align staff resources to service provision maximising efficiency opportunities in service delivery within Highway inspection.	Minor
A29	Community & Leisure Services - Deletion of Admin post.	25	Deletion of 1 of 8 posts.	Nil
A30	Community & Leisure Services - Budget realignment.	56	Includes realignment of Green Spaces (£30k) and Pavilion Attendant budget (£10k), reduction in overhead, materials, vehicle costs and shrinking contractor payments (£10k), and savings on Environmental works linked to reservoirs in Upper RV (£6k).	Nil
A31	Registrars - Vacancy Management.	10	A minor restructure has resulted in unfilled staffing hours.	Nil
A32	Public Protection - Budget realignment.	39	Includes a £20k reduction in electricity recharges in CCTV.	Nil
A33	Corporate Property - Penmaen House - Running costs to be met by new tenant.	33	Costs to be met by new tenant who has occupied the premises from June 2019.	Nil
A34	Corporate Property - Ty Penallta - Reduction in building cleaning.	25	Reduced hours were introduced from June 2019.	Nil

A35	Corporate Property - Other Offices - Reduction in building cleaning.	20	Based on a reduction of 15% on the current budget of £130k.	Nil
A36	Corporate Property - Reduction in utility costs.	15	Budget realignment.	Nil
Corporate Services: -				
A37	Corporate Finance - Vacancy management.	208	Vacant posts to be reviewed as they arise.	Nil
A38	Building Cleaning - Reduction in printing costs.	4	Budget realignment.	Nil
A39	Building Cleaning - Reduction in subscriptions.	4	No longer subscribe to BICS.	Nil
A40	Building Cleaning - Reduction in training budget	4		Nil
A41	Building Cleaning - Reduction in fleet costs.	5	Downsizing fleet by 1 van.	
A42	Legal & Governance - Deletion of vacant solicitor post.	12	Some of the saving is being retained to fund a new part-time Committee Services Officer.	Nil
A43	Legal & Governance - Reduction in supplies and services expenditure.	20	Budget realignment.	Nil
A44	Legal & Governance - Reduction in Counsel Fees budget	50	Budget realignment.	Nil
Sub-Total: -		1,195		
B) DOING THINGS DIFFERENTLY				
Education & Lifelong Learning: -				
B01	Library Service - Deletion of 2 Community Librarian posts (Grade 8).	80	6 Community Librarians reduced to 4, with each taking a share of the sites (currently split 6 ways). Not anticipated that compulsory redundancies will be required as alternative roles within a two grade level will become available following recent expressions of interest by staff.	Minor
B02	Library Service - Full-year effect of workforce remodelling savings approved as part of the 2019/20 budget.	32	Full-year effect of approved 2019/20 savings.	Nil
Social Services & Housing: -				
B03	Social Services - Temporary use of reserves to underpin alternative ways of working.	800	Based on current information the projected 2020/21 growth requirement for Social Services is £800k. For 2020/21 only it is proposed that this anticipated growth requirement will be met through a one-off contribution of £800k from Social Services reserves. This is proposed on the basis that there are a number of initiatives currently underway that will reduce costs in the medium to long-term and therefore mitigate the current cost pressures in the system.	Nil
Communities: -				
B04	Infrastructure - Reduction in Street Lighting maintenance budget.	40	Reducing maintenance costs by undertaking a reactive response to outages rather than a proactive replacement strategy. Further savings will also be achieved from the ongoing rollout of new LED Lighting.	Minor
B05	Community & Leisure Services - Bowling Green Rationalisation.	10	Ongoing phased removal of the grants to Bowls Clubs as previously agreed by Cabinet; reduction from £1,500 to £1,000.	Nil
B06	Community & Leisure Services - Closure and sale or lease of Ynys Hywel Farm.	40	Release Farm Manager and relocate Farm Hand with remaining livestock to Aberargoed. Environmental Health will need to make alternative arrangements for impounded straying animals. Potential to lease the farm for grazing.	Nil
B07	Community & Leisure Services - Closure of Penallta Parks Depot.	24	Close 1 of 3 Parks Depots and relocate operations into Tir-y-Berth Depot.	Nil
B08	Community & Leisure Services - Closure of Trehir Household Waste Recycling Centre (HWRC).	15	There are Health & Safety issues that will need to be addressed if a service is maintained at the Trehir site. The proposed closure of Trehir is underpinned by a proposed expansion of Penallta HWRC into the vacated adjacent Parks Depot (see above). There is a part-year saving of £15k in 2020/21 (full-year £30k) to allow the necessary works to take place. A capital allocation will be required to fund the expansion of Penallta HWRC. The proposed expansion at Penallta also includes the provision of a recycling shop.	Moderate
