

# Public Document Pack

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Hengoed CF82 7PG

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Am bob ymholiad ynglŷn â'r agenda hwn cysylltwch â Emma Sullivan  
(Rhif Ffôn: 01443 864420 Ebst: [sullie@caerphilly.gov.uk](mailto:sullie@caerphilly.gov.uk))

**Dyddiad: Dydd Mercher, 4 Mawrth 2020**

Annwyl Syr/Fadam,

Bydd cyfarfod **Is-bwyllgor Cyswilt â'r Cyngorau Cymunedol** yn cael ei gynnal yn **Siambr y Cyngor - Tŷ Penallta, Tredomen, Ystrad Mynach** ar **Dydd Mercher, 11eg Mawrth, 2020** am **6.00 pm** i ystyried materion a gynhwysir yn yr agenda canlynol. Mae croeso i chi ddefnyddio'r iaith Gymraeg yn y cyfarfod, a dylid rhoi cyfnod rhybudd o 3 diwrnod gwaith os ydych yn dymuno gwneud hynny. Bydd cyfieithu ar y pryd yn cael ei ddarparu ar gais.

Bydd cyngyfarfod yn cael ei gynnal am 5.30pm i bob **Aelod Bwrdeistref Sirol** yn yr **Ystafell Ebwy** a holl **Aelodau Cyngorau Cymunedol** yn **Siambr y Cyngor**.

Atgoffir yr aelodau os oes ganddynt unrhyw faterion penodol y maent yn dymuno eu codi yn y cyfarfod, dylent roi gwybod i'r Clerc cyn y dyddiad hwnnw, i sicrhau bod ymateb ar gael

Yr eiddoch yn gywir,

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

**Christina Harrhy**  
PRIF WEITHREDWR DROS DRO

## A G E N D A

Tudalennau

- 1 I ethol Cadeirydd y Pwyllgor am y flwyddyn i ddod.
- 2 I ethol Is-Gadeirydd y Pwyllgor am y flwyddyn i ddod.

A greener place Man gwyrddach

Correspondence may be in any language or format | Gallwch ohebu mewn unrhyw iaith neu fformat



3 I dderbyn ymddiheuriadau am absenoldeb

4 Datganiadau o Ddiddordeb.

Atgoffi'r Cynghorwyr a Swyddogion o'u cyfrifoldeb personol i ddatgan unrhyw fuddiannau personol a/neu niweidiol mewn perthynas ag unrhyw eitem o fusnes ar yr agenda hwn yn unol â Deddf Llywodraeth Leol 2000, Cyfansoddiad y Cyngor a'r Cod Ymddygiad ar gyfer Cynghorwyr a Swyddogion..

I gymeradwyo a llofnodi'r cofnodion canlynol:-

5 Is-bwyllgor Cyswllt â'r Cyngorau Cymunedol ar 20 Tachwedd 2019. 1 - 8

6 Materion yn Codi.

I drafod y materion canlynol a godwyd gan y Pwyllgor Cyswllt Cyngor Tref a Chymuned: -

7 Diweddariad ar Gyllideb CBSC ar gyfer 2020/21. (Steve Harris - Swyddog Adran 151 yn ei gyflwyno) (Copi Ynglwm) 9 - 44

8 Polisi Trosglwyddo Asedau Cymunedol. (Kath Peters - Rheolwr Polisi yn ei gyflwyno) (Copi Ynglwm). 45 - 92

9 Diweddariad gan Gynrychiolydd y Cyngor Tref a Chymuned i Fwrdd Gwasanaethau Cyhoeddus Caerffili.

10 Cyd-ddatganiad am yr Argyfwng Hinsawdd.

11 Siarter Cyngorau Tref a Chymuned (Siarter ac Fframwaith Ymgynghori ac Ymgysylltu 2020-2025 - Copi Ynglwm). 93 - 114

### **Cylchrediad:**

Cynghorwyr A. Angel, C. Andrews, A. Farina-Childs, A. Gair, A.G. Higgs, M.P. James, V. James, L. Jeremiah, Ms P. Leonard, Mrs T. Parry, J. Ridgewell, Mrs M.E. Sargent, C. Thomas, A. Whitcombe, R. Whiting a B. Zaplatynski

Aelod Cabinet: C.J. Cuss (Aelod Cabinet dros Wasanaethau Cymdeithasol a Lles)

Cynghorydd Cymunedol/Cynghorwyr Tref

D. Berry (Aber Valley Community Council), M. Stretch (Aber Valley Community Council), Mr J. Moore (Argoed Community Council), H. Llewellyn (Bargoed Town Council), C. Morgan (Bedwas Trethoms & Machen Community Council), D. Davies (Blackwood Town Council), Mrs J. Hibbert (Caerphilly Town Council), P. Roberts (Darran Valley Town Council), K. Standworth (Draethen, Waterloo & Rudry Community Council), J. A. Pritchard (Gelligaer Community Council), C.P. Mann (Llanbradach and Pwll-y-Pant Community Council), A. Reed (Llanbradach and Pwllypant Community Councillor), Ms J. Rao

(Maesycwmmmer Community Council), Mrs G. Davies (Nelson Community Council), B. Gingell (New Tredegar Community Council), B. Allen (Penyrheol, Trecenydd and Energlyn Community Council), D.T. Williams (Rhymney Community Council), J. Blackburn (Risca East Community Council), B. Hancock (Risca Town Council), J. Leek (Van Community Council) a T. Graham (Van Community Council)

Clerc i holl Gynghorau Cymunedol/Tref a Swyddogion Priodol

#### **SUT FYDDWN YN DEFNYDDIO EICH GWYBODAETH**

Bydd yr unigolion hynny sy'n mynychu cyfarfodydd pwyllgor i siarad/roi tystiolaeth yn cael eu henwi yng nghofnodion y cyfarfod hynny, weithiau bydd hyn yn cynnwys eu man gweithio neu fusnes a'r barnau a fynegir. Bydd cofnodion o'r cyfarfod gan gynnwys manylion y siaradwyr ar gael i'r cyhoedd ar wefan y Cyngor ar [www.caerffili.gov.uk](http://www.caerffili.gov.uk). ac eithrio am drafodaethau sy'n ymwneud ag eitemau cyfrinachol neu eithriedig.

Mae gennych nifer o hawliau mewn perthynas â'r wybodaeth, gan gynnwys yr hawl i gael mynediad at wybodaeth sydd gennym amdanoch a'r hawl i gwyno os ydych yn anhapus gyda'r modd y mae eich gwybodaeth yn cael ei brosesu.

Am wybodaeth bellach ar sut rydym yn prosesu eich gwybodaeth a'ch hawliau, ewch i'r Hysbysiad Preifatrwydd Cyfarfodydd Pwyllgor Llawn ar ein gwefan <http://www.caerffili.gov.uk/Pwyllgor/Preifatrwydd> neu cysylltwch â Gwasanaethau Cyfreithiol drwy e-bostio [griffd2@caerffili.gov.uk](mailto:griffd2@caerffili.gov.uk) neu ffoniwch 01443 863028.

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## COMMUNITY COUNCIL LIAISON SUB-COMMITTEE

### MINUTES OF THE MEETING HELD AT COUNCIL OFFICES, PENALLTA HOUSE, YSTRAD MYNACH ON 20TH NOVEMBER 2019 AT 6.00PM

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PRESENT:

Councillor J. Ridgewell - Chair  
Community Councillor J. Rao - Vice Chair

Councillors:

C. Andrews, A. Gair, V. James, L. Jeremiah, Mrs T. Parry, J. Ridgewell, C. Thomas, A. Whitcombe, R. Whiting, B. Zaplatynski

Cabinet Member for Social Care and Wellbeing - Councillor C. Cuss

Community/Town Council Representatives

Aber Valley	-
Argoed	- J. Moore
Bargoed	- H. Llewellyn, R. Carrol, Mrs. H. Williams (Clerk)
Bedwas, Trethomas and Machen	-
Blackwood	-
Caerphilly	-
Darran Valley	-
Draethen, Waterloo and Rudry	- K. Stanworth, J. Garland, V. Steel (Clerk)
Gelligaer	- J.A. Pritchard, Ms. C. Mortimer (Clerk)
Llanbradach	- Ms. C. Mortimer (Clerk)
Maesycwmmmer	- Ms. J. Rao (Vice Chair), Ms. R. Kedward (Clerk)
Nelson	- Mrs. G. Davies, Mr. T. White (Clerk)
New Tredegar	-
Penyrheol, Trecenydd and Energlyn	-
Rhymney	-
Risca East	-
Risca Town	-
Van	-

Together with:-

C. Harray (Interim Chief Executive), S. Harris (Interim Head of Business Improvement and Section 151 Officer) and E. Sullivan (Senior Committee Services Officer)

## 1. APOLOGIES

Apologies for absence were received from Councillors A. Angel, A. Farina-Childs, A.G. Higgs, P. Leonard, M. James, M.E. Sargent.

Community Councillors A. Bedlasi, P. Yandle, J. Moore, C. Morgan, A. McDonnell, J. Hibbert, P. Roberts, R. Chapman, A. Reed, B. Gingell, B. Allen, D.T. Williams, J. Blackburn, B. Hancock, J. Leek, T. Graham.

and Clerks S. Hughes (Aber Valley), G. James (Argoed), J. Hold (Blackwood), P. Davy (Caerphilly), G. Williams (Darren Valley & Rhymney), D. Gronow (New Tredegar), H. Treherne (Penyrheol, Trecenydd & Energlyn), G. James (Risca East) and M. Jones (Van).

## 2. DECLARATIONS OF INTEREST

Declarations of interest were received at the start of the meeting as follows; full details are minuted with the respective item. Agenda Item No. 5 – Draft Budget Proposals 2020/21 Councillors R. Whiting, V. James, T. Parry and C. Councillor J.A. Pritchard declared a personal but non-prejudicial interest in relation to proposals for Community Centres. Agenda Item No. 7 – Independent Remuneration Panel for Wales Draft Annual Report 2020-21 - Councillors R. Whiting, V. James, C. Andrews, A. Gair, A. Whitcombe, C. Thomas, L. Jeremiah and T Parry declared a personal but non-prejudicial interest as the matter referred to Members Payments and Allowances. As the interests declared were personal only the aforementioned Members remained in the meeting and took part in the debate.

## 3. MINUTES – 10TH JULY 2019

The minutes of the meeting held on 10th July 2019 (a copy had been sent to each member) were received and noted.

## 4. MATTERS ARISING

There were no matters arising.

## 5. DRAFT BUDGET PROPOSALS FOR 2020/21

Councillor R. Whiting declared a personal interest as Community Centres will be affected by the draft budget proposals and he was a Trustee of Channel View Community Centre in Risca.

Councillor V. James also declared a personal interest in that he is Chair of Maesycwmmer Community Centre Management Committee.

Councillor T. Parry likewise declared a personal interest in that she is on the Management Committee of her local Community Centre.

Community Councillor J.A. Pritchard declared a personal interest in that she is Treasurer of Hengoed Community Centre.

The Interim Head of Business Improvement and Section 151 Officer presented the Draft Budget Proposals for 2020/21 as part of the formal consultation process.

The Officer confirmed that the Caerphilly County Borough Council budget was derived from £211.105m from Welsh Government Revenue Support Grant, £57.509 share of Business Rates, also from Welsh Government and £69.131m from Council Tax, which provided only

20% of the overall income. This clearly demonstrated how sensitive budgets are to changes to Welsh Government funding. To provide further context to the budget position, Members were advised that the Education Directorate received £130m (39%) of the funding, Social Services and Housing £92m (27%), Corporate Services £20m (6%) and Miscellaneous Finance costs of £47m (14%).

Due to the ongoing programme of austerity savings totalling £103m have already been delivered across the Council for the period 2008/09 to 2019/20 to ensure that balanced budgets have been set for each financial year. These savings have been required due to a combination of reduced Welsh Government funding, inflationary pressures and increasing demand on services, in particular Social Services.

The Officer advised that the Council was facing an expected position this year in that the authority would normally receive details of the Provisional Local Government Financial Settlement in early October. However, due to a combination of factors, including the continued uncertainty around Brexit and the forthcoming General Election the announcement of the Provisional Settlement for 2020/21 has been delayed until the 16th December 2019. Therefore the draft budget before Members has been based on the latest information available and a range of assumptions, which includes proposed savings of £8.485m. To ensure that a balanced budget can be achieved there is also a proposed increase of 6.95% in Council Tax.

In terms of the key areas in the 2020/21 Draft Budget Proposals report Members were advised that whole-authority cost pressures included £4.792, for APTC and Teachers, £0.065m for the Foundation Living Wage, £3.315m Employer Pension Contributions, £2.506m Non-pay inflation at 1.7% and £0.549m for other school service pressures. Members were referred to section 5.2.20 and 5.2.26 of the Officer's report which detailed the inescapable services pressures facing the Council totally £3.446m.

In referring to the draft savings proposals for 2020/21, the Officer confirmed that these were detailed against 6 categories; 'Being More Efficient', 'Doing Things Differently', 'Service Reductions/Cuts', 'Team Caerphilly Transformation Strategy', 'Temporary Reduction in Debt Charges Budget' and '2019/20 Savings in Advance'. Members were referred to Appendix 2 of the report which provided the detail.

The Officer confirmed that an 8 week consultation process will now start including drop-in sessions at locations across the county borough, surveys, the Council's website and Social Media and engagement with key stakeholder groups. Special Scrutiny Committee meetings have also been scheduled throughout December for Elected Members to review the savings proposals in detail.

The Liaison Committee were asked to encourage Town and Community Council Colleagues to take part in the consultation process and advised that any specific comments can be sent to the Community Council Liaison Officer directly, by the questionnaire or via social media or drop-in sessions and assurances were given that any comments made would be included in the report on the outcome of the consultation process.

In concluding the presentation, the Officer advised that final confirmation of the funding we will receive for the 2020/21 financial year will be received on the 19th December 2019 and final budget proposals would then be presented to both Cabinet and Council in February 2020 and this would include feedback on the extensive consultation process undertaken. The Liaison Committee were advised that it was currently anticipated that further savings of £27m would be required for the four year period 2021/22 to 2024/25 and the current approach of salami slicing budgets cannot continue which is why the Caerphilly has developed a new Transformation Strategy "Team Caerphilly – Better Together" which would be the key new operating model for the future service delivery.

The Interim Chief Executive outlined the ethos behind the Team Caerphilly, Better Together Transformation Strategy and explained that it was fundamentally about three simple things, improving the way we work, enhancing relationships with our communities and partners and developing proud and trusted staff.

The Liaison Committee were advised that with continuing austerity the Council is faced with the reality of communities that require more services for more complex needs with less money. Caerphilly has benefited from sound financial decision making which has given it greater resilience than many other local authorities. However with further savings to be made over the next four years it is impossible for the Council to continue to deliver every service in the same way it has previously done. Where possible budget proposals have sought to minimise the impact on front line services and Officers have looked internally at ways of delivering more efficiently and effectively the 800 services that the Council provides everyday.

Partnership working will be a vital element of the transformation process and this includes the 8500 staff, 73 Elected Members, 18 Community Councils, 181,000 Residents, Statutory Partners and Businesses, in fact anyone with a stake in Caerphilly. The strategy will look first at improving the way the Council works by conducting service reviews, this will ensure that we are serving communities in the best possible way and that provision is adapted to suit individual needs. Digital technology will be a vital component going forward and the Council has invested in two digital platforms 'Abavus' and 'Thoughtonomy' which would be used to automate repetitive administrative tasks such as data entry, allow staff to be retrained and redeployed into other service areas.

Secondly the strategy will look at how the Council can enhance its relationships with Communities and Partners and Community Councils will be a key partner relationship. Reference was made to the recent consultation on the Local Toilet Strategy and the closure of Public Toilets it was accepted that the consultation process could have been done better from a lessons learned prospective, however the way in which different organisations have taken that particular service forward has illustrated how services valued by a community can be protected and provided by that community and the Interim Chief Executive welcomed the opportunity to have a conversation with Community Councils on similar opportunities and how a mature and purposeful relationship can be developed.

The Interim Chief Executive accepted that this was a massive cultural change however with Council Tax making up only 20% of the overall budget and continued cuts to the Local Government Settlement expectation that the Principal Authority can continue to provide all services is no longer realistic.

Reference was made to the way in which Communities responded to the 'Beast from the East' coming together to help each other and how well the public had responded the 'sin bin' campaign in relation to recycling. By implementing an easy to use system coupled with a comprehensive engagement process recycling targets have been exceeded. It is this spirit that the new transformation strategy will embrace and drive forward into new ways of working

Finally the Interim Chief Executive explained the strategy's focus on 'Proud and Trusted' Staff and how they would be empowered through re-training and development opportunities to seek new challenges and develop new skills. It was noted that roadshows had been used to engage with groups of staff on what the strategy means for them and how they can engage with it.

In conclusion Members were advised that Public and Partner engagement on the strategy would begin in April 2020.

The Liaison Committee thanked the Interim Chief Executive and Section 151 Officer for their presentation and questions and comments on the budget proposals were invited.



Clarification was sought in relation to Council Tax recovery rates and whether the proposed increase could be reduced if a greater level of recovery was achieved. The Section 151 Officer confirmed that over 97% of Council Tax charges are achieved due to a robust arrears recovery process.

The Liaison Committee expressed concern in relation to the reduction of funding to the Voluntary Sector and particular reference was made to GAVO and CAB organisations. Concern was expressed that any cut to their grant funding would see Town and Community Councils stepping in with funding in order to retain valuable community services such as these.

Further concerns were also expressed in relation to proposed cuts to funding for Community Centres, Members felt that usage should be looked at as part of the decision making process as this proposal could cause many to close and given the positive impact they had on community wellbeing this issue deserved further discussion.

Reference was then made to saving proposal B08, Closure of Trehir Household Waste Recycling Centre; the Member felt that more information was need on the health and safety issues that would need to be addressed in order to maintain the services from the site. Although the expansion of the Penallta site was welcomed the Member was of the opinion that the nature and cost of the issues at Trehir needed to be fully detailed before a decision on its future should be made.

As raised in previous years, Members would not support any increase in charges for rat treatments, the Member felt that given the public health risks from rats this proposal should be removed.

Clarification was sought in relation to how the noting of Members comments and concerns would be incorporated in to the consultation process, it was confirmed that the minutes of the meeting would be a part of the final report to Council in February. Members were also encouraged to submit comments either through the Liaison Officer or to the Section 151 Officer.

The Interim Chief Executive reiterated that all comments would be welcomed and she would be more than happy to enter into a dialogue with Community Councils on what else could be brought in to replace what they felt to be unacceptable proposals.

Members welcomed the comment of the Interim Chief Executive in relation to the consultation on the Local Toilet Strategy.

In relation to the saving proposals regarding the reduction in the Highways Infrastructure budget and felt that given the current condition of roads that this be reconsidered. Concerns were also expressed in relation to the removal of CCTV cameras, the increases proposed for School Dinner and Meals on Wheels provision. With regard to the Council Tax increase, the Member recalled several years where there had been no increase and queried if this had been a good idea, given the steep increases the public were now facing. It was also felt that the Council Tax increase would negatively impact already struggling families. The Member also requested that paper copies of the questionnaire be made available for those not online and asked that Nelson be one of the locations for a drop-in session.

The Interim Chief Executive confirmed that she would welcome discussions with Community Councils as to how they could help to retain the services that they value and reemphasised that the Principal Authority was not in a position where it continue to provide all the services it previously did. The continue provision of the CCTV Camera service would certainly provide an opportunity for partnership working with Community Councils.

Concerns were expressed in relation to the impact on children's health and wellbeing that the reduction in the Children's Play Area maintenance budget would have. It was noted that for each proposal an Equalities Impact Assessments had been undertaken and these would be available with the agenda papers for each of the Special Scrutiny Committee meetings.

The Cabinet Member for Social Services confirmed that Glan-y-Nant Community Centre was not in CCBC ownership the proposal would be to remove a subsidy currently being paid to them and advised that Children's Play areas would not be lost; the proposal sought to reduce the current maintenance schedule. With regard to previous Council Tax freezers the Cabinet Member agreed that this had created a 'catch up' situation however this decision had been taken by a previous administration so it would be inappropriate for him to comment further.

Clarification was sought in relation to the proposed removal of the rail link bus between Blackwood and Ystrad Mynach and how much would be saved by its withdrawal. The Member was not surprised to see this particular proposal as it hardly seemed to be used. The Section 151 Officer confirmed that a saving of £80k would be made.

The Cabinet Member encouraged all present to take part in the consultation process, this would allow the Council to identify the strength of feeling with regard to specific proposals and should the final settlement allow, take those feelings into account when making final decisions.

In conclusion the Liaison Committee were encouraged to be positive and proactive in their responses and try to offer alternatives or collaborative suggestions and were asked to note that the closing date for the consultation was the 13th January 2020.

The Interim Chief Executive confirmed that she would be meeting with Blackwood Town Council shortly and would be keen to engage with all the Community Councils in this way.

## **TOWN AND COMMUNITY COUNCIL LIAISON COMMITTEE**

Consideration was given to the following items raised by the Town and Community Council Liaison Committee

### **6. COMMUNITY COUNCIL REPRESENTATION ON THE CAERPHILLY PUBLIC SERVICES BOARD – UPDATE**

The Community Council Liaison Officer confirmed that a permanent seat plus one alternate had been offered to Town and Community Councils on the Caerphilly Public Services Board on the understanding that the nominees would represent the sector as a whole rather than an individual community or town and that they would provide also provide feedback to the sector.

It was agreed that Community Councillor Judith Pritchard would be the main representative with Community Councillor Gill Davies as alternate and Community Councillor Jo Rao in reserve.

Further to this it was agreed that a standing item would now be placed on the Community Council Liaison Committee agenda so that an update on the Caerphilly Public Services Board could be provided at each meeting.

### **7. INDEPENDENT REMUNERATION PANEL FOR WALES ANNUAL REPORT 2020/21**

Councillors L. Jeremiah, R. Whiting, T. Parry, C. Thomas, A. Whitcombe, A. Gair, C. Andrews and V. James declared a personal interest as the report related directly to the payment of

salaries and allowances for Councillors. It was noted that as there was no decision to be made on this matter only comments being sought as part of the consultation process there was no need for Members to leave the meeting. Furthermore it was noted that a dispensation had been previously granted by the Standards Committee in relation to this matter.

