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For all enquiries relating to this agenda please contact Sharon Hughes  
(Tel: 01443 864281 Email: [hughesj@caerphilly.gov.uk](mailto:hughesj@caerphilly.gov.uk))

**Date: 3rd November 2021**

Dear Sir/Madam,

A meeting of the **Policy and Resources Scrutiny Committee** will be held via Microsoft Teams on **Tuesday, 9th November, 2021 at 5.30 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days.

This meeting will be recorded and made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals speaking will be publicly available to all via the recording on the Council website at [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)

Yours faithfully,

**Christina Harrhy**  
CHIEF EXECUTIVE

## A G E N D A

Pages

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

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

**A greener place Man gwyddach**



To approve and sign the following minutes: -

- 3 Policy and Resources Scrutiny Committee held on 28th September 2021. 1 - 6
- 4 Consideration of any matter referred to this Committee in accordance with the call-in procedure.
- 5 Policy and Resources Scrutiny Committee Forward Work Programme. 7 - 18
- 6 To receive and consider the following Cabinet Reports\*: -
1. Workforce Development Strategy 2021-24 – 29th September 2021;
  2. Wellbeing Strategy 2021-24 – 29th September 2021;
  3. Christmas Close Down Arrangements 2021 – 29th September 2021;
  4. Supplementary Report – Managing Service Risk at Alert Level Zero – 29th September 2021;
  5. Write Off Debts Over £20,000 – Business Rates Arrears for Limited Companies – 13th October 2021;
  6. Corporate Performance Assessment Six Month Update 2021 – 27th October 2021;
  7. Local Housing Strategy 2021-26 – 27th October 2021;
  8. Corporate Plan 2018-2023 Review and Annual Performance Report 2020/21 – 27th October 2021.

*\*If a member of the Scrutiny Committee wishes for any of the above Cabinet reports to be brought forward for review at the meeting please contact Sharon Hughes, 01443 864281, by 10.00 a.m. on Monday 8th November 2021.*

To receive and consider the following Scrutiny reports:-

- 7 Team Caerphilly-Better Together Transformation Strategy 6-Month Update. 19 - 46
- 8 Corporate Services and Miscellaneous Finance 2021/22 Budget Monitoring Report (Period 5). 47 - 56

## **Circulation:**

**Councillors** M.A. Adams, Mrs E.M. Aldworth, C.J. Cuss, Mrs C. Forehead, Miss E. Forehead, L. Harding, G. Johnston, G. Kirby (Chair), C.P. Mann, B. Miles (Vice Chair), S. Morgan, R. Saralis, Mrs M.E. Sargent, G. Simmonds, J. Taylor and L.G. Whittle

And Appropriate Officers

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## **POLICY AND RESOURCES SCRUTINY COMMITTEE**

**MINUTES OF THE DIGITAL MEETING HELD VIA MICROSOFT TEAMS ON TUESDAY,  
28TH SEPTEMBER 2021 AT 5.30 P.M.**

PRESENT:

Councillor G. Kirby – Chair  
Councillor B. Miles – Vice Chair

Councillors:

M. A. Adams, C. Cuss, L. Harding, G. Johnston, C. P. Mann, S. Morgan, R. Saralis, Mrs M. E. Sargent, J. Taylor and L. G. Whittle.

Cabinet Members: Councillor C. Gordon (Corporate Services).

Together with:

R. Edmunds (Corporate Director for Education and Corporate Services), L. Donovan (Head of People Services), R. Tranter (Head of Legal Services and Monitoring Officer), M. Jacques (Scrutiny Officer), S. Hughes (Committee Services Officer) and J. Lloyd (Committee Services Officer).

Also in attendance:

Councillor K. Etheridge.

### **RECORDING ARRANGEMENTS**

The Chairperson reminded those present that the meeting was being recorded and would be made available to view via the Council's website, except for discussions involving confidential or exempt items. [Click here to view.](#)

#### **1. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Mrs E. M. Aldworth, Mrs C. Forehead, Miss E. Forehead and G. Simmonds.

#### **2. DECLARATIONS OF INTEREST**

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

**3. MINUTES – 25TH MAY 2021**

RESOLVED that the minutes of the Policy and Resources Scrutiny Committee held on 25th May 2021 (minute nos. 1 – 9) be approved as a correct record and signed by the Chair.

**4. SPECIAL MINUTES – 23RD JUNE 2021**

RESOLVED that the minutes of the special meeting of the Policy and Resources Scrutiny Committee held on 23rd June 2021 (minute nos. 1 – 4) be approved as a correct record and signed by the Chair.

In relation to Item 4 a Member referred to a question raised at the meeting regarding the Community Empowerment Fund, which was noted by the Scrutiny Committee.

**5. CALL-IN PROCEDURE**

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

**6. POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME**

The Scrutiny Officer presented the report which outlined the reports planned for the period September 2021 to February 2022 and included all reports that were identified at the Policy and Resources Scrutiny Committee meeting held on 25<sup>th</sup> May 2021. Members were asked to consider the Forward Work Programme, alongside the Cabinet Forward Work Programme, prior to publication on the Council's website.

In response to a Members query, the Corporate Director for Education and Corporate services provided the Scrutiny Committee with an update on the Commercial and Investment Strategy report.

Following consideration of the report, it was moved and seconded that the recommendations be approved. By way of Microsoft Forms voting this was unanimously agreed.

RESOLVED that the Policy and Resources Scrutiny Committee Forward Work Programme be published on the Council's website

**7. CABINET REPORTS**

There had been no requests for any of the Cabinet reports to be brought forward for discussion at the meeting.

**REPORTS OF OFFICERS**

Consideration was given to the following reports.

**8. NOTICE OF MOTION – REVIEW OF COUNCIL CONSITUTION AND MEMBER PROTOCOL**

Consideration was given to the Notice of Motion submitted by Councillor K. Etheridge and supported by Councillors D. Cushing, N. Dix, A. Farina-Childs, C. Mann, B. Owen, G.

Simmonds, T. Parry, J. Taylor and L. Whittle. The Scrutiny Committee was asked to consider the Notice of Motion as set out in paragraph 5.1 of the report and make an appropriate recommendation to Council.

Councillor K. Etheridge presented the Notice of Motion, to ask Caerphilly County Borough Council to review the Councils Constitution and Members Protocol with an emphasis on the procedure of delegated powers within the authority on major decisions made, which may have implications for all elected members during their term of office, with the remit looking at engagement and consultation with respective ward members prior to implementation. He called for the establishment of an all-party working group to be set up and report recommendations with implementation taking place prior to the May 2022 elections on changes which are required.

A number of concerns were raised regarding the establishment of an all-party working group. It was considered that further scrutiny offers no further democracy to residents, it would slow down the decision-making process and add a further layer of bureaucracy. However, it was argued that as the all-party working group would be making suggestions to Council it would not be adding any further layers of bureaucracy.

A Member highlighted that the Constitution has been in place since 2002 and has worked in everybody's interest. It was felt that the proposals put forward by Councillor K. Etheridge will not improve the way the Council operates. In response, it was pointed out that the Constitution is an evolving document which does get amended periodically. It was argued that from time to time is necessary to review the Constitution, in light of circumstances as they evolve, to see if there are better ways of working.

During the course of debate a Member sought advice from the Monitoring Officer as to whether a working group is an appropriate way to amend the Constitution. The Member referred to Article 14 which covers the review and revision of the Constitution, which places the key role in recommending amendments in the hands of the Monitoring Officer. In response the Monitoring Officer provided his views on the Notice of Motion and addressed a number of issues raised by Councillor K. Etheridge. Members were advised that the Monitoring Officers in Wales are currently in the process of putting together a draft Constitution to be adopted by the 22 Councils in Wales and that it would be brought to their attention when it is available. It was noted that it is a role of the Monitoring Officer to keep the constitution under review, however it was highlighted that ultimately it is a matter for Council. In conclusion, Members were reminded that a series of Corporate reviews are being undertaken, one of which is on Decision Making, and some of the points that are raised within the Notice of Motion are covered in the Corporate Review. In response to the comments made by the Monitoring Officer a concern was raised in that there was no timescale provided for the draft Constitution and it was suggested that an all-party working group would add value and improve it.

A concern was also raised regarding the timescale for the establishment of an all-party working group, to be set up and report recommendations with implementation taking place prior to the May 2022 elections.

The Policy and Resources Scrutiny Committee considered the Notice of Motion as outlined in paragraph 5.1 of the report. The Notice of Motion was moved and seconded, by way of Microsoft Forms voting (and in noting that there were 4 votes For, 8 votes Against and 0 Abstentions) the motion was not supported.

RECOMMENDED to Council:

- (i) That the notice of motion not be supported.

## 9. WORKFORCE DEVELOPMENT STRATEGY 2021-24.

The Cabinet Member for Corporate Services introduced the report to consult with Policy and Resources Scrutiny Committee in relation to the Workforce Development Strategy 2021-24. The Scrutiny Committee was informed that the Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet in June 2019. As part of this Strategy, ten corporate reviews are being undertaken to transform how the Council works and Workforce Development is one of them. It was highlighted that one of the actions of this review is to produce a Workforce Development Strategy to develop employees to maximise their capabilities, effectiveness and resilience to support the re-purposing and re-shaping of services in response to the many challenges the Council faces, moving forward.

A Member sought clarification and further details as to when staff would be returning back to the office, particularly in relation to new employees and career development. The Head of People Services advised the Scrutiny Committee that the current advice from Welsh Government is to work from home where possible. In terms of career development, Members were informed that conferences and training are still taking place, including face-to-face training. It was explained that through My Time conversations managers can identify and support training needs. In terms of new employees, it was highlighted that there is a process in place for new starters which does include attending the workplace, with risk assessments in place so that they can be mentored safely.

Reference was made to the gender by salary range in the Workforce Development Strategy and it was highlighted that for the majority of salary ranges the proportion of females to males is high, however for the higher salary ranges there is a noticeable reverse. The Head of People Services explained that the gender pay gap is reported on every year and the information it provides is that there are more female staff in part-time posts, which is a good reflection on the Council in that it offers flexibility for staff. The Scrutiny Committee was informed that there are a number of female staff in Senior Officer posts and that there is a fair recruitment process in order to appoint the best candidate. In response to a query regarding the number of employees and percentage of the workforce with a disability, the Scrutiny Committee was advised that employees do not have to notify or record that they have a disability.

During the course of debate the Head of People Services addressed a number concerns raised by Members in relation to staff workload, mental health, and the well-being of staff who are working from home. The results of the Staff Survey were outlined and the Scrutiny Committee was made aware of the very positive responses in relation to agile working and flexibility. It was commented that a Members Seminar will be held to consider the results of the Staff Survey, which will include agile working. The Head of People Services also responded to concerns raised regarding resilience and outlined the Workforce Planning Framework and Manager Toolkit. In response to a Members query, clarification and further information were provided in relation to the development of a workforce data dashboard. A further discussion took place surrounding abuse of the system and monitoring computer usage and screen time. The Scrutiny Committee was made aware of the importance of good working relationships and communication between managers and staff, to ensure work is being completed and staff are supported.

Following consideration of the report, it was moved and seconded that the recommendations be approved. By way of Microsoft Forms voting this was unanimously agreed.

The Policy and Resources Scrutiny Committee noted and commented on the contents of the report.

RECOMMENDED to Cabinet:

- (i) That the Workforce Development Strategy 2021-24 be approved.



## **10. EMPLOYEE WELLBEING STRATEGY 2021-24.**

The Cabinet Member for Corporate Services introduced the report consult with Policy and Resources Scrutiny Committee in relation to the Employee Wellbeing Strategy 2021-24. The Scrutiny Committee was informed that the Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet in June 2019. As part of this Strategy, ten corporate reviews are being undertaken to transform how the Council works and Workforce Development is one of them. It was highlighted that one of the actions of this review is to produce a Wellbeing Strategy, detailing how we will work together to fully support employees' health and wellbeing.

A Member referred to the staff survey summary and raised a concern in relation to the results on whether the Council is changing how employees work for the better. The Head of People Services provided the Scrutiny Committee with an overview of how the information on the staff survey was collated and highlighted that there was an opportunity for staff to also provide comments in relation to some of the questions, which are currently being reviewed.

Members referred to the sickness absence summary and clarification and further information were sought, particularly in relation to non work-related stress. The Head of People Services provided an overview on the reasons for sickness absence and highlighted the importance of analysing the data to identify patterns, trends and areas of concern. In response to the query regarding non work-related stress Members were advised that, in terms of what is reported, the information is provided by the employee. It was highlighted that measures and processes are put in place to support staff with work-related stress and also to support non work-related stress.

Following consideration of the report, it was moved and seconded that the recommendations be approved. By way of Microsoft Forms voting this was unanimously agreed.

The Policy and Resources Scrutiny Committee noted and commented on the contents of the report.

RECOMMENDED to Cabinet:

- (ii) That the Employee Wellbeing Strategy 2021-24 be approved.