B09	Public Protection - Merge Community Safety Wardens with the Environmental Health General Enforcement Team.	160	3 of 6 CSW posts are on fixed-term contracts to 31/3/2020 and 1 is vacant. Proposal is to delete 4 CSW posts and incorporate the remaining 2 into the General Enforcement Team in Environmental Health to provide a streamlined service.	Significant
B10	Corporate Property - All leaseholders to discharge maintenance obligations.	20	Historically the maintenance of some community centres and pavilions has been funded by Corporate Property despite the lease making the tenant responsible for these costs. Currently we fund circa £60k of works per annum that are not our responsibility. Assumes transition over 3 years.	Minor
Corporate Services: -				
B11	Corporate Policy - Reduction in external Welsh Language Translation budget.	15	This can be achieved due to the in-house Translation Team now being fully staffed.	Nil
B12	Customer Services - Service redesign	68	Rationalisation of existing service provision. This is a part-year saving, full-year is £136k.	Moderate
B13	Central Services - Service redesign in Mail Room.	24	Rationalisation of existing service provision. This is a part-year saving, full-year is £48k.	Low
Sub-Total: -		1,328		
C) SERVICE REDUCTIONS/CUTS				
Education & Lifelong Learning: -				

C01	2% reduction in Individual Schools Budget.	2,060	The Individual Schools Budgets (ISB) of £103m equates to circa 30% of the Authority's total net budget. We are currently working with schools to monitor the potential impact of a 2% reduction and early projections indicate that posts will need to be reduced in circa 20 to 25 Schools.	Moderate
C02	2% reduction in Former Key Stage 2 Grant	30	Budget in 2019/20 is £1.5m. Impact across Primary Foundation Phase.	Minor
C03	2% reduction in Secondary Additional Funding	22	Budget in 2019/20 is £1.08m. Impact across Secondary Schools.	Minor
C04	Youth Service - Reduction in top-up to grant funded projects.	15	Funds sessional staff hours, vehicle and venue hire and other youth work delivery costs. Supports engagement in a timely manner with approximately 45 of the most vulnerable young people. Budget reduction may result in greater demand on other teams within the Youth Service.	Moderate
C05	Youth Service - Withdrawal of service from Bedwas High School.	6	Premises related saving. Service will be provided from an alternative venue at a reduced cost.	Nil
Social Services & Housing: -				
C06	Housing - Withdrawal of General Fund Housing contribution to Community Environmental Warden Service.	45	Review of the service to achieve efficiencies in conjunction with Refuse and Cleansing.	Moderate
Communities: -				
C07	Business Support & Funding - Reduction in the revenue budget for the Community Enterprise Fund.	50	The revenue budget for grants previously administered by the Business Support & Funding Team has reduced from £232k (Community Regeneration Fund) and £62k (Business Development Grants) in 2015/16 to a combined revenue budget for the new Caerphilly Enterprise Fund of £101k. It is proposed that this be reduced by a further £50k in 2020/21. It should be noted that there is a separate capital allocation for the Fund of £149k that will be retained.	Minor
C08	Urban Renewal - Reduction in Town Centre/Community Projects budget.	8	The total budget is £41k and it is used to deliver small capital improvements in our town and village centres, mainly concentrating on the public realm.	Minor
C09	Community Regeneration - Reduction in Community Projects budget.	35	Due to the reduction of Community Regeneration Co-ordinator posts and the phasing out of the Communities First Programme, a number of community partnerships have ceased across the borough. This budget helped support the partnerships with annual running costs including liability insurance for events, marketing, administration fees etc.	Minor
C10	Infrastructure - Withdraw the School Crossing Patrol sites that no longer meet the national standards criteria.	158	The provision of School Crossing Patrols is a non-statutory service. There are currently 55 sites and this proposal will reduce this to 22. 17 of the existing sites already have vacancies.	Moderate