The Community Council Liaison Officer referred Members to the document attached at page 29 of the agenda pack and highlighted the key areas that related to Town and Community Councils.

The Officer highlighted determination 13.11 as it related to Members in receipt of Band 1 or Band 2 Senior Salary from a Principal Council cannot receive any payment from any community or town council and determination 13.13 which mandated a payment of £150 be made for Members of all community and town councils which seemed to be in direct conflict with 13.11. The Committee were advised that this had already been highlighted to the IRP as part of the consultation process.

Members noted that there was no mention of HMRC within the report and advised that they were awaiting further advice regarding the tax implications for those that claim the allowances and if and how they should be reported.

The Officer reminded Members that the IRP were also keen to receive positive responses with regard to the various determinations in order to ensure that they remained in the final report.

Clarification was sought in relation to the deadline for responses and this was confirmed as the 10th December 2019.

The meeting closed at 19:30pm.

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## CABINET – 12TH FEBRUARY 2020

**SUBJECT: BUDGET PROPOSALS FOR 2020/21 AND MEDIUM-TERM FINANCIAL OUTLOOK**

**REPORT BY: DIRECTOR OF EDUCATION & CORPORATE SERVICES**

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### 1. PURPOSE OF REPORT

- 1.1 To seek Cabinet endorsement of the 2020/21 budget proposals contained within this report prior to final determination at Council on the 20<sup>th</sup> February 2020.
- 1.2 To provide a brief update on the medium-term financial outlook.

### 2. SUMMARY

- 2.1 Details of the Welsh Government (WG) Provisional Local Government Financial Settlement are normally announced by WG in early October each year. However, due to a combination of the uncertainty around Brexit along with the announcement of the General Election, details of the 2020/21 Provisional Settlement were not released until the 16th December 2019.
- 2.2 On the 13<sup>th</sup> November 2019 Cabinet received a report providing details of draft budget proposals, which had been prepared in advance of the 2020/21 Provisional Settlement being released. The report was based on a range of updated assumptions and information available at that time, and included proposed savings totalling £8.485m for the 2020/21 financial year along with a proposed increase in Council Tax of 6.95%.
- 2.3 The Draft Budget Proposals were endorsed by Cabinet thus ensuring that sufficient time was allowed for consultation pending details of the Provisional Settlement becoming available.
- 2.4 The Provisional Settlement announcement on the 16<sup>th</sup> December 2019 resulted in a favourable position for Local Authorities and allowed for flexibility in determining final budget proposals.
- 2.5 This report presents details of updated 2020/21 budget proposals reflecting the favourable Financial Settlement and feedback from the budget consultation process. Cabinet is asked to endorse the recommendations contained in the report prior to consideration and approval at Council on the 20<sup>th</sup> February 2020.

### 3. RECOMMENDATIONS

- 3.1 Prior to consideration and determination at Council on the 20<sup>th</sup> February 2020, Cabinet is asked: -
  - 3.1.1 To endorse the revenue budget proposals for 2020/21 of £356.130m as detailed throughout the report and summarised in Appendix 1.

- 3.1.2 To endorse the proposed savings for 2020/21 totalling £3.047m as set out in paragraph 5.4.3 and Appendix 2.
- 3.1.3 To support the proposal to allocate £500k from savings in advance to Environmental Projects as set out in paragraph 5.4.7 and 5.4.8.
- 3.1.4 To support the proposal to allocate the balance of £1.471m from savings in advance to Capital Earmarked Reserves pending the preparation of a report in the spring setting out details of capital investments to support the Council's 'place shaping' agenda (paragraph 5.4.7).
- 3.1.5 To support the recommendation of the Acting Section 151 Officer to maintain the General Fund balance at 3% of the 2020/21 Net Revenue Budget i.e. £10.684m (paragraph 5.5.5).
- 3.1.6 To support the proposal to allocate the projected surplus General Fund balance of £2.577m to Capital Earmarked Reserves to support investments in the 'place shaping' agenda (paragraph 5.5.5).
- 3.1.7 To endorse the proposed Capital Programme for the period 2020/21 to 2022/23 as set out in Appendix 4.
- 3.1.8 To support the proposal to increase Council Tax by 4.7% for the 2020/21 financial year to ensure that a balanced budget is achieved (Council Tax Band D being set at £1,184.38).
- 3.1.9 To note the updated position on the medium-term financial outlook.

#### **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 Background and Context**

- 5.1.1 The Council's financial position underpins its ability to make strategic decisions in order to deliver high quality effective services to our residents.
- 5.1.2 The financial picture of the Council is complex, but in summary it consists of four key elements: -
  - **The Revenue Budget** – This funds the day-to-day expenditure on the 800+ services we provide to our citizens including the staff costs, maintaining our buildings and other assets such as the highway network, utility costs, maintaining our fleet of vehicles and the cost of servicing debt (i.e. loan and interest payments).
  - **The Capital Budget** – This funds one-off investments to create or enhance our assets such as schools, libraries and the highway network. This would include the construction of new buildings, major refurbishments and the acquisition of specialist vehicles and equipment.

- **Reserves** – These are approved one-off sums that have been set aside or earmarked for a range of different purposes. A report is prepared annually providing details of the reserves held by the Council and identifying any reserves that are uncommitted and can be released for other purposes such as supporting the Capital Programme.
- **Grants** - The Council receives a number of grants from external bodies such as the Welsh Government. These grants are for specific purposes and the Council must comply with detailed grant terms and conditions. Some of the grants are also subject to audit by our External Auditors.

5.1.3 To date the Council has managed the austerity measures using a “salami slicing” approach i.e. reducing budgets gradually across the whole organisation, whilst trying to protect key services such as Education and Social Services. This approach has served us well, with £103m of savings being achieved over the last 12 years.

5.1.4 However, if we are to remain an innovative, modern and adaptive organisation, whilst managing increasing demands against reducing funding, we must take a long-term strategic approach that mobilises our staff, our elected members, our partners and our communities.

5.1.5 This new whole-authority transformation operating model is entitled “Team Caerphilly – Better Together”, with the underlying principle of being a Council that has a “social heart and a commercial head”. The key elements of this new operating model are: -

- Improving the way we work.
- Enhancing relationships with our communities and partners.
- Developing proud and trusted staff.

5.1.6 It is within the context of our new operating model that we have framed the 2020/21 budget proposals.

5.1.7 It is important that we strike a balance between investing in our day-to-day services and providing financial support to improve how we deliver services.

5.1.8 Our revenue budget is used to support service delivery on an annual basis and our capital budget is used to fund infrastructure projects across the county borough. We also make use of our reserves wherever we can to support the Council’s capital expenditure and at its meeting on the 29<sup>th</sup> January 2020, Cabinet approved a proposal to earmark £24.5m of reserves to boost the capital programme by investing in our ‘place shaping’ agenda. Detailed proposals setting out how this funding will be used will be the subject of a further report during the spring and this will involve detailed engagement with elected members.

5.1.9 It is crucial that we manage our revenue and capital budgets and our reserves closely and as a collective, in order to maximise the return on investments. As part of our new operating model we will undertake a forensic review of our financial position through the following: -

- Introducing a structured programme of Service Reviews that will evaluate the services that we provide to ensure that they remain relevant, are provided in the most effective and efficient way and are providing value for money.
- Encouraging and supporting more innovative approaches to service delivery.
- Embracing new technologies to modernise the way that we work, streamline processes, improve workflow and drive out efficiencies.
- Adopting a more commercial approach to service delivery to generate additional income to reinvest in services to help them remain resilient i.e. “profit for purpose”.
- Routinely reviewing our reserves to identify further sums that may be available to support the Capital Programme moving forward.

## **5.2 The Welsh Government (WG) Provisional Local Government Financial Settlement for 2020/21**

- 5.2.1 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 and the announcement of the General Election, the announcement of the Provisional Local Government Financial Settlement for 2020/21 was delayed until the 16<sup>th</sup> December 2019.
- 5.2.2 Cabinet will recall that at its meeting on the 21<sup>st</sup> February 2019 Council was presented with an updated Medium-Term Financial Plan (MTFP) which showed an anticipated savings requirement of £15.658m for the 2020/21 financial year. In response to this significant work was undertaken during the summer and early autumn to identify a range of new savings proposals for consideration.
- 5.2.3 On the 13<sup>th</sup> November 2019 Cabinet received a report providing details of draft budget proposals, which had been prepared in advance of the 2020/21 Provisional Settlement being released. The report was based on a range of updated assumptions and information available at that time, which reduced the anticipated savings requirement for 2020/21 from £15.658m to £8.485m. The Cabinet report also included a proposed increase in Council Tax of 6.95%.
- 5.2.4 The Draft Budget Proposals were endorsed by Cabinet thus ensuring that sufficient time was allowed for consultation pending details of the Provisional Settlement becoming available.
- 5.2.5 The Provisional Settlement announcement on the 16<sup>th</sup> December 2019 resulted in a favourable position for Local Authorities which allowed for flexibility in determining final budget proposals. The key elements of the Provisional Settlement are as follows: -
- An all-Wales increase in the Aggregate External Finance (AEF) of £184m, which is 4.3% higher than 2019/20 on a like-for-like basis (i.e. after adjusting for grants transferring into the Settlement in respect of teachers' pensions, teachers' pay and Funded Nursing Care).
  - The increases for individual Local Authorities vary due to the funding formula and movements in a number of key datasets. The lowest increase is in Monmouthshire CC at 3% with the highest being for Newport CC at 5.4%.
  - The increase in the AEF for Caerphilly CBC is 4.1%, which increases to 5.49% (£14.753m) after allowing for the grants that have transferred into the Settlement and changes in the Council Tax base.
  - This favourable Settlement provides headroom of £10.580m for Caerphilly CBC in determining the final 2020/21 revenue budget.
  - The Capital allocations available to Caerphilly CBC in the Revenue Support Grant and the General Capital Grant increased by £161k from the 2019/20 financial year.
- 5.2.6 Details of the 2020/21 Final Local Government Settlement will not be announced until the 25<sup>th</sup> February 2020, however WG officials have indicated that this will not vary significantly from the position set out in the Provisional Settlement. In the event that the Final Settlement results in an increase or decrease in the funding for Caerphilly CBC then this will either increase or decrease the savings in advance of £1.971m that are identified later in this report.

## **5.3 Updated 2020/21 Budget Proposals**

- 5.3.1 The following sections of this report provide details of updated 2020/21 budget proposals reflecting the favourable Financial Settlement and feedback from the budget consultation process. Cost pressures have also been further reviewed and updated where necessary.
- 5.3.2 The updated position will deliver a balanced budget for 2020/21 on the basis that Council Tax



is increased by 4.7%. Table 1 provides a summary: -

Table 1 – Summary

Paragraph	Description	£m	£m
5.2.5	Aggregate External Finance (+5.49%)		14.753
5.3.3 – 5.3.12	Schools cost pressures	5.471	
5.3.13 – 5.3.19	General Fund Services inflationary cost pressures	5.289	
5.3.20 – 5.3.30	General Fund inescapable service pressures	3.303	
5.3.31	Reinstatement of 2019/20 temporary savings	3.272	
5.3.32	Reinstatement of 2019/20 2% cut for schools	2.126	
5.4.1 – 5.4.5	Draft savings proposals 2020/21		3.047
5.4.6	Savings in advance	1.971	
5.6.1 – 5.6.2	Council Tax uplift (4.7%)		3.632
	<b>TOTAL: -</b>	<b>21.432</b>	<b>21.432</b>

5.3.3 The Schools cost pressures totalling £5.471m are set out in Table 2 below -

Table 2 – Schools Cost Pressures

	£m
Teachers Pay at (2.75% / 2%)	1.753
Living Wage	0.016
Teachers Employer's Pension Contributions at 7.12% (5/12ths)	2.288
APT&C Pay at 2%	0.261
APT&C Pay Contingency	0.098
Employer Pension Contributions (APT & C)	0.000
Non-Pay Inflation at 1.7%	0.337
Schools Service Pressures	0.674
Trinity Fields Transport Costs (Demographic Growth)	0.044
<b>TOTAL: -</b>	<b>5.471</b>

- 5.3.4 **Teachers Pay at 2.75%** - Teachers pay increased across the majority of the scale ranges by 2.75% with effect from September 2019. A one-off grant has been made available by WG to assist with the part-year additional cost of the pay award for the 2019/20 financial year. The full cost of the September 2019 pay award has now been provided for in the Provisional Settlement for 2020/21. For financial planning purposes it is currently assumed that there will be a further 2% uplift in teachers pay from September 2020.
- 5.3.5 **Foundation Living Wage** – Caerphilly CBC is a Living Wage Foundation employer so a sum is included in the budget proposals in respect of relevant school staff to allow for annual increases in the Foundation Living Wage hourly rate.
- 5.3.6 **Teachers Employer's Pension Contributions** – For the 2019/20 financial year 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 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. Funding has now been provided in the Provisional Settlement for 2020/21 in respect of the increased cost of the Teacher's Pension Scheme.
- 5.3.7 **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.
- 5.3.8 **APT&C Pay Contingency** – Due to the ongoing negotiations in respect of the APT&C pay award it is recommended that a contingency is established which will allow for a pay award of

up to 2.75%. It is proposed that this contingency will be held centrally in the first instance and only released to service budgets (if required) once the pay award is agreed.

5.3.9 **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 2020/21 Draft Budget Proposals presented to Cabinet on the 13<sup>th</sup> November 2019 assumed a 1% increase in the employer contribution from April 2020, pending the outcome of the latest triennial valuation. The results of this valuation have now been released and no increase will be required in the employer contributions for the 2020/21 and 2021/22 financial years. An increase of 1% will be required for 2022/23.

5.3.10 **Non-pay inflation at 1.7%** - This is based on the average monthly Consumer Prices Index (CPI) inflation rate for the last 12 months.

5.3.11 **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 Meal numbers in respect of additional social needs funding in primary and secondary schools.
- Additional Free School Meal costs in secondary schools.

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

5.3.13 The General Fund Services inflationary cost pressures totalling £5.289m are set out in Table 3 below: -

Table 3 – General Fund Services Inflationary Cost Pressures

	<b>£m</b>
Pay at 2% (APT&C staff)	2.467
Pay Contingency (APT&C staff)	0.868
Living Wage (APT&C staff)	0.049
Non-pay inflation at 1.7%	2.169
Employer Pension Contributions (APT & C)	0.000
Non-pay inflation (Fees and Charges) at 1.7%	<b>(0.264)</b>
<b>TOTAL: -</b>	<b>5.289</b>

5.3.14 **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.

5.3.15 **Pay Contingency (APT&C staff)** – As explained in paragraph 5.3.8 due to the ongoing negotiations in respect of the APT&C pay award it is recommended that a contingency is established which will allow for a pay award of up to 2.75%.

5.3.16 **Foundation Living Wage** – Caerphilly CBC is a Living Wage Foundation employer so a sum is included in the budget proposals in respect of APT&C staff to allow for annual increases in the Foundation Living Wage hourly rate.

5.3.17 **Employer Pension Contributions (APT&C staff)** – As explained in paragraph 5.3.9 the results of the latest independent triennial valuation of the Pension Fund’s assets and liabilities reveal that no increase in the employer contribution level will be required for the 2020/21 financial year.

- 5.3.18 **Non-pay inflation at 1.7%** - This is based on the average monthly Consumer Prices Index (CPI) inflation rate for the last 12 months.
- 5.3.19 **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.
- 5.3.20 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

	<b>£m</b>
Council Tax Reduction Scheme (CTRS) additional liability	0.693
Funded Nursing Care	0.101
WG funding for Private Finance Initiative (PFI) contracts	<b>(0.202)</b>
Social Services cost pressures	0.800
Education & Lifelong Learning cost pressures	0.875
Coroner's growth requirement	0.048
Sustainable Waste Management Grant reduction	0.093
City Deal (Partnership revenue contribution)	0.002
City Deal (debt charges)	0.044
Private Finance Initiative (PFI) review	0.849
<b>TOTAL: -</b>	<b>3.303</b>

- 5.3.21 **CTRS Additional Liability** – The Authority is required to fund a Council Tax Reduction Scheme (CTRS). This replaced Council Tax Benefit a number of 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 4.7% in 2020/21.
- 5.3.22 **Funded Nursing Care** – Funding has been transferred into the Provisional Settlement to meet additional costs arising from a review of Local Authority and NHS contributions to the cost of Funded Nursing Care placements. This funding will be passported to the Directorate of Social Services.
- 5.3.23 **WG Funding for Private Finance Initiative (PFI) Contracts** – Funding is provided by the Welsh Government through the Financial Settlement towards costs associated with the Private Finance Initiative contracts operating within the Authority. This funding is front-loaded and reduces annually over the life of the PFI contracts.
- 5.3.24 **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 updated information the projected 2020/21 growth requirement is now £800k. The draft budget proposals presented to Cabinet on the 13<sup>th</sup> November 2019 recommended that for 2020/21 only the anticipated growth requirement would be met through a one-off contribution of £800k from Social Services reserves. This was 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.
- 5.3.25 The favourable Financial Settlement now means that £800k growth can be allocated to Social Services, thus protecting the level of reserves for use on capital projects that will be the subject of further reports in due course. Savings arising from the range of initiatives that are underway in the Directorate will be made available to support the budget from 2021/22 onwards.
- 5.3.26 **Education and Lifelong Learning cost pressures** – Growth requirements of £875k have been identified with a range of cost pressures within this service area. Support for our most

vulnerable learners, in particular in relation to our Education Other Than At School (EOTAS) provision, continues to be a pressure. Work is well underway with regards to the strategy and delivery model moving forward and further reports will follow in due course. There are also additional cost pressures linked to requirements around the Additional Learning Needs (ALN) Reform Bill and Well-Being.

- 5.3.27 **Coroner's Growth Requirement** – Notification has been received from the Coroner that additional funding will be required in 2020/21 to meet inescapable service pressures.
- 5.3.28 **Sustainable Waste Management Grant Reduction** – The Provisional Settlement includes a reduction in the Sustainable Waste Management Grant for 2020/21. This grant supports Local Authorities in developing, implementing and operating waste prevention and waste recycling initiatives. The reduction for Caerphilly CBC equates to £93k and it is proposed that growth should be allocated to the Communities Directorate to offset the reduction and thus avoid any detrimental impact on service delivery.
- 5.3.29 **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 also 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.
- 5.3.30 **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.
- 5.3.31 The Final 2019/20 Budget Proposals approved by Council on the 21<sup>st</sup> February 2019 included temporary savings totalling £3.272m. In determining the budget proposals for 2020/21 the budgets for these temporary savings have been reinstated.
- 5.3.32 The 2019/20 budget proposals approved by Council in February 2019 also included a reduction of 2% (£2.126m) in the funding allocated to schools. The favourable Financial Settlement for 2020/21 provides an opportunity for this to be reviewed and it is therefore proposed that the cut of £2.126m should be reinstated into school budgets from April 2020.

#### **5.4 2020/21 Savings Proposals**

- 5.4.1 The 2020/21 Draft Budget Proposals presented to Cabinet on the 13<sup>th</sup> November 2019 included proposed savings totalling £8.485m. Following the announcement of the Provisional Settlement on the 16<sup>th</sup> December 2019 and after considering the feedback from the budget consultation process the list of savings has been subject to a detailed review.
- 5.4.2 Appendix 2 provides details of the full list of draft savings presented to Cabinet in November 2019 totalling £8.485m. Details are also provided of the updated position as follows: -

Table 5 – Updated 2020/21 Savings Position

	<b>£m</b>
Savings proposals to be retained for 2020/21	2.862
Savings proposals to be withdrawn	4.638
Savings proposals to be deferred pending Service Reviews	0.985
<b>TOTAL: -</b>	<b>8.485</b>

- 5.4.3 **Savings proposals to be retained for 2020/21** – In the main these savings proposals are those that have been assessed as having ‘Nil Impact’. Since the preparation of the Cabinet report in November 2019 additional savings have been identified that will result in a revised proposed savings total of £3.047m as shown in Table 6: -

Table 6 – Updated 2020/21 Savings Proposals

	<b>£m</b>
Savings proposals to be retained for 2020/21	2.862
Additional savings identified: -	
- Removal of Deputy Chief Executive budget	0.019
- Staff Restaurant price increase at 5% instead of the 3% originally proposed	0.004
- Reduction in Fire Service Levy budget	0.162
<b>TOTAL: -</b>	<b>3.047</b>

- 5.4.4 **Savings proposals to be withdrawn** – These total £4.638m and the most significant saving in this category is the proposed further reduction of 2% (£2.060m) in the budget allocated to schools. The withdrawal of this proposed saving along with the proposed reinstatement of the 2% cut applied to schools in 2019/20 will mean that all school cost pressures totalling £12.784m for 2019/20 and 2020/21 will be fully funded moving forward.
- 5.4.5 **Savings proposals to be deferred pending Service Reviews** – It is proposed that these savings proposals totalling £985k will be deferred for the 2020/21 financial year on the basis that they will be subject to Service Reviews under the Council’s Transformation Programme. As these Reviews are completed individual reports will be presented to Scrutiny Committees prior to consideration by Cabinet.
- 5.4.6 The proposed savings totalling £3.047m, along with the proposed increase in Council Tax of 4.7% will allow for savings in advance of £1.971m and provide a balanced budget position for 2020/21.
- 5.4.7 The savings in advance will provide a solid foundation for anticipated further budget reductions in future years and also provides an opportunity to make one-off investments in the 2020/21 financial year. It is proposed that £500k of the £1.971m is allocated to Environmental Schemes, with the balance of £1.471m being transferred to Capital Earmarked Reserves and added to the £24.5m reserves that have been set aside to invest in our ‘place shaping’ agenda. As mentioned in paragraph 5.1.8, detailed proposals setting out how this funding will be used will be the subject of a further report during the spring.
- 5.4.8 The proposed one-off £500k funding for Environmental Schemes will be used for 3 teams with vehicles and associated equipment and the types of work to be undertaken (not an exhaustive list) will include the following: -
- Works to enhance our gateway entrances to the county borough. The priorities currently are Ynysddu to Wattsville, Blackwood to Hollybush, Ystrad Mynach, and Machen to Trethomas.