## **11. DIRECTORATE PERFORMANCE ASSESSMENT YEAR END REPORT 2020/21.**

The Corporate Director for Education and Corporate Services introduced the report to present the Scrutiny Committee with the year-end Corporate Services Performance Assessment which is part of the Council's Performance Management Framework. Members were advised the Directorate Performance Assessment (DPA) is the Directorate's self-assessment and forms part of the Council's overall self-assessment activity. It provides information and analysis for the year ending 2020/21. The Corporate Director for Education and Corporate Services highlighted the importance when exploring the performance information set out within the DPA for Corporate Services that the updates are assessed against the continued difficulties presented by the COVID-19 pandemic.

A Member sought clarification and further information on the level of underspend against Corporate Finance. The Corporate Director for Education and Corporate Services advised Members that regular budget monitoring reports, which provide detailed analysis of any underspends, are regularly presented to the Policy and Resources Scrutiny Committee. It was agreed that an explanation would be sought from the Head of Financial Services & S151 Officer, subsequent to the meeting, and communicated to Members. In response to a Members query the Corporate Director for Education and Corporate Services provided an explanation on the level of risk in relation to WHQS funding and the RAG status.

A discussion took place regarding the level of risk in relation to sickness absence and it was highlighted that sickness absence across the Authority remains above the Wales average, leading to reduced productivity and a negative image of the Authority. In response, the Director for Education and Corporate Services provided the Scrutiny Committee with an explanation of what actions are being undertaken to address the risks and an update on the progress. The variation on the way this information is reported nationally was also highlighted to Members.

Members reviewed the Corporate Services Directorate Performance Assessment 2020/21 End of Year Update and discussed, challenged, and scrutinised the information contained within.

The meeting closed at 7.21 pm

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 9th November 2021, they were signed by the Chair.

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CHAIR



## **POLICY AND RESOURCES SCRUTINY COMMITTEE – 9TH NOVEMBER 2021**

**SUBJECT: POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD  
WORK PROGRAMME**

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

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

- 1.1 To report the Policy and Resources Scrutiny Committee Forward Work Programme.

### **2. SUMMARY**

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

### **3. RECOMMENDATIONS**

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

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

- 4.1 To improve the operation of scrutiny.

### **5. THE REPORT**

- 5.1 The Policy and Resources Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on Tuesday 28<sup>th</sup> September 2021. The work programme outlines the reports planned for the period November 2021 to February 2022.
- 5.2 The forward Work Programme is made up of reports identified by officers and members. Members are asked to consider the work programme alongside the cabinet work programme and suggest any changes before it is published on the

council website. Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

- 5.3 The Policy and Resources Scrutiny Committee Forward Work Programme is attached at Appendix 1, which presents the current status as at 18<sup>th</sup> October 2021. The Cabinet Work Programme is attached at Appendix 2. A copy of the prioritisation flowchart is attached at appendix 3 to assist the scrutiny committee to determine what items should be added to the forward work programme.

#### 5.4 **Conclusion**

The work programme is for consideration and amendment by the scrutiny committee prior to publication on the council website.

### 6. **ASSUMPTIONS**

- 6.1 No assumptions are necessary.

### 7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

- 7.1 As this report is for information only an Integrated Impact Assessment is not necessary.

### 8. **FINANCIAL IMPLICATIONS**

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

### 9. **PERSONNEL IMPLICATIONS**

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

### 10. **CONSULTATIONS**

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

### 11. **STATUTORY POWER**

- 11.1 The Local Government Act 2000.

Author: Mark Jacques, Scrutiny Officer [jacquem@carphilly.gov.uk](mailto:jacquem@carphilly.gov.uk)

Consultees: Richard Edmunds, Corporate Director for Education and Corporate Services  
Robert Tranter, Head of Legal Services/ Monitoring Officer  
Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer,

Legal Services  
Councillor Gez Kirby, Chair Policy and Resources Scrutiny Committee  
Councillor Brenda Miles, Vice Chair Policy and Resources Scrutiny  
Committee

Appendices:

- Appendix 1 Policy and Resources Scrutiny Committee Forward Work Programme
- Appendix 2 Cabinet Forward Work Programme
- Appendix 3 Forward Work Programme Prioritisation Flowchart

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Forward Work Programme - Policy & Resources				APPENDIX 1
Date	Title	Key Issues	Author	Cabinet Member
09/11/21 17:30	Team Caerphilly – 6 Month Update		Peters, Kathryn;	Cllr. Gordon, Colin J;
09/11/21 17:30	Corporate services & Miscellaneous Finance 2021/22 budget monitoring report (period 5)	To inform members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year.	Roberts, David;	Cllr. Stenner, Eluned;
11/01/22 17:30	2021/22 Capital Expenditure Monitoring Report (Period 7)	To inform the Scrutiny Committee of projected capital expenditure for the 2021/22 financial year.	Williams, Rhiann H;	Cllr. Stenner, Eluned;
11/01/22 17:30	Treasury Management Annual Strategy, Capital Finance Prudential Indicators and Minimum Revenue Provision Policy for 2022/23.	To submit prior to its presentation to Council the Authority's Annual Strategy for Treasury Management, Capital Finance Prudential Indicators and Minimum Revenue Provision policy for the 2022/23 financial year.	Williams, Rhiann H;	Cllr. Stenner, Eluned;
11/01/22 17:30	Capital Strategy Report 2022/23.	To submit prior to its presentation to Council the Authority's Capital Strategy Report for the 2022/23 financial year	Harris, Stephen R;	Cllr. Stenner, Eluned;
11/01/22 17:30	Update on Reserves	To present the Scrutiny Committee with details of the usable reserves held by the Authority.	Harris, Stephen R;	Cllr. Stenner, Eluned;
11/01/22 17:30	Information Item - Corporate Services & Miscellaneous Finance 2021/22 Budget Monitoring Report (Period 7).	To inform Members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year.	Roberts, David;	Cllr. Stenner, Eluned;
11/01/22 17:30	Information Item - Treasury Management and Capital Financing Prudential Indicators Quarter 2 Monitoring Report	To present Members with details of Treasury Management activities and capital financing, together with the related Prudential Indicators for the period 1st April 2021 to 30th September 2021.	Williams, Rhiann H;	Cllr. Stenner, Eluned;
22/02/22 17:30	Corporate Services Directorate Performance Report – Six Month Update 2021		Edmunds, Richard (Ed);	Cllr. Gordon, Colin J;
22/02/22 17:30	Whole-Authority Revenue Budget Monitoring Report (Period 9).	To provide details of projected whole-authority revenue budget expenditure for the 2021/22 financial year.	Harris, Stephen R;	Cllr. Stenner, Eluned;
22/02/22 17:30	Information Item - 2021/22 Capital Expenditure Monitoring Report (Period 9).	To inform the Scrutiny Committee of projected capital expenditure for the 2021/22 financial year.	Williams, Rhiann H;	Cllr. Stenner, Eluned;
22/02/22 17:30	Information Item - Treasury Management and Capital Financing Prudential Indicators Quarter 3 Monitoring Report	To present Members with details of Treasury Management activities and capital financing, together with the related Prudential Indicators for the period 1st April 2021 to 31st December 2021	Williams, Rhiann H;	Cllr. Stenner, Eluned;
22/02/22 17:30	Information Item - Corporate services & Miscellaneous Finance 2021/22 budget monitoring report (period 9)	To inform members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year.	Roberts, David;	Cllr. Stenner, Eluned;

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10/11/2021 10:30	Commercial & Investment Strategy	For Cabinet to note the progress made against the actions and success measures within the strategy during the first 12 months. To seek an extension of an additional 12 months for the refresh of the Commercial & Investment Strategy to November 2022.	Camp, Victoria;	Cllr. Stenner, Eluned;
10/11/2021 10:30	Homeless Project Plan	To provide Cabinet with the Rapid Rehousing and transitional plan which needs to be submitted to WG by June 2022.	Denman, Kerry;	Cllr. Phipps, Lisa;
10/11/2021 10:30	Dog Control PSPO Proposals	To consider the outcome of a public consultation, together with any recommendations from Scrutiny Committee, on proposals to amend and extend the Public Spaces Protection Order (PSPO) relating to dog control to include the exclusion of dogs from marked sports pitches/areas.	Hartshorn, Robert;	Cllr. George, Nigel;
10/11/2021 10:30	ASB/street drinking PSPO	To consider the outcome of a public consultation together, with any recommendations from Scrutiny Committee, on proposals to vary and extend the Public Spaces Protection Orders relating to anti-social behaviour and drinking alcohol in a public place.	Hartshorn, Robert;	Cllr. George, Nigel;
10/11/2021 10:30	Town Centre Management Groups	Report on the revised format for the Town Centre Management Group meetings.	Wilcox, Steve;	Cllr. Stenner, Eluned;
10/11/2021 10:30	George Street Walls, Cwmcarn	To seek approval to deploy Private Sector Housing Capital monies to assist private sector homeowners at George Street, Cwmcarn.	Wilkins, Fiona;	Cllr. Phipps, Lisa;
10/11/2021 10:30	Reduced Bus Fare Scheme - Urgent item	To seek Members views on the proposal for Caerphilly CBC to finance a reduced bus fare scheme for five weekends prior to Christmas 2021.	Roberts, Geraint;	Cllr. Pritchard, James;