C11	Infrastructure - Blackwood to Ystrad Link - Withdrawal of subsidy.	80	Termination of the Blackwood to Ystrad Mynach Raillinc contract as this has the highest subsidy per passenger. Requires a minimum of 12 weeks notice to be served on the contract. An alternative service is available albeit that this is less frequent.	Moderate
C12	Infrastructure - Reduction in Carriageway maintenance budget.	514	The reduction in the resurfacing budget will increase demand and resources on the reactive maintenance budget (pot holes) and will put pressure on the Infrastructure Division's statutory duty to maintain the Highway in a safe condition to road users. However, in recent years one-off grants have been made available by the Welsh Government and internal capital resources will be reviewed to establish whether sums can be released to support the programme of works on highways.	Significant
C13	Infrastructure - Reduction in other Highway maintenance budgets.	95	This is an overall reduction of circa 3% in other Highway maintenance budgets covering 3 main areas i.e. structures maintenance (£40k), footway maintenance (£35k) and reactive repairs (£20k).	Moderate
C14	Infrastructure - Reduction in Traffic Management maintenance budget.	10	This is a combination of reduced spend on traffic management (e.g. speed bumps etc.) and the fact that it is hoped Civil Parking Enforcement (CPE) will cover line markings and signage in future.	Moderate
C15	Infrastructure - Reduction in Risca Canal budget.	40	This is a 42% reduction in the revenue budget but the capital budget of circa £200k per annum will be retained.	Moderate
C16	Community & Leisure Services - Reduction in playground maintenance budget.	10	A further 3.6% reduction in this budget which has been cut in successive years. This will reduce the ability to replace play equipment and ultimately could lead to the closure / removal of facilities.	Minor
C17	Community & Leisure Services - 50% Reduction in maintenance of land budget.	16	This was a temporary saving in Countryside in 2019/20 and it is now proposed to make this permanent.	Minor
C18	Community & Leisure Services 50% Reduction in Public Rights of Way budget.	32	This was a temporary saving in 2019/20 and it is now proposed to make this permanent.	Minor
C19	Community & Leisure Services - Reduction in Cemeteries Maintenance budget.	20	A further reduction in this budget which has been cut in successive years. This will reduce the ability to improve or repair cemetery infrastructure.	Minor
C20	Community & Leisure Services - Reduction in War Memorial Maintenance budget.	5	A further reduction in this budget which has been cut in successive years. This will reduce the ability to maintain war memorials across the county borough	Minor
C21	Community & Leisure Services - Reduction in Allotment budget	2	Reduction in service area budget to undertake maintenance works.	Nil

C22	Community Centres - Withdrawal of funding for 2 Centres not in CCBC ownership (Rudry and Glan-y-Nant).	13	Removal of subsidy.	Minor
C23	Community Centres - Reduction of 1 hour Caretaker support across all Centres.	18	Removal of a further 1 of 11 hours caretaker subsidy; community centre management committees can choose to fund. Future of ongoing subsidy to be considered as part of a service review of Community Centres.	Minor
C24	Waste Management - Reduction in Cleansing staff numbers (6 posts).	145	A reduction in cleansing staff numbers by 6 posts. Cleansing staff numbers have been reduced in successive years. The proposed reduction in the Housing contribution to the Community Environmental Warden Service will also have an impact on Cleansing. Cleansing schedules will need to be adjusted as part of the wider service review that is currently being undertaken within the Refuse & Cleansing service.	Moderate
C25	Public Protection - Decommission all BT line rental cameras.	24	Decommission all 26 Public Open Space CCTV cameras. 2 cameras in Nelson, 3 in Cefn Forest, 2 in Llanbradach, 2 in Senghenydd, 4 in Abertridwr, 1 in Graig-Y-Rhacca, 1 in Oakdale, 6 at Pengam Train Station, 1 in Trinant and 4 in Crescent Rd Car Park Caerphilly. Need to give BT 3 months notice so assume part year 20/21 saving of 10 months with £5k to follow in 21/22.	Moderate
C26	Corporate Property - Reduction in DDA budget.	30	A reduction of 50% is proposed. There have been significant investments in recent years to ensure DDA compliance and this reduced budget will be sufficient to address any residual issues moving forward.	Nil
C27	Corporate Property - 7% reduction in building maintenance budgets.	106	Whilst Health & Safety and statutory maintenance works will be delivered, some discretionary projects will be subject to delays.	Minor