- General weed, moss and silt removal and grubbing out/back edging footpaths etc.
- Renovating our 16 chevron tile roundabouts.
- Sign cleaning.
- Dealing with special requests from Members which current operational budgets / service delivery cannot easily address.
- Railing, bench and other street furniture repairs / renovations where required/requested.

## 5.5 General Fund Balances

- 5.5.1 Details of the projected movement on General Fund balances are provided in Appendix 3.
- 5.5.2 As previously agreed by Council the Council Tax surplus each year is channelled through the General Fund to support the base budget in the following financial year.
- 5.5.3 A total of £2.380m has been transferred from the General Fund into Capital Earmarked Reserves during the 2019/20 financial year as agreed by Council at its meeting on the 30<sup>th</sup> July 2019.
- 5.5.4 Cabinet will note that projected underspends for 2019/20 will result in £1.602m being transferred into the General Fund. This results in a projected General Fund balance of £13.261m
- 5.5.5 It is proposed that the General Fund balance should be set at 3% of the 2020/21 Net Revenue Budget i.e. £10.684m. This is the minimum balance recommended by the Council's Acting Section 151 Officer and results in a projected surplus balance of £2.577m. It is recommended that this sum is transferred into Capital Earmarked Reserves to support investments in the 'place shaping' agenda.

## 5.6 Council Tax Implications 2020/21

- 5.6.1 The budget proposals within this report include a proposed increase of 4.7% in Council Tax for the 2020/21 financial year. This will increase the Caerphilly CBC Band D precept from £1,131.21 to £1,184.38 i.e. an annual increase of £53.17 or weekly increase of £1.02.
- 5.6.2 The proposed increase of 4.7% 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 will be added to these totals): -

Table 7 – 2020/21 Council Tax (CCBC Element) at 4.7% Increase

<b>Band</b>	<b>Council Tax (CCBC Element) £</b>	<b>Annual Increase £</b>	<b>Weekly Increase £</b>
<b>A</b>	789.58	35.44	0.68
<b>B</b>	921.18	41.35	0.80
<b>C</b>	1,052.78	47.26	0.91
<b>D</b>	1,184.38	53.17	1.02
<b>E</b>	1,447.57	64.98	1.25
<b>F</b>	1,710.77	76.80	1.48
<b>G</b>	1,973.96	88.61	1.70
<b>H</b>	2,368.75	106.33	2.04
<b>I</b>	2,763.55	124.06	2.39

## 5.7 Capital Programme

- 5.7.1 The proposed Capital Programme for the three-year period 2020/21 to 2022/23 is detailed in Appendix 4 of this report and summarised in Table 8.

Table 8 – Summary of Capital Programme 2019/20 to 2021/22

	2020/21	2021/22	2022/23
	£m	£m	£m
Capital Programme proposals	11.363	9.846	9.726
WG funding available	(8.636)	(7.885)	(7.885)
<b>Capital funding gap</b>	<b>2.727</b>	<b>1.961</b>	<b>1.841</b>
<b>Funded by: -</b>			
Surplus/(Deficit) b/fwd	0.000	0.454	0.199
Capital Underspends from previous years	0.306	0.000	0.000
One-Off funding from MRP Policy Review	1.640	1.578	1.514
RCCO budget (Miscellaneous Finance)	0.128	0.128	0.128
Additional General Capital Grant	1.107	0.000	0.000
<b>Total Additional Funding</b>	<b>3.181</b>	<b>2.160</b>	<b>1.841</b>
<b>Surplus/(Deficit) carried forward</b>	<b>0.454</b>	<b>0.199</b>	<b>0.000</b>

5.7.2 As outlined in paragraph 5.1.8, at its meeting on the 29<sup>th</sup> January 2020, Cabinet approved a proposal to earmark £24.5m of reserves to boost the capital programme by investing in our 'place shaping' agenda. Furthermore, the proposals in this report in respect of savings in advance and the surplus General Fund balance will result in a further £4.048m being available for investments in the 'place shaping' agenda.

## 5.8 Financial Outlook for Future Years

5.8.1 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 £3.047m are proposed in this report for the 2020/21 financial year.

5.8.2 Whilst the positive Financial Settlement for 2020/21 is clearly welcomed there remains considerable uncertainty surrounding the funding position for future years. 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.

5.8.3 The Chancellor of the Exchequer has announced that details of the UK Government Budget will be released on the 11<sup>th</sup> March 2020. This will hopefully provide some clarity around the outlook for public finances in the medium-term. However, a further dynamic to consider will be how the Welsh Government prioritises any additional funding that it may receive moving forward.

5.8.4 Due to the uncertainty around funding levels an updated Medium-Term Financial Plan (MTFP) is not being provided at this stage. Following the budget announcement on the 11<sup>th</sup> March 2020 the position will be reviewed and a further report on the future financial outlook will be prepared for Cabinet consideration.

## **6. ASSUMPTIONS**

- 6.1 The updated budget proposals detailed in this report are based on the 2020/21 Provisional Local Government Financial Settlement and it is assumed that there will be no material changes in the Final Settlement due to be announced by the Welsh Government on the 25<sup>th</sup> February 2020.
- 6.2 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 2020/21 savings proposals and Equalities Impact Assessments (EIA's) have also been 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 are 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 have been consulted on the 2020/21 draft budget proposals.

## **12. CONSULTATIONS**

12.1 Following Cabinet endorsement of the draft 2020/21 budget proposal on the 13<sup>th</sup> November 2019 a period of extensive consultation has been undertaken over a period of eight weeks. Appendix 5 provides a summary of the feedback from the consultation process and the full detail is available on the Council's website.

12.2 As part of the consultation process Special Scrutiny Committees were held during December 2019 to focus on the savings proposals. The Special scrutiny reports presented to these meetings along with the minutes of these meetings are also available on the Council's website.

12.3 Feedback from the consultation process has been a key consideration in determining the final budget proposals for the 2020/21 financial year.

## **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.

E-mail: [harrisr@caerphilly.gov.uk](mailto:harrisr@caerphilly.gov.uk)

Tel: 01443 863022

Consultees: Corporate Management Team  
Andrew Southcombe, Finance Manager, Corporate Finance  
Rob Tranter, Head of Legal Services and Monitoring Officer  
Lynne Donovan, Head of People Services  
Cllr Philippa Marsden, Leader  
Cllr Eluned Stenner, Cabinet Member for Finance, Performance and Planning

Background Papers: -

- Budget Proposals for 2019/20 and Medium-Term Financial Plan 2019/20 to 2023/24 (Council 21/02/19).
- Future Caerphilly Transformation Strategy - #TeamCaerphilly – Better Together (Cabinet 12/06/19).
- Draft Budget Proposals for 2020/21 (Cabinet 13/11/19)
- WG Provisional 2020/21 Local Government Financial Settlement (16/12/19)

Appendices: -

Appendix 1 - Net Revenue Budget 2020/21  
Appendix 2 - 2020/21 Draft Savings Proposals  
Appendix 3 - Movement on General Fund  
Appendix 4 - Capital Programme 2020/21 to 2022/23  
Appendix 5 - Budget Consultation 2020/21 Summary Report

**NET REVENUE BUDGET 2020/21**

	£'000	£'000
<b>Base Budget 2019-20</b>		<b>337,745</b>
<b>Whole-Authority Cost Pressures</b>		
Pay Inflation	4,481	
Pay Contingency 2020-21	966	
Living Wage	65	
Non-pay Inflation at 1.7%	2,242	
Teacher's Employer Pension Contributions	2,288	
Schools Service Pressures	674	
Trinity Fields Transport Costs (Democratic Growth)	44	
	<hr/>	<b>10,760</b>
<b>General Fund Inescapable Service Pressures</b>		
Council Tax Reduction Scheme (CTRS)	693	
Funded Nursing Care	101	
WG Funding for PFI Contracts	(202)	
Social Services Cost Pressures	800	
Education & Lifelong Learning Cost Pressures Contingency	875	
Coroner's Growth Requirement	48	
Sustainable Waste Management Grant Reduction	93	
City Deal - Partnership Revenue Contribution	2	
City Deal - Debt Charges	44	
PFI Review	849	
	<hr/>	<b>3,303</b>
<b>Reinstatement of 2019-20 Temporary Budget Reductions</b>		<b>3,272</b>
<b>Reinstatement of 2019-20 2% Cut in Schools Budget</b>		<b>2,126</b>
<b>Savings In Advance</b>		<b>1,971</b>
<b>Savings Proposals 2020-21</b>		<b>(3,047)</b>
<b>Proposed Expenditure</b>		<b>356,130</b>
Funding		
WG Support		(283,367)
Council Tax (4.7%)		(71,713)
Council Tax Surplus		(1,050)
<b>Total Funding</b>		<b>(356,130)</b>

Ref.	Proposed Saving	Original List £000's	Retained Savings £000's	Withdrawn Savings £000's	Service Reviews £000's	Public Impact
	<b>A) BEING MORE EFFICIENT</b>					
	<b>Education &amp; Lifelong Learning: -</b>					
A01	Adult Education - Delete vacant Manager's post.	42	42			Nil
A02	14 to 19 Initiative Transport Costs - Budget realignment.	25	25			Nil
A03	Support Services and Resources - Delete vacant post.	15	15			Nil
A04	Library Service - Delete Library Manager post.	50	50			Nil
A05	Education Welfare Service - Restructure of service.	28	28			Nil
A06	Music Service - Curriculum Leader - Vacant post.	59	59			Nil
A07	Music Service - Delete Music Teacher post but some hours retained.	26	26			Nil
A08	Music Service - Delete Music Teacher post.	53	53			Nil
A09	Language Support Primary - Delete vacant post.	33		33		Minor
A10	Library Service - Back office efficiencies & transport related savings.	18	18			Nil
A11	Youth Service - 1 Caretaker at Crumlin Institute not replaced (vacant post).	11	11			Nil
A12	Youth Service - Deletion of admin post.	21	21			Nil
A13	Youth Service - Duty Officer/Caretaker post not to be replaced when the postholder leaves in the Autumn.	25	25			Nil
A14	Youth Service - Deletion of part-time Grade 10 vacant post.	28	28			Nil
A15	Early Years Team.	15	15			Nil
A16	Education Achievement Service (EAS) - 1.5% reduction in contribution.	15	15			Nil
A17	Gwent Sensory & Communication Support Unit (SenCom) - 1% reduction.	7	7			Nil
	<b>Social Services &amp; Housing: -</b>					
A18	Private Housing - Minor restructure.	27	27			Nil
	<b>Communities: -</b>					
A19	Business Support & Funding - Budget realignments	40	40			Nil
A20	Business Support & Funding - Increased rental income from Lowry Plaza Unit Shops.	5	5			Nil
A21	Urban Renewal - Reduction in Publicity & Promotion budget.	2	2			Nil
A22	Urban Renewal - Reduction in mileage, printing and miscellaneous expenditure budgets.	2	2			Nil
A23	Tourism - Blackwood Miners Institute - Reduced Box Office opening hours.	8	8			Nil
A24	Tourism - Blackwood Miners Institute - Staffing restructure.	20	20			Nil
A25	Tourism - Winding House - Budget realignment and reduction in staffing budget.	30	30			Nil
A26	Tourism - Marketing and Events - Reduction in marketing spend.	8	8			Nil
A27	Tourism - Additional budget efficiencies across all venues.	21	21			Nil
A28	Infrastructure Division - Minor restructure.	31		31		Minor
A29	Community & Leisure Services - Deletion of Admin post.	25	25			Nil
A30	Community & Leisure Services - Budget realignment.	56	56			Nil
A31	Registrars - Vacancy Management.	10	10			Nil
A32	Public Protection - Budget realignment.	39	39			Nil
A33	Corporate Property - Penmaen House - Running costs to be met by new tenant.	33	33			Nil
A34	Corporate Property - Ty Penallta - Reduction in building cleaning.	25	25			Nil

Ref.	Proposed Saving	Original List £000's	Retained Savings £000's	Withdrawn Savings £000's	Service Reviews £000's	Public Impact
A35	Corporate Property - Other Offices - Reduction in building cleaning.	20	20			Nil
A36	Corporate Property - Reduction in utility costs.	15	15			Nil
	<b>Corporate Services: -</b>					
A37	Corporate Finance - Vacancy management.	208	208			Nil
A38	Building Cleaning - Reduction in printing costs.	4	4			Nil
A39	Building Cleaning - Reduction in subscriptions.	4	4			Nil
A40	Building Cleaning - Reduction in training budget	4	4			Nil
A41	Building Cleaning - Reduction in fleet costs.	5	5			
A42	Legal & Governance - Deletion of vacant solicitor post.	12	12			Nil
A43	Legal & Governance - Reduction in supplies and services expenditure.	20	20			Nil
A44	Legal & Governance - Reduction in Counsel Fees budget	50	50			Nil
	<b>Sub-Total: -</b>	<b>1,195</b>	<b>1,131</b>	<b>64</b>	<b>0</b>	
	<b>B) DOING THINGS DIFFERENTLY</b>					
	<b>Education &amp; Lifelong Learning: -</b>					
B01	Library Service - Deletion of 2 Community Librarian posts (Grade 8).	80	80			Minor
B02	Library Service - Full-year effect of workforce remodelling savings approved as part of the 2019/20 budget.	32	32			Nil
	<b>Social Services &amp; Housing: -</b>					
B03	Social Services - Temporary use of reserves to underpin alternative ways of working.	800		800		Nil
	<b>Communities: -</b>					
B04	Infrastructure - Reduction in Street Lighting maintenance budget.	40		40		Minor
B05	Community & Leisure Services - Bowling Green Rationalisation.	10	10			Nil
B06	Community & Leisure Services - Closure and sale or lease of Ynys Hywel Farm.	40	40			Nil
B07	Community & Leisure Services - Closure of Penallta Parks Depot.	24	24			Nil
B08	Community & Leisure Services - Closure of Trehir Household Waste Recycling Centre (HWRC).	15			15	Moderate
B09	Public Protection - Merge Community Safety Wardens with the Environmental Health General Enforcement Team.	160			160	Significant
B10	Corporate Property - All leaseholders to discharge maintenance obligations.	20	20			Minor
	<b>Corporate Services: -</b>					
B11	Corporate Policy - Reduction in external Welsh Language Translation budget.	15	15			Nil
B12	Customer Services - Service redesign	68			68	Moderate
B13	Central Services - Service redesign in Mail Room.	24			24	Low
	<b>Sub-Total: -</b>	<b>1,328</b>	<b>221</b>	<b>840</b>	<b>267</b>	
	<b>C) SERVICE REDUCTIONS/CUTS</b>					
	<b>Education &amp; Lifelong Learning: -</b>					

Ref.	Proposed Saving	Original List £000's	Retained Savings £000's	Withdrawn Savings £000's	Service Reviews £000's	Public Impact
C01	2% reduction in Individual Schools Budget.	2,060		2,060		Moderate
C02	2% reduction in Former Key Stage 2 Grant	30		30		Minor
C03	2% reduction in Secondary Additional Funding	22		22		Minor
C04	Youth Service - Reduction in top-up to grant funded projects.	15			15	Moderate
C05	Youth Service - Withdrawal of service from Bedwas High School.	6	6			Nil
	<b>Social Services &amp; Housing: -</b>					
C06	Housing - Withdrawal of General Fund Housing contribution to Community Environmental Warden Service.	45			45	Moderate
	<b>Communities: -</b>					
C07	Business Support & Funding - Reduction in the revenue budget for the Community Enterprise Fund.	50			50	Minor
C08	Urban Renewal - Reduction in Town Centre/Community Projects budget.	8			8	Minor
C09	Community Regeneration - Reduction in Community Projects budget.	35	35			Minor
C10	Infrastructure - Withdraw the School Crossing Patrol sites that no longer meet the national standards criteria.	158		158		Moderate
C11	Infrastructure - Blackwood to Ystrad Link - Withdrawal of subsidy.	80			80	Moderate
C12	Infrastructure - Reduction in Carriageway maintenance budget.	514		514		Significant
C13	Infrastructure - Reduction in other Highway maintenance budgets.	95		95		Moderate
C14	Infrastructure - Reduction in Traffic Management maintenance budget.	10		10		Moderate
C15	Infrastructure - Reduction in Risca Canal budget.	40		40		Moderate
C16	Community & Leisure Services - Reduction in playground maintenance budget.	10		10		Minor
C17	Community & Leisure Services - 50% Reduction in maintenance of land budget.	16		16		Minor
C18	Community & Leisure Services 50% Reduction in Public Rights of Way budget.	32		32		Minor
C19	Community & Leisure Services - Reduction in Cemeteries Maintenance budget.	20		20		Minor
C20	Community & Leisure Services - Reduction in War Memorial Maintenance budget.	5		5		Minor
C21	Community & Leisure Services - Reduction in Allotment budget	2		2		Nil

Ref.	Proposed Saving	Original List £000's	Retained Savings £000's	Withdrawn Savings £000's	Service Reviews £000's	Public Impact
C22	Community Centres - Withdrawal of funding for 2 Centres not in CCBC ownership (Rudry and Glan-y-Nant).	13	13			Minor
C23	Community Centres - Reduction of 1 hour Caretaker support across all Centres.	18			18	Minor
C24	Waste Management - Reduction in Cleansing staff numbers (6 posts).	145			145	Moderate
C25	Public Protection - Decommission all BT line rental cameras.	24		24		Moderate
C26	Corporate Property - Reduction in DDA budget.	30	30			Nil
C27	Corporate Property - 7% reduction in building maintenance budgets.	106		106		Minor
<b>Corporate Services: -</b>						
C28	Corporate Policy - Reduction in Voluntary Sector budget.	80			80	Significant
C29	Corporate Policy - Delete remaining Technical Assistance budget.	11			11	Moderate
C30	Corporate Policy - Further reduction in the Well-being budget.	6			6	Moderate
C31	Corporate Policy - Further reduction in publicity and promotion budgets.	2	2			Nil
<b>Miscellaneous Finance: -</b>						
C32	Miscellaneous Finance - Deletion of Match Funding for Community Schemes budget.	15			15	Minor
<b>Sub-Total: -</b>		<b>3,703</b>	<b>86</b>	<b>3,144</b>	<b>473</b>	
<b>D) #TEAMCAERPHILLY - BETTER TOGETHER</b>						
<b>Fees and Charges</b>						
<b>Social Services &amp; Housing: -</b>						
D01	Housing - Increase in Housing Revenue Account (HRA) recharges - Minor works of adaptation.	25	25			Nil
<b>Communities: -</b>						
D02	Planning - Income from charging for advice.	6	6			Minor
D03	Urban Renewal - Increased staff fee income from project management on grant funded projects.	2	2			Nil
D04	Tourism - Cwmcarn Visitor Centre - Additional income.	10	10			Nil
D05	Tourism - Caerphilly Visitor Centre - Additional catering income.	5	5			Nil
D06	Tourism - Blackwood Miners Institute - Additional income.	5	5			Nil

Ref.	Proposed Saving	Original List £000's	Retained Savings £000's	Withdrawn Savings £000's	Service Reviews £000's	Public Impact
D07	Tourism - Marketing and Events - Additional income from review of Pitch Fees.	12	12			Nil
D08	Waste - Increase charges for bulky collections (from £16 to £25 for 1 to 3 items).	25			25	Minor
D09	Public Protection - Review Pest Control Fees and Charges and introduce a charge for rat treatments.	20			20	Moderate
D10	Corporate Property - Ty Duffryn rental income.	69	69			Nil
D11	Corporate Property - Penmaen House rental income.	31	31			Nil
<b>Corporate Services: -</b>						
D12	Meals Direct - Increase price of meals by 25p from April 2020.	5		5		Minor
D13	Catering - Increase price of primary school meals by 10p from April 2020.	28		28		Minor
D14	Catering - Increase price of secondary school meals by 10p from April 2020.	54		54		Minor
D15	Catering - Increased income in Secondary Schools (budget realignment).	12	12			Nil
D16	Catering - Increase price of meals in the staff canteen by 3%.	6	6			Nil
D17	Building Cleaning - Increase in income.	12	12			Nil
D18	Building Cleaning - Increase income from window cleaning.	4	4			Nil
D19	Building Cleaning - Increase charges for Portable Appliance Testing.	3	3			Nil
D20	Building Cleaning - Increase in charges for Trinity Fields.	14	14			Nil
D21	Building Cleaning - New contract with Morrison Utilities	5	5			Nil
D22	Procurement - Income generation through collaboration.	10	10			Nil
D23	Catering - Introduce a charge for providing current free provisions to meeting rooms i.e. water.	3		3		Nil
D24	<b>Corporate Services - Digital Services - Efficiency savings through process reviews and automation.</b>	200			200	Nil
D25	<b>Review of Investment Strategy</b>	718	718			Nil
<b>Sub-Total: -</b>		<b>1,284</b>	<b>949</b>	<b>90</b>	<b>245</b>	
<b>E) OTHER</b>						
E1	Miscellaneous Finance - Temporary reduction in Debt Charges budget.	500		500		Nil
E2	Miscellaneous Finance - 2019/20 savings in advance.	475	475			Nil
<b>Sub-Total: -</b>		<b>975</b>	<b>475</b>	<b>500</b>	<b>0</b>	
<b>TOTAL: -</b>		<b>8,485</b>	<b>2,862</b>	<b>4,638</b>	<b>985</b>	

**Additional Savings: -**

- Deputy CEO Salary Payment	19
- Staff Restaurant Price Increase of 5%	4
- Reduction in Fire Service Levy	162

**Total 2020/21 Savings: -**

**3,047**

**MOVEMENT ON GENERAL FUND**

	£'000	£'000
<b>Opening Balance 01/04/2019</b>		<b>15,089</b>
<b>2018-19 Council Tax Surplus to support 2019-20 Budget</b>		<b>(1,050)</b>
<b>Take From General Fund Agreed by Council (30/07/19): -</b>		
Transfer to Capital Earmarked - Corporate Projects	<u>(2,380)</u>	<b>(2,380)</b>
<b>Projected Take to General Fund from 2019-20 Underspends :-</b>		
Education and Corporate Services	874	
Social Services & Housing	283	
Communities	0	
Miscellaneous Finance	<u>445</u>	<b>1,602</b>
<b>Estimated 2019-20 Council Tax Surplus</b>		<b>1,050</b>
<b>2019-20 Council Tax Surplus to support 2020-21 Budget</b>		<b>(1,050)</b>
<b>Projected Balance 31/03/2020</b>		<b><u><u>13,261</u></u></b>