# Cabinet Forward Work Programme as at 3rd November 2021

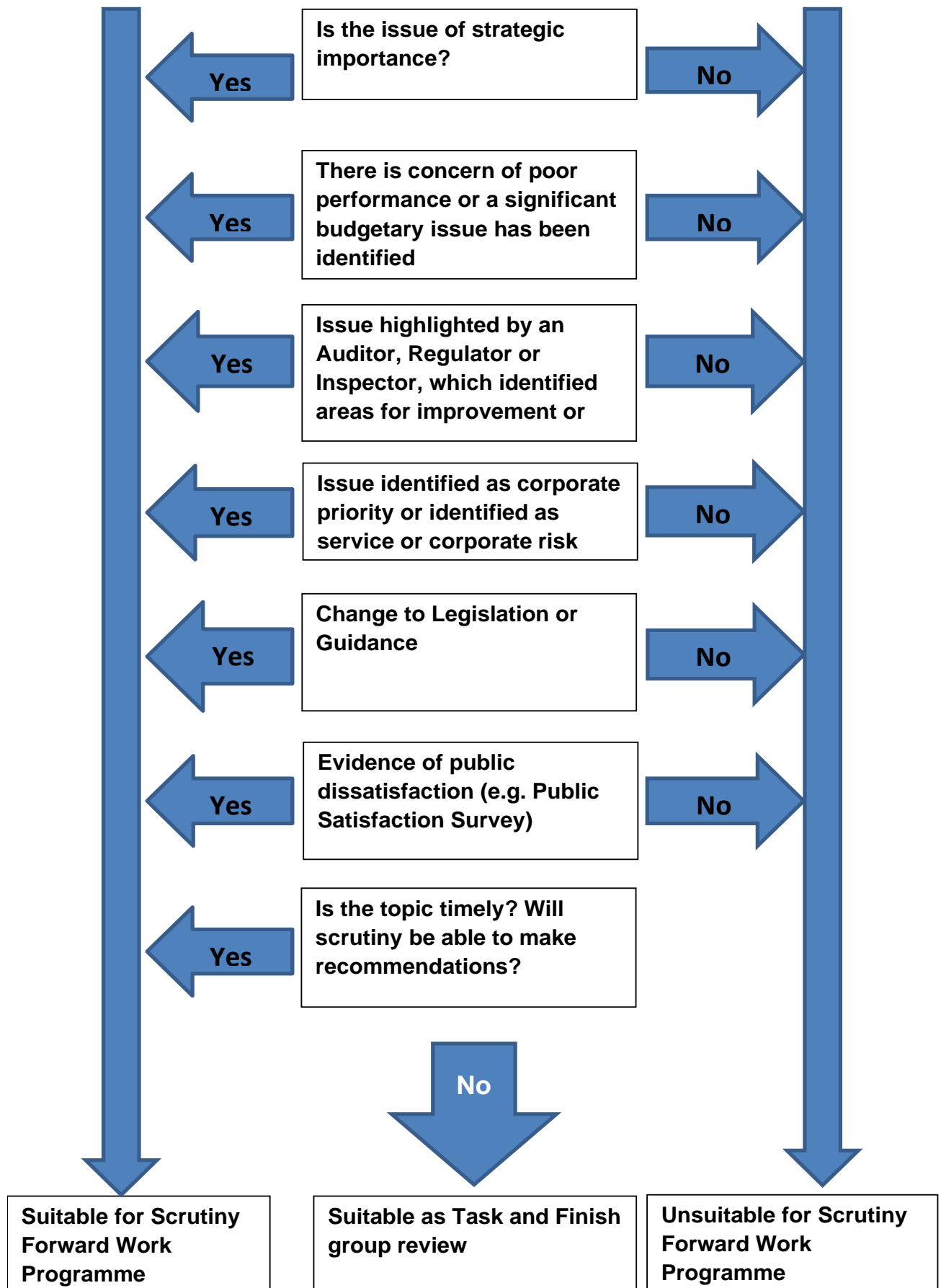
## APPENDIX 2

24/11/2021 10:30	Team Caerphilly Transformation Programme – 6 monthly update	To provide Cabinet with an update on progress against the Team Caerphilly Transformation Strategy.	Richards, Sue;	Cllr. Stenner, Eluned;
24/11/2021 10:30	Grass Cutting Regime	To seek the views of Cabinet in relation to grass cutting regimes across the county borough and proposals to enhance and promote bio-diversity following consultation with local members and presentation to Scrutiny Committee.	Hartshorn, Robert;	Cllr. George, Nigel;
24/11/2021 10:30	The principles of a regional approach to employability programme	To consider a regional approach to the provision of employment support programmes within the Cardiff Capital Region.	Kyte, Rhian;	Cllr. Marsden, Philippa;
24/11/2021 10:30	Business Rate Relief - WG Funding'	To seek Cabinet approval of a proposal for the distribution of targeted rated relief.	Carpenter, John;	Cllr. Stenner, Eluned;
24/11/2021 10:30	The Lawns, Rhymney – Culvert issues and subsequent cost overrun - Exempt item - Urgent item	This report sets out the issues relating to urgent works required to the culvert and resultant projected outturn costs associated with the Lawns Employment new build project at Rhymney.	Dallimore, Allan;	Cllr. Stenner, Eluned;
08/12/2021 10:30	Economic Recovery Framework Report	To update Cabinet on our strategic approach in relation to assisting businesses across the county borough to recover from the pandemic and to provide information on progress to date.	Hudson, Paul;	Cllr. Stenner, Eluned;
08/12/2021 10:30	Council Tax base for 2022/23	For Cabinet to agree the calculation of the Council Tax base for 2022/23.	O'Donnell, Sean;	Cllr. Stenner, Eluned;
08/12/2021 10:30	Welsh Education Strategic Plan 2022-2032	For Cabinet to consider and approve the new 10 year plan	Cole, Keri; Mutch, Sarah;	Cllr. Whiting, Ross;

12/01/2022 10:30	Active Travel Network Map Review and Consultation	Review of the statutory consultation process/responses and approval of the ATNM prior to submission to WG by the 31st December 2021.	Lloyd, Marcus; Campbell, Clive;	Cllr. Pritchard, James;
12/01/2022 10:30	Newbridge to Risca Regeneration Masterplan	To obtain approval to consult on the Draft Newbridge to Risca Corridor Masterplan, the 4th of the Masterplans aligned under the regeneration Strategy "A Foundation for Success", which sets out the regeneration aspiration for the area for the next five years and beyond.	Kyte, Rhian;	Cllr. Whitcombe, Andrew;
Special Cabinet - 19/01/2022 10:30	Draft Budget Proposals for 2022/23	To seek Cabinet endorsement of the 2022/23 budget proposals prior to final determination by Council on the 24th February 2022, and to provide an update on the Medium-Term Financial Plan (MTFP).	Harris, Stephen;	Cllr. Stenner, Eluned;
26/01/2022 10:30	21st Century Schools – Band B - Phase 2: Consultation Report/ Statutory Notice	For Members to consider the contents of 21st Century Schools consultation report prior to determination to proceed to Statutory Notice by Cabinet in December 2021.	West, Andrea; Richards, Sue;	Cllr. Whiting, Ross;

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## Scrutiny Committee Forward Work Programme Prioritisation



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## **POLICY AND RESOURCES SCRUTINY COMMITTEE – 9TH NOVEMBER 2021**

**SUBJECT: TEAM CAERPHILLY-BETTER TOGETHER TRANSFORMATION  
STRATEGY 6-MONTH UPDATE**

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

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

- 1.1 This report is to update Members of Committee on progress under the *Team Caerphilly – Better Together* Transformation Strategy. The programme management arrangements stipulate that a six-monthly update is provided to Members for comment prior to its presentation to Cabinet.
- 1.2 As part of the arrangements for strengthening the role of scrutiny, and wider members, in the transformation strategy a regular six-monthly member's seminar will be delivered on the 13th December 2021.

### **2. SUMMARY**

- 2.1 The Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12<sup>th</sup> of June 2019. This report provides an update on actions to deliver the strategy to date. It includes a summary of progress against the strategic actions, including the well-being and place-shaping framework, and the current series of corporate reviews, the commercial and investment strategy and the continuing Caerphilly Conversation.

### **3. RECOMMENDATIONS**

- 3.1 That Members note the content of this report and make any comment on the progress against the strategy prior to the update being provided to Cabinet.

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

- 4.1 To allow Policy and Resources Scrutiny Committee Members the opportunity to scrutinise progress and provide comments.

## 5. THE REPORT

- 5.1 Committee receive regular updates on the transformation programmes. The programme management arrangements for the Team Caerphilly – Better Together strategy require that six-monthly progress reports are provided to Policy and Resources Scrutiny Committee, prior to presentation to Cabinet. Further that a regular seminar is provided to engage with all members after update to Cabinet. To provide an update to Committee this report is grouped into headings that categorise the activity over the past seven months.

### 5.2 **Corporate Reviews- Transforming How the Council Works**

A brief summary of progress against each of the ten current corporate reviews is provided below, further detail against each outcome and workstream is provided in Appendix 1. To remind Committee the corporate reviews are:

1	Walk-in Services Review
2	Remote Contact Review
3	Front-line Delivery Review
4	Support Services Review
5	Information, Insight and Intelligence Review
6	Flexible Working Review
7	Sustainable Financial Planning Review
8	Workforce Development Review
9	Corporate Volunteering and Community Partnership Review
10	Decision-making Review

**Walk-in Services Review-** To date mapping activity has helped in understanding the size and scope of our service locations and the range of services provided. A decision-making tool has been developed using a facilities framework approach to consider what we provide and where and how. This has steered thinking around developing community focussed locations as the primary output of this review. A consolidation of locations will be considered in later stages ensuring equity of provision across communities and equality of access with a view to driving footfall in town centres. A 'hub' model is proposed that will develop tier 1 locations as centres for community use, access to council services and agile working drop-in locations. One of the key aims is to ensure a presence and where possible, and space allows, share Council service locations with communities for their use. The review is moving to the Phase 2 stage with new workstreams developed, one of which will be extensive internal and external engagement with staff and customers. There are links to the Agile Working review and the needs of an agile workforce and the Remote Contact review and the digitisation of service provision.

**Remote Contact Review-** A new telephony system has been rolled out across customer services enabling faster resolution of enquiries, providing real time data on call volume and agent availability. Feedback from service managers and call handlers has been extremely positive and more services will be transferred to the new system with a view to, as far as is possible, a single contact number for all enquiries. Digital channel shift and the development of a new website and staff



intranet was going to be supported by the Centre for Digital Public Services, unfortunately they have withdrawn the support on offer for reasons beyond the control of the Council. The work will continue in house. Digitisation of the process for handling customer complaints is nearing completion and will dovetail with the new Complaints and Concerns policy

**Front-line Delivery Review-** The focus of this review is on how best to improve front-line services and a new workstream on the provision of opportunities to develop commercial partnerships. Work with Digital Services is looking at the Abavus software as a tool to streamline requests for service. Strengthening capacity across the frontline has been supported by data analysis, particularly during periods of inclement weather, or other service pressures, with work underway to strengthen links between services that operate geographically. The paperless service in Housing Repairs is being used as a model for other front-line services to consider. Engagement with communities on how the Council can work closer with them to improve issues that concern them is planned.

**Support Services Review-** Building upon learning gathered from colleagues pre and during the COVID response the review is focussing on ensuring internal processes are as effective and efficient as possible. Baseline data gathering has been completed across all internal services and an analysis undertaken of all planned or impending work programmes that are aimed at improving inter-Council services. Further focus group sessions are planned to understand support services as enablers to customer facing services. The digital options that have been demonstrated in other services e.g. free school meal applications offer scope to remove time consuming processes that slow down back-office functions.

**Information, Insight and Intelligence Review-** The work is focussing on enhancing the use of data across the Council to enable improvements in the consistency and efficiency of collection and the creation of tools and datasets that bring together previously disparate sources to improve analytics. The initial audit of all data sets has been completed and an analysis of this is underway. Future models of data management are being considered by looking at all data analysis capacity, and skills gaps, across the Council. A new Digital Solutions Board meets regularly to advise on consolidation of data tools and systems and to effectively 'gatekeep' any new acquisitions to ensure they are in line with longer term aims and making use of existing functionality in systems we already own. Microsoft Office365 packages like Power BI and Forms are being used to improve data gathering and display/usage. The new ICT Strategy that supports this work was agreed on the 9<sup>th</sup> June. Externally, digital inclusion has formed part of the review with a round table of various teams that support digitally excluded groups to access services on-line.

**Flexible/Agile Working Review-** The workstreams for this review are progressing well, although slower than originally anticipated. Data on staffing, locations and equipment needs has been gathered and is being analysed. A categorisation of roles has been completed and equipment records updated to inform the next stages of the review. A high-level costs analysis of agile equipment needs will be completed; a trial is underway in Customer and Digital Services to replace desk-based equipment with laptops and docking stations. The results of the recent staff survey have been

examined against the engagement exercise with staff on home working undertaken last year. HR policies that will need to be updated, in consultation with the Trade Unions, have been identified. Rationalisation of office accommodation is subject to a planning policy appraisal, in scope buildings have been identified and community impact assessments are planned. Work to declutter Ty Penallta has progressed over the summer months. However, in their updated Coronavirus Control Plan Welsh Government expect to retain their advice to work from home where possible through the autumn and winter and continued COVID risks will prevent any reconfiguration of workspaces until all risks have subsided. Works to the staff welfare/café area at Ty Penallta have been completed and the facility is now offering a new agile workspace that allows staff who are working remotely to catch-up. A wider analysis of the corporate asset base and staff areas is underway. These have been mapped on to the same GIS mapping system as is being used for the Walk-in Services review giving a total picture of all Council locations and their relationships to communities.

**Sustainable Financial Planning Review-** The review is building on several years' worth of work on longer term financial planning. The budget strategy for 2022-23 is being discussed in the light of this review and some recent suggestions from Audit Wales. Regular meetings with our investment advisors are identifying opportunities for greater return on investments, we are also meeting with other Councils to review the types of investments that are being made. Work on outcome reporting and linking the whole of the transformation programme to the medium-term financial plan is underway. A review of the current financial regulations is happening with a view to updating them. The processes around internal invoicing are being analysed and the size and scale of internal transactions is now understood. Opportunities for streamlining this are being examined with a view to an automated process that requires less budget holder intervention, and staff processing time, for lower value transactions.

**Workforce Development Review-** This review seeks to develop strategies and frameworks to support employee well-being and drive our workforce development, comprehensively review our end-to-end recruitment processes and redefine our opportunities for learning and development. This review takes account of the learning from the COVID pandemic. The Workforce Development Strategy 2021-2024 and Employee Wellbeing Strategy 2021-2024 were considered at Policy and Resources Scrutiny Committee on the 28<sup>th</sup> of September and agreed by Cabinet on the 29<sup>th</sup> of September. Both strategies contain high level actions owned by Heads of Service across the organisation, to support targeted objectives with agreed timeframes for implementation. Members will recall that the report to Council dated 13<sup>th</sup> July 2021 entitled 'Provisional Revenue Budget Outturn for 2020/21', included a proposal to set aside funding of £168k to appoint staff on a fixed-term basis to undertake the initial planning and scoping required for delivery of coordinated workforce development function across the Council, which Members agreed. The recruitment for these posts has commenced.

**Corporate Volunteering and Community Partnership Review-** This review is building on the Council's relationship with communities particularly in light of the sterling efforts communities played in supporting the COVID effort. The Corporate Volunteering Policy has recently been agreed by Cabinet and launched to staff and

managers, the scheme will bring additional capacity to community efforts and enhance staff development. An extensive mapping of all community groups has identified their resources and the support they provide to local communities. The Caerphilly Cares service launched in April and has provided direct support to over 200 vulnerable people with a range of identified issues including isolation and loneliness, debt management, income maximisation and training. The team works alongside GAVO and a jointly funded post whose focus is building volunteering capacity to support the service. Feedback from recipients is extremely positive. Work is now focussing on synergies between Caerphilly Cares and other internal teams and the future planning of this service based on customer feedback and the outcomes of other corporate reviews. The new Community Empowerment Fund launched at the end of the summer to support community activity at the ward level. Member training on co-production has happened as well as focussed sessions on the fund itself and how members can support community groups to access it within their wards.