Corporate Services: -				
C28	Corporate Policy - Reduction in Voluntary Sector budget.	80	This saving will be achieved through a further reduction in the current Service Level Agreement (SLA) funding allocated to three voluntary sector organisations (Citizen's Advice, GAVO and Groundwork). The total remaining budget available to fund the SLAs will be £129k.	Significant
C29	Corporate Policy - Delete remaining Technical Assistance budget.	11	The Technical Assistance budget is currently available to the voluntary and community sector on an application basis to enable obtaining professional and technical reports to support grant applications e.g. surveyors, architects, plans and drawings, CCBC legal fees etc.	Moderate
C30	Corporate Policy - Further reduction in the Well-being budget.	6	The well-being budget has supported work in communities to deliver well-being initiatives that promote local economic, environmental, social and cultural well-being e.g. environmental projects, community clean-up projects, projects that support the 50+ partnership and projects to support pollinators (local bee population). A residual budget of £10k will remain.	Moderate
C31	Corporate Policy - Further reduction in publicity and promotion budgets.	2	Budget realignment.	Nil
Miscellaneous Finance: -				
C32	Miscellaneous Finance - Deletion of Match Funding for Community Schemes budget.	15	This will result in the withdrawal of CCBC's contribution to the Bargoed Ice Rink (£12k) and the Senghenydd Splash Pad (£3k)	Minor
Sub-Total: -		3,703		
D) #TEAMCAERPHILLY - BETTER TOGETHER				
Fees and Charges				
Social Services & Housing: -				
D01	Housing - Increase in Housing Revenue Account (HRA) recharges - Minor works of adaptation.	25	An increased recharge to the HRA to support the minor works of adaptation work currently managed by Social Services and commissioned to Private Sector Housing.	Nil
Communities: -				
D02	Planning - Income from charging for advice.	6	This consists of increasing the current charges for non-statutory planning advice and introducing a new charge for discretionary pre-application advice in respect of Conservation/Built Heritage applications to bring them in line with other applications.	Minor
D03	Urban Renewal - Increased staff fee income from project management on grant funded projects.	2	Increase in fee income from Urban Renewal project management of externally funded projects, predominantly European Regional Development Fund (ERDF) schemes.	Nil
D04	Tourism - Cwmcam Visitor Centre - Additional income.	10	Additional income arising from a number of investments that have developed on site aimed at attracting more visitors. Recent investments include the installation of an adventure park aimed at family audiences and 6 new accommodation units that provide a greater yield per pitch compared to the camping pitches they have replaced.	Nil
D05	Tourism - Caerphilly Visitor Centre - Additional catering income.	5	As a consequence of an investment in new furniture at the site the number of café 'covers' have increased and a more appealing café offer has been created.	Nil
D06	Tourism - Blackwood Miners Institute - Additional income.	5	A focus on secondary spend through the provision of a mobile bar and confectionery unit aims to improve sales to customers by taking items into the auditorium during shows.	Nil

D07	Tourism - Marketing and Events - Additional income from review of Pitch Fees.	12	Further income generation can be achieved through an increase in pitch fees and sponsorship where there is commercial demand for the more popular events.	Nil
D08	Waste - Increase charges for bulky collections (from £16 to £25 for 1 to 3 items).	25	A new charging policy for all bulky items (with no items being collected free of charge) was introduced in 2019/20 based on charging £16 for 1-3 items. Proposed increase to £25 for 1-3 items would generate £38k extra income at budgeted levels, but assume £25k for prudent budgeting purposes.	Minor
D09	Public Protection - Review Pest Control Fees and Charges and introduce a charge for rat treatments.	20	Introduce a revised schedule of pest control fees and charges to ensure consistency for the various services offered.	Moderate
D10	Corporate Property - Ty Duffryn rental income.	69	Phased increase in rental income from tenant.	Nil
D11	Corporate Property - Penmaen House rental income.	31	Rental income from new tenant who occupied the premises from June 2019.	