**Capital Programme 2020/21 to 2022/23**

<b>Scheme</b>	<b>2020/21 £000's</b>	<b>Indicative 2021/22 £000's</b>	<b>2022/23 £000's</b>
<b><u>Education and Lifelong Learning</u></b>			
Health & Safety Regulations Works	296	296	296
Basic Needs Accommodation	221	221	221
School Security	62	62	62
Asset Management	591	590	590
School Boiler Replacement Programme	253	253	253
<b>Total Education &amp; Lifelong Learning</b>	<b>1,423</b>	<b>1,422</b>	<b>1,422</b>
<b><u>Communities</u></b>			
Sport Pitches	30	30	30
Abertridw Park	40	0	0
<b>Total Community &amp; Leisure Services</b>	<b>70</b>	<b>30</b>	<b>30</b>
Environmental Schemes	228	200	200
<b>Total Countryside</b>	<b>228</b>	<b>200</b>	<b>200</b>
Voluntary Sector Capital Grants	98	80	50
<b>Total Economic Development</b>	<b>98</b>	<b>80</b>	<b>50</b>
Infrastructure Retaining Walls	314	314	314
Street Lighting	50	50	50
Land Purchase-Future Schemes	41	40	40
Major Highway Reconstruction	739	739	739
Bridge Strengthening	441	441	441
Land Drainage- Corporate	123	123	123
Land Drainage - Non Corporate	123	123	123
Vehicle Restraint Systems	148	148	148
Corporate Maintenance - Tips Mines Spoils	246	246	246
Monmouth & Brecon Canal.	208	200	200
Footway Reconstruction	148	148	148
<b>Total Engineers</b>	<b>2,581</b>	<b>2,572</b>	<b>2,572</b>
Commercial And Industrial Grants	0	30	30
Town Centres	20	18	18
<b>Total Urban Renewal</b>	<b>20</b>	<b>48</b>	<b>48</b>
CCTV Replacement	74	74	74
Kitchen Refurbishments	419	419	419

<b>Total Public Protection</b>	<b>493</b>	<b>493</b>	<b>493</b>
Corporate Asset Management	690	690	690
<b>Total Property</b>	<b>690</b>	<b>690</b>	<b>690</b>
<b>Total Communities</b>	<b>4,180</b>	<b>4,113</b>	<b>4,083</b>
<b><u>Social Services &amp; Housing</u></b>			
Condition Surveys	344	340	340
<b>Total Social Services</b>	<b>344</b>	<b>340</b>	<b>340</b>
Disabled Facility Grants	1,133	1,130	1,133
Home Imp Grants/Miscellaneous	246	240	246
Home Repair Grant	788	780	788
<b>Total Private Housing</b>	<b>2,167</b>	<b>2,150</b>	<b>2,167</b>
<b>Total Social Services &amp; Housing</b>	<b>2,511</b>	<b>2,490</b>	<b>2,507</b>
<b><u>Corporate Services</u></b>			
IT Hardware & Software	230	220	200
<b>Total ICT</b>	<b>230</b>	<b>220</b>	<b>200</b>
<b>Total Corporate Services</b>	<b>230</b>	<b>220</b>	<b>200</b>
Capital Earmarked Reserve	1,663	1,601	1,514
Unallocated General Capital Grant	1,356	0	0
<b>Total Capital Programme</b>	<b>11,363</b>	<b>9,846</b>	<b>9,726</b>

# Caerphilly County Borough Council

## Budget Consultation 2020/21

### Summary Report

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## **Introduction**

A series of draft budget proposals totalling almost £8.5 million were considered by Cabinet on 13<sup>th</sup> November 2019 alongside a proposed Council Tax rise of 6.95% to cover the remaining shortfall.

The views of residents and stakeholders views were sought on the draft proposals over a period of 6 weeks from **18<sup>th</sup> November 2019 to 13<sup>th</sup> January 2020**, with views expressed as part of this consultation to be fed back and considered by Cabinet on 12<sup>th</sup> February 2020 prior to the final budget for 2020/21 being agreed at a special meeting of full Council on **20<sup>th</sup> February 2020**.

## **Methodology**

A formal consultation on the draft savings proposals for 2020/21 took place between **18<sup>th</sup> November 2019 and 13<sup>th</sup> January 2020**. This was preceded by a period of engagement - information sharing and awareness raising.

Key elements of the engagement and consultation include:

- A media and digital media campaign
- A survey distributed via the Council's newsletter "Newslite", made available on the Council's website and at all main Council buildings and libraries
- Written communication with stakeholder groups (including Councillors, Town and Community Councils)
- Face to face conversations
  - drop in sessions held at 9 libraries across the county borough
  - a "Viewpoint Panel" meeting held on 25<sup>th</sup> November 2019
- Additional face-to-face meetings with
  - Voluntary Sector Liaison Committee
  - Special Scrutiny Committees
  - Trade Unions and other key stakeholder groups

The main elements of the engagement and consultation process are summarised below. Further details of each element of the public and stakeholder consultation can be found in the annexes to this report.

## **Media and Digital Media Campaign**

Prior to the launch of the consultation and throughout the consultation period, a range of web, media and social media activity was carried out to raise awareness of the financial situation facing the Council and to promote and encourage residents to take part and have their say on the draft savings proposals.

A key element of the activity prior to and during the consultation period focussed on increasing understanding of the financial situation and the reasons why the Council is faced with having to make such difficult financial decisions.

It highlighted the financial pressures that the Council must fund, the significant (but relatively small in the grand scheme) role that Council Tax has in funding council services and the rationale for the Council needing to ask residents to pay more, through Council Tax, for the services they receive.

Following a positive provisional settlement from Welsh Government in December, the media and digital media campaign reminded residents how important it was for them to have their say on the services that are most important to them.

Activities carried out as part of this work included:

- Video
- Web content
- Infographic/information leaflet
- Media releases
- Digital media including Facebook, Twitter and NewsOnline

## **Survey**

A short open ended questionnaire was developed to seek views on the draft budget proposal. A copy of the questionnaire can be found in [Annex 1](#).

The survey and supporting consultation information (draft proposals, completed Equality Impact Assessments and budget templates for each proposal) was included on the CCBC website for the duration of the consultation period with a prominent front page banner and a link directly to the survey.

Details of draft budget proposals were highlighted on the front page of the December 2019 edition of the Council's newsletter "Newsline" with further information and the questionnaire included in a central pull out section of the publication. "Newsline" is delivered to every household within the county borough.

## **Written Communication with those directly impacted and key stakeholder groups**

Details of the proposals and a link to the survey was shared widely with a range of key stakeholders and groups (as outlined in [Annex 2](#)) via e-mail and/or in printed format as appropriate.

Those for whom certain proposals were considered to have a direct impact were engaged directly including:

- Meals Direct clients
- Parents in relation to school crossing patrol and school meal price increases
- Voluntary sector organisations (Citizens Advice Bureau, GAVO and Groundwork)

## **Face to Face Engagement**

Due to the election taking place on 12<sup>th</sup> December 2019, elected members were unable to participate in the face to face public engagement around the budget proposals for 2020/21 as they have done in previous years.

### ***Public Drop in sessions***

Face to face drop in sessions were held at 9 libraries across the county borough between 27<sup>th</sup> November and 9<sup>th</sup> December 2019 as shown in **Table 1**.

Drop-in sessions were facilitated by officers from the Service Improvement and Partnerships/Communications and Corporate Finance teams alongside senior officers. The sessions were publicised widely at the venues and at the main Council premises across the county borough. Local Councillors were asked to promote the sessions and regular reminders were sent out via social media. Residents were encouraged to come in and speak with officers to find out more about the draft proposals and to provide feedback through completing a questionnaire. This approach allowed face to face interaction with individuals and encouraged debate and discussion.

Across the 9 drop in sessions, **68** residents engaged in discussion with officers with Blackwood Library seeing the greatest footfall. A number also took the time to vote on the proposed Council Tax increase and took away a copy of the survey to complete. The demographic composition of attendees was skewed towards older age groups, with a larger number of female attendees than male.

**Table 1: Face to Face Session**

<b>Date and time</b>	<b>Venue</b>	<b>Engaged with</b>
27.11.19 (10.00am - 12.30pm)	Rhymney Library	5
27.11.19 (3.30pm - 6.00pm)	Caerphilly Library	6
28.11.19 (10.00am - 12.30pm)	Newbridge Library	9
29.11.19 (10.30am - 1.00pm)	White Rose Resource Centre, New Tredegar (and Parent Network PLANET event at Fochriw Community Centre)	9 (6)
02.12.19 (10.00am - 1.00pm)	Bargoed Library	7
04.12.19 (2.00pm - 4.00pm)	Nelson Library	8
05.12.19 (10.30am - 12.30pm)	Blackwood Library	15
06.12.19 (10.30am - 12.30pm)	Ystrad Mynach Library	5
09.12.19 (3.00pm - 6.00pm)	Risca Palace Library	4

### **“Viewpoint Panel” Meeting**

On Monday 25<sup>th</sup> November 2019, **27** residents from across the county borough attended a meeting at Penallta House. Groups represented included the Caerphilly County Borough Viewpoint Panel, Caerphilly Youth Forum, Caerphilly Parent Network and Caerphilly 50+ Forum.

Prior to the meeting, attendees were provided with details of the proposals and on arrival, were welcomed by Richard Edmunds, Corporate Director of Education and Corporate Services of Caerphilly County Borough Council. After listening to a presentation by the Head of Corporate Finance in the Council Chamber, attendees were asked to vote on their preference for Council Tax increase then split into smaller groups where they were invited to discuss the draft proposals in more detail.

The aim of the meeting was to facilitate discussion in relation to the following:

- the proposed savings that participants most agreed and disagreed with
- suggestions for alternative ways to achieve the required savings
- how the Council can work together with our communities to deliver services differently

Throughout the discussion, senior officers were available to clarify details relating to the draft proposals and provide context where needed.

## **Additional Face to Face Stakeholder Engagement**

Additional face to face discussions were held with

### **Voluntary Sector Liaison Committee**

Prior to the full meeting of the VSLC, the Voluntary Sector Representatives met on 20<sup>th</sup> November to discuss the budget proposals in detail.

The Voluntary Sector Liaison Committee met on 5<sup>th</sup> December 2019 to consider the draft budget proposals for 2020/21. (Draft meeting notes were available at the time of reporting and these can be found in [Annex 3](#)).

### **Trade Unions**

The Trade Unions were consulted on the draft budget proposals through our internal Joint Consultative Committee process.

### **Special Scrutiny Committees**

Each scrutiny committee consists of 16 councillors and has a statutory 'watchdog' role to ensure that the Council carries out its responsibilities properly and where necessary, are accountable for their actions. The following Special Scrutiny Committee meetings were held to consider the draft budget proposals and medium term financial plan for 2020/21:

Social Services - 3<sup>rd</sup> December 2019

Housing & Regeneration, - 5<sup>th</sup> December 2019

Education - 9<sup>th</sup> December 2019

Environment & Sustainability - 10<sup>th</sup> December 2019

Policy & Resources - 11<sup>th</sup> December 2019

The details of Scrutiny Committees discussions are recorded outside of this report and are available on the Council's website [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk) .



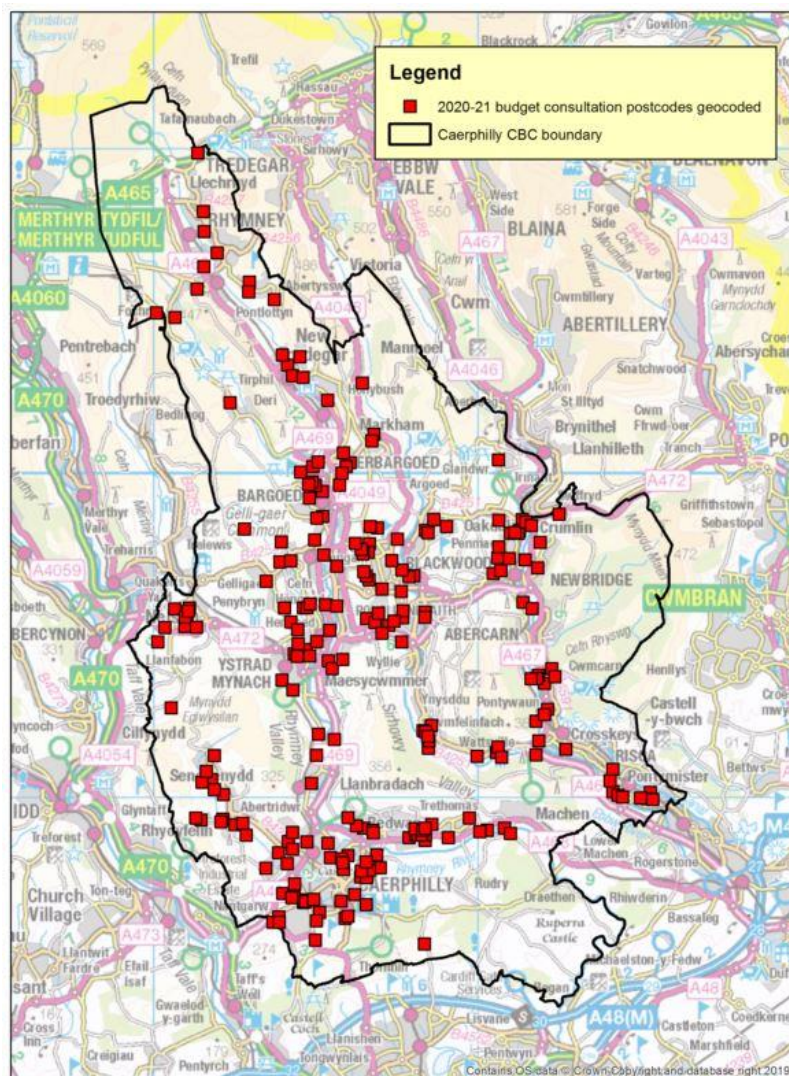
# Responses

## Survey

The total number of responses received to the survey was 371 (5 were completed in Welsh).

Ninety five percent of respondents were residents of the county borough and as shown in **Map 1**, there was a good geographical distribution from across the area. Fifty two percent of respondents were female, 42% were male and 15% indicated that they have a disability. A full respondent profile can be found in [Annex 4](#). A digest of comments received via the survey can be found in [Annex 5](#).

**Map 1: Postcode distribution of survey respondents**



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Further responses were received from residents via e-mail, letter and social media. In addition, written responses were received from the following elected representatives/groups/organisations:

**Annex 6 - Digest of additional responses received.**

- a) Letter from Caerphilly Blaenau Gwent Citizens Advice Bureau
- b) Response from GAVO
- c) Response from Gelligaer Community Council
- d) Response from Llanbradach and Pwll y Pant Community Council
- e) Response from Aber Valley Partnership
- f) Response from Blackwood Town Council
- g) Response from Bedwas, Trethomas and Machen Community Council
- h) Response from Cllr James Pritchard
- i) Response from Croeso Club
- j) Response from Groundwork
- k) Response from Hefin David AM
- l) Response from Nelson Community Council
- m) Response from Voluntary Sector Liaison Committee
- n) Response from Wayne David, MP
- o) Additional written responses and e-mails received

**Annex 7 - Summary of Viewpoint Panel meeting discussion**

**Annex 8 - Feedback from face to face drop in sessions**

**Annex 9 - A digest of social media response**

## **Petitions**

A number of petitions have been received and will be presented and considered alongside the consultation findings:

1. Save our Children, Save our Crossing Patrol – Waunfawr Primary School, Crosskeys. 271 signatories plus 1 letter
2. Save our Crossing Lady – Cwmcarn Primary School – 197 signatories
3. We the undersigned call on Caerphilly County Borough Council, not to go ahead with the proposed decommissioning of CCTV Cameras in the villages of Senghenydd and Abertridwr, as part of its budget proposals for 2020-21.

## Key Findings and Themes

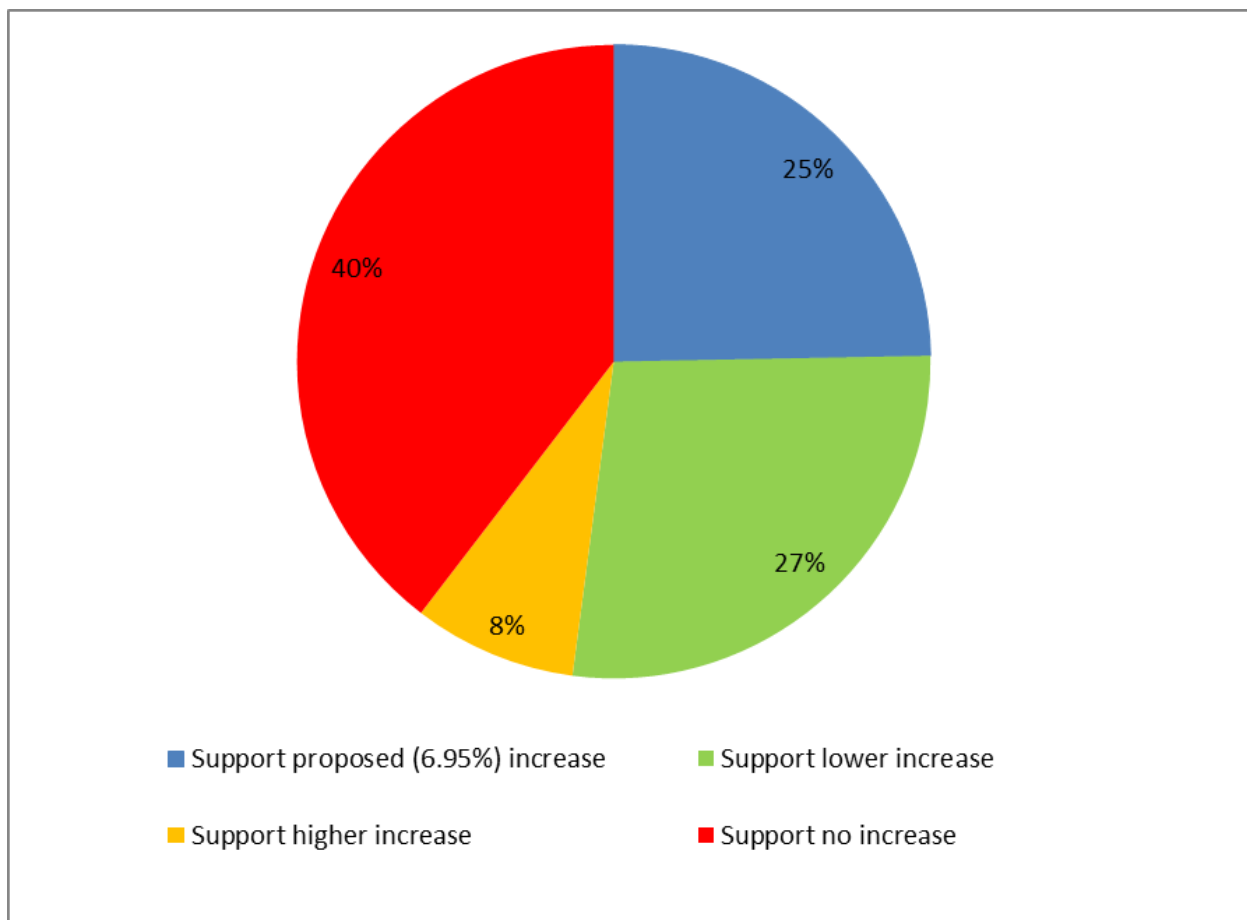
### Council Tax Increase (239 responses)

In relation to the proposed increase in Council Tax, survey respondents were asked to choose from 4 options:

1. I support the proposed increase in council tax (6.95%)
2. I do not support the proposed council tax increase – it's too much. However, I'd support a lower increase in council tax
3. I support the proposed increase in council tax and would be prepared to pay an even greater increase if required
4. I do not support any increase in council tax

**Graph 1** shows that 25% of respondents would support the proposed increase with a further 8% being prepared to pay an even greater increase and 27% supporting a lower increase. However, 40% do not support any increase in Council Tax.

**Graph 1: Preference for Council Tax Increase (n= 336)**



An analysis of the text responses highlighted the reasons behind preferences for the proposed Council Tax increases.

## **If not through an increase in Council Tax, how else do you feel we can achieve the required savings**

A number of respondents felt that it is unfair to expect residents to pay more when their services are being reduced and the proposed increase is too great in line with other cost of living rises.

The more favourable settlement from Welsh Government in early December was noted by respondents who felt that an increase in council tax would therefore not be required.

Many of the responses to this question were of a similar nature to those given in relation to “Ideas for delivering services differently to meet the current and future needs of residents” below.

### **Views on the savings proposals**

Areas of specific concern and those where there was a level of agreement with the proposals are outlined below:

#### ***Areas of widest concern***

- Closure of Trehir Household Waste Recycling Centre
- 2% schools budget reduction
- School crossing patrol
- Highway maintenance budget
- Voluntary sector cuts
- Street lighting maintenance budget (some comments referred to light switch off rather than specifically this proposal)
- Charging for bulky waste
- Cleansing staff reduction
- Youth service
- CCTV
- School meal price increase
- Meals Direct
- Community centres
- Pest control charging

#### ***Mixed Views***

There were mixed views in relation to merging Community Safety Wardens with the Environmental Health General Enforcement Team.

Library Services – there were mixed views In relation to library services. Some felt cuts were appropriate whilst others felt that libraries are a valuable resource and should be used more.

### ***Areas of agreement***

There was a general agreement that the Council should work towards being more efficient, delete vacant posts and wherever possible limit the impact of savings proposals on residents themselves.

Increasing charges: with the exception of charging for meals direct, school meals, pest control and bulky waste (noted above), there was general agreement that charges could be increased for specific services e.g. planning – income from charging for advice and staff meals.