**Decision-making Review-** The review is seeking to further engage with staff and elected members to ensure that governance arrangements are efficient, effective, user friendly and widely understood. Data analysis has been done on Cabinet reports and an assessment of the forward work programme processes in Cabinet and Scrutiny has been included to understand how decisions progress. A review of activity in three Welsh and one English local authority is looking at the differences in processes to consider whether what is in place in the Council can be improved upon while still maintaining safe and compliant decision-making that minimises bureaucracy and increases transparency. A survey of the other 21 Councils in Wales has also been finalised, 19 responded and the results are informing a recommendations report that will follow. Early results are showing a wide variation in the governance structures and processes although all use scrutiny and executive arrangements but in different ways. An option paper is being prepared to review the pros and cons of each approach as well as work on training modules for staff and flow charts to assist with the decision-making process. The Welsh Local Government Association are supporting this work as part of sector lead improvement support.

- 5.3 Summary progress against each of the Corporate Review outcomes workstreams is provided at Appendix 1. It should be noted that as the reviews enter delivery phases there will be a number of workstreams that will be requiring the input of the same services e.g. Digital Services, People Services, Finance and Legal Services. Some scheduling may need to take place.

5.4 **Audit Wales Involvement**

Audit Wales remain directly engaged with the transformation programme's corporate reviews and take a 'critical friend' role in providing challenge and support. Transformation staff meet with the lead auditor on a six-weekly basis and a good dialogue has built up that has provided sources of support and links to other organisations undertaking similar work in particular areas. Following on from the assurance and risk assessment work that last year looked in more detail at workforce development, sustainable financial planning and decision-making, the focus this year is on a 'Springing Forward' project to look at how Councils are recovering from the

pandemic in a sustainable way, strengthening their ability to transform and adapt, while maintaining services. Examinations will again look at strategic workforce planning and, in addition, how we are strategically managing our building assets. These are considered to be ‘tracer’ areas to transformation and adaption in the light of recovery from the pandemic.

## 5.5 **Well-being and Place-shaping Framework and governance**

Draft Terms of Reference for a revised Team Caerphilly Board are currently being readied for consideration by Council. The new arrangements are seeking to consolidate a number of existing Boards into a more efficient and effective arrangement that will consider and ensure improved alignment across the following areas on a monthly basis:

- Corporate and Service Reviews
- Commercial and Investment
- Wellbeing and Place-shaping Framework

The Terms of Reference, if ultimately adopted by Council, would bring about some improvements to the existing arrangements in time of the new intake of Members post May 2022.

The following section sets out the progress made against some of the more significant projects previously reported within the Wellbeing and Place-shaping Framework.

## 5.6 **2020 – 2023 Projects (with Approval)**

### **Expansion of Welsh Medium Provision (£6.4m)**

The Welsh in Education Strategic Plan (WESP) sets out Caerphilly’s commitment to the promotion of Welsh language and the provision of quality, attractive educational facilities. Within the WESP we are striving to stimulate demand for Welsh medium education.

Investment into Welsh Medium provision has been strong in the borough, through the Welsh Medium Capital Grant in region of £6.8 million resulting in improvements and expansions to 5 Welsh Medium Schools.

- £1.8m Ysgol Y Castell completed January 2021
- £496k Ysgol Ifor Bach due to be completed by October 2022
- £1.63m Ysgol Bro Allta due to be completed by December 2022
- £740k Ysgol Penalltau due to be completed by December 2022
- £1.62m Ysgol Gymraeg Cwm Derwen due to be completed by February 2023

Officers are currently compiling expression of interest forms for additional funding opportunities and if successful may result in further expansion in Welsh medium provision, in addition to a new Welsh Medium Primary replacement and expanded Ysgol Gymraeg Cwm Gwyddon which is currently planned for September 2023 via the 21<sup>st</sup> Century Schools Band B programme.

#### Expansion of Childcare Provision (£5.1m)

Through the Welsh Government's Childcare Grant, in the region of £5.1m, there are 10 projects which will significantly increase childcare provision across the borough for both Welsh and English medium provision that are due for completion by October 2022.

#### EdTech (Hwb) Programme (£6m)

The EdTech (Hwb) Programme has now seen the infrastructure across Caerphilly's schools upgraded to provide high speed internet access to staff and pupils as well as over 7000 access devices (Chromebooks, I-Pads and Computers) brought into sustainable use.

The access devices and infrastructure upgrades have been delivered through a particularly difficult period for schools and the IT service but have made a huge contribution to the Pandemic response. The implementation of Smoothwall and some line upgrades across our larger schools have also enabled a previous bottleneck to be removed and speeds and stability to be further increased. The Council has also employed a bespoke IT support team for schools in support of the EdTech programme.

#### Band A Refurbishment at Trinity Fields (£1.342m)

Improvement works are being undertaken in the school through an investment of £1.3m which will result in a reconfiguration of the existing floor plan to increase capacity and accommodate additional pupils and maximising the use of the asset for curriculum delivery.

#### Oakdale Running Track (£0.755m)

The Running Track at Oakdale is completed and now open. A number of trial events and training sessions have been successfully held with local clubs and schools and the surface around the track has also now been laid. The cage for field events has been installed and the facility will benefit from a formal opening in the near future.

#### Glan y Nant PRU Extension (£0.442m)

The extension of the Pupil Referral Unit at Glan y Nant was granted planning permission by the Council's Planning Committee on the 13/10/2021. The expansion, which will now see a greater investment made than previously reported, can now move to development stage and the pupils attending the school will be able to take advantage of improved facilities and greater space.

#### New 3G pitches at Lewis Pengam, Ysgol Gyfun Cwm Rhymni and St Cenydd (£0.306m)

Three new 3G pitches have been installed at Lewis School Pengam, Ysgol Cwm Rhymni (Gellihaf) and St Cenydd Comprehensive School. All facilities are now being used by the schools during the school day and can be booked for community use outside of normal school hours.

#### Oakdale Housing Development including a new local allotment facility (£7m)

The Council have signed a Pre-Construction Services Agreement with Willmott Dixon to undertake the necessary detailed site investigations and testing on the site in order to assess its suitability for residential development. The site is incredibly complex with various levels and plateaus but equally it provides a very exciting opportunity to create a flagship Caerphilly Homes development. We intend to retain as much of the existing flora and fauna as possible and the views from some parts of the site are beautiful.

The following is a summary of some of the work undertaken to date:

Numerous ecological surveys including weekly reptile surveys, hazel dormouse surveys, greater crested newt surveys, badger survey and dusk until dawn bat surveys have been undertaken during the last 6 months. An Arboricultural Impact Assessment is being scheduled and an acoustic survey has been completed. Investigations continue with the engineering consultancy, Cambria to determine the combined sewer outfall and site investigations have confirmed that a high voltage cable is running through the middle of the site. Further site investigations continue in order to determine a high level capacity layout which is currently indicating the possibility of delivering between 85 and 95 new homes on the site. Outline planning permission will be submitted by the end of the financial year in order for Caerphilly Homes to access Social Housing Grant funding for the acquisition of the site (the site is owned by the General Fund and must be appropriated to the HRA). A report by the District Valuer will be requested shortly.

#### Ty Du Starter Units (£3.9m)

The scheme is now complete and all 11 properties have been let. The units are very modern, have been in great demand and are serviced by excellent infrastructure including Electric Vehicle charge points.

#### 15 x new start-ups at Lawn Industrial estate (£2.9m)

The scheme is now nearing completion with marketing for let to follow in the coming months.

#### Welsh Housing Quality Standard (WHQS) Works (£40m)

Good progress continues to be made and the authority is on target to complete the WHQS programme by the revised deadline of December 2021. As at mid October actual completion rates are;

Internals Completed – 99.92%

Externals completed – 99.72%

Overall completion – 99.41%

#### Chartist Gardens Development (£10m)

SAB (sustainable drainage) approval has now been granted and the planning committee will consider the discharge of conditions application in early November. The legal aspects of the land sale deal are currently being worked on and once the latter items are complete, POBL will be in a position to commence work on site and issue some joint communications with CCBC

#### Hafodyrynys Demolished/Road Realigned (£6.387m)

Preparation works ahead of the demolition of properties of Hafodyrynys have been underway for some months. As of the 14/10/2021 the demolition itself began in earnest and is expected to take 14 weeks before it is completed. Works to divert the footpath will then ensue prior to the scheme being completed.

#### Completion and Opening of new Caerphilly basin cemetery at Nantgarw (£1.5m)

The new Cemetery has been completed and is open for use. The first burial at this flagship facility has recently taken place.

#### Cwmcarn Forest Drive Improvements (£1m)

Significant works to the drive have been completed in partnership with NRW and the drive has now reopened to the public with excellent reviews. Enhancements have also been made to the lower areas including luxury glamping pods and an adventure play area. Further plans are now being considered by the new project board to make Cwmcarn a flagship tourist destination of regional significance

### 5.7 **Proposed Wellbeing and Place Shaping Investment 2020-onwards**

As well as the projects that had received approval for implementation, the previous report also set out a number of projects that were awaiting approval. The section below shows the progress on a number of these:

#### Trinity Fields Expansion (£12.7m)

The development will see expansion of the existing Trinity Fields School and Resource Centre to support 80 additional places and the provision of state-of-the-art facilities for our most vulnerable pupils that will meet their learning, social and medical needs, as well as the creation of facilities for integrated working across Education, Social Services and Health and the provision of opportunities for community use.

Cabinet approved the final Business Case for submission to Welsh Government in April 2021. At the time a number of community concerns existed in respect of a potential sewage issue at a site being put forward as part of the development to mitigate the potential loss of a pitch at Ystrad Mynach Park. The Council took the decision to pause the project at that point to establish whether the remedial works undertaken to address the sewage issue undertaken by Welsh Water had resolved the issue. The project remains on hold at this time.

#### Ysgol Gymraeg Cwm Gwyddon development on former Cwmcarn High site (£9.5m)

The development will see the relocation and expansion of the existing Ysgol Gymraeg Cwm Gwyddon on the former Cwmcarn High School site by September 2023. The project will provide fit for purpose childcare, a 16 place Special Resource Base and will increase educational provision and capacity of the school from 220 to 420 primary plus nursery and the provision of opportunities for community use.

Cabinet approved the submission of a Full Business Case to Welsh Government in April 2021 subject to planning application approval. The Council subsequently initiated the planning application process including a pre-application consultation. Progress continues to be made with tenders for the work now due to be returned by the 22/10/2021 and Full Business Case submission by the end of October 2021.

#### New School Build at Plas Y Felin (£9m)

The proposal relates to a new and enlarged replacement school for Plasyfelin Primary School to be situated within the current grounds of the existing school site to include increased accommodation for up to 420 pupils plus nursery provision and community facilities available for use by the school and the wider community. This proposal will ensure future projected demand can be met within the area and to update a facility to provide a fit for purpose 21<sup>st</sup> Century facility. A non-statutory consultation period will run from the 20/10/2021 to the 1/12/2021. Subject to Full Business Case submission, Cabinet and Planning approval, the anticipated occupation date will be September 2024.

#### Centre for Vulnerable Learners -Pupil Referral Unit (£5.5m)

The proposal is to adapt and refurbish the old grammar school building on the former Pontllanfraith High School site to accommodate 80 to 120 pupils and develop bespoke sporting provision and facilities for pupils which will also be available for the wider community outside of school hours. A non-statutory consultation period will run from the 20/10/2021 to the 1/12/2021. Subject to Full Business Case submission, Cabinet and Planning approval, the anticipated occupation date will be September 2023.

#### New Primary School at Llancaeath / Llanfabon (£4m)

The proposal relates to the amalgamation of Llancaeath Junior School and Llanfabon Infants School via the expansion and refurbishment of the existing Llanfabon Infants site to accommodate the new 3-11 Primary School provision with places for 275 pupils plus nursery. A statutory consultation period in line with the requirements of the Welsh Government's School Organisation Code 2018 will run from the 20/10/2021 to the 1/12/2021. Subject to Full Business Case submission, Cabinet and Planning approval, the anticipated occupation date will be September 2024.

#### Education facility at Virginia Park (£0.3m)

In June 2021, Cabinet agreed to make an additional investment into the creation of a Youth Service Hub at Virginia Park. The facility will also provide an education centre



for the hours of the school day and the investment would enable extensive refurbishment and re-configuration of the facility to support the needs of young and vulnerable learners. The development will move into the tendering phase shortly and opening is anticipated for spring / summer 2022.

#### Idris Davies 3G pitch (£0.238m)

Idris Davies School has seen a major upgrade to its sport facilities with the new all-weather 3G multi-use pitch. The project was funded by Welsh Government and Sport Wales with support from Caerphilly County Borough Council capital funding.

The new facilities will not only benefit students at Idris Davies School but will also be available for community use in support of local clubs and teams. The multi-use pitch which is recognised as durable and safe can withstand intensive use and all kinds of weather. A number of different sports, including football and rugby, can benefit from the new facilities.

#### Sue Noake Hockey Hub (£300k)

The new Hockey Hub at Sue Noake Leisure Centre has seen £300,000 of Welsh Government funding (administered by Sport Wales) to build a new 2G Astroturf multi-use sporting pitch.

The new 2G pitch, set to be completed on the 22nd October, has replaced the previous Artificial Turf Pitch (ATP). 2G Hockey pitches add significantly to the development of the fast-paced sport. The new surface will offer optimal playing characteristics and will allow players to play to the highest standard all year round.