Corporate Services: -				
D12	Meals Direct - Increase price of meals by 25p from April 2020.	5	Increase from £3.30 to £3.55	Minor
D13	Catering - Increase price of primary school meals by 10p from April 2020.	28	Increase from £2.10 to £2.20	Minor
D14	Catering - Increase price of secondary school meals by 10p from April 2020.	54	Increase £2.35 to £2.45	Minor
D15	Catering - Increased income in Secondary Schools (budget realignment).	12	Budget realignment.	Nil
D16	Catering - Increase price of meals in the staff canteen by 3%.	6		Nil
D17	Building Cleaning - Increase in income.	12	Budget realignment.	Nil
D18	Building Cleaning - Increase income from window cleaning.	4	Combination of new marketing strategy and price increases.	Nil
D19	Building Cleaning - Increase charges for Portable Appliance Testing.	3	Impact on internal customers - an extra 2p an item.	Nil
D20	Building Cleaning - Increase in charges for Trinity Fields.	14	Previously undercharged.	Nil
D21	Building Cleaning - New contract with Morrison Utilities	5		Nil
D22	Procurement - Income generation through collaboration.	10	A number of collaborative opportunities are being explored that will generate income for the Procurement Team.	Nil
D23	Catering - Introduce a charge for providing current free provisions to meeting rooms i.e. water.	3		Nil
D24	Corporate Services - Digital Services - Efficiency savings through process reviews and automation.	200	£600k has been invested in the Abavus and Thoughtonomy software products. Payback is assumed over a period of three years through savings arising from an ongoing process of system reviews and automation to digitise routine procedures.	Nil
D25	Review of Investment Strategy	718	It is proposed to redirect £20m of our current investments into long-term investment funds. This would be split across various funds in order to smooth out any volatility that can be associated with such investments. The funds that are to be considered are a property fund; an equity fund and a bond fund. The £20m investment will be locked in for a minimum of 3-5 years but there would be a significant improvement on returns. We will only invest in funds that have been screened by our Treasury Advisors, Arlingclose.	Nil
Sub-Total: -		1,284		
E) OTHER				
E1	Miscellaneous Finance - Temporary reduction in Debt Charges budget.	500	This temporary reduction was applied in 2019/20 and can also be repeated temporarily for 2020/21. This is due to approved borrowing not being required at present through the use of short-term cash balances.	Nil
E2	Miscellaneous Finance - 2019/20 savings in advance.	475	These are savings in advance that were achieved for 2019/20 that can now be released to support the budget moving forward.	
Sub-Total: -		975		
TOTAL: -		8,485		

Updated Medium-Term Financial Plan (MTFP) 2020/21 to 2024/25

Description	2020/21 £000s	2021/22 £000s	2022/23 £000s	2023/24 £000s	2024/25 £000s
Welsh Government Funding: -					
Aggregate External Finance (AEF) - Assumes cash flat each year	0	0	0	0	0
Assumed full-year funding for increase in Teachers pension costs	4,173	0	0	0	0
Total Welsh Government Funding available	4,173	0	0	0	0
Council Tax (6.95% then 4.52% each year)	5,023	3,304	3,454	3,610	3,773
Total Funding to Support Budget	9,196	3,304	3,454	3,610	3,773
Schools Cost Pressures: -					
Teachers Pay (2.75% then 2% each year)	2,064	1,586	1,618	1,650	1,683
Living Wage	16	16	16	16	16
Teachers Employer's Pension Contributions at 7.12%	2,288	0	0	0	0
APT&C Pay at 2%	261	269	277	285	293
APT&C Employer's Pension Contributions at 1%	133	137	141	145	149
Non-Pay Inflation at 1.7%	337	343	349	355	362
Schools Service Pressures	505	437	455	318	(3)
Trinity Fields Transport Costs	44	32	0	0	0
Total Schools Cost Pressures	5,648	2,820	2,856	2,769	2,500
General Fund Services Inflationary Cost Pressures: -					
Pay @ 2%	2,467	2,523	2,574	2,625	2,678
Living Wage	49	49	49	49	49
Employer Pension Contributions at 1% (APT&C staff)	894	903	912	921	930
Non-Pay Inflation at 1.7%	2,169	2,319	2,414	2,514	2,618
Non-Pay Inflation (Fees and Charges) at 1.7%	(264)	(268)	(273)	(278)	(282)
Total General Fund Services Inflationary Cost Pressures	5,315	5,526	5,676	5,831	5,993
General Fund Inescapable Service Pressures: -					
Council Tax Reduction Scheme (CTRS) additional liability at 6.95%	1,025	713	745	779	814
Social Services Cost Pressures	800	750	750	750	750
Education and Lifelong Learning Cost Pressures Contingency	726	0	0	0	0
City Deal (Partnership Revenue Contribution)	2	2	2	2	2
City Deal (Debt Charges)	44	89	122	171	218
PFI Review	849	0	0	0	0
Total General Fund Inescapable Service Pressures	3,446	1,554	1,619	1,702	1,784
Reinstatement of 2019/20 Temporary Budget Reductions	3,272	-	-	-	-
Reinstatement of 2020/21 Temporary Budget Reductions	-	500	-	-	-
ANNUAL SHORTFALL	8,485	7,096	6,697	6,692	6,504
CUMULATIVE SHORTFALL	8,485	15,581	22,278	28,970	35,474

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Forward Work Programme - Cabinet

Date	Title	Key Issues	Author	Cabinet Member
13/11/19	20/21 Draft Budget Proposals	To discuss the draft budget proposals	Harris, Stephen R	Cllr. Jones, Barbara
13/11/19	Acquisition of Virginia Park Golf Club	To seek in principle Cabinet approval to acquire the former Virginia Park Golf Club premises in Caerphilly.	Edmunds, Richard (Ed)	Cllr. Marsden, Philippa
13/11/19	Specialist Resource Base (SRB) Funding Review	Approval for a revised staffing model and associated resourcing taking into account the needs of the children and ensuring equity across the provisions.	Ellis, Sarah	Cllr. Marsden, Philippa
13/11/19	Funding Formula for Cwm Rhymni	To consider proposals to change the current funding arrangements for YGG Cwm Rhymni and the possible funding sources.	Richards, Sue	Cllr. Marsden, Philippa
13/11/19	European Social Fund Operation - Inspire to Achieve (ISA)	To seek approval from CMT to deliver Inspire to achieve as part of a regional operation lead by Blaenau Gwent CBC	Richards, Sue	Cllr. Marsden, Philippa
27/11/19	#Team Caerphilly/ Better Together (Transformation Strategy) – 6th month update	to provide a 6 monthly update	Harris, Stephen R	Cllr. Jones, Barbara
27/11/19	Renewable Energy Generation - Tredomen Campus	To present a basket of options to Cabinet for achieving carbon neutrality at the Tredomen Campus	Rossiter, Paul	Cllr. Morgan, Sean