### ***General themes***

General themes that emerged from the consultation

- Some proposals were considered counterproductive e.g.
  - closure of Trehir and increase in bulky waste charges leading to more fly tipping
  - removing funding to voluntary sector considered to support the work of the Council
- Concerns over safety (school crossing patrols/street lighting and to a lesser extent CCTV/Community Safety Wardens)
- Concerns over the environmental impact of some proposals e.g.
  - rat treatment fees
  - Trehir Civic Amenity Site closure
  - Bulky waste charges
- Concerns over impact on the most vulnerable (particularly older people, young people and disabled people) and economically disadvantaged
- There were a number of comments about
  - the council wasting money
  - having too many senior officers and Councillors and
  - paying senior staff and Councillors too much

### ***Equalities implications***

Respondents highlighted a number of areas where they felt proposals would have a detrimental impact on those who are more vulnerable in our communities on the basis of their protected characteristics, for example:

- School crossing patrols (age, carers)
- School meals and Meals Direct (age)
- CCTV and reduction in street lighting (age, gender and disability)
- Highway and footpath maintenance (disability)
- Libraries (age, disability)

A number also referenced the socio-economic impact of some of the proposals e.g. increase in charges and a reduction in transport would have a more detrimental impact on those on low incomes.

## **Ideas for delivering services differently to meet the current and future needs of residents**

A number of themes and suggestions emerged:

- Review internal working practices and structures
  - Reduce senior management
  - Multi-skill staff
  - Reduce bureaucracy and avoid duplication
- Share resources – collaboration, joined up working, joint procurement
- Focus on priorities – be clear about what they are
- Income generation to fund investment in key services
- Be creative
- Reduce the number of local elected members
- Consider environmental impact and carbon reduction in delivery of services
- Digital but not to the detriment of face to face contact for those who need it – services accessible to all – improved transport
- Longer term planning rather than reactive spending – prevention
- Use data to make informed decisions and in forward planning
- Transparency
- Work with communities – consult more effectively and meaningfully – clearly explained
- Work with businesses
- Prioritise education and youth services – these are key foundations for thriving future communities
- Utilise volunteers

## **How the wider community can work to support the council to deliver services differently**

Key recurring themes in the comments received:

- Improve engagement with communities
  - People feel disengaged. There is a need to reach out and regain the trust of communities – without this, communities will not take ownership and support the Council to help deliver services
  - Be accountable
  - Show that the Council values residents views and has listened
  - Engaging young people through education, schools

- Understanding is key - ensure residents have a clear understanding of the role of the Council and the services it provides
- Support and utilise volunteers and the voluntary sector
  - Many already volunteer
  - Continue to support voluntary organisations
  - Provide incentives for volunteering and recognise and value skills
  - Encouraging and support local community groups (e.g. through advice and legal support) to take more responsibility
- Share resources – between service areas, with partners, local volunteering organisations, local businesses and wider with neighbouring authorities
  - Use existing buildings (e.g. libraries) as Hubs for service delivery by co-locating (to include voluntary organisations)
- Transfer assets to communities e.g. community centres, playing fields – communities to take responsibility
- Asset rationalisation – reduce the number of office buildings etc
- Embrace technology in delivering services more efficiently
- Charge for services – if people want to use them, they will pay

**List of Annexes:**

- 1 [Consultation Survey](#)
- 2 [Stakeholder list](#)
- 3 [Voluntary Sector Liaison Committee Draft meeting notes](#)
- 4 [Survey respondent profile](#)
- 5 [Survey digest of comments \(redacted\)](#)
- 6 [Additional written responses received](#)
- 7 [Viewpoint Panel Meeting Feedback](#)
- 8 [Feedback from drop-in sessions](#)
- 9 [Digest of Social Media comments](#)





## COMMUNITY COUNCIL LIAISON SUB- COMMITTEE – 11TH MARCH 2020

**SUBJECT: COMMUNITY ASSET TRANSFER – DRAFT POLICY AND PROCESS**

**REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE  
SERVICES**

- 
- 1.1 The attached report outlined a draft policy and process for Community Asset Transfer (CAT), the contents encompass the views of stakeholders consulted at the time of initial scrutiny committee consideration. This report was considered by the Environment and Sustainability Scrutiny Committee on 11<sup>th</sup> February 2020. Views were sought on its content, prior to further consultation with the Community Council Liaison Sub Committee on 11th March 2020 and referral to Cabinet for a decision on 25th March 2020.
  - 1.2 Members were advised that publically funded assets could be transferred if they had the potential to add social value to communities, but that CAT is not a route to surplus asset disposal and cost saving.
  - 1.3 Officers outlined how the draft policy is written to provide a robust but flexible staged process with an informal discussion preceding an Expression of Interest stage, followed by a full Business Case. Also, that the draft policy had been developed using Welsh Government guidance in order to provide a consistent, transparent and easily understood process that can be used to support community organisations and guide the decision-making of the Council.
  - 1.4 During the course of the ensuing debate, a Member asked for examples of successful and unsuccessful CAT case studies. The Old Library in Morgan Jones Park in Caerphilly was put forward as an example of best practice, as the community café had proved very successful. As the Council does not approve business cases that do not meet certain principles, no unsuccessful examples from the county borough were provided. An example was given of an arts centre in a neighbouring authority which had failed as a CAT and was passed back to that authority due to challenges including the age of the building and subsequent liabilities. It was emphasised to Members that there needs to be a robust process in place to avoid CATs failing and the asset being transferred back to the local authority.
  - 1.5 A query was raised on covenants and whether or not the site of a former school in Cwmcarn could only be used for educational purposes. Officers advised that currently in general terms the value of covenants were not as conclusive as in previous times, and that in the future each case would be judged on merits such as adding social value to local communities.
  - 1.6 A Member sought clarification on the state of assets prior to being transferred to community organisations, and whether or not the Council ensured that each asset was handed over in a good condition. When Officers advised that this is not always the case but that statutory obligations are met, the Member questioned the validity of this current

practice as it was deemed unfair to pass on an asset in poor condition to a community organisation which would soon be faced with considerable liability costs. Officers highlighted that under the draft policy and process each business case would be considered on its individual merits, in this situation it would be possible in certain cases to ensure condition standards prior to transfer but it would be dependent on the business case put forward. Members were also advised that the Council will work with community groups to enable grant funding for building improvements.

- 1.7 One Member referred to the need for CATs to enable community empowerment, and as a result expressed disagreement with a sentence in the 'Guiding Principles used by the Local Authority' section of the draft Policy and Process for Community Asset Transfer as appended to the report, which stated "*Those assets which have the potential to generate significant capital receipts are not likely to be considered as suitable for transfer*" Officers advised that this has been taken from the Welsh Government's Assets Cymru Guide to Community Asset Transfer 2019, and that CAT is a local authority led process. The Member moved an additional recommendation to Cabinet in that this sentence be removed from the final version of the Council's Community Asset Transfer – Policy and Process This was seconded and by a show of hands (and in noting there were four against and two abstentions) was agreed by the majority present.
- 1.8 Following consideration and discussion, and incorporating the aforementioned addition, the Environment and Sustainability Scrutiny Committee, by the majority present (and in noting there was one against), recommended to Cabinet that subject to the removal of the sentence "*Those assets which have the potential to generate significant capital receipts are not likely to be considered as suitable for transfer*" as set out in the "Guiding Principles used by the Local Authority" section of the draft Policy, the Community Asset Transfer – Policy and Process be adopted
- 1.9 The Community Council Liaison Sub-Committee are asked to consider the attached report and note the above recommendations prior to submission to Cabinet on 25<sup>th</sup> March 2020.

Author: Mark Jacques, Scrutiny Officer – jacqum@caerphilly.gov.uk

Appendices:

Appendix Report to Environment and Sustainability Scrutiny Committee Report 11<sup>th</sup> February 2020 – Agenda Item 8



## **ENVIRONMENT AND SUSTAINABILITY SCRUTINY COMMITTEE – 11TH FEBRUARY 2020**

**SUBJECT: COMMUNITY ASSET TRANSFER - DRAFT POLICY AND  
PROCESS**

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

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

- 1.1 This report introduces a draft policy and process for Community Asset Transfer and seeks the views of the Scrutiny Committee on its content. The policy has been consulted upon internally, and with the voluntary sector. The version appended to this report encompasses the views of stakeholders to date. Further consultation will take place with Community Council Liaison Committee on the 11<sup>th</sup> March 2020. The draft policy will be referred to Cabinet for decision on the 25<sup>th</sup> of March 2020.

### **2. SUMMARY**

- 2.1 Community Asset Transfer (CAT) is the transfer of assets previously provided via public sector funds to the management and control of community organisations. CAT can be used where the asset may have a community benefit as an alternative to disposal. The disposal of assets will usually be on a commercial basis to achieve best value; however there will be circumstances where the Council may decide that the asset would be better managed by a community organisation. Community organisations may be able to use the asset in a more sustainable way; reflecting the needs of the community, making use of volunteer expertise and time, and accessing funding streams not open to the local authority. CAT is not a route to surplus asset disposal and cost saving, when undertaken it should be used to bring benefits to communities through collaboration and release of assets for community use.
- 2.2 The Council has transferred assets in the past; however, the process has not been codified into a set of guiding principles. Welsh Government, through Estadau Cymru (Assets Cymru), promote the adoption of a CAT process that can be readily understood by community organisations and provide a consistent assessment process for the authority. The draft policy is based on the latest set of Estadau Cymru guidance.
- 2.3 The draft CAT policy is intended to be an umbrella policy that states the high level aims and approach. It is recognised that CAT will be different for each asset under consideration.
- 2.4 The views of Environment and Sustainability Scrutiny Committee are sought on the

draft policy, to inform a version to be consulted upon with the Community Council Liaison Committee, and prior to a Cabinet decision.

### **3. RECOMMENDATIONS**

- 3.1 The views of Environment and Sustainability Committee are sought prior to further consultation, and to inform a version of the draft 'Community Asset Transfer Policy and Process' to be determined by Cabinet

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 To allow the adoption of a consistent, transparent and easily communicated mechanism to support Community Asset Transfer, working with communities to ensure the continued sustainability of publically funded assets that have been identified for asset transfer due to having the potential to add social value to communities

### **5. THE REPORT**

- 5.1 Community Asset Transfer (CAT) occurs when a public body passes on the management and/or ownership of a property asset to a third 'non-public sector' party; a community organisation. For the purposes of the draft policy it is envisaged that community organisations could be a community council, a third sector organisation or a properly constituted community group.
- 5.2 CAT is not a route to surplus asset disposal; it is about the Council working with communities to consider what assets might be suitable for transfer with a view to protecting that asset for community use in the future, but under a different management/ownership arrangement.
- 5.3 There may be circumstances where an asset can be better run by a community organisation that may be able to utilise skills and resources that are not available to the Council. Community organisations can access funding and support from external organisations that the Council can't, potentially allowing assets to be run more sustainably and securing their use for future generations. An asset could be repurposed to meet a new community need.
- 5.4 The routes to CAT may be that the Council identifies an asset, or a community organisation may approach the Council with a proposal. However, it should be remembered that the opinion of the Council is the important deciding factor as to whether an asset is suitable for CAT. There is no requirement placed on the Council to follow a CAT route, there will be circumstances where an asset is identified for disposal that has the potential to generate significant capital receipt that would help to sustain other services. Other assets are specifically excluded:
- Residential properties, including gardens, outbuildings and associated land
  - Assets held on Charitable Trusts; such assets can, and must, be used only to further the charity's aims
  - Caravan sites
  - Operational land of statutory undertakers
  - Assets whose recent or current use does not meet the definition of community

- value
- Agricultural land and buildings

5.5 The draft policy hyperlinks to many successful examples of CAT where valuable community services have been created from assets previously under the control and management of Councils;

[Welsh Government Community Asset Transfer Case Studies](#)

However, there are other examples where a CAT has failed and the asset has passed back into Council control with loss of reputation for the community organisation involved and a potentially greater liability for the Council than at transfer.

- 5.6 The draft policy is written to provide a robust but flexible staged process with an informal discussion preceding an Expression of Interest stage, followed by a full Business Case. This is intended to allow time for proper consideration and support and a negotiation between the Council and the community organisation. In seeking external funding streams the community organisation may require an outline approval and sufficient time to apply to external funders. The Council may require additional time to properly consider the applicants business case, including an assessment of financial sustainability, and signpost to organisations that can provide support to strengthen the application and ensure the sustainability of the CAT (Appendix 1 of the draft policy). The timeline for CAT will vary and will be dependent on the asset, the ability of the community organisation to provide the required assurances, and the ability of the Council to prepare an asset for CAT and make all relevant decisions. Best practice in other Councils suggests 6 to 10 months from Expression of Interest to Cabinet decision.
- 5.7 Any assets under consideration must be based on the continued use of the asset for the whole of the community and not a defined group of people for a specified purpose, proposed use should therefore be as wide as possible and should be focussed on wider community well-being. Equality related issues such as disabled access will be part of the consideration. If an associated service will be delivered from the asset an evaluation of the ability of the community organisation to provide the service bilingually will be part of the assessment
- 5.8 The majority of Councils in Wales already have in place a policy and process to support Community Asset Transfer. Caerphilly County Borough Council has adopted a set of principles for the transfer of playing fields to community organisations. This process will remain unchanged and is not dissimilar to the draft process appended to this report, which is intended to become the umbrella policy for all CAT.
- 5.9 Developing the draft policy does not reflect a need to dispose of assets not previously identified through the Corporate Asset Management Plan; there is no additional list of identified assets associated with its development.
- 5.10 The Committee should note that this policy is intended to operate alongside the previously agreed process for the community asset transfer of sports pitches where there are very specific and bespoke considerations.
- 5.11 **Conclusion**

In order to provide a consistent, transparent and easily understood process that can be used to support community organisations and guide the decision-making of the

Council the appended draft policy has been developed using the Estadau Cymru guidance and best practice examples from other Councils in Wales. The views of Committee are sought prior to consultation with Town and Community Councils.

## **6. ASSUMPTIONS**

6.1 No assumptions have been made in this report.

## **7. LINKS TO RELEVANT COUNCIL POLICIES**

7.1 The following Council policies are relevant to the decision being requested:

### **7.2 Corporate Plan 2018-2023.**

Community Asset Transfer has the potential to contribute to well-being in communities and support the Corporate Well-being Objectives as follows;

Objective 1 - Improve education opportunities for all- dependent on the proposed asset use. Examples in other Councils have included educational and cultural use of assets

Objective 2 - Enabling employment- CAT business cases are expected to be financially self-sustaining and could involve the employment of local people in delivering a service from the asset. Volunteering at community facilities is a supportive route into employment for economically inactive people.

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- community facilities are often set up to support sporting and cultural activities that are not statutory local authority provision and so provide additionality.

7.3 Community Asset Transfer is one of the actions on the **Team Caerphilly-Better Together** transformation strategy as part of enhancing the relationship with communities and supporting community resilience.

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

8.1 Community Asset Transfer has the potential to contribute to the following Well-being Goals :-

- A prosperous Wales- through employment and volunteering opportunities.
- A healthier Wales- connectedness and community activity supports mental well-being.
- A more equal Wales- retaining community services where the asset may otherwise be subject to disposal.
- A Wales of cohesive communities- involvement in community facilities supports community cohesiveness.
- A Wales of vibrant culture and thriving Welsh Language.
- A globally responsible Wales- assessment considers the use of the asset in a sustainable manner.

Community Asset Transfer is consistent with the sustainable development principle, otherwise known as the five ways of working:

- Long Term – CAT has the potential to secure assets for community use in the long term supporting the well-being of future generations.
- Prevention – CAT may prevent non-statutory services from being withdrawn in communities.
- Integration – Communities often have a better grass-roots understanding of the needs of communities and what will support well-being.
- Collaboration – Collaborating with communities and enhancing relationships with them is part **Team Caerphilly-Better Together** strategy.
- Involvement – Involving communities in the management of asset previously managed by the Council will directly involve them in providing the services they want promoting community resilience.

## **9. EQUALITIES IMPLICATIONS**

- 9.1 An Equalities Screening has been completed in accordance with the Council's Strategic Equality Plan and supplementary guidance. No potential for unlawful discrimination and/or low level or minor negative impact has been identified; therefore a full EIA has not been carried out.
- 9.2 The assessment process for a Community Asset Transfer asks the applicant how they will continue to make the asset useable by people with one or more protected characteristics.

## **10. FINANCIAL IMPLICATIONS**

- 10.1 There are no direct financial implications associated with this report. However, should an asset be identified for transfer, either through promotion/advertising of its suitability by the Council, or in response to an approach by a community organisation there will be associated costs in providing a property information pack, preparing the asset for transfer (to a sufficient standard), engaging with and signposting the applicant organisations able to provide help and support, senior officer time in assessing the Expression of Interest and Business Case, and the costs of completing the legal transfer.
- 10.2 There is no associated programme for Community Asset Transfer, or an identified list of assets, that accompanies the draft policy and so at the current time it is envisaged that these costs will be met from within service budgets and offset against any potential savings that may be made when running costs transfer to the community organisation.

## **11. PERSONNEL IMPLICATIONS**

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

## **12. CONSULTATIONS**

12.1 This report reflects the views of all consultees.

## **13. STATUTORY POWER**

13.1 Local Government Acts.  
Well Being of Future Generations (Wales) Act 2015.

Author: Kathryn Peters, Corporate Policy Manager, peterk@caerphilly.gov.uk  
Consultees: Councillor Lisa Phipps, Cabinet Member for Homes, Places and Tourism  
Councillor D. Tudor Davies, Chair Scrutiny Committee  
Councillor Adrian Hussey, Vice-chair Scrutiny Committee  
Mark S Williams, Interim Corporate Director- Communities  
Mark Williams, Interim Head of Property  
Rob Hartshorn, Head of Public Protection, Community and Leisure Services  
Sue Richards, Head of Education Planning, Strategy and Finance  
Stephen Harris, Head of Business Improvement and Interim 151 Officer  
Tim Broadhurst, Estates Manager, Property Services  
John Ollman, Leisure Services  
Lynne Donovan, Head of People Services  
Michael Eedy, Finance Manager  
Anwen Cullinane, Senior Policy Officer (Equalities and Welsh Language)

### Background Papers:

Estadau Cymru- advice on Community Asset Transfer

<https://gov.wales/community-asset-transfer-cat-guidance-applicants>

### Appendices:

Appendix 1 Community Asset Transfer- Draft Policy and Process



## **Community Asset Transfer Guide – Draft Policy & Process**

### **Based on Welsh Government's Assets Cymru/Estadau Cymru Guide to Community Asset Transfer 2019**

#### Context/Leader Introduction

The Council is committed to its values and delivering services with a 'social heart', to do this we need to work in collaboration to safeguard those services of value to our communities; finding better ways to use our buildings and land is part of this. We need to work collaboratively and openly with both the voluntary sector and communities to look for innovative ways to help us ensure that communities have the services they need. The strengths of the community and voluntary sector are an untapped resource that may, in some cases, be better at delivering some of the services the Council currently provides.

Community Asset Transfer can empower communities to secure the services that are important to them by transferring local authority assets to the management and control of community groups and voluntary organisations. However, there may be challenges that recipients have to face and overcome. A commitment and drive is needed from all partners to achieve a successful and sustainable outcome. Harnessing the combined expertise and skill of the public, third sector and community and social organisations, who are often directly engaged with the communities served by our public sector assets, provides us with new perspectives. Working in an integrated way means we can engage with local people in the development and sustainability of a thriving and diverse county borough.

Leader Signature

#### Introduction

There are many successful cases of Community Asset Transfer (CAT), [Welsh Government Community Asset Transfer Case Studies](#) where the community are managing and running assets previously in the control of the local council. However, there are equally examples where factors such as lack of experience, or insufficient research or preparatory work have turned an asset into a liability and damaged the reputation of the local authority and the applicant badly.

This Guide is meant to inform the process and minimise the risks to all parties, including the community, who have a vested interest in public sector assets and how they can be used to maximum benefit.

It is essential that there is clarity around the process of transfer and that those communities which wish to, are supported to take on assets and develop a thriving and sustainable long-term plan for property and services transferred to the community. As public spending is under increasing pressure, the authority is concentrating on efficiencies and cost savings; for community and town councils, community-based organisations, social enterprises and voluntary organisations, this

may create opportunities to take on some control/management/ownership of facilities (including their maintenance and ongoing costs). In so doing they will create strong foundations for future growth by bringing local skills and understanding, a grass roots understanding of communities, and the opportunity to access external support and grant funding that is not available to the local authority.

Our approach to CAT is based on mutual benefit with the aim of creating a joined up vision for shared goals for our communities.

## Well-being of Future Generations (Wales) Act 2015

The Act is about securing the economic, environmental, social and cultural well-being of future generations. The local authority must work with its partners to achieve this, through working in collaboration with communities and thinking about what actions will secure the best outcomes for the county borough in the long term. Solving problems together and securing well-being for the long-term are key strands of the legislation.

The Caerphilly Public Services Board comprises public sector partners, sitting alongside the Gwent Association of Voluntary Organisations. Our partners include the Police, Health Board, Police and Crime Commissioner, Fire Service, Natural Resources Wales, Probation bodies, Public Health Wales, Town and Community Councils, and Welsh Government. Public sector budgets are decreasing and many of our partners are seeking to divest themselves of assets to reduce liabilities. We are committed to working in collaboration with our partners to seek the best outcomes for our communities.

Assets Cymru (Estadau Cymru), formerly the National Assets Working Group, recognise that CAT is a key part of improving the delivery of public services in Wales for future generations. This policy is based on advice from Welsh Government who are encouraging public sector bodies to develop a process for Community Asset Transfer.

## The Framework

Local authorities have the power to dispose of assets and land in various ways, although such disposals must be appropriately handled and accounted for. The disposal of assets will usually be on a commercial basis to achieve best price. However, there will be circumstances when a below market value disposal can be considered under certain directives, such as the *Local 'General Disposal Consent' (Wales) December 2003 circular*, where it can benefit the community through the 'promotion or improvement' of the economic, social or environmental well-being of the area. The authority can, therefore, demonstrate best value while not necessarily obtaining the best capital receipt.

Community groups may proactively approach the authority if they have an interest which might lead to a business proposition. For example, through highlighting an interest in a specific asset; by being made aware of the likelihood of disposal through the local authority website; or through social media. Community groups are

encouraged to come forward with initial expressions of interest. Support and information will then be prioritised to develop the idea and links will be made with organisations in a position to offer support packages.

## What is a Community Asset Transfer?

A CAT occurs where the local authority passes on the management and/or ownership of a property asset to a community council or third sector/community group. Often, but not always, this can include the delivery of an associated service. CAT is definitely not a route to surplus asset disposal – the ultimate aim is community empowerment – ensuring that land, buildings or services are retained or transferred and then operated for public benefit through community asset ownership and management. The spectrum of transfer options is wide, but can include community control, or ownership, with some form of registerable title, occupation agreement and/or management arrangements created in favour of the new asset holder.

For a CAT to proceed, the asset must be identified as having ‘community value’, defined as follows:

**The main current use of the asset furthers the social wellbeing and interests of the local community. (The term ‘social interests’ includes in particular, though not exclusively, cultural interests, recreational interests and sporting interests) and it is realistic to think that it can continue to do so<sup>1</sup>.**

Where an asset is not currently in use in a way that meets this definition, it must have been so in the last 2 years and it is realistic to think that it could be within the next 2 years.

The following are specifically excluded from being considered as community assets:

- ↳ Residential properties, including gardens, outbuildings and associated land
- ↳ Assets held on Charitable Trusts; such assets can, and must, be used only to further the charity’s aims
- ↳ Caravan sites
- ↳ Operational land of statutory undertakers
- ↳ Assets whose recent or current use does not meet the definition of community value, *even if the intended use by a community purchaser would be of community value.*
- ↳ Agricultural land and buildings.

## Who Can Apply?

- Community and Town Councils represent populations in Aber Valley; Argoed, Bargoed; Bedwas, Trethomas and Machen; Blackwood; Caerphilly; Darren Valley; Draethen, Waterloo and Rudry; Gelligaer; Llanbradach and Pwll-y-pant; Maesycwmmwr; Nelson; New Tredegar; Penyrheol, Trecenydd and

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<sup>1</sup> Localism Act 2011 s88 (not yet enacted in Wales)

Energlyn; Rhymney; Risca East; Risca West; and Van. Community and Town Councils are accountable to local people and have a duty to represent the interests of different parts of the community equally. One Voice Wales is able to offer support to Town and Community Councils on CAT.

- Third sector groups which are value driven, independent, non-government organisations motivated by social, cultural or environmental objectives, not profit. Surpluses are reinvested to benefit the people and communities they serve. Organisations have a myriad of different legal structures. The Gwent Association of Voluntary Organisations can offer support on the development of third sector organisations.
- Community based groups. However, these should be properly constituted with a proper governance structure, constitution or memorandum of association. Risk and liability should be clearly understood and capacity to commit in the long-term with necessary skills and abilities must be secured. Again, the Gwent Association of Voluntary Organisations can provide guidance.

Eligible groups may proactively approach the authority if they have an interest which might lead to a business proposition, for example, through highlighting an interest in a specific asset. Alternatively, groups may be made aware of the likelihood of disposal through the council's marketing activity. Community groups are encouraged to come forward with initial expressions of interest. Support and information will then be prioritised to develop the idea and links will be made with organisations in a position to offer support packages.

In all cases governance, legal and sustainability criteria must be met (please see associated application forms). New organisations will be considered subject to meeting due diligence considerations.

Additional support and guidance is available from the organisations listed in Appendix 1.

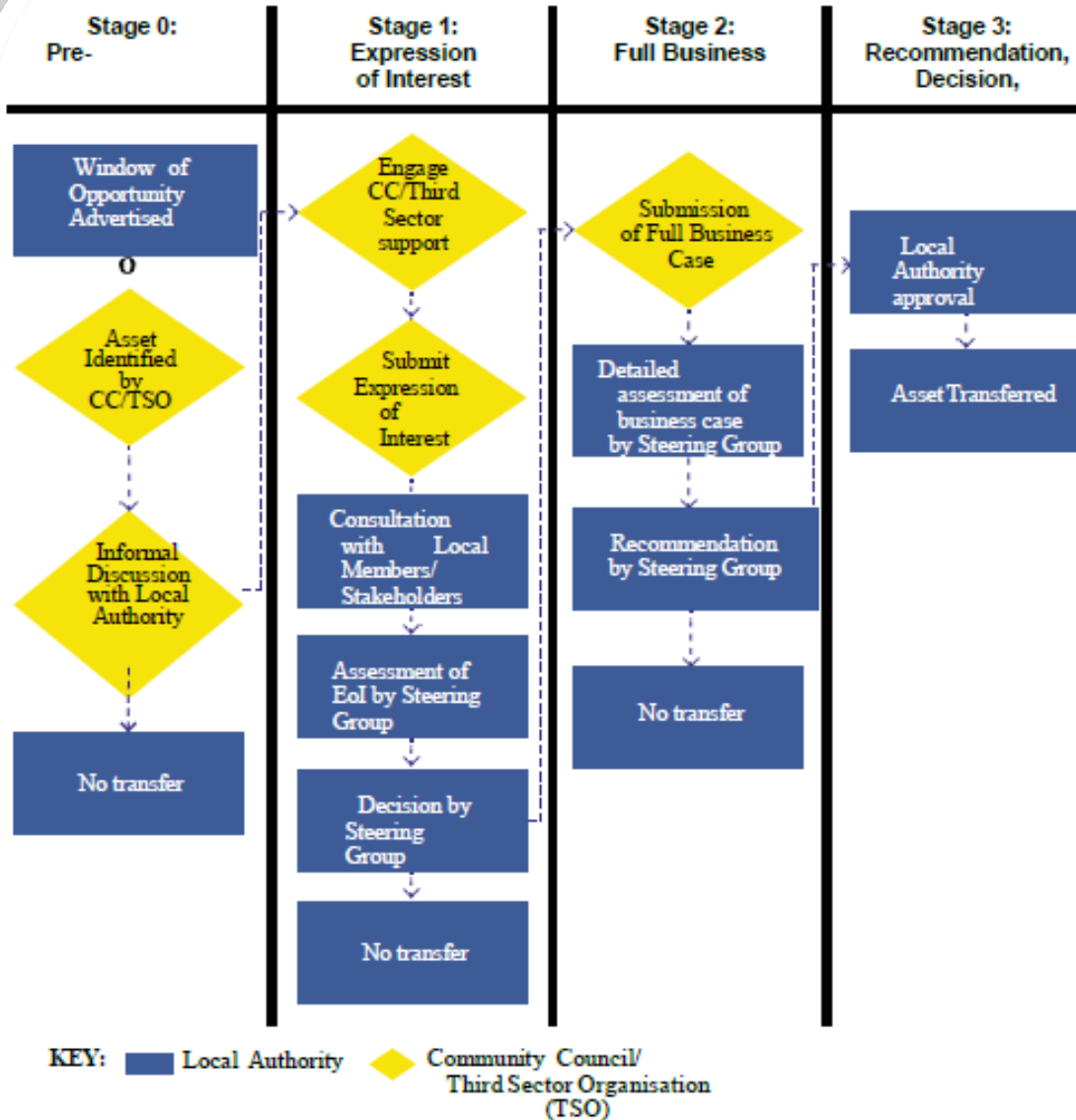
## The Process

### Application

A two-stage application process will ensure that valuable resources are not spent in developing and assessing a full business case until basic consideration criteria are met. Early areas of weakness can be identified and supported to improve the chances of a full business case succeeding. **Pre-application discussion is encouraged to discuss options and scope.**

The first stage is the submission of an Expression of Interest (EOI) to provide the authority with enough information to consider the application. The EOI form is attached at Appendix 3.

## Community Asset Transfer Process



The second stage is a more detailed business case. The business case form is attached at Appendix 5.

### Timescales

Sufficient time will be given to develop business cases. Best practice suggests six to ten months from initial EOI to Cabinet decisions by the Council. However, this will not be achievable in all circumstances, especially where the applicant organisation needs to carry out some development activity, scope funding with providers or consider the implications of TUPE arrangements for staff. We recognise that large

transfers can take 12-24 months to complete. Please see Appendix 2 for indicative timescales.

## Decision Making

The authority will ensure that its decision-making is transparent and against set criteria that are understood by all parties. Steering Group members will comprise the Head of Property, Head of Legal Services, Head of Finance, Head of Business Improvement, Gwent Association of Voluntary Organisations, and Head of Organisational Development (where TUPE may apply), along with the Cabinet Member for Homes and Places as appropriate. Steering Group membership will vary at each stage as set out in Appendix 2.

In assessing a Stage 1 EOI the Steering Group will have regard to:-

- Benefits for the community, the applicant and how they relate to delivering Council priorities.
- Governance, structure and history of the organisation.
- Potential loss of capital receipts, existing income, or other opportunity cost including reinvestment in other services.
- Potential benefits in terms of community value and social, economic, environmental and external benefits.
- Possible risks to the future sustainability of the asset both for the community and the applicant organisation.
- Proposed level of asset discount and terms of transfer.
- Any legal issues arising such as restrictive covenants and title restrictions.
- Ability to provide services through the medium of Welsh.

Decisions will be communicated to the applicant in a timely manner and if there are clear reasons not to proceed to Stage 2 they will be explained fully and clearly.

The Stage 2 Detailed Business Plan will also be assessed by the Steering Group, with a recommendation made on whether to proceed with the transfer or not. In addition to the information prioritised in the EOI this will include:-

- Detailed risks in relation to financial and organisational capacity, governance and an assessment of the ability to manage the asset sustainably for the long-term.
- Track record of delivering similar community services, projects and enterprises.
- How far the proposed use will serve the whole of the community including people with protected characteristics under equalities legislation.
- How opportunities to ensure sustainability will be maximised e.g. income generation.
- Financial management arrangements.
- On larger and other transfers (which would include income generating schemes) there should be advice from people/bodies with a business background to help deliver the proposal.
- Compliance with State Aid, Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and EU Procurement rules (if applicable).

- Any legal restrictions to be imposed e.g. restrictive covenants and clawback provision.
- Monitoring and evaluation arrangements e.g. Service Level Agreements.
- Proposed terms of transfer.

## Guiding Principles used by the Local Authority

- The approach of the authority will be robust but flexible. Community assets have been funded and sustained by public sector funds for the benefit of the whole community. As guardians of these assets the authority will aim to support continued community use. **However, there will be circumstances where alternative disposal, possibly through commercial sale, will be in the best interests of the county borough as a whole, including ensuring the sustainability of essential services that can only be delivered by the authority. Those assets which have the potential to generate significant capital receipts are not likely to be considered as suitable for transfer.**
- Assets held on Charitable Trusts cannot be considered; such assets can only be used to further the charity's aims.
- Assets that are required for the delivery of essential services, or are generating an income stream for the council, will not be considered. In particular, assets in the industrial portfolio which have a key role in generating rental income and supporting the economic development of the area will not be considered.
- The authority will notify the community at an early stage which public sector assets are available for Expression of Interest. This will be via the authority's website.
- The authority will consider applications in accordance with its Corporate Asset Management Plan.
- If the asset is one which cannot be transferred this will be communicated at the earliest opportunity.
- The Welsh Language Standards dictate that the authority must consider the effects of a decision on the ability for people to use the Welsh language. Decisions taken must have no adverse effects on the language. The authority is required to provide services that support Welsh and will seek to ensure that applicants pay due regard, depending on their size and capacity, to the language and the rights of people in Wales to access services in English or Welsh equally.
- Recognising the particular needs of groups with protected characteristics and how they will be able to continue to use the asset when it transfers out of the control of the council, who are bound by the Equality Act 2010.

- A risk assessment will be conducted to see if a CAT is the right process for managing an asset and what might happen if the applicant body were to cease to exist in the future.
- Is there proven support from the community for the proposal and how would the wider community benefit?
- Whether the CAT could impact on future opportunities to use adjoining local authority assets.
- Whether the applicant body is relevant, coherent and sustainable in order to provide some assessment of the ability to manage the asset after transfer, recognising that:
  - Running costs may be less for the applicant e.g. ability to use volunteers.
  - Applicants will need to be provided with information on running costs, a condition survey, future maintenance needs, energy rating and consumption data.
  - Repair responsibilities, planning conditions, covenants, access requirements, and ongoing liabilities will need to be understood.
- EOI's will be assessed by the Steering Group within expected timescales.
- Written documentation will be assessed, including a thorough understanding of financial and legal liabilities e.g. business rates, maintenance, insurances, staff payments, pension requirements, on-costs, TUPE obligations (including future pension obligations), utility bills, crime/vandalism risks and mitigation, statutory compliance and building safety. This will be done in a way which is relevant and proportionate to the size of the applicant organisation and the asset being transferred.
- Whether the financial plan is robust and not solely reliant on upfront grant funding.
- Share all legal restrictions and covenants with applicants upfront to avoid time and effort being committed by both parties that cannot bear fruit.
- Consider adding clawbacks and restrictions to protect the authority and the asset for use by the community in the future. However, this will be mindful of the ability of the applicant to secure loans or funding where excessively restrictive stipulations will be detrimental to the success of achieving the necessary funding e.g.
  - Covenants that restrict disposal in the event of default.
  - Recovery of capital where the asset transfers back to the local authority.
  - Minimum lease terms to secure funding.
- Identify and deal with any staff matters such as TUPE, redundancy, management of change.



- Taking a consistent approach with all applications commensurate with the size of the asset being transferred.
- Ensure that all legal risks and liabilities are understood by the applicant, including the use of assets where personal injury/death by users is more likely to happen e.g. sports facilities.
- For assets connected with services there will be additional ongoing considerations. How will services be modernised in time, can the service be facilitated in another way, will a service transfer secure savings for the local authority, will a minimum acceptable level of service be provided into the future?

## Guidance for Applicants

- Applicants should familiarise themselves with the issues the authority will be considering and any upskilling that may be needed before making an Expression of Interest.
- Applicants should be mindful of the scale of commitment required in managing the asset and any associated services. This will obviously vary depending on the size of the asset, but the authority will want to support the applicant and collaborate to make the transfer succeed.
- The effort involved in maintaining the asset post transfer, sustainably and with a commitment to the long term should not be underestimated. Initial enthusiasm based on an honest desire to provide the asset for community use can be an engine for success. However, there have been many cases where enthusiasm has waned, CAT's have failed and been transferred back or sold for capital receipt at less value, thereby resulting in a bad deal for residents of local authorities. Particularly where a better capital receipt at the outset could have helped sustain local authority services. The authority will signpost the applicant to help and support available to ensure every opportunity is taken for successful transfer. Applicant 'burn out' in the medium term must be avoided.
- The applicant must be a Community or Town Council, a third sector organisation or a community body. It must be legally constituted and provide limited liability for the stakeholders involved, such as a not-for-profit company limited by guarantee, a charitable incorporated organisation (CIO) or a Community Interest Company (CIC). It must have powers to enable the management and ownership of buildings for trading and the provision of services.
- Applicants should demonstrate good governance through open and accountable processes, with appropriate financial and audit controls.
- Applicants should demonstrate engagement with the community and users of the asset, demonstrating an inclusive approach to all users and potential users.

- Applicants should demonstrate the skills, abilities and capacity, or evidence access to them, to enable them to effectively deliver services and manage the asset.
- Applicants will provide and maintain all necessary governance documentation beyond the initial application assessment.
- Applications for multi-use and co-location of other services are preferred. Single use applications (e.g. use by clubs with only a few members, or for a single defined activity) will only be supported by a significant business case, and may be viewed less favourably. Assets must be open to as many community users as possible.
- Consideration will be given as to whether the proposed activity is already being met elsewhere i.e. is there sufficient business to make the CAT sustainable?
- Is there enough space in the asset or is the space, and hence the liability, too large for the applicant to handle successfully?
- A robust business plan and financial plan is required (please see Appendix 4 and 5 for suggested content). The due diligence process will be proportionate to the size of the asset under consideration.
- Where an Expression of Interest is received for an asset not already earmarked and advertised as available for disposal, its suitability will be offered to other organisations via the local authority website in the interests of fairness, openness and transparency.
- CAT usually involves a transfer at less than market value and the type of tenure could be:
  - Management agreement
  - Licence to occupy
  - Short lease
  - Long lease
  - Freehold transfer

However, the business case must show that community benefits justify the disposal at less than a market price. The authority recognises that lease length must be sufficient for the applicant to secure external or grant funding.

- Most CAT's will be transferred on full repairing, insurance and full liability terms. As the authority will no longer have management control it cannot be liable for legal and ongoing liability. However, there may be circumstances where some control is retained e.g. listed buildings or for the outside fabric of the building.
- The authority will aim to be as flexible as possible in its terms to allow the continued sustainability of CAT. However, it will need to be mindful of its duty to protect the public purse for the long term.

- Applicants are strongly encouraged to engage with national/local support organisations to prepare the EOI and full business plans. Specialist advice is likely to be needed. This will improve the quality of the application and likelihood of success. Details of organisations providing support are detailed at Appendix 1. This list will be kept up to date on the local authority website.
- The support of local Elected Members is important. They will have links with local groups and evidence of community demand. However, they cannot be involved in any decision-making by the authority and may not be able to provide support due to conflict of interest if, for example, they are Members of relevant Scrutiny Committees, Members of Community Councils or on the board of voluntary/community organisations.
- If relevant the local Town or Community Council should be consulted and canvassed for support. The appropriate Town/Community Council will be consulted by the authority at the EOI stage.
- Consider what funding through grant, loans or funds from charitable organisations will be available in the short term at initial start-up, and in the longer term if necessary. Many grant funding streams will only make funds available for a project once and only in the initial pump priming stage. Is a source of income, or volunteer capacity, likely to sustain the project in the long term?

## Appendices

### **Appendix 1**

List of organisations that can provide additional support and funding

### **Appendix 2**

Process Timeline

### **Appendix 3**

Minimum Expression of Interest Template

### **Appendix 4**

Suggested Financial Plan Template

### **Appendix 5**

Suggested Business Plan Contents

### **Appendix 6**

Composition of Steering Groups

## Appendix 1- List of organisations that can provide additional support and funding

Organisation	Description	Contact Details
Gwent Association of Voluntary Organisations	Support for voluntary and community groups in the county borough. First point of contact for Expressions of Interest and support regarding funding, governance and volunteering	Ty Derwen , Church Road, Newport NP19 7EJ  www.gavo.org.uk  01633 241550
Caerphilly County Borough Council	Details about the asset and Property Information Pack	Property Services, Caerphilly County Borough Council  <a href="mailto:property@caerphilly.gov.uk">property@caerphilly.gov.uk</a>  01443 863333
Wales Cooperative Centre	Free help and business advice to social enterprises and co-operatives in Wales	info@wales.coop  Wales.coop  0300 111 5050
Social Firms Wales	Works alongside social firms UK to create employment opportunities for disadvantaged people	members@socialfirmswales.co.uk  <a href="http://www.socialfirmswales.co.uk">www.socialfirmswales.co.uk</a>  07799 345 940
One Voice Wales	Supporting town and community councils in Wales – legal advice, advice on service delivery, training, and policy matters	<a href="http://www.onevoicewales.org.uk">www.onevoicewales.org.uk</a>  01269 595400

Health and Safety	Legal advice and guidance for managing health and safety	<a href="http://www.hse.gov.uk">www.hse.gov.uk</a> 0845 345 055
Development Trusts Association Wales	National body for community base regeneration work. Provides a useful guide to asset development covering planning and implementation, community involvement, securing finance and handling legal issues	Dtawales.org.uk 02920 190260
Wales Council for Voluntary Action	Support and representation for the third sector, including support to access funding.	<a href="http://www.wcva.org.uk">www.wcva.org.uk</a> 0300 111 0124
My Community Rights	Specific advice for community asset transfers, offers advice and guidance on identifying an asset, developing a business case and identifying professional help	mycommunity.org.uk
Planning Aid Wales	Community engagement in the local authority planning process	<a href="http://www.planningaidwales.org.uk/">http://www.planningaidwales.org.uk/</a>
Business in the Community	Helping businesses deliver social, environmental and economic sustainability through responsible business practices	<a href="https://www.bitc.org.uk/wales">https://www.bitc.org.uk/wales</a>

## Appendix 2- Process Timeline

Stage	Requirement	Decision-Maker
<p><u>Stage 0</u></p> <p>Discussion of ideas</p> <p>Preparation of Property Information Pack</p>	<p>Initial interest stage. The local authority will be happy to discuss your ideas with you before the submission of an EOI</p>	<p>Relevant Head of Service</p>
<p><u>Stage 1</u></p> <p>Expression of Interest (EOI)</p> <p>Further advice and assistance can be provided if necessary throughout the EOI and business plan stages through the organisations in Appendix 1.</p> <p>In the interests of openness, an EOI submitted in relation to a specific asset <i>not put forward, but accepted as a possible transfer, by the authority</i> will automatically trigger its advertisement to the whole community for a period of <b>4 weeks</b>. Invitations will be submitted to acceptable organisations to proceed to Stage 2</p>	<p>Forms an outline business case. Submit within 21 days of EOI. Appendix 3</p> <ul style="list-style-type: none"> <li>• Background of the applicant</li> <li>• Ability and experience</li> <li>• Proposed use of the asset</li> <li>• Benefits to the community</li> <li>• Organisational health check</li> <li>• Support from community, partners and stakeholders</li> </ul> <p>Where already available a property information pack will be provided at this stage.</p>	<p>Steering Group</p> <p>Head of Property</p> <p>Head of Legal Services</p> <p>Head of Business Improvement</p> <p>Head of People Services (where TUPE may apply)</p> <p>Cabinet Member for Economy, Infrastructure, Sustainability and Well-being of Future Generations</p> <p>If rejected the applicant will be advised of the reasons by the authority and offered sources of further advice and support by GAVO and the organisations in Appendix 1.</p>
<p>Marketing and Submission of Eo1: 7 weeks</p> <p>Evaluation and Invitation to Stage 2: 4 weeks</p>		
<p>Stage 1 indicative timescale: 11 weeks</p>		
<p><u>Stage 2</u></p> <p>Submission of Business Case</p> <p>Property Information Pack will be provided</p>	<p>Detailed Business and Financial Plan. Appendices 4 and 5</p> <p>Specific attention to:</p> <ul style="list-style-type: none"> <li>• Needs analysis and projected utilisation</li> <li>• Type of transfer sought and why</li> </ul>	<p>Steering Group</p> <ul style="list-style-type: none"> <li>• Head of Property</li> <li>• Head of Legal Services</li> <li>• Head of Business Improvement</li> <li>• Head of Finance</li> <li>• Head of (relevant service)</li> <li>• Cabinet Member for</li> </ul>

	<ul style="list-style-type: none"> <li>Planned outcomes and benefits and how they might be monitored/measured</li> <li>Details of any proposed partnership/collaborative working</li> <li>Track record of delivering services/managing property</li> <li>Benefits for the community</li> <li>Risks (financial and organisational) and ability to manage them</li> <li>Details of the community's views</li> <li>Ability and experience of organisation in providing services to the public through the Welsh language</li> </ul>	<p>Economy, Infrastructure, Sustainability and Well-being of Future Generations</p> <ul style="list-style-type: none"> <li>Head of People Services (where TUPE may apply)</li> <li>GAVO</li> </ul> <p>As appropriate and for the required advice, Head of Regeneration and relevant Head of Service</p>
<p>Submission of Detailed Business Plan and Financial Plan: 7 weeks</p> <p>Evaluation and Preparation of Report: 7 weeks</p>		
<p>Stage 2 indicative timescale: 14 weeks</p>		
<p><u>Stage 3</u></p> <p>Recommendation, decision and completion</p>	<p>Approval by report to Cabinet and Welsh Government if necessary, considering:</p> <ul style="list-style-type: none"> <li>Protocol for the Disposal of Property</li> <li>State Aid</li> </ul>	<p>Report by:</p> <p>Cabinet Member for Homes and Places</p> <p>Head of Property</p> <p>Head of Legal Services</p> <p>Head of Organisational Development (if TUPE applies)</p>
<p>Stage 3 indicative timescale: No more than 15 weeks</p>		
<p>TOTAL INDICATIVE TIMESCALE 40 weeks</p>		

**Note:**

The timescale will provide sufficient time to prepare any required documentation including property information packs, business plans and financial plans. However, flexibility is important as timescales may also link to external dependencies such as decisions on funding applications. It is acknowledged that large or complex transfers can take some time to resolve complicated issues and ensure sustainable services for future generations.

## Appendix 3 – Minimum Expression of Interest Template

Please complete this form, attach any relevant additional information, and send for appraisal, in the first instance, to Property Services, Penallta House, Tredomen Park, Ystrad Mynach, Hengoed, CF82 7PG. Tel no: 01443 863333.  
E Mail: [property@caerphilly.gov.uk](mailto:property@caerphilly.gov.uk)

The form must be completed in full. We will be unable to assess any forms that are not complete. If you require advice at any stage please contact the number above.

If your interest is considered viable we will contact you for further details. You will be given an explanation if we are unable to proceed.

### PRIVACY NOTICE – General Data Protection Regulations

We require the information requested in this form to allow us to process your application. All information provided in support of an application, including personal details, will be held in a database. You have a number of rights in relation to the information including the right of access to information we hold about you and the right of complaint if you are unhappy with the way your information is being processed.

For further information on how we process your information and your rights please click the following link:

<https://www.caerphilly.gov.uk/CaerphillyDocs/FOI/PrivacyNotices/Corporate-Property.aspx>



**A. ABOUT YOUR ORGANISATION**

**Name of organisation:**

**1. Contact Details**

Main contact for this application – this must be someone who knows about your project

Title:	First Name:	Surname:
Position held in organisation:		
Address for correspondence:		
Postcode:		
Is the above your:	Organisation address: <input type="checkbox"/>	Home address: <input type="checkbox"/>
Telephone Number:	Mobile Telephone Number:	
Email address:	Fax Number:	

**2. Status of your Organisation**

What type of organisation / group are you? Tick/fill in whichever boxes apply

- Charity  If registered, please give registration number
- Community group/club/society  Town/Community Council
- Company Limited by Guarantee  Company Reg. Number
- Community Interest Company  Other, please give details

**When was your organisation set up?** Year

**3. Governance**

Does your organisation have a written constitution, governing document or set of rules?

Yes  No  Comments

If "Yes", have you appended a copy

How many people are involved in your organisation?

Management committee	<input style="width: 50px; height: 25px;" type="text"/>	Paid staff full-time	<input style="width: 50px; height: 25px;" type="text"/>
Paid staff part-time	<input style="width: 50px; height: 25px;" type="text"/>	Volunteers	<input style="width: 50px; height: 25px;" type="text"/>

Please indicate which of the following insurance cover your organisation holds (or plans to put in place) and provide levels?

Type of insurance:	Holds:	Plans:	Level of cover:
Public Liability	<input type="checkbox"/>	<input type="checkbox"/>	
Employer Liability	<input type="checkbox"/>	<input type="checkbox"/>	
Professional Indemnity	<input type="checkbox"/>	<input type="checkbox"/>	

**4. What is the purpose and main aims of your organisation?**

*(Please also provide any relevant background documents)*

## B. ABOUT YOUR PROPOSAL

### 5. Title of Project (please keep this short):

### 6. Please provide details of the asset (building or land) in which you are interested (name, address etc).

*It is essential that you clearly identify the asset – if you have plans or drawings please forward copies.*

**Please state the length of lease required:**

Years

*Please consider whether this meets the likely requirements of current or future grant funder(s).*

### 7. Please provide a brief description of your proposal, including the reason why you are applying for a council asset and what the intended use will be:

### 8. Please outline how the amenity or facility will be maintained after the project has been completed / land has been transferred:

**9. How will the community benefit from the proposal?**

*Please attach any supporting documentation or further notes, if applicable.*

<b>COMMUNITY BENEFITS</b>	<b>Y/N</b>	<b>IF 'YES', PLEASE GIVE FURTHER DETAILS</b>
Will your proposal enable access by all members of the community?		
Will your proposal maintain an existing service or activity in the local community?		
Will your proposal create a new service or activity in the local community?		
Will your proposal have wider community benefits?		
Will your proposal create opportunities for local organisations to work together?		
Will your proposal bring additional financial investment into the area (e.g. through grants unavailable to the Council)?		
Will your proposal create opportunities for developing local enterprise or additional employment?		

**10. Will the project present a conflict/overlap with other similar facilities in the locality?**

*Consider whether there are any similar facilities already in the vicinity and whether this project may have a negative impact on these.*

**11. What is your evidence of need for your project and with whom have you consulted?**

**C. ATTESTATION**

I confirm that, to the best of my knowledge and belief, all the details in this application are accurate. I understand that the council may ask for additional information at any stage of the application process and that you may check this with other sources.

I also understand that this application refers to asset transfer only and is not an application for financial assistance.

**Signed:** .....

**Name:** .....

**Date:** .....

---

**Please return completed form to:**  
**Property Services**  
**Penallta House**  
**Tredomen Park**  
**Ystrad Mynach**  
**CF82 7PG**  
**Email: [property@caerphilly.gov.uk](mailto:property@caerphilly.gov.uk)**  
**Phone: (01443) 863333**

## Appendix 4 – Suggested Financial Plan Template

Income and expenditure forecast Years 1-5. The authority recognises that new organisations, or those embarking on CAT for the first time, may have difficulty forecasting forward 5 years. However, the more information that can be provided the more the authority can be assured of the sustainability of the proposal.

We recognise that some information may need to be developed over time and that funding bids may be subject to an agreement from the authority. In addition, further information may be required from the authority on building costs and maintenance requirements. Support and guidance will be available from the authority and its third sector partners.

The row headings below are examples only and a plan can be populated with information you will have thought about for your proposed use of the asset. We would expect to see as much detail as you are able to provide.

		Phase 1	Phase 2		Phase 3		
		Current	Year 1	Year 2	Year 3	Year 4	Year 5
No	INCOME						
1	Grant aid						
2	External funding						
3	Rent and room hire						
	Room 1						
	Room 2						
4	Other income						
	Café/shop						
	Other sales						
5	Volunteer time in kind						
6	Ongoing fundraising						
	TOTAL						
	EXPENDITURE	Current	Year 1	Year 2	Year 3	Year 4	Year 5
7	Salaries and on costs						
	Manager						
	Caretaker						
	Cleaner						
8	Volunteer support costs						
9	Building management costs						
	Cleaning materials						
	Commercial waste						
	Security						
10	Utilities						
	Water						
	Electricity						
	Gas						
	Telephone/Internet						
11	Rates						
12	Repairs and maintenance						
13	Transport and travel						
14	Centre supplies						
	Tools and materials						
	Equipment hire						
	Furniture and IT						
	PPE						
15	Centre promotion						
	Printing publicity						

		Phase 1	Phase 2		Phase 3		
		Current	Year 1	Year 2	Year 3	Year 4	Year 5
	Advertising						
16	Insurances and professional fees						
	Property insurance						
	Public liability						
	DBS checks						
	Performing Rights Society						
	Accountancy fees						
	Legal fees						
	Architects fees						
	Other consultancy						
17	Other sundries and miscellaneous finance						
TOTAL							
SURPLUS/DEFICIT							
ACCUMULATED RESERVES							

## Appendix 5 – Minimum Business Plan Contents

Below are suggestions for what your business plan might contain. The list is not exhaustive and will vary from organisation to organisation, the size of the asset proposed for transfer and the proposed use of the asset. Advice and guidance can be sought from those organisations listed in Appendix 1.

### Project / Proposal Details

<b>Property Name:</b>	
<b>Name of organisation</b>	
<b>Contact name</b>	
<b>Position held in organisation</b>	
<b>Address</b>	
<b>Telephone number</b>	
<b>Email address</b>	
<b>Title of project/business name</b>	
<b>Location of Project:</b>	
<b>Date of application:</b>	
<b>Company / Charity number</b>	
<b>Purchase or lease amount</b>	

<b>Signature</b>	
<b>Name</b>	
<b>Designation</b>	
<b>Date</b>	



**PRIVACY NOTICE –General Data Protection Regulations**

We require the information requested in this form to allow us to process your application. All information provided in support of an application, including personal details, will be held in a database. You have a number of rights in relation to the information including the right of access to information we hold about you and the right of complaint if you are unhappy with the way your information is being processed.

For further information on how we process your information and your rights please click the following link:

<https://www.caerphilly.gov.uk/CaerphillyDocs/FOI/PrivacyNotices/Corporate-Property.aspx>

If you are not completing this document electronically, please continue each section on additional paper if necessary and annotate accordingly.

Please ensure any additional information is included with your submission and are recorded as appendices.

<a href="#">Introduction</a>	Score
<a href="#">Management and Operations</a>	
<a href="#">The Market</a>	

<a href="#">Key Outcomes and Success criteria/benefits</a>	
<a href="#">Affordability</a>	

<a href="#">Stakeholder Engagement</a>	
<a href="#">Risks</a>	

<a href="#"><u>Dependencies / Critical Success Factors</u></a>	
<a href="#"><u>Community Engagement, Equalities and Accessibility to Services</u></a>	

<a href="#"><u>Physical Outputs of the Proposal / Project</u></a>	
<a href="#"><u>Timescales</u></a>	

<a href="#">Sustainable Development</a>	
<a href="#">Well being</a>	

<a href="#">Planning Considerations</a>	
<a href="#">Purchase Details</a>	



<a href="#">Additional Information</a>	
<a href="#">Appendices</a>	

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Section	Description
<b>Introduction</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ State the aim and purpose of the business/project.</li> <li>▪ Explain the fundamentals of the proposal and what you want to achieve.</li> <li>▪ Detail your key objectives.</li> <li>▪ Include your mission statement.</li> <li>▪ Explain current issues and why the proposal is needed. This could include evidence of market research, evidence of need and any one you have consulted with.</li> <li>▪ Summarise any events, work or other projects that are either dependent on the outcome of this or that the proposal is dependent on.</li> </ul>
<b>Management and Operations</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Explain the status of the business e.g. commercial or community focussed and describe your legal form of ownership e.g. Sole proprietor, Partnership, Company Limited by Guarantee, Charitable organisation, Community Group, Community Interest Company etc.</li> <li>▪ Describe how the organisation will be structured and levels of decision-making.</li> <li>▪ Describe the organisation structure and when it was established.</li> <li>▪ Describe any opportunities for collaboration and building partnerships</li> <li>▪ Detail the number of employees/volunteers.</li> <li>▪ Include a copy your written constitution if applicable.</li> <li>▪ Provide details of any relevant policies and procedures.</li> </ul>

Section	Description
<b>The Market</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Describe in depth your products or services and how you will deliver these day to day.</li> <li>▪ Explain what factors give you the advantage or disadvantage against alternative service provision e.g. consider if the proposal will conflict/overlap with similar facilities in the area.</li> <li>▪ Identify your client/customer base or the community you want to serve.</li> <li>▪ Describe your existing and target markets.</li> <li>▪ Describe how you will build and maintain your profile and identify any potential opportunities for expansion.</li> </ul>
<b>Key outcomes and success criteria/benefits</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Highlight the expected immediate and long-term benefits of the proposal. Think about your business development strategy over the next 5-years.</li> <li>▪ Summarise the main benefits; who is responsible for them and how will they be realised. Wherever possible try and give them a value so that they can be properly quantified. This will make it easier to measure whether they have been realised. Where there are significant elements that cannot be valued in money terms e.g. they are social rather than financial, these still need to be brought out in your assessment. You should take into account, if possible, all the tangible and intangible benefits that you believe will accrue.</li> </ul>

Section	Description
<p><b>Affordability</b></p>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Explain what resource will be required, including staff resources and where this resource will come from.</li> <li>▪ Establish the set up costs and identify whether there is sufficient capital available.</li> <li>▪ Include a Financial Plan providing projected income over 1-5 years, your expenditure profile, income generating activities and projections and your fundraising plans. This information should provide a reasonable estimate of the proposal's financial future.</li> <li>▪ Specify whether potential funding sources been identified if required and detail the timescales involved with any funding applications.</li> </ul> <p>There will be many expenses before the business/project begins to operate. It is important to estimate these expenses accurately and then to plan for sufficient capital. No business/project should go forward without adequate understanding of resourcing requirements.</p> <p><i>Administration, Capital and Programme expenditure should be shown separately for each financial year of the project. The draft Financial Plan at Appendix 4 should help you.</i></p> <p><i>Administration costs should include the costs of managing the project.</i></p> <p><i>If it is helpful, show separately a sheet identifying the costs vs. the benefits gained in each financial year. This can be discounted to show the "present value" of the entire project.</i></p>
<p><b>Stakeholder engagement</b></p>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Detail any discussions that have taken place if funding is required to take the proposal forward.</li> <li>▪ Confirm those responsible for providing resources have indicated that they approve of the undertaking.</li> </ul>

Section	Description
<b>Risks</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Summarise the key risks and how they might be managed. Remember to identify opportunities and how you will exploit them as well as things that may go wrong.</li> <li>▪ Explain how you intend to mitigate any risk you have identified.</li> </ul>
<b>Dependencies / Critical success factors</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Identify any events or work that are either dependent on the outcome of this proposal or that the proposal will depend on.</li> <li>▪ Outline the things that must go right to ensure the success of the proposal. For example, does it need to deliver all its objectives and benefits to be successful?</li> </ul>
<b>Community engagement, equalities and accessibility to services</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Provide evidence of how this proposal would result in wider community engagement.</li> <li>▪ Detail how it aims to improve access, facilities or opportunities for less able or marginalised groups.</li> <li>▪ Explain how all individuals will have an equal opportunity to access the proposed business/service, irrespective of colour, ethnic origin, sex, age, marital status, sexual orientation, disability, religion/faith, gender re-assignment, language or nationality.</li> </ul>
<b>Physical outputs of the project</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Detail the outputs of the proposal e.g. number of jobs created, develop local enterprise, create opportunities for local organisations to work together, improve the building or area of land.</li> <li>▪ Explain if the proposal will create a new service or activity in the local community, whether there will be any wider community benefits and whether the proposal will bring additional financial investment into the area (e.g. through grants unavailable to the council).</li> </ul>

Section	Description
<b>Timescales</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Explain anticipated timescales for business/project start-up. Consider timescales involved with funding applications and/ or building refurbishment.</li> </ul>
<b>Sustainable development</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Describe what features will be utilised to ensure the proposal works in a sustainable manner e.g. energy saving measures, waste recycling, renewable materials, reduction in the need to travel by improving or adding local facilities, ensuring easy access by public transport, and by walking or cycling.</li> </ul>
<b>Well being</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Describe how the business/project will help to improve access to health and social care facilities, make the community feel safer, increase employment opportunities and support the local economy.</li> </ul>
<b>Planning Considerations</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Identify whether any planning consents are necessary e.g. change of use application and detail what the implications would be.</li> </ul>
<b>Purchase details</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Detail what works you intend to undertake/</li> <li>▪ Specify your preference for lease or purchase and if applicable, length of lease required.</li> </ul>
<b>Additional Information</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ Include other details you may need to include in support of your proposal.</li> </ul>
<b>Appendices</b>	<p>This section should;</p> <ul style="list-style-type: none"> <li>▪ List any additional documents you have included in support of your application, ensuring that they are correctly annotated and included with your submission.</li> </ul>

## Appendix 6: Composition of Steering Groups

### **Steering Group – Stage 1**

Head of Property

Head of Legal Services

Head of Business Improvement

Head of (relevant Service)

Cabinet Member for Homes and Places

Head of Community Regeneration

Head of People Services (where TUPE may apply)

### **Steering Group – Stage 2**

Head of Property

Head of Legal Services

Head of Business Improvement

Head of (relevant Service)

Section 151 Officer

Cabinet Member for Homes and Places

Head of Community Regeneration

Head of People Services (where TUPE may apply)

GAVO





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**A CHARTER FOR  
COMMUNITY AND  
TOWN COUNCILS  
Revised May 2011**

**Agreed at meeting on 30th July 2014 that there was no requirement to review the Charter.**

**Agreed at meeting on 2nd March 2016 that other than minor changes, there was no requirement to revisit the Charter.**

**SIARTER AR GYFER  
CYNGHORAU  
CYMUNED A THREF**

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<b>SECTION ONE: EXCHANGE OF INFORMATION</b>
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**The County Borough will provide to Community Councils**

- The names, addresses and telephone numbers of all County Borough Councillors
- The names, titles, location, telephone and fax numbers of all Directors and Heads of Service
- A timetable of County Borough meetings
- Agendas and papers for the Community Council Liaison Sub-Committee meetings
- Links to agenda, reports and minutes of Committee meetings
- Details of Chairmen and Vice Chairmen of major Committees

*The information will be updated regularly*

**Community Councils will provide to the County Borough Council**

- The names, addresses and telephone numbers of all Community Councillors
- The name, address and telephone number of the Clerk to the Community Council
- A list of meetings
- Agendas and papers for Community Council meetings
- Agenda items for the Community Council Liaison Sub-Committee meetings through the Town and Community Council Liaison Committee

*The information will be updated regularly*

***NB. Throughout this document, the term community council(s) also refers to town council(s)***

<p style="text-align: center;"><b>SECTION TWO:</b> <b>LIAISON BETWEEN THE COUNTY BOROUGH COUNCIL AND COMMUNITY COUNCILS</b></p>
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**The County Borough Council will:**

- Nominate a person who will be the first point of contact for Community Councils for all County Borough matters and from whom all County Borough Council information will be sent
- Hold quarterly meetings of the Community Council Liaison Sub-Committee, to which representatives of all Community Councils will be invited, namely one Community Councillor and the Clerk from each Community Council. The Committee will be chaired alternate years by a County Borough Councillor and Community Councillor. New Community Councils will be invited to join
- Accept items for agenda for the Community Council Liaison Sub-Committee at least fifteen working days before the date of the meeting
- Acknowledge receipt of correspondence within seven working days
- Send agendas and papers for meetings to Community Councils at least three clear working days before the Community Council Liaison Sub-Committee is due to meet, unless it is unavoidable that papers are delayed
- Inform the relevant Community Councils within twenty working days of the outcome on issues (requested by the Community Council) requiring action by the County Borough Council. If this is not possible, the County Borough Council will write to the Community Council(s) informing them of the delay and stipulate a revised date
- On receipt of correspondence written in Welsh the reply will be in Welsh, adhering to the targets for correspondence in English as set out above
- Provide a person to communicate in Welsh with the Community Council(s) if required. If a Welsh speaking person is not immediately available, the caller will be contacted as soon as possible
- Ensure that the Cabinet work programme is copied to each Clerk on a regular basis

- **The Community Council(s) will**
- Nominate a representative (one Community Councillor and Clerk) to attend Community Council Liaison Sub-Committee meetings. A substitute should be appointed in the event that the nominated Member or Clerk is not be able to be present - the responsibility being with that Member/Clerk to forward the papers to the substitute.
- Provide the County Borough Council with issues for the agenda of the Community Council Liaison Sub-Committee at least fifteen working days before the date of the meeting
- Direct all correspondence (except where instructed differently by the County Borough Council) to the Senior Committee Services Officer who has responsibility for Community Council Liaison
- Inform the County Borough Council within twenty working days of the outcome on issues requiring action by the Community Council(s). If this is not possible, the Community Council will write to the County Borough Council informing them of the delay and stipulate a revised date.

<b>SECTION THREE: CONSULTATION ON SPECIFIC SUBJECTS</b>
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**The County Borough Council will provide written information to the Council(s). The information will:**

- Be sent to Council(s) at least twenty working days before the closing date for responses where possible. If this cannot be achieved, the County Borough Council will clearly explain the reasons for the shorter timescale
- Include a clear statement on the matters on which the Council(s) are being consulted
- Include a closing date for responses being mindful of the frequency of community council meetings and August recess when no meetings are held
- Include copies of all relevant documents, including plans if requested
- Include an officer contact name and telephone number for specific queries
- Include the name, title and address of the officer to whom responses should be sent

**The Community Council(s) will:**

- Respond in writing within the time limit set by the County Borough Council
- If this is not possible, formally request an extension to the time limit before the original time limit has expired
- If there is no response the County Borough be advised accordingly

**After consultation, the County Borough Council will:**

- Inform the Community Council(s) in writing of its decision within fifteen working days of the decision being made
- Explain, if necessary, why the decision is different from the view put forward by the Community Council(s)
- Consult with Community Council(s) again if the substance of the proposal changes

## SUBJECTS FOR CONSULTATION

<b>Chief Executive's</b>	<ul style="list-style-type: none"> <li>• Well Being of Future Generations (Wales) Act 2015</li> <li>• Strategic Equality Plan 2016/20</li> <li>• Well Being Objectives</li> <li>• Economic Development/Tourism</li> </ul>
<b>Planning</b>	<ul style="list-style-type: none"> <li>• The Development Plan</li> <li>• Applications for planning permission (via weekly list)</li> <li>• Applications for listed buildings consent; proposals for additions to the listed buildings list</li> <li>• Establishment of conservation areas; tree preservation orders</li> <li>• Advertisement control</li> <li>• Street naming</li> </ul>
<b>Local Recreation or other Facilities</b>	<ul style="list-style-type: none"> <li>• Major changes of use or closure of leisure or sports fields</li> <li>• Major changes of use or closure of community centres or community facilities</li> <li>• Major new arrangements or changes to play areas</li> <li>• Major new initiatives and developments in local arts provision</li> <li>• Opening, closure or alteration or opening times of libraries (including mobile libraries)</li> <li>• Community projects which relate to a specified locality or community</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Proposals for the opening or closure of schools under local education authority control or funding</li> </ul>
<b>Waste management , waste collection and Cleansing</b>	<ul style="list-style-type: none"> <li>• Major changes and new methods of the provision of domestic waste collection and disposal including the development of new treatment and disposal facilities</li> <li>• Major changes and new methods of street cleansing or litter clearance</li> <li>• Changes to the provision and location of recycling facilities</li> <li>• Public convenience provision</li> </ul>
<b>Environmental Health, Trading Standards, Community Safety</b>	<ul style="list-style-type: none"> <li>• The establishment or abolition of litter control zone</li> <li>• Establishment of No Cold Calling Zones</li> <li>• Declaration of an Air Quality Management Area</li> <li>• Applications for prior approval of construction works</li> </ul>
<b>Highways, Access and Public Transport</b>	<ul style="list-style-type: none"> <li>• Major highway maintenance schemes; winter highway maintenance regimes</li> <li>• Major traffic management schemes, road safety schemes</li> <li>• Permanent highway closures or diversions (including footpaths, bridleways, cycleways and other minor highways)</li> <li>• Changes in parking (including off and on street) provision</li> <li>• Local authority supported bus services; local authority bus shelters</li> <li>• Alterations in rail services where notified to and supported by the authority</li> </ul>
<b>General</b>	<ul style="list-style-type: none"> <li>• Land disposal (sale or lease)</li> <li>• Other areas of council business not detailed which are key and fundamental to the majority of wards that have community/town councils</li> </ul>

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TeamCaerphilly

BETTER TOGETHER

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**Consultation and Engagement Framework**  
2020-2025



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## Introduction

Through *TeamCaerphilly - Better Together*, the council is committed to ensuring high quality, citizen focussed services for the communities that comprise our county borough. In future-proofing public services, we recognise the need to ensure effective engagement is central to our decision making - involving residents in the design of local services and the things that affect them.

In addition, we are focussing on further strengthening the relationship between the council and the community - residents,

businesses, voluntary and community groups. Caerphilly county borough has a vibrant and engaged voluntary and community sector, which offers significant opportunity to maximise community participation.

This framework sets out an approach for a common understanding to further improve engagement. It sets principles and standards for how the council will engage to build clear, shared expectations and two way engagement that enables a focus on what can be achieved.



## Who is this framework for?

This framework is for everyone who has a role to play and wants to get involved in making Caerphilly county borough a more informed and empowered place to live. It has been designed to support:

### Staff by ensuring that they...

- know how to carry out robust, effective and meaningful consultation and engagement
- adopt a consistent approach to the consultation and engagement process
- recognise diversity within our communities and incorporate this into the planning of engagement activities.



### Councillors by...

- raising awareness of the national principles that govern how we consult and engage with our residents and stakeholders and
- ensuring they understand the need to effectively use the outcomes of community engagement to improve the nature of decision making and help strengthen the relationship that the council has with the people it serves.

### Residents, communities and other stakeholders by...

- demonstrating our approach to engagement
- letting them know the standards we are working to and
- what to expect from us which will enable a greater sense of ownership, giving people more input into the decisions that affect their lives.

## Purpose

The framework:

- Highlights the importance of effective consultation and engagement and the clear strategic link to the decision making process
- Demonstrates the key role that engaged, empowered communities have in supporting the future-proofing public services
- Provides a clear definition of engagement and outlines the spectrum of engagement
- Outlines the principles and standards that underpin meaningful engagement and consultation to enable a consistent, transparent and high quality approach to the planning and undertaking of community engagement
- Signposts to further advice and guidance on how to carry out consultation and engagement in line with the principles and standards outlined



### LINKS TO STRATEGY

The Consultation and Engagement Framework 2020-2025 has direct links to a number of key strategic documents:

### Communications and Engagement Strategy 2019-2022

In January 2019, the Council's Cabinet endorsed a Communications and Engagement Strategy 2019-2022, that outlines the approach we will take to ensure communications and engagement activity is fit for purpose and helps to achieve our vision.

It also defines how we as an organisation will listen and respond to what our audience is telling us in return.

The Communications and Engagement Strategy states that effective consultation and engagement promotes two way communications, which ensures residents are able to influence the way we shape and deliver our services.

## REACH

We will use a wide range of channels to communicate with our audiences. This includes social, digital and traditional methods.

## ENGAGE

We will ensure that our communication is timely, relevant, informative and jargon free. We want to create engaging content for all our audiences.

## CONVERT

We will work hard to change behaviours and attitudes by providing relevant information so that our audiences are able to make informed and considered choices.

This Consultation and Engagement Framework will complement and help facilitate delivering one of the key objectives highlighted in the Communications and Engagement Strategy to:

*"Inform and engage with residents, businesses, visitors, partners and other stakeholders about the council's aims and key priorities, the services it provides and how they can get involved in shaping decisions."*

**TeamCaerphilly - Better Together**  
(Transformation Strategy)

The *TeamCaerphilly* transformation programme is about reshaping the Council for the future and doing things differently to protect the services that are required and valued. A new “whole authority” operating model was adopted by the Council in June 2019 to ensure a resilient Caerphilly County Borough for the future with communication and engagement playing a fundamental role within the transformation agenda.

The *TeamCaerphilly - Better Together* purpose is:

*“To create capacity and foresight to develop solutions to some of the County Borough’s biggest challenges, ensuring the Council understands and responds to the changing needs and priorities of our communities”.*

Effective community engagement is, in itself, a strategic component in the *TeamCaerphilly - Better Together* operating model. One of the outcomes of this new approach will be 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.

A key action emerging from this element of the strategy was to develop a Consultation and Engagement Framework to support empowered communities to come on this journey with us.

This Consultation and Engagement Framework, therefore, has been developed to facilitate more effective consultation and engagement with communities as we move forward in reshaping Caerphilly County Borough Council. Effective engagement will enable us to understand the needs of our communities as we make difficult decisions and consider how we will deliver services differently in the future.



**Empowered Communities:** Supporting Community Capacity and Harnessing Social Capital

The role of empowered, resilient communities in the transformation journey will be fundamental. The journey is an opportunity to embrace change and developing council services with the support of our communities, for the benefit of all.

**FURTHER READING**

[Link to Communications and Engagement Strategy 2019-2022](#)

[TeamCaerphilly - Better Together \(Caerphilly CBC Transformation Strategy\)](#)

[www.caerphilly.gov.uk/tc-eng/](http://www.caerphilly.gov.uk/tc-eng/)

## What do we mean by Engagement?

The words 'community', 'public' or 'citizen' engagement are used interchangeably by many, often to mean the same thing. Caerphilly Council has previously adopted the following definition of engagement:

***“Engagement means anything that we do that informs citizens about what we do or involves citizens in the Council’s decision making process.”***

Effective communication and engagement is fundamental to the council’s transformation journey, and it is through the ongoing process of dialogue between the Council and our communities through ‘The Caerphilly Conversation’ that we will aim to achieve this.

Through this document we aim to set out a clear structure for engagement that encourages a partnership of collaboration between communities and the council, where the council can enable communities to do a little more for themselves.

In enabling this process, we consider the following headline principles to be of particular significance:

- We will listen and understand
- Caerphilly county borough people will help inform and shape the decisions we make - and in turn we will keep people informed
- We will be inclusive and act with purpose
- We will make the most of what already exists in our communities

Through this agreed approach we will:

- Empower local residents to have greater influence over the issues that affect them
- Increase and strengthen the role of communities in how we live, work and visit Caerphilly county borough
- Help us to understand the needs of our communities which in turn, helps to ensure that the services we deliver meet

those needs and that available resources are used effectively and in line with agreed priorities

- Ensure people are involved in the democratic process and enable communities to have greater input on issues that affect them
- Support communities to take action by helping them identify needs and support them in developing community-led solutions
- Meet our statutory duties

### Designing engagement: do I need to engage, consult or do something else?

To ensure that engagement is carried out in a systematic and consistent way, it is important to be clear on what level of engagement is appropriate in a particular circumstance and to plan and implement engagement processes carefully based on that circumstance.

At times, engagement may simply be about informing, while at other times engagement will involve a combination of information provision and gathering, consultation, feedback and evaluation that will feed into the decision making process at an appropriate stage. Recognising that different levels of engagement are appropriate in different circumstances, careful consideration should be given to the approach adopted in relation to:

- the purpose and intended outcome of the engagement
- the issues being addressed
- the stage in the project planning cycle at which engagement takes place
- the stakeholders involved/those we are engaging with - recognising that different groups and individuals have different needs and preferences

The following link provides guidance in determining whether you need to consult, engage or do something else:

[www.local.gov.uk/sites/default/files/documents/Do%20I%20need%20to%20consult.pdf](http://www.local.gov.uk/sites/default/files/documents/Do%20I%20need%20to%20consult.pdf)

### The Spectrum of Engagement

The International Association of Public Participation Spectrum outlines five levels of engagement across a continuum that describes an increasing degree of engagement, participation and influence in the engagement process. The spectrum can be used to help determine the level of influence required and sets the commitment

to ensure transparency. It can also provide a starting point in determining the most appropriate methods of engagement.

The diagram below outlines five levels of engagement and identifies increasing levels of public impact and levels of community influence over decisions at each level, our goals and promises are set out.

**Increasing the level of public impact** 

**Level of community influence over decisions** 

	Inform	Consult	Involve	Collaborate	Empower
GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making and/or devolved budgets in the hands of the public.
PROMISE	We will keep you informed.	We will keep you informed, hasten to acknowledge concerns and provide feedback on how public input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

© 2004 International Association for Public Participation

## Who do we engage and consult with?

When we talk about engaging our communities and stakeholders we make a commitment to engage, as appropriate, with:

- Residents - people from every part of the county borough and from every community and of all ages, making a particular effort to encourage those currently not engaged/seldom heard including:
  - community groups and clubs including those on our various panels, community, voluntary and special interest groups
  - users of specific Council services
  - vulnerable groups and those with protected characteristics as defined within the Equality Act (2010) and the Public Sector Equality Duty (Wales)
  - children and young people including those on the Youth and Junior Forums
- Employees of the Council
- Relevant Trade Unions
- Business owners
- Those who visit, work or participate in activities within the county borough
- Our democratically elected representatives
- Town and Community Councils
- Local Assembly Members and Members of Parliament
- Partner organisations
- Business forums
- Welsh Commissioners (Children's, Welsh Language, Older Persons and Future Generations)
- Specific subject forums
- Any other body or group with an interest in the work of the authority and the future well-being of the area



## Principles of Engagement

The Council operates within the Welsh Government Citizen-Centred Governance Principles, putting the citizen at the heart and focusing on their needs and experiences.

In engaging with residents and stakeholders, it is important to have principles that guide the engagement process so that it is undertaken in a meaningful and transparent manner.

### National Principles for Public Engagement in Wales

In 2011, Caerphilly County Borough Council adopted the **National Principles for Public Engagement in Wales** as a guiding document for all of our engagement activities (Appendix 1). These principles are supported by 'The Evaluation Toolkit - Evaluating engagement practice against the National Principles for Public Engagement in Wales' which outlines a four stage participatory process to evaluate engagement activities in relation to the National Principles.



### National Standards for Children and Young People's Participation

The Council also works to fulfil the requirements of the **National Standards for Children and Young People's Participation** (Appendix 2).

## The Consultation Institute Charter

The Consultation Institute provides a charter, outlining seven key aspects of good consultation. These seven components should steer decision-making processes before, during and after a consultation process.

They can also act as a guide for other forms of engagement.

- 1. Integrity:** Intentions must be honest, and with a genuine willingness to listen and be influenced.
- 2. Visibility:** There should be a real effort to make all of those who have a right to participate aware of what is going on.
- 3. Accessibility:** There needs to be reasonable access, using appropriate methods and channels and catering for hard-to-reach groups.
- 4. Transparency:** Things submitted need to be made public and data disclosed, unless there's a specific reason to make them exempt.
- 5. Disclosure:** All relevant material and context should be disclosed by the council, and in return residents should disclose the full range of local opinion.
- 6. Fairness:** Assessments and interpretations of consultations need to be objective. Decisions need to be representative of the spread of opinion.
- 7. Publication:** Participants have a right to receive feedback on the final output, and on the eventual outcome of the process.

#### FURTHER READING

[www.local.gov.uk/sites/default/files/documents/The%20TCI%20Charter\\_2.pdf](http://www.local.gov.uk/sites/default/files/documents/The%20TCI%20Charter_2.pdf)



## The Legal Context

The Consultation Institute identifies two areas to focus on when deciding if you need to consult - statutory provisions and the doctrine of legitimate expectation (common law).

### Statutory provisions

Statutory provisions are legal requirements which state that a consultation must occur. They exist in several key areas - health, environment and equalities.

**Equality:** The Equality Act 2010 states that public bodies must have “due regard” to a variety of Equalities objectives (Equality Act 2010, Section 149) and consequently Equality Impact Assessments must be carried out to demonstrate that decision-makers are fully aware of the impact that changes may have on stakeholders. The concept of “due regard” was reinforced in 2012 during the review of the Public Sector Equality Duty which...

*“requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations between different people when carrying out their activities”.*

### Doctrine of legitimate expectation (common law)

Essentially, where people have come to legitimately expect a process of consultation, for example, with local authority budget cuts, there are grounds for a judicial review should a public consultation not take place. Similarly, a consultation must be conducted properly should the choice be taken to embark on one (whether a legal requirement exists for it or not). This is part of ensuring that the consultation process remains a fair one.

This is rapidly becoming the most important aspect of the law of consultation. The legitimate expectation applies:

- when there has been a clear promise of consultation
- where official guidance or policies imply a promise to act in a particular way
- where there is a withdrawal of a benefit with significant impacts to be considered
- where the nature of the relationship would create unfairness if there were to be inadequate consultation.







## Gunning Principles

If it has been determined that consultation (as opposed to some other kind of engagement) is required, it is important that the following principles are adhered to ensure legal compliance.

**Proposals are still at a formative stage.**  
A final decision has not yet been made, or predetermined, by the decision makers.

**There is sufficient information to give ‘intelligent consideration’.**  
The information provided must relate to the consultation and must be available, accessible, and easily interpretable for consultees to provide an informed response.

**There is adequate time for consideration and response.**

There must be sufficient opportunity for consultees to participate in the consultation. There is no set timeframe for consultation, despite the widely accepted twelve-week consultation period, as the length of time given for consultee to respond can vary depending on the subject and extent of impact of the consultation.

**‘Conscientious consideration’ must be given to the consultation responses before a decision is made.**

Decision-makers should be able to provide evidence that they took consultation responses into account.

### FURTHER READING

[www.local.gov.uk/sites/default/files/documents/The%20Gunning%20Principles.pdf](http://www.local.gov.uk/sites/default/files/documents/The%20Gunning%20Principles.pdf)

The Wales Practice Hub also gives bite sized information on the Gunning Principles and Equality Impact Assessments.

[www.eiapractice.wales.nhs.uk/home](http://www.eiapractice.wales.nhs.uk/home)



## The Involvement and Collaboration Principles: Well-being of Future Generations (Wales) Act 2015

In terms of the wider context, this Framework also supports the Council in meeting its duty under the **Well-being of Future Generations (Wales) Act 2015**. The Act is about improving the social, economic, environmental and cultural well-being of Wales and requires public bodies in Wales to think about the long-term impact of their decisions, to work better with people, communities and each other and to prevent persistent problems such as poverty, health inequalities and climate change.

The Act puts in place a sustainable development duty which outlines how organisations should go about meeting their responsibilities under the Act. There are five ways of working that public bodies need to think about to show that they have applied the sustainable development principles.

Key in the context of this Consultation and Engagement Framework are 2 of these, the 'Involvement' and 'Collaboration' principles:

*“The importance of involving people with an interest in achieving the well-being goals and ensuring that those people reflect the diversity of the area which the body serves.”*

*“Collaboration with any other person that could help the body to meet its objectives.”*





### The Equality Act 2010 and Wales specific duties

The Equality Act is supplemented by a specific set of Welsh duties, one of which is to involve people who it considers to be representative of those with different protected characteristics who have an interest in the way in which the authority carries out its functions.

Engagement will help improve outcomes, for example by:

- identifying particular needs, patterns of disadvantage and poor relations between groups
- understanding the reasons for disadvantage, low participation rates and poor relations
- designing initiatives to meet needs and overcome barriers
- determining priorities
- analysing the impact of initiatives on people with protected characteristics
- monitoring and evaluating initiatives, policies and programmes.

#### FURTHER READING

[futuregenerations.wales/wp-content/uploads/2017/02/150623-guide-to-the-fg-act-en.pdf](https://futuregenerations.wales/wp-content/uploads/2017/02/150623-guide-to-the-fg-act-en.pdf)  
[www.equalityhumanrights.com/en/publication-download/engagement-and-equality-duty-guide-listed-public-authorities-wales](http://www.equalityhumanrights.com/en/publication-download/engagement-and-equality-duty-guide-listed-public-authorities-wales)

## Appendix 1: National Principles for Public Engagement in Wales

- 1 Engagement is effectively designed to make a difference**

Engagement gives a real chance to influence policy, service design and delivery from an early stage.
- 2 Encourage and enable everyone affected to be involved, if they so choose**

The people affected by an issue or change are included in opportunities to engage as an individual or as part of a group or community, with their views both respected and valued.
- 3 Engagement is planned and delivered in a timely and appropriate way**

The engagement process is clear, communicated to everyone in a way that's easy to understand within a reasonable timescale, and the most suitable method/s for those involved is used.
- 4 Work with relevant partner organisations**

Organisations should communicate with each other and work together wherever possible to ensure that people's time is used effectively and efficiently.
- 5 The information provided will be jargon free, appropriate and understandable**

People are well placed to take part in the engagement process because they have easy access to relevant information that is tailored to meet their needs.
- 6 Make it easier for people to take part**

People can engage easily because any barriers for different groups of people are identified and addressed.
- 7 Enable people to take part effectively**

Engagement processes should try to develop the skills, knowledge and confidence of all participants.
- 8 Engagement is given the right resources and support to be effective**

Appropriate training, guidance and support are provided to enable all participants to effectively engage, including both community participants and staff.
- 9 People are told the impact of their contribution**

Timely feedback is given to all participants about the views they expressed and the decisions or actions taken as a result; methods and form of feedback should take account of participants' preferences.
- 10 Learn and share lessons to improve the process of engagement**

People's experience of the process of engagement should be monitored and evaluated to measure its success in engaging people and the effectiveness of their participation; lessons should be shared and applied in future engagements.

These Principles were developed by Participation Cymru working with TPAS Cymru, under the guidance of the Participation Cymru partnership. Endorsed by the then First Minister of Wales, The Right Hon. Carwyn Jones AM on behalf of the Welsh Government. Further guidance on the National Principles can be found at [www.participationcymru.org.uk](http://www.participationcymru.org.uk)

## Appendix 2: National Standards for Children & Young People’s Participation

*“Children have the right to say what they think should happen, when adults are making decisions that affect them, and to have their opinions taken into account.”*

Article 12: The United Nations Convention on the Rights of the Child (UNCRC)

		This means:	We will:
1	Information	<ul style="list-style-type: none"> <li>You have the right to information that is easy to understand and allows you to make an informed decision.</li> </ul>	<ul style="list-style-type: none"> <li>Provide information that is good quality, clear and accessible.</li> <li>Inform you about who’s going to listen and let you know what difference your involvement could make.</li> </ul>
2	It’s your choice	<ul style="list-style-type: none"> <li>You have the right to choose to be involved and work on things that are important to you.</li> </ul>	<ul style="list-style-type: none"> <li>Give you enough support and time to choose if you want to get involved.</li> </ul>
3	No discrimination	<ul style="list-style-type: none"> <li>Children and young people are all different and have the right to be treated fairly.</li> </ul>	<ul style="list-style-type: none"> <li>Challenge discrimination.</li> <li>Provide a range of opportunities and support to meet the needs of children and young people.</li> </ul>
4	Respect	<ul style="list-style-type: none"> <li>You have the right to have a say. Your opinions are important and will be respected.</li> </ul>	<ul style="list-style-type: none"> <li>Listen to your views, experiences and ideas and take you seriously.</li> <li>Work with you on things you say are important.</li> <li>Value what you have to offer.</li> </ul>
5	You get something out of it	<ul style="list-style-type: none"> <li>You have the right to learn and be the best you can be.</li> <li>You will have opportunities to work with others and make a difference.</li> <li>We want you to be involved in positive experiences.</li> </ul>	<ul style="list-style-type: none"> <li>Work with you in safe, fun and enjoyable ways.</li> <li>Make the most of what you know and do things that build your confidence and skills.</li> </ul>
6	Feedback	<ul style="list-style-type: none"> <li>You have the right to know what differences you have made and how your ideas have been listened to.</li> </ul>	<ul style="list-style-type: none"> <li>Always ensure you have feedback in an agreed time.</li> <li>Tell you how your ideas have been used and why.</li> <li>Tell you what happens next.</li> </ul>
7	Working better for you	<ul style="list-style-type: none"> <li>Those who make decisions that affect children and young people should put children’s rights at the centre of everything they do.</li> </ul>	<ul style="list-style-type: none"> <li>Work with you and learn how we can do things better.</li> <li>Ensure your views make a difference to the way we make plans and decisions.</li> </ul>