The new Hockey Hub will provide key strategic facilities for players and the wider community. Local sports clubs will now have the opportunity to play and train all year round, regardless of weather conditions. The multi-use pitch can also be utilised by a number of different sports, including football and rugby.

#### Decarbonisation Strategy (£17m)

The authority now has an adopted decarbonisation strategy, energy prospectus and supporting Action Plan with work underway on a number of projects such as the Cwm Ifor Solar Farm and Electric Vehicle charging infrastructure

#### A469 New Tredegar/ Pontlloftyn (£0.950m)

Additional Welsh Government (WG) funding has recently been obtained to complete the feasibility / design work to stabilise the A469 and further funding of circa £10m will then be sought (from WG or the UK Government Levelling Up Fund) to implement the construction phase.

#### Introduction of cycle lanes across the county borough (£0.590m)

A number of cycle lane introductions and/or enhancements have been made across the County Borough with further work planned. Examples include Bwl Road Nelson, Ystrad Mynach town centre and Cwm Calon, Ystrad Mynach.

### New Purpose Build Respite Centres (Children and Adults) (£4.635m)

Cabinet took the decision on 13/10/21 to develop two purpose-built respite facilities on the former Pontlanfraith Comprehensive School. The two facilities, one for adults and one for children will provide essential respite services to support parents/families and unpaid carers and meet the increasing needs of individuals from a central location in the Borough.

#### **5.8 Commercial and Investment Strategy**

A 12-month progress update on the Commercial and Investment Strategy is due at Cabinet on the 10<sup>th</sup> of November. For the purposes of engaging committee on the activity it is summarised here. This information below will also be included in the members seminar on the 13<sup>th</sup> of December.

- 5.9 The strategy was adopted in December 2020 and includes a high-level action plan. There has been good progress against the actions although they have inevitably been affected by resources being diverted to deal with the pandemic. The Cabinet report requests a continuation of the existing action plan with work to be completed in the new calendar year to refresh the strategy.
- 5.10 Work has continued with the Destination Caerphilly management team with some significant accomplishments including the development of 5-year business plans to reduce the Council's subsidy of tourism and destination venues and a new marketing strategy across all 5 venues to include a refreshed brand, customer care service standards and a prioritisation of marketing activities. Commercial and marketing training has been provided and a bespoke hackathon session will be provided to the destination managers to help them develop their business plans further.
- 5.11 3 pilot training sessions have been planned to increase commercial skills knowledge and importantly to evaluate the impact of the training so that wider roll out can occur across the Council. Specialist input has been procured on commercial acumen and commercial leadership. The Infrastructure service will have received commercial acumen training as one of the council services 'closest' to the ability to commercialise. Leadership training will be rolled out in 2022 and some Hackathons partnering with Welsh ICE will be scheduled for Winter 2021 for both catering and destinations.
- 5.12 The staff Licence to Innovate Scheme launched during the autumn and has encouraged commercial thinking and the development of innovative ideas for service redesign supported by an initial seed budget of £50k. This has since been increased to £200k funding from reserves to support further ideas. The ideas are scored and agreed by the Regeneration Board. To date funding has been agreed to provide a gelateria at the Twyn Visitor Centre, to fund the commercial training mentioned above, and commission a feasibility study on providing camping/caravanning facilities at Llancaiach Fawr Manor.

### 5.13 **Community Engagement and the Caerphilly Conversation**

Solid progress continues to be made on engagement activity; both internally and externally.

Following the publication of the results of the far-reaching 'Caerphilly Conversation' resident survey outcomes and feedback, extensive engagement continues internally to ensure this feedback is incorporated as appropriate into future service planning and the corporate reviews process.

It will also be important to ensure that members of the public are engaged on the impact of their feedback. One such example is a subsequent engagement project linked to the frontline services corporate review, which is exploring feedback from the Caerphilly Conversation survey on 'quality of life' issues and collaborative ways (between the council and our communities) of finding solutions to these important issues.

The council was also successful in a bid for £5,000 from the Welsh Government's Digital Democracy Fund to facilitate training for councillors and officers on the principles of community involvement, empowerment and co-production, linked to the aims within the council's Consultation and Engagement Framework.

To date, a pilot session has been held for cabinet members, group leaders and scrutiny chairs, facilitated by the CoProduction Network for Wales. Further sessions are programmed over the coming months. The CoProduction Network will also facilitate an in-depth 'train the trainer' session for a cohort of 16 officers in November, which will allow the principles and good practices of co-production to be shared widely across the organisation and our communities.

The timing of this training is key. The council has recently approved and rolled out a brand new Community Empowerment Fund, which aims to enable communities to create and deliver projects for the benefit of their communities; empowering them to identify community need and respond accordingly with support from the local authority. Extensive engagement activity has been carried out with local councillors and with community representatives as identified on the launch of this new fund.

Finally, the Team Caerphilly Programme Board have also recently agreed to an additional work stream as part of the Volunteering and Community Partnerships corporate review on the development of an authority-wide engagement strategy. This strategy and supporting action plan will build upon the principles within the Corporate Communications Strategy and the Consultation and Engagement Framework, setting out a course of action for further strengthening our approach to stakeholder engagement in future.

### 5.14 **Conclusion**

Good progress has been made against the objectives of the Team Caerphilly- Better Together transformation strategy to:

- Improve the way we work
- Develop proud and trusted staff

- Work better with communities

## **6. ASSUMPTIONS**

- 6.1 It is a reasonable assumption that the financial and demand challenges facing the authority will continue. The financial outlook is as challenging as it has been since austerity began, demand levels will continue to increase with changing demographics and increased expectations placed on the local authority. Recovery from the pandemic will be slow. The Strategic Recovery Framework recognises that transforming services will be key to supporting the resilience of the Council and communities.

The approach to managing these challenges, and ensuring the resilience of the Council, is underpinned by the delivery of the Team Caerphilly - Better Together transformation strategy. Council services continue to be disrupted due to the pandemic and so the pace of progress may be affected.

## **7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

- 7.1 This report is for information only. It does not relate to the development of a policy, strategy, practice or project. The transformation strategy Team Caerphilly: Better Together was adopted in June 2019 and an equality impact assessment was completed at that time.
- 7.2 As individual reviews and projects are developed as part of the strategy separate integrated impact assessments will be developed at the formative stage of each.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 The Team Caerphilly – Better Together transformation strategy aligns with the Cabinet’s medium-term financial principles, the series of corporate reviews, the commercialisation strategy and the place-shaping plan. The principles and models will be a key element in ensuring that the Council remains financially resilient moving forward.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 Appointments have been made into four two-year Transformation Project Officer posts as set out in the annual budget report to Council in February. The posts are supporting the project management of the reviews set out above to accelerate the pace.
- 9.2 There are no other personnel implications directly resulting from this report. Should any staffing implications emerge through the programme of Corporate Reviews then consultations will take place with Trade Unions and all other relevant stakeholders.
- 9.3 Members will note that a regular series of meetings has been set with the Trade Unions to update them on progress six-monthly, on the same timeline as updates to Scrutiny.

## **10. CONSULTATIONS**

10.1 All consultation responses received have been included in the body of this report.

## **11. STATUTORY POWER**

11.1 The Local Government Acts 1998 and 2003

Author: Kathryn Peters, Corporate Policy Manager (peterk@caerphilly.gov.uk)

Consultees: Cllr Eluned Stenner- Cabinet Member for Performance, Economy and Enterprise  
Cllr Gez Kirby- Chair Policy and Resources Scrutiny Committee  
Cllr Brenda Miles - Vice-chair Policy and Resources Scrutiny Committee  
Corporate Management Team  
Corporate Review Leads:  
Gareth Jenkins- Assistant Director, Head of Children's Services  
Liz Lucas- Head of Customer and Digital Services  
Rob Tranter- Head of Legal Services and Monitoring Officer  
Rob Hartshorn- Head of Public Protection, Community and Leisure Services  
Marcus Lloyd- Head of Infrastructure  
Stephen Harris- Head of Financial Services and Section 151 Officer  
Lynne Donovan- Head of People Services  
Sue Richards- Head of Education Planning and Strategy  
Union Representatives:  
Lianne Dallimore- Unison  
Neil Funnell- GMB  
Gary Parr- Unite

Background Papers:

Appendices:

Appendix 1 Summary progress against each of the Corporate Review workstreams

## **APPENDIX 1**

### **WALK-IN SERVICES REVIEW**

<b>WORKSTREAM</b>	<b>PROGRESS UPDATE</b>
Map buildings in use for walk-in services:- location-purpose-usage-capacity-customer and community data. Map other public sector assets nearby. Linked to the outcome- <b>Location of buildings is optimised within communities to drive footfall and improve commerce.</b>	GIS map finalised and now includes buildings mapped for the Agile Working review to consider cumulative community impact. Mapping tool includes locations and relevant service data overlaid with population and other considerations e.g. public transport/nearby parking. Will follow the tiers in the facilities framework agreed by Team Caerphilly Programme Board. <b>WORKSTEAM COMPLETE</b>
Analyse other review work- hubs/libraries/community centres/state of the estate.	Property data gathered. Previous work on community hubs, libraries and precursor work on community centres analysed. Facilities Framework complete and has been used to draft recommendations for Tiers 1, 2 and 3. <b>WORKSTREAM COMPLETE</b>
Multi-skilled public facing staff. Linked to the outcome- <b>Customers can access multiple services in a single location.</b>	Research on other hub arrangements in library services complete. Using 'ideal service' options and considering what will be provided at each location and by which staff group. More defined workstream as part of Phase2.
Link to other reviews: Remote Contact - Front-line Delivery - Agile Working.	Meeting with Remote Contact and Agile Working corporate review workstream leads to ensure the reviews are aligned. Agile working locations now on the same GIS map.
Identify most suitable locations-Community Asset Transfer or disposal of surplus buildings. Linked to the outcome- <b>Council significantly reduces the number of public facing assets it owns.</b>	Longer term. Recommendations will begin to identify buildings for disposal but extensive further engagement needed with staff, communities and service users due to political and community dimensions. No proposals developed. Review likely to focus on pilot sites for development first.

## REMOTE CONTACT REVIEW

WORKSTREAM	PROGRESS UPDATE
One Number. Linked to the outcomes- <b>Customers will be able to contact the Council through a single telephone number; Customers can have multiple queries dealt with in a single interaction; Customers will have their enquiries 'owned' by customer advocates through to resolution.</b>	Over 200 users now on MICC telephony system, and more lined up for near future. Call statistics being incorporated into a Power BI dashboard (see Reporting System workstream of Information, Insight & Intelligence Corporate Review).
Digital Front Door -CCBC Website. Linked to the outcomes- <b>Customers can access, and in some cases have their enquiry resolved, outside normal business hours; Customers receive targeted communications on a regular basis.</b>	Linked closely to staff intranet work. Centre for Digital Public Services Wales no longer able to assist with discovery phase, so being progressed by Digital Services team.
Complaints process. Linked to the outcomes- <b>Customers interactions will provide the opportunity to 'add value'; Customers have a consistent customer experience when engaging with the Council.</b>	Complaints response team have been engaged with the Public Services Ombudsman for Wales, have developed new processes in line with new guidance. Procured provider building an authority-wide complaints database with digitised processes and automated reporting, following engagement with Learning from Complaints group.

## FRONT LINE SERVICES REVIEW

WORKSTREAM	PROGRESS UPDATE
A frontline fit for the future.	Report containing extensive research and best practice examples was supported by members in March, confirming the desire to maintain in-house frontline service provision, while also exploring commercial or collaborative opportunities, building on areas of expertise across the frontline. Additional workstream has been added 'partner of choice' to take this forward. <b>WORKSTREAM COMPLETE.</b>
Connecting the frontline. Linked to the outcome- <b>Frontline staff have the tools and information they need to operate across departmental boundaries; Frontline resources can access and update the council's customer intelligence system; Customers can have multiple queries dealt with in a single interaction.</b>	Progress against this workstream is largely dependent on the roll out of the Abavus software platform. Briefing note provided by the project lead confirms that while some areas of the Abavus programme have progressed well to date, delays to the programme had been encountered due to COVID and resource redeployment resulting in a lack of resources, IT support and funding, although work on this programme continues to make progress.
Building capacity on the frontline.	Initial pilot already commenced with HGV Drivers across both the waste service and highways team. HR involvement also and TU early 'heads up'. Briefing paper provided by project lead confirms extensive data gathering activity and details the outcomes of discussions with service managers from the following key front line services; Waste Strategy & Operations circa 215 staff, Parks & Green Spaces circa 100 staff, Housing (inc Building Maintenance) circa 120 staff, WHQS team (PAMS moving forward) 100 staff & Highways staff. Recommendations to provide an in-depth report to the September Programme Board
Strengthening relationships on the frontline. Linked to the outcome- <b>'Neighbourhood Workforce Teams' increase the visibility of the council across and connection to our communities; Customer interactions will provide the opportunity to 'add value'.</b>	A cross service information booklet and covering report for submittal to the Transformation Board has been completed and was circulated to key consultees (Friday 21/05/21). This completes the capture of key data sets (mapping exercise) that identifies: 1) Key Contacts 2) Workstreams deliveries by Area/Region 3) Key Service Functions listings, for all the 'in-scope' preselected services. The information booklet provides a key source of intelligence to aide and improve cross-service communications, identifying some operational 'commonalities', assisting and helping



	understanding of frontline inter-relationships, providing key contact points and provides some further recommendations and proposals for ongoing continual improvement considerations.
Paperless front line. Linked to the outcome- <b>Frontline resources can access and update the council's customer intelligence system.</b>	Mapping activity complete on existing mechanisms for operations (paperless/paper based etc). Online demo of housing software held on 11th June. With regards to frontline services having access to the new Intranet or clocking in remotely, a flexi-time pilot exercise was trialled by WHQS albeit some years ago. The findings in this trial highlighted some barriers that would need to be overcome if implementing this way of working. This will be overcome in development and roll out of a new, accessible intranet. Also raised a Network Enquiry through APSE with other Local Authorities to see if they have implemented a flexible working policy for frontline staff or to see if these individuals clock in remotely and if so what were the barriers they encountered with incorporating this process.
A frontline that listens and responds. Linked to the outcome- <b>Customers have a consistent customer experience when engaging with the council.</b>	Headline data from resident survey analysed and 'quality of life' issues identified. Next step is to conduct some further community focus groups on these issues, seeking mutual solutions. Content for engagement campaign has been agreed and invitations to voluntary groups/interested individuals. Campaign materials also to be developed. Recommendations to then follow.
Frontline services as 'partner of choice', Linked to the outcome- <b>Customer's interactions will provide the opportunity to 'add value'</b>	<b>NEW WORKSTREAM.</b> An additional workstream under this corporate review will be beneficial to explore additional commercial opportunities linked to frontline service delivery.

## SUPPORT SERVICES REVIEW

WORKSTREAM	PROGRESS UPDATE
Support services fit for the future. Linked to the outcome- <b>The council has efficient, effective and economic support services. Every support £ is spent on 'value' activity.</b>	High-level outcomes determined. Working towards a report that will consider the council's vision for the long-term delivery of support services, using best practice examples and insight from across the organisation.

Support services as enablers (not barriers). Linked to the outcome- <b>Support services operate to a consistent and published set of service standards.</b>	Feedback from cross-directorate staff engagement sessions has been considered and will form the basis of this corporate review. Long term culture change programme. Further focus groups to be conducted with support and non-support services to clarify direction. Profiling and familiarisation activity of the requirements of support services to be incorporated into this work stream. Review of current service standards to be carried out also.
Support services working smarter/better. Linked to the outcome- <b>Business partners are available to all directorates to ensure their needs; Service standards are being met. Every support £ is spent on 'value' activity.</b>	Feedback collated from Heads of Service via service profiling to determine current approaches to support services. Peer review of current approaches to corporate support to determine areas of good practice – both internally and externally.
<b>Efficient support services at the forefront of technological change.</b>	High level outcomes determined. Staff feedback has been reviewed. Initial pilot on internal recharging and internal invoicing now being explored as part of the Sustainable Financial Planning corporate review. Future, further opportunities to utilise automation software to reduce administrative burden being explored in partnership with Digital Services.
Forward-thinking support services. Linked to the outcome- <b>All support services operate under a centralised professional management structure</b>	Data gathering activity to be conducted on how other councils deliver support services under a centralised, professional management structure. Also linking with the councils Commercial Strategy to explore opportunities for support services to be 'partner of choice', using expertise and skills.
Building relationships across support services. Linked to the outcomes- <b>The Council can access efficient, effective and economic Support Services; Support services are at the forefront of business and technological change</b>	<b>NEW WORKSTREAM</b> This workstream will explore the current and future relationships between support services colleagues operating outside of the corporate centre and the corporate centre itself.

## INFORMATION, INSIGHTS, and INTELLIGENCE REVIEW

WORKSTREAM	PROGRESS UPDATE
Data Audit.	Initial audit of data sources completed and analysis underway. New workstream lead due to staff changes. Engaging with digital transformation experts to analyse current data collection, storage and use, and advise on options for a "data lake".
Review of legacy applications and system review.	Digital Solutions Board now meeting regularly and advising on consolidation, renewal and replacement as contracts expire. Forward programme developed. First legacy app transition identified and being implemented (Snap Surveys).
Universal Reporting Structure. Linked to the outcome- <b>An enterprise data platform is in place that enables the Council to securely and efficiently use data and analytics to make decisions; Officers in the field and across customer touch points can access and update the intelligence system in real time; The collection and presentation of performance data is automated; The organisation has an enhanced analytical capacity that can confirm current, and identify future, need.</b>	Data Audit results will help to inform priorities for enhanced report development. Investigating potential for DPAs/CPA and other reports to be converted to a Power BI format. Drawing up a strategy document to include options for the rollout of access to, and skills in the use of, Power BI, across CCBC, including the likely investment required.
Software Skills for Staff.	Workstream refined to cover CCBC-wide staff skills in key software packages and inform future staff learning programmes.
Implementation of the Digital Strategy. Linked to the outcome- <b>The Council has an enterprise data and information strategy in place that supports predictive analytics as a means of identifying forthcoming need</b>	ICT Strategy approved by Cabinet 9th June 2021. Monitoring and reporting arrangements through Digital Leadership Group.

## AGILE (FLEXIBLE) WORKING REVIEW

WORKSTREAM	PROGRESS UPDATE
Define our approach to agile working. Linked to the outcome- <b>Clear definition of the agile working offer where an appropriate mix of home / remote and office-based working is supported; and employees are trusted to get their job done flexibly.</b>	Categorisation data returned and high-level analysis completed - patterns emerging - location information reviewed and data set prepared for distribution to Heads of Service.
Resource / Infrastructure assessment. Linked to the outcome- <b>Officers and Members have the equipment and infrastructure to work effectively and safely in an agile way.</b>	Data collated on equipment issued (PCs, Laptops and Mobiles). Checking accuracy and securing additional information via a survey, big issues with compliance. Define equipment specifications ready for cross analysis with the categorisation exercise to establish high level costings. Undertake a de-commissioning exercise for old IT equipment i.e. iGels undertaking a pilot in Customer & Digital Service first. This is in readiness for a more agile solution with regarding personal tech i.e. laptop and docking station.
Policy and procedure review. Linked to the outcome- <b>Our policy and procedures are updated to support staff and compliment flexible/agile working.</b>	Commenced policy review – policies needing change identified – policies allocated for review. Second staff survey completed and results analysed. The policies and procedures will be updated, as appropriate, when a defined model of agile working for CCBC is agreed.
Property portfolio and economic impact assessment. Linked to the outcome- <b>Administrative buildings are repurposed to provide an appropriate mix of fixed desks / hot desks, touch down points, quiet space and meeting space.</b>	An assessment of the economic impact and the potential opportunities of asset disposal will be carried out on completion of the planning policy appraisals –an Asset Management Strategy is already in place which provides a clear strategy for the rationalisation and consolidation of office accommodation at the Tredomen Park complex. In scope buildings for this project have been identified on this basis and planning policy appraisals have been carried out to identify the redevelopment potential of each in scope building and any associated redevelopment opportunities within the area which could be unlocked by the release of sites.
Community impact and future engagement. Linked to the outcome- <b>Administrative buildings are repurposed to provide an appropriate</b>	The Community Impact Workstream has collated relevant information gathered by other service reviews, including Walk-in Services, as well as the outcomes of the Caerphilly Conversation. Next steps are to identify areas that warrant a closer analysis to identify any additional community

<b>mix of fixed desks / hot desks, touch down points, quiet space and meeting space.</b>	impacts. The assessment of impact will be better informed once a defined model of agile working delivery is agreed.
Ty Penallta Back to Office	<b>NEW WORKSTREAM.</b> 2 phases need to be prioritised and delivered at pace. Action Plan created. Ty Penallta decluttering completed. Still need to home work as per WG guidelines but looking to open front of house to the public. Slightly more flexibility in respect of numbers in the office. HoS instructed to look at staffing structure and appropriate risk assessments during covid restrictions.

## SUSTAINABLE FINANCIAL PLANNING REVIEW

WORKSTREAM	PROGRESS UPDATE
Long Term Financial Planning. Linked to the outcome – <b>Ensure the Council has a long-term financial plan that supports the delivery of council services and the development of new and improved service models and matching our budget to the specific needs of the community.</b>	Medium Term Financial Plan updated and approved by Council. Findings of the assessment review in the financial statements for this to be monitored. Meeting informally with Cabinet to discuss capture of outcomes and financial outcomes for the corporate reviews.
Review of Investment Strategy. Linked to the outcome- <b>Ensure it is sustainable and enables us to turn on and off services as required.</b>	Focus group set up to review current strategies and documents and provide feedback. Review of other LA's underway.
Financial Regulations Refresh & Training. Linked to the outcome- <b>Help to develop outcome based budgeting.</b>	Document review work ongoing during the summer. All stakeholders engaged and working on their relevant sections.
Invoice centralization and automation. Linked to the outcome- <b>Effective and efficient spend control.</b>	Microsoft Dynamics session to be held and project brief finalised.
Internal invoicing. Linked to the outcome- <b>Effective and efficient spend control.</b>	Process mapping for internal invoicing (catering) almost complete. Data extract done and cleansed and work beginning on options for alternatives.

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## WORKFORCE DEVELOPMENT REVIEW

WORKSTREAM	PROGRESS UPDATE
<ol style="list-style-type: none"> <li>1. Workforce Planning</li> <li>2. Workforce Development Strategy</li> </ol> <p>Linked to the outcome- <b>Current and future workforce needs are known, modelled and are capable of meeting changing service delivery requirements and needs through implementation of the Workforce Development Strategy and Workforce Planning Framework and manager toolkit.</b></p>	<p><b>WORKSTREAM COMPLETE</b></p> <ol style="list-style-type: none"> <li>1. Working Draft completed and critical feedback received from HR Management Team. Edits being incorporated into draft in readiness for pilot. BI Team to be contacted to determine fit with Service Planning process.</li> <li>2. Going to P&amp;R Scrutiny and Cabinet 28/29th September respectively.</li> </ol>
<ol style="list-style-type: none"> <li>1. Recruitment Review</li> <li>2. Corporate Induction</li> </ol> <p>Linked to the outcome- <b>Modernised and agile vacancy management, on-boarding and induction programmes, fit for purpose as we look to embed flexible working across the authority.</b></p>	<ol style="list-style-type: none"> <li>1. Process maps completed and areas of inefficiency identified. iTrent On-boarding and Mobile Self Services modules are now available to use as part of our contract and work is underway to configure these modules for implementation - Digital Services resources are critical. Stakeholder/customer engagement underway. Application form under review.</li> <li>2. Intranet specification completed and we've gone out to tender for development; action plan agreed with clear objectives and critical actions identified. Onboarding/Induction Framework being circulated for consideration. Welcome video being developed by the Communication Team.</li> </ol>
<p>Well-being Strategy. Linked to the outcome- <b>Development of a Well-being Strategy outlining our commitments, priority actions and corporate objectives to support our employees' physical and mental health and well-being at this especially difficult time.</b></p>	<p><b>WORKSTREAM COMPLETE.</b> Going to P&amp;R Scrutiny and Cabinet 28/29th September respectively.</p>

<p>Manager Training Programme. Linked to the outcome- <b>Compilation of a management learning and development programme.</b></p>	<p>Training providers engaged (Talk Training/ACT/Educ8/Coleg y Cymorth/University of South Wales/Open University/National Training Federation Wales); Schedule of rates received from procurement and other local providers have submitted proposals for delivering Business and Personal Skills training. Finance contacted re L&amp;D budget information - finance officer to be included in project team.</p> <p>Management Training Directory draft completed, and this is informing an analysis of Corp Training resource requirements; Managing Remote/Hybrid Teams training being reviewed and video training trialled - Digital Leadership training being explored through Bridgend College in partnership with Aspire2b; WULF union learning being explored and initial meetings held. Results of engagement sessions and L&amp;D survey findings relating to Learning and Development are providing interesting data. Learning Management System project is expanding and gathering pace. Now a Wales wide project with a view to developing an improved digital learning platform/solution and a One Wales approach for universal learning modules.</p>
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## CORPORATE VOLUNTEERING AND COMMUNITY PARTNERSHIP REVIEW

WORKSTREAM	PROGRESS UPDATE
Support & Embed Social Action within our Communities – Mapping. Linked to the outcome- <b>Community resources are nurtured in order to provide additional capacity and support to key areas of need.</b>	Caerphilly Cares team circulated the link to the Dewis page far and wide - internal and community partners. Ongoing activity to continue maintaining and awareness raising. Forum now set up for community groups - and for some groups online is not practical and this will continue to grow and then split up geographically.
Support & Embed Social Action within our Communities – Building relationships and empowering (Caerphilly Cares). Linked to the outcome- <b>Community resources are nurtured in order to provide additional capacity and support to key areas of need. The community spirit seen through Covid-19 becomes the backbone of the borough.</b>	Joint post (CCBC and GAVO) volunteer post appointed and started on 19th July. Evaluation of delivery so far taking place. Web page launched. Positive workshop session held with Viv Daye and Housing rents team. Need to increase volunteers due to demand, so in discussion with Comms. Bid to Strategic Volunteering Grant being prepared to support delivery of CCBC Volunteering scheme.

Support & Embed Social Action within our Communities – Culture (link to Caerphilly Conversation). Linked to the outcome- <b>The community spirit seen through Covid-19 becomes the backbone of the borough.</b>	Internally - sessions with cabinet and opposition leaders and scrutiny on introduction to co-production. Train the trainer session for 16 officers to allow us to deliver the training ourselves. Sessions with members on CEF, held middle September, good attendance. Resident surgeries being attended with community groups, and working with Comms on roll out of CEF. Closing date for first round is 31st October. Internal engagement sessions being run by Directors - will touch on some of this work as part of those sessions. Policy team to manage applications - process is all implemented, web page is up and running, inbox is up and running. Consider ongoing monitoring/outcomes measurements in place.
Corporate Volunteer Policy - Developing and Implementing Policy. Linked to the outcome- <b>Council has an approved Volunteering Strategy that creates and sustains volunteering capacity across Caerphilly communities. Council staff are able to volunteer and have their contributions recognised.</b>	Implementation phase - 5th October Mgmt Network to explain the process and policy. Checking systems are working iTrent etc. check that buddies can sign up to the system as well, test for all aspects. CX to do a video on home page of intranet to launch, documentation and sign up - Caerphilly Cares website once up and running will host this information. Policy intranet page to be updated in the interim (next week). This will also be included in the Director Engagement Sessions high level summary.
Third sector delivery and associated outcomes for communities.	Agreed that this workstream can be paused for reporting but base data still being gathered owing to finance capacity. Project group is still working through this information and will be collating information from Heads of Service. First stage collecting the data and how is this managed use this up to the election and then look at options for future following election. NO changes in any funding proposed until 2023.
Engagement Strategy to be drafted	<b>NEW WORKSTREAM.</b> Setting up internal working group to look at ideas and options. Looking at internal and external mapping exercise - what do we already have, working with local Cllrs what is already out within the wards and also will look at community councils. Looking at other LA's to see what they have in terms - looking at best practice across the sector. Discussion at PB with draft strategy for November 2021.



## DECISION MAKING REVIEW

WORKSTREAM	PROGRESS UPDATE
Managing your Service. Linked to the outcome- <b>Review options for delegated decision-making capability to individual executive members as well as Directors with appropriate thresholds and safeguards all of which is approved by our Regulators.</b>	Data collection initial phase is complete and we are now consulting with TC Programme Board on the results and way forward. New workstreams have been identified to specifically deal with awareness and transparency of decision making within the Council.
Committee & Cabinet Effectiveness. Linked to the outcome- <b>Ensuring cabinet decision making and scrutiny committee arrangement which focus appropriately on Council wide strategic issues aligned to Cabinet FWP.</b>	Data collection initial phase is complete and we are now consulting with TC Programme Board on the results and way forward. Recommendations include preparing a further detailed report on any potential changes to present to political leaderships. Timescales for this may pause given local elections within the next 9 months.

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## **POLICY AND RESOURCES SCRUTINY COMMITTEE – 9TH NOVEMBER 2021**

**SUBJECT: CORPORATE SERVICES AND MISCELLANEOUS FINANCE 2021/22  
BUDGET MONITORING REPORT (PERIOD 5)**

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

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

- 1.1 To inform members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2021/22 financial year.

### **2. SUMMARY**

- 2.1 The report projects the anticipated final outturn for the Directorate of Corporate Services and Miscellaneous Finance based upon expenditure and income trends for the first five months of the financial year.

### **3. RECOMMENDATIONS**

- 3.1 Members are requested to note the contents of the report.

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

- 4.1 To ensure that Members are informed of the projected financial position for the Directorate of Corporate Services and Miscellaneous Finance.

### **5. THE REPORT**

#### **5.1 Corporate Services**

- 5.1.1 The Directorate of Corporate Services is currently forecasting an underspend of £875k for the 2021/22 financial year, full details of which are provided in Appendix 1.
- 5.1.2 Members are advised that the projected outturn for Education & Lifelong Learning is a net underspend of £551k, consequently overall the projected outturn position for Education and Corporate Services is an underspend of £1,426k.
- 5.1.3 There is an anticipated net underspend on Chief Executive and Director of Education & Corporate Services of £6k after the use of agreed reserves to fund the leadership programme.
- 5.1.4 The anticipated net underspend of £205k in Corporate Finance relates in the main to in-year vacancies, some of which are in the process of being filled, additional one off grant income,

together with the use of reserves to fund an apprentice post and a Finance Officer (Cashless Catering).

- 5.1.5 There is an anticipated net underspend of £379k in Digital Services, after taking into account the agreed use of reserves. The underspends will be monitored during the year and may reduce depending on agreed project work. The underspends consist of: -
- A projected underspend of £75k for IT Services which is due in the main to delays in filling vacancies offset by the estimated costs of additional leased Telephone lines, external consultants, agency staff and a reduction in income.
  - A projected net underspend of £130k on Procurement which relates in the main to delays in filling vacant posts.
  - An underspend of £173k for Customer First. This is due in the main to vacant posts still to be filled due to secondments to the Track and Trace programme.
- 5.1.6 Legal & Governance is projecting a net overspend of £4k after allowing for the following to be ring-fenced and transferred to earmarked reserves: -
- Projected underspend on Members related expenditure of £66k. This is due in the main to underspends on Members Allowances and associated budgets which is partly offset by increased costs on Members superannuation costs.
  - Projected underspend of £33k on Electoral Services. The Electoral Services underspends in non-election years are ring-fenced to fund overspends in election years.
- 5.1.7 The net overspend of £4k for Legal & Governance is due in the main to reduced income levels offset by staff not reaching the top of their pay scales, some temporary reduced hours and savings associated with working from home. These income levels will be monitored closely during the year. The overspend is after taking into account the agreed use of reserves for an additional Committee Services Officer.
- 5.1.8 There is a projected net underspend of £129k for People Services mainly consisting of: -
- Human Resources projected net underspend of £90k due in the main to staff being on maternity leave and some temporary reductions in working hours, partially offset by reduced income levels. The net underspend is after taking account of the agreed use of reserves.
  - Health & Safety underspend of £79k due in the main to salary savings arising from delays in recruitment after taking account of the agreed use of reserves for an SLA Support Officer. These are offset by reduced internal training income due to Covid-19. There are also small forecast savings on vehicle hire.
  - Occupational Health underspend of £47k due in the main to salary savings due to delays in recruitment
  - The Communications Unit is projecting a net overspend of £60k, due in the main to reduced levels of internal income arising from Covid-19. Income levels will be closely monitored in year. It is anticipated the lost internal income in this budget has resulted in savings in other service division's printing budgets.
  - CMT Support overspend of £28k due to the addition of a new "Support Officer".
- 5.1.9 There is an anticipated £157k net underspend in Business Improvement Services after taking account of the following: -
- Management – Projected net underspend of £109k due to a vacant Head of Service post offset by additional costs of a temporary increase in a Head of Service.
  - Projected net underspend of £15k in the Policy Team due to delays in filling a vacant post.
  - Projected underspend of £38k in the Equalities and Welsh Language Team due in the main to some staff not reaching the top of pay scales in the current year.
  - Projected small overspend of £9k in the Performance Management Unit.

- Projected net underspend of £3k in the Transformation Team after taking account of the agreed transfer of reserves.

5.1.10 Although Property Services sits within the Economy & Environment Directorate, budget monitoring has traditionally been considered by the Policy and Resources Scrutiny Committee. For Property Services there is a net projected overspend of £59k, consisting of the following: -

- Management - £30k underspend in the main due to staff on temporary reduced hours offset by the estimated appointment of a new post starting February 2020.
- Energy - £6k underspend, due to a temporary reduction of hours of a member of staff.
- Estates - £42k underspend due mainly to staff vacancies/reduced hours offset by a reduction in the anticipated level of fee income. The income levels will be monitored closely in year.
- Non – Operational Properties - £8k underspend mainly due to reduced utility costs being incurred.
- Corporate Facilities - £58k overspend mainly due increased electricity costs for Ty Penallta to comply with the Covid-19 guidance offset by savings on staff salary due to temporary reduction in hours.
- Maintenance – Projected £43k underspend due in the main to delays in filling vacant posts and increased fee income.
- Building Consultancy – Projected £129k overspend due in the main to reduced fee income arising from the pausing of the Trinity Fields extension project. The creation of a new Project Manager post is partially offset by delays in filling existing posts.

5.1.11 There is a projected underspend of £61k on Housing Services (excluding HRA) which consists of the following: -

- General Fund Housing is expected to show a £106k underspend at this stage, although there are some offsetting over and underspends contributing to this position. This service area includes a statutory duty for Temporary Accommodation which is demand led and difficult to predict, but trends show an annual increase in the need for this service evidenced by the increase in B&B accommodation over the past few years and in particular placements made during the pandemic. There has been a government embargo on evictions, which recently ended in June 2021, which has therefore restricted the normal flow of homeless activity, but activity for Covid related placements still remains high. Welsh Government have also extended the requirement notice for landlords to serve notice on tenants to 6 months. We therefore anticipate referrals requiring emergency housing to increase.
- The demand for B&B placements as a result of Covid-19 has been significant with on average 70 cases per month, together with accompanying security costs for the relevant establishments. Welsh Government have funded these costs (net of any housing benefits) from the Covid Hardship Grant and have confirmed this funding will remain in place for the remainder of this financial year. However, once this funding has ceased, the funding commitment will fall on the General Fund. In the long term, however, Welsh Government has set out an ambitious Programme for Government with the aim of making our community a better place to live and work, which will be achieved in part, by reforming homelessness services to focus on prevention and rapid rehousing, which should in theory eradicate the need for B&B placements. Emergency Accommodation will still be required but on a smaller scale and officers are currently undertaking a review with regard what this provision will look like for CCBC in the longer term.
- Supporting People have also confirmed additional funding in year for the Homeless Prevention Officers
- Private Sector Housing is expected to show a £46k overspend at this stage. In previous reports there was concern regarding the under recovery of the Agency Income Fee which has historically been generated from the private housing capital programme. This budget relies on its fee income to be able to fund the service. Fee income is charged on works carried out which are typically capital in nature, such as historically, Area Renewal,

Renovation Grants and more recently the WHQS programme, Home Repair Grants, Loans and Adaptations. Unfortunately, due to the Covid-19 restrictions, officers were unable to progress with any works, (other than emergencies) and as such have not been able to receive any significant fee income. The WHQS programme was also due to be completed in June 2020, and although this is now extended, it will not offer up a long-term income solution for this service. The reduced activity during the pandemic has created a backlog of work which will now need to be managed.

- Welsh Government have offered up a lost income financial assistance grant as a consequence of Covid-19, and claims made for the lost agency fee were fully successful last financial year. The budget therefore now assumes the reduction in lost income will be fully recovered this financial year via the lost income claim. This should ensure the budget remains in a manageable position for this financial year, but officers are reviewing the budget for long term sustainability.
- The projected overspend at this stage can be met from working balances.

## **5.2 Miscellaneous Finance**

5.2.1 There is an overall projected underspend of £708k in Miscellaneous Finance.

5.2.2 There is a projected net underspend of £271k on Capital Financing budgets which is due to the following: -

- £827k underspend on Interest Payments due to delays in borrowing requirements.
- Investment income being £555k less than the budgeted level due to the timing of new medium to long term investments due to Covid-19.

5.2.3 There is a projected overspend of £63k on the Trade Union budget. We are currently still in discussions with Trade Union colleagues to review and update our Facilities Agreement to ensure that equitable support arrangements are in place.

5.2.4 Counsel Fees budget is projected to be breakeven at present, but this is a volatile budget that will be monitored closely in year.

5.2.5 The remaining projected overspends in Miscellaneous Finance consist of the following: -

- £16k on the Class 1A NI savings, this is due in the main to a reduced take-up of the Tusker GASS car scheme.
- £23k on Bank Charges due to the increased costs of processing "faster payments".

5.2.6 The remaining projected underspends for Miscellaneous Finance consists of the following: -

- Subscriptions - £7k
- Carbon Management Scheme - £247k (scheme ended in 2019-20).
- £12k Community Schemes budget due to the proposed cancellation of events.
- £272k due to delays in recruitment to the two head of service posts.

## **6. ASSUMPTIONS**

6.1 The projected outturn position is based on actual income and expenditure details to the end of August 2021.

6.2 Forecasts have been made following discussions with Managers based on current information available.

## **7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

7.1 This report is for information only so an IIA is not required.

## **8. FINANCIAL IMPLICATIONS**

8.1 As detailed throughout the report.

## **9. PERSONNEL IMPLICATIONS**

9.1 There are no direct personnel implications arising from this report.

## **10. CONSULTATIONS**

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

## **11. STATUTORY POWER.**

11.1 Local Government Acts 1972 and 2003 and the Council's Financial Regulations.

Author: D. Roberts, Interim Finance Manager (Corporate & Communities).  
[roberda@caerphilly.gov.uk](mailto:roberda@caerphilly.gov.uk) Tel: 01443 863342

Consultees: R. Edmunds – Corporate Director for Education & Corporate Services  
S. Harris – Head of Financial Services & S151 Officer  
R. Tranter – Head of Legal Services  
L. Donovan – Head of People Services  
L. Lucas – Head of Customer & Digital Services  
C. Harrhy, Chief Executive  
L. Allen, Principal Accountant, Housing.  
D. Street, Corporate Director Social Services  
M.S. Williams, Corporate Director for Economy & Environment  
M. Williams, Interim Head of Property  
S. Richards, Head of Education Planning and Strategy  
A. Southcombe, Finance Manager, Corporate Services  
J. Southcombe, Finance Manager, Education & Lifelong Learning & Schools  
Cllr E. Stenner, Cabinet Member for Performance, Economy & Enterprise  
Cllr C. Gordon, Cabinet Member for Corporate Services  
Cllr L. Phipps, Cabinet Member for Housing  
Cllr J. Pritchard, Deputy Leader & Cabinet Member for Infrastructure & Property  
Cllr G. Kirby, Chair of P&R Scrutiny  
Cllr B. Miles, Vice Chair of P&R Scrutiny.

Appendices:

Appendix 1 Corporate Services & Miscellaneous Finance 2021/22 Budget Monitoring Report  
(Period 5).

Background Papers:

Council (24/02/21) – Budget Proposals for 2021/22 and Medium-Term Financial Outlook

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<b>CORPORATE SERVICES DIRECTORATE</b>	<b>Original Estimate 2021-22</b>	<b>Revised Estimate 2021-22</b>	<b>Anticipated Outturn 2021-22</b>	<b>Anticipated Variance 2021-22</b>
<b><u>SUMMARY</u></b>				
<b>CHIEF EXECUTIVE</b>	<b>207,906</b>	<b>207,906</b>	<b>197,600</b>	<b>10,306</b>
<b>DEPUTY CHIEF EXECUTIVE/DIRECTOR CORPORATE SERVICES &amp; EDUCATION</b>	<b>153,816</b>	<b>153,816</b>	<b>206,346</b>	<b>(52,530)</b>
Approved Use of Reserves - Leadership	0	0	(49,501)	49,501
<b>CHIEF EXECUTIVE &amp; DIRECTOR OF EDUCATION &amp; CORPORATE SERVICES</b>	<b>361,722</b>	<b>361,722</b>	<b>354,446</b>	<b>7,276</b>
<b>CORPORATE FINANCE</b>				
Financial services & Internal Audit	1,948,948	1,948,948	1,730,492	218,456
Approved Use of Reserves - Apprentice	(28,490)	(28,490)	(6,791)	(21,699)
Approved Use of Reserves - Finance Officer - Cashless Catering	(32,083)	(32,083)	(28,642)	(3,441)
Approved Use of Reserves	0	0	(12,213)	12,213
	<b>1,888,375</b>	<b>1,888,375</b>	<b>1,682,847</b>	<b>205,528</b>
<b>DIGITAL SERVICES</b>				
IT Services	4,590,957	4,590,957	4,515,575	75,382
Procurement	1,269,449	1,269,449	1,123,023	146,426
Approved Use of Reserves - Brexit Funding for Information Governance P	(36,341)	(36,341)	(33,686)	(2,655)
Approved Use of Reserves - Brexit Funding for Procurement Post	(28,490)	(28,490)	(15,203)	(13,287)
Customer First	1,228,649	1,228,649	1,077,976	150,673
Approved Use of Reserves	0	0	(22,993)	22,993
	<b>7,024,224</b>	<b>7,024,224</b>	<b>6,644,690</b>	<b>379,534</b>
<b>LEGAL &amp; GOVERNANCE SUPPORT</b>				
Legal & Democratic Services	1,113,660	1,113,660	1,139,461	(25,801)
Approved Use of Reserves - Committee Services Officer	0	0	(21,262)	21,262
Members Allowances	1,768,338	1,768,338	1,702,837	65,501
Ringfenced to Earmarked Reserves	0	0	65,501	(65,501)
Electoral Services	342,613	342,613	309,535	33,078
Ringfenced to Earmarked Reserves	0	0	33,078	(33,078)
	<b>3,224,611</b>	<b>3,224,611</b>	<b>3,229,149</b>	<b>(4,538)</b>
<b>PEOPLES SERVICES</b>				
Human Resources	1,549,450	1,549,450	1,459,431	90,019
Approved Use of Reserves - Managing Attendance Officer	(32,083)	(32,083)	(32,083)	0
Health & Safety	799,700	799,700	713,262	86,438
Approved Use of Reserves - SLA Support Officer	(39,124)	(39,124)	(31,826)	(7,298)
Occupational Health	218,972	218,972	171,840	47,132
Communications Unit	370,033	370,033	406,532	(36,499)
Proposed Use of Reserves Regrade	(23,395)	(23,395)	0	(23,395)
CMT Support	141,499	141,499	163,007	(21,508)
Proposed Use of Reserves for additional Support Officer for 2 Months	(6,057)	(6,057)	0	(6,057)
	<b>2,978,995</b>	<b>2,978,995</b>	<b>2,850,164</b>	<b>128,831</b>
<b>BUSINESS IMPROVEMENT SERVICES</b>				
Management	131,121	131,121	21,657	109,464
Policy	615,931	615,931	619,309	(3,378)
Approved Use of Reserves - Fleet Review Officer	(45,495)	(45,495)	(43,469)	(2,026)
Approved Use of Reserves - Asylum Dispersal Officer	0	0	(20,571)	20,571
Transformation Team	383,877	383,877	309,331	74,546
Approved Use of Reserves - 4 Project Managers	(181,980)	(181,980)	(110,481)	(71,499)
Equalities	409,081	409,081	370,261	38,820
PMU	227,166	227,166	236,445	(9,279)
	<b>1,539,701</b>	<b>1,539,701</b>	<b>1,382,482</b>	<b>157,219</b>
<b>TOTAL CORPORATE SERVICES</b>	<b>17,017,628</b>	<b>17,017,628</b>	<b>16,143,777</b>	<b>873,851</b>
<b>PROPERTY SERVICES</b>				
Management	363,633	363,633	333,912	29,721
Energy	144,217	144,217	137,939	6,278
Estates	158,255	158,255	116,397	41,858
Non Operational Properties	100,136	100,136	91,945	8,191
Facilities	2,208,921	2,208,921	2,267,857	(58,936)
Maintenance	2,145,690	2,145,690	2,102,507	43,183
Building Consultancy	(172,134)	(172,134)	(43,227)	(128,907)
	<b>4,948,718</b>	<b>4,948,718</b>	<b>5,007,330</b>	<b>(58,612)</b>
<b>HOUSING SERVICES</b>				
General Fund Housing	1,353,825	1,323,825	1,217,390	106,435
Private Housing	302,937	362,937	408,647	(45,710)
	<b>1,656,762</b>	<b>1,686,762</b>	<b>1,626,037</b>	<b>60,725</b>
<b>TOTAL NON- CORPORATE SERVICES</b>	<b>6,605,480</b>	<b>6,635,480</b>	<b>6,633,367</b>	<b>2,113</b>

<i>TOTAL SERVICES</i>	23,623,108	23,653,108	22,777,144	875,964

<b>MISCELLANEOUS FINANCE</b>	<b>Original Estimate 2021-22</b>	<b>Revised Estimate 2021-22</b>	<b>Anticipated Outturn 2021-22</b>	<b>Anticipated Variance 2021-22</b>
<b>MISCELLANEOUS FINANCE</b>				
<b>Staff Related Costs</b>				
Pension Contribution - Former Authorities Ongoing	1,155,689	1,125,689	1,125,689	0
Recharge to Education - Former Authorities	(179,629)	(179,629)	(179,629)	0
	<b>976,060</b>	<b>946,060</b>	<b>946,060</b>	<b>0</b>
<b>Statutory Benefit Schemes</b>				
Council Tax RS	16,041,850	16,041,850	15,497,340	544,510
Ringfenced to Earmarked Reserves	0	0	544,510	(544,510)
DHP Rent allowances	34,183	34,183	34,183	0
DHP Rent Rebates	307,649	307,649	307,649	0
DHP Income	(341,832)	(341,832)	(341,832)	0
General Rent Allowances	19,897,202	19,897,202	19,897,202	0
Rent Rebates	25,496,064	25,496,064	25,496,064	0
Rent Allowance War Widow Concessions	25,000	25,000	25,000	0
Housing Benefit Subsidy	(45,393,266)	(45,393,266)	(45,393,266)	0
	<b>16,066,850</b>	<b>16,066,850</b>	<b>16,066,850</b>	<b>0</b>
<b>Levies Upon the Council</b>				
Coroner	289,933	289,933	289,933	0
Archives	220,603	220,603	220,603	0
Fire Service Authority	9,099,329	9,099,329	9,099,329	0
	<b>9,609,865</b>	<b>9,609,865</b>	<b>9,609,865</b>	<b>0</b>
<b>Capital Financing</b>				
Debt Charges (Principal Repaid)	2,736,375	2,736,375	2,613,000	123,375
Debt Charges (Interest Payments)	8,453,374	8,453,374	7,749,737	703,637
Debt Charges (Debt Management Exp's)	41,792	41,792	41,792	0
Income from External Investments:	(1,443,333)	(1,443,333)	(888,138)	(555,195)
Earmarked for specific funds/balances	812,500	812,500	812,500	0
CERA (Capital Expenditure funded from Revenue Account)	2,867,891	2,867,891	2,867,891	0
	<b>13,468,599</b>	<b>13,468,599</b>	<b>13,196,782</b>	<b>271,817</b>
<b>Corporate and Democratic Core Costs</b>				
Bank Charges	199,035	199,035	222,262	(23,227)
Income from HRA	(33,477)	(33,477)	(33,477)	0
Income from DLO/DSO	(14,290)	(14,290)	(14,290)	0
External Audit Fees	438,645	438,645	438,645	0
Actuarial Fees	1,846	1,846	1,846	0
Income from HRA	(74,089)	(74,089)	(74,089)	0
Income from DLO/DSO	(31,626)	(31,626)	(31,626)	0
Subscriptions	129,779	129,779	122,911	6,868
	<b>615,823</b>	<b>615,823</b>	<b>632,182</b>	<b>(16,359)</b>
<b>Grants to Voluntary sector</b>				
Assistance to Voluntary sector	188,160	188,160	188,160	0
	<b>188,160</b>	<b>188,160</b>	<b>188,160</b>	<b>0</b>
<b>Private Finance Initiative</b>				
PFI Schools	2,127,887	2,127,887	2,127,887	0
PFI SEW	3,568,084	3,568,084	3,568,084	0
	<b>5,695,971</b>	<b>5,695,971</b>	<b>5,695,971</b>	<b>0</b>
<b>Other</b>				
Free School Meal Grant	309,857	309,857	309,857	0
Counsel Fees	272,096	272,096	272,096	0
Careline	16,290	16,290	16,290	0
Carbon Management Scheme	3,939	3,939	3,939	0
Carbon Energy Tax	246,839	246,839	0	246,839
IT Replacement Strategy	136,121	136,121	136,121	0
PV Panel Maintenance	2,099	2,099	2,099	0
PV Panels Income	(59,018)	(59,018)	(59,018)	0
Risk Management Contribution	(456,511)	(456,511)	(456,511)	0
Class 1A NI	(100,750)	(100,750)	(85,000)	(15,750)
City Deal	443,845	443,845	443,845	0
Matched Funding for Community Schemes	15,369	15,369	3,000	12,369
Targeted Rate Relief Scheme	226,878	226,878	226,878	0
Miscellaneous Items	1,813,715	3,010,302	3,010,302	0
Trade Union Facilities	28,684	28,684	91,949	(63,265)
PFI Review	851,944	851,944	851,944	0
Community Empowerment Fund	328,000	328,000	328,000	0
Transformation Posts	272,158	272,158	0	272,158
	<b>4,351,555</b>	<b>5,548,142</b>	<b>5,095,791</b>	<b>452,351</b>
<b>TOTAL MISCELLANEOUS FINANCE</b>	<b>50,972,883</b>	<b>52,139,470</b>	<b>51,431,661</b>	<b>707,809</b>
<b>EXPENDITURE TO DIRECTORATE SUMMARY</b>	<b>74,595,991</b>	<b>75,792,578</b>	<b>74,208,805</b>	<b>1,583,773</b>

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