27/11/19	Waste and Recycling Collection Systems	To advise Cabinet of the findings of the Regeneration and Environment Scrutiny Waste Review Working Group and to seek Cabinet approval for recommendations relating to the Authority's waste and recycling services.	Hartshorn, Robert	Cllr. George, Nigel

27/11/19	Regeneration Board - Project Proposals	To recommend the allocation of £370k Regeneration Project Board Development Funds towards two previously endorsed and re-evaluated projects, namely Llanbradach and Ystrad Mynach Park & Ride schemes	Kyte, Rhian	Cllr. Morgan, Sean
27/11/19	Making of a Compulsory Purchase Order - Land and buildings at Woodside Terrace, Hafod-yr-ynys	For Cabinet to authorise the making of a Compulsory purchase Order to acquire land and buildings known as 1-20 Woodside Terrace, 1 & 2 Woodside Shops and Yr Adfa at Hafod-yr-ynys Road together with ancillary rights to achieve compliance with the Air Quality Direction 2019 and the EU Ambient Air Quality Directive (2008/50/EC) in the shortest possible time.	Godfrey, Maria	Cllr. Stenner, Eluned;#248
27/11/19	Cabinet Forward Work Programme	For discussion and update	Tranter, Robert J.	Cllr. Jones, Barbara
15/01/20	Affordable Housing New Build	For Cabinet to note the progress on a number of new builds and refurbishment projects, and to seek Cabinet approval to appropriate the land at Ty Darren, Risca and the transfer of associated funds to Caerphilly Homes.	Couzens, Shaun; Williams, Mark;	Cllr. Phipps, Lisa
15/01/20	Community Asset Transfer Policy to be finalised and approved by Cabinet (16-#Team Caerphilly Strategic Action Plan)	Approval by Cabinet of Community Asset Transfer Policy	Harris, Stephen R	Cllr. Phipps, Lisa
15/01/20	Community Sport - Regional agenda	To consider future delivery options for community sport on a regional (pan "Gwent") basis.	Lougher, Jared	Cllr. George, Nigel
15/01/20	Develop a Consultation and Engagement Framework to support empowered communities to come on this journey with us. - (17- #Team Caerphilly Strategic Action Plan)	To approve the consultation and engagement framework	Harrhy, Christina; Peters, Kathryn	Cllr. Jones, Barbara
15/01/20	Corporate Volunteering	To consider our options for the establishment of a Corporate Volunteering Scheme on a Directorate or Whole Organisation basis.	Peters, Kathryn; Street, Dave	Cllr. Cuss, Carl J.;#228

15/01/20	Integrated Wellbeing Hubs	To provide an update to Cabinet	Street, Dave	Cllr. Cuss, Carl J.
29/01/20	(11) Commercial and Investment Strategy to be drafted and approved by Cabinet	To consider the draft Strategic Plan	Camp, Victoria; Harrhy, Christina	Cllr. Jones, Barbara
29/01/20	Proposed Use of Reserves	To consider proposals for the use of reserves.	Harris, Stephen R	Cllr. Jones, Barbara
12/02/20	Heads of the Valleys Masterplan	The report is seeking the view of members prior to its presentation to Cabinet, where Cabinet will be asked to endorse the Draft Masterplan as the basis for a public consultation exercise.	Kyte, Rhian	Cllr. Stenner, Eluned
12/02/20	(9) Structured programme of service reviews to be agreed	Strategic Action Plan - item to be agreed.	Harris, Stephen R	Cllr. Jones, Barbara
11/03/20	EAS Business Plan		Cole, Keri	Cllr. Marsden, Philippa
11/03/20	Caerphilly County Borough Council's Strategic Equality Plan 2020-2024	To seek approval of the Strategic Equality Plan 2020-2024 to be formally adopted as Council Policy.	Cullinane, Anwen	Cllr. Jones, Barbara
10/06/20	#Team Caerphilly - Transformation Strategy - 6 Monthly Update		Peters, Kathryn	Cllr. Jones, Barbara

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