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**Date: 2nd June 2021**

Dear Sir/Madam,

A digital meeting of the **Cabinet** will be held via Microsoft Teams on **Wednesday, 9th June, 2021** at **10.30 am** to consider the matters contained in the following agenda. You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so.

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 present and/or speaking at Cabinet 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,

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

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

**A greener place Man gwyrddach**



To approve and sign the following minutes: -

- |   |  |        |
|---|--|--------|
| 3 | Cabinet held on 21st April 2021.       | 1 - 6  |
| 4 | Special Cabinet held on 19th May 2021. | 7 - 12 |

To note the Cabinet Forward Work Programme.

- |   |                                 |         |
|---|---------------------------------|---------|
| 5 | Cabinet Forward Work Programme. | 13 - 16 |
|---|---------------------------------|---------|

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

- |    |   |           |
|----|---|-----------|
| 6  | Proposed ICT Strategy.  | 17 - 104  |
| 7  | Welsh Language Standards Annual Report 2020-2021.                           | 105 - 160 |
| 8  | Employee Volunteering Scheme.   | 161 - 198 |
| 9  | Investment at Virginia Park/ 2nd Satellite at St Cenydd for Trinity Fields. | 199 - 240 |
| 10 | Caerphilly County Borough Council Athletics Hub Pricing Policy.             | 241 - 262 |

Urgent Item – Not Subject to Call-In: -

- |    |  |           |
|----|--|-----------|
| 11 | Youth Service Removal from Lease and Use of Crumlin Institute. | 263 - 290 |
|----|--|-----------|

**Circulation:**

Councillors S. Cook, N. George, C.J. Gordon, S. Morgan, P.A. Marsden, L. Phipps, Mrs E. Stenner, A. Whitcombe and R. Whiting

And Appropriate Officers

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# Agenda Item 3



## CABINET

### MINUTES OF THE REMOTE MEETING HELD VIA MICROSOFT TEAMS ON WEDNESDAY, 21ST APRIL 2021 AT 10.30 A.M.

#### PRESENT:

Councillor P. Marsden (Leader) - Chair

#### Councillors:

S. Cook (Social Care), N. George (Waste and Public Protection), C. Gordon (Corporate Services), S. Morgan (Economy and Enterprise), L. Phipps (Homes and Places), J. Ridgewell (Environment and Infrastructure), E. Stenner (Performance and Customer Services) and R. Whiting (Learning and Achievement).

#### Together with:

C. Harry (Chief Executive), R. Edmunds (Corporate Director – Education and Corporate Services), and M.S. Williams (Corporate Director – Economy and Environment).

#### Also in Attendance:

K. Cole (Chief Education Officer), P. Hudson (Business Enterprise Renewal Team Leader), R. Kyte (Head of Regeneration and Planning), K. Peters (Corporate Policy Manager), S. Richards (Head of Education Planning and Strategy), R. Roberts (Business Improvement Manager), N. Rutter (Digital Communications Officer), R. Tranter (Head of Legal Services and Monitoring Officer), M. Harris (Committee Services Support Officer/Chauffeur) and C. Evans (Committee Services Officer).

Councillors C. Mann and K. Etheridge

## RECORDING AND VOTING ARRANGEMENTS

The Leader reminded those present that the meeting was being filmed but would not be live streamed, however a recording would be available following the meeting via the Council's website – [Click Here To View](#). She advised that decisions would be made by Microsoft Forms.

### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from D. Street (Corporate Director – Social Services and Housing).

### 2. DECLARATIONS OF INTEREST

Councillor L. Phipps declared a personal interest in [Agenda Item 5 – Education Achievement Service \(EAS\) Business Plan 2021-2022](#) as a Local Authority appointed Company Board Director for the EAS and was able to remain in the meeting and take part fully.

Councillor S. Cook declared a personal interest in Agenda Item 5 – Education Achievement Service (EAS) Business Plan 2021-2022 as a Local Authority appointed Company Board Director for the EAS and was able to remain in the meeting and take part fully.

Councillor S. Cook declared a personal and prejudicial interest in Agenda Item 8 – Regeneration Board – Project Proposals as a relative is employed by Coffi Vista and left the meeting during its consideration.

Councillor R. Whiting declared a personal interest in Agenda Item 5 – Education Achievement Service (EAS) Business Plan 2021-2022 as a Local Authority appointed member of the Joint Executive Group for the EAS and was able to remain in the meeting and take part fully.

### **3. CABINET – 7TH APRIL 2021**

RESOLVED that the minutes of the meeting held on 7th April 2021 were approved as a correct record.

### **4. CABINET FORWARD WORK PROGRAMME – TO NOTE**

Cabinet were provided with the Cabinet Forward Work Programme, which detailed the scheduled reports for 21st April 2021. Members were reminded that the Cabinet Forward Work Programme is a working document and therefore subject to change.

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

RESOLVED that the Cabinet Forward Work Programme be noted.

### **5. EDUCATION ACHIEVEMENT SERVICE (EAS) BUSINESS PLAN 2021-2022**

The report, which was considered by the Education Scrutiny Committee on 10th March 2021 provided Cabinet with the EAS Business Plan 2021.

It was noted that the EAS is required to submit an annual overarching regional Business Plan on an annual basis. The report asked for members to consider the full contents of the EAS Business Plan. The document contains the main priorities that the EAS believe will be relevant to focus upon in the next iteration of the regional Business Plan for 2021- 2022.

The document contained the main priorities that the EAS believe will be relevant to focus upon in the next iteration of the regional Business Plan for 2021-2022. It is challenging to try to predict the way in which society will be operating from summer 2021 with regards to managing the spread of coronavirus. The priorities contained within the document assume that the EAS will build upon the learning and momentum from the past few months. It was noted that Members of the scrutiny committee were asked to consider the main strengths and areas for development within Caerphilly, and to consider how LA services can be aligned with the priorities contained within the document.

Cabinet thanked the Officer and Cabinet Member for the report and discussion ensued.

Members raised a number of queries surrounding the data within the report and clarification on plans to achieve the plan. Officers explained that there will be a change in the data collection to quantitative data which will demonstrate the health of the schools and quality of teaching and identify best practice.

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

RESOLVED that for the reasons contained in the Officer's Report: -

- i) Cabinet ensures that the Business Plan enables appropriate support and challenge for schools and that it addresses the areas for improvement that have been identified within Caerphilly County Borough Council's Education Strategic Plans; and
- ii) The EAS Business Plan 2021-2022 be approved.

## 6. **TEAM CAERPHELLY-BETTER TOGETHER TRANSFORMATION STRATEGY 6-MONTH UPDATE**

The report, which was considered by the Policy and Resources Scrutiny on 6th April 2021 provided Cabinet with an update on progress under *Team Caerphilly – Better Together* Transformation Strategy.

The programme management arrangements stipulate that a six-monthly update is provided to Scrutiny Committee followed by Cabinet.

It was noted that a member's seminar was delivered for all members on the 19th April 2021 to update on progress. This follows a scrutiny report on strengthening the role of members that was taken to Policy and Resources Scrutiny on the 10th November 2020. All member's seminars will be offered on a six-monthly basis in line with the update reports to Scrutiny and Cabinet.

The Cabinet Member explained that the Council's *Team Caerphilly – Better Together* Transformation Strategy was adopted by Cabinet on the 12th June 2019, subsequent to its consideration by Policy and Resources Scrutiny Committee on the 28th May 2019. The report provided an update on actions to deliver the strategy to date. It included 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.

The report updated Cabinet on the additional capacity agreed by Council on the 24th February 2021.

Cabinet thanked the Officer and Cabinet Member for the report and discussion ensued.

Members were assured that progress of the Corporate Reviews will be provided to Cabinet and Scrutiny in due course. Members were pleased to see the changes progressing and the collaborative work underway to deliver the Transformation Agenda.

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

RESOLVED that for the reasons contained in the Officer's Report the report and comments of the Scrutiny Committee be noted.

## **7. CORPORATE PERFORMANCE ASSESSMENT SIX MONTH UPDATE 2020**

The report presented Cabinet with the Corporate Performance Assessment (CPA), which is part of the Council's new Performance Framework following the presentation of the Directorate Performance Assessments to Scrutiny.

The CPA provided a summary of information and analysis for the 6-month period April to September 2020. The CPA forms part of the overall Council 'self-assessment' activity, of which members are invited to discuss, challenge, and scrutinise the information in the CPA.

It was noted that, as the Council embarked on its ambitious Transformation Programme, Team Caerphilly, alongside the emergence of new legislation such as the Local Government and Elections (Wales) Bill 2019, the Council took the opportunity to redevelop and enhance the Performance Framework.

The new Performance Framework was endorsed by Cabinet February 2020 and the report introduced one of the key components of the Framework, the Corporate Performance Assessment, (CPA). The CPA is a 'self-assessment' of Authority's progress across a wide range of information types.

It was noted that beneath the CPA are the Directorate Performance Assessments (DPA) which are detailed sources of information for each Directorate. Information from the DPA's is fed up into the CPA. Both the CPA and the DPA are an opportunity for Cabinet and Scrutiny to ask, how well we are performing? and what evidence are we using to determine this.

As part of the Performance Framework, the report presented to Cabinet the CPA, which was attached at Appendix 1 Corporate Directorates Performance Assessment up to September 2020.

It was noted that the dates the DPA's were received by Scrutiny were noted in paragraph 5.7 and the report provides feedback from those Scrutiny's.

Cabinet thanked the Officer for the report and discussions ensued, in which Members sought clarification on a number of data sets within the report and progress to meeting targets, for which officers provided a detailed response and noted that the Council continues to meet the ongoing demands of the global pandemic and meeting the needs of residents within the borough. Further work will be underway to consider the impacts of Brexit and the potential savings which will be required in the future.

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

RESOLVED that for the reasons contained in the Officer's Report the document attached at Appendix 1 of the report be discussed, challenged and scrutinised.

## **8. REGENERATION BOARD – PROJECT PROPOSALS**

The report recommended the allocation of up to £107,000 from the Regeneration Project Board Development Fund towards a recently endorsed and evaluated project for Bedwas Bridge, for Cabinet to note the allocation of £20,689 Licence to Innovate Funding towards the provision of a Gelato Counter for Coffi Vista, Caerphilly and recommended that a further £1m be allocated to the Regeneration Project Board Development Fund.

Cabinet, at its meeting on 30th May 2018 agreed that a Regeneration Project Board would be set up with a cross-party political representation of Councillors plus key officers. This group is

supported by a Regeneration Assessment Panel consisting of officers from a range of service areas. An initial sum of £300,000 was allocated to the Project Board.

The Regeneration Assessment Panel have met on numerous occasions to consider the prioritised list of capital projects, which have been identified by the Board to move to the Assessment Stage. Following subsequent Cabinet Approvals, since February 2019 numerous projects have been endorsed with financial assistance provided (where necessary) from the Regeneration Project Board Development Funds.

It was noted that during January 2019 Cabinet resolved to release £1.2m of reserves for the Regeneration Board prioritised projects, bringing the Total Development Fund budget allocation to £1.5m. To date, £1,392,200 has been allocated towards prioritised capital regeneration schemes, across the County Borough.

In December 2020 Cabinet resolved to allocate £50,000 seed money to the Regeneration Board for 2020/21 to progress concepts and ideas under the Licence to Innovate Initiative.

The report sought Cabinet approval for the allocation of £107,000 Regeneration Development Funds towards Bedwas Bridge; and for Cabinet to note the £20,689 Licence to Innovate Funding for a Gelato Counter for Coffi Vista, Caerphilly. The request would leave an active Regeneration Development Fund of £800 and £29,311 License to Innovate Funding.

Cabinet were also asked to consider a further allocation of £1m to the Regeneration Project Board Development Fund.

Cabinet thanked the Officers for the report and discussion ensued.

Members were pleased to note the plans within the report and keen for updates on progress.

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

RESOLVED that for the reasons contained in the Officer's Report: -

- i) £107,000 of the residual Regeneration Project Board Development Fund be agreed to be allocated to the priority highway improvement scheme, as approved by the Regeneration Project Board.
- ii) It be noted that £20,689 Licence to Innovate Funding has been allocated for a Gelato Counter for Coffi Vista, Caerphilly, as approved by the Regeneration Project Board.
- iii) A further allocation of £1m to the Regeneration Project Board Development Fund be agreed, funded from Corporate Services Capital Earmarked Reserves.

## **9. REOPENING OF CWMCARN FOREST DRIVE**

The report seeks Cabinet agreement for a proposed collaborative arrangement with Natural Resources Wales on behalf of the Council to manage the operation of the Forest Drive at Cwmcarn Forest as a visitor attraction for a trial period of 2 years.

It was noted that the Forest Drive is owned and managed by Natural Resources Wales (NRW) and has been closed since 2015 to allow for the felling of around 150,000 trees because of the disease Phytophthora Ramorum.

Following a programme of investment to resurface the forest drive and reinstate and enhance the recreational facilities, Natural Resources Wales are looking to reopen the Forest Drive in the spring of this year and are seeking to work in partnership with the Council to ensure a financially sustainable operation is established through a collaboration agreement.

The Council are being asked to take on the operational management of the Forest Drive at Cwmcarn Forest.

It was noted that the commercial and investment strategy adopted by Cabinet on 9th December indicated a commitment to working in partnership with organisations who share our values, working with NRW is a good demonstration of this commitment. The strategy sets the foundations for working in different ways, empowering staff to try new things as well as fundamentals of commercialisation such as business planning. The proposal sits within the strategic context supporting all the main aims of the commercial strategy and the wider transformation strategy ensuring we adopt the commercial mind social heart ethos.

The Leader welcomed Councillor K. Etheridge to the meeting, who sought clarification on a number of points, including concessions for education parties and vulnerable visitors, whether the collaboration plan has been implemented and concessions for regular users. Officers explained that discussions are underway with NRW, the owners of the site, in respect of concessions and the possibility of season tickets for the site. The collaboration plan is currently being developed between NRW and Caerphilly County Borough Council. A consultation Officer has been appointed by NRW who has provided exceptional work during the consultation process.

Cabinet thanked the Officers for the report and discussion ensued.

Members discussed some of the local issues and provided further clarity on the reopening of the site. In addition, confirmation was sought on Members involvement in local issues, with particular reference to the Senedd Election, for which the Chief Executive in her role as Returning Officer, provided clarity.

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

RESOLVED that for the reasons contained in the Officer's Report : -

- i) It be agreed that Officers agree a collaboration agreement on behalf of the Council with Natural Resources Wales to support the re-opening of the Forest Drive in 2021 to achieve a financially sustainable operation of the attraction.
- ii) The recommended admission price of £8 per car, £11 for minibuses and £25 for coaches be agreed to include parking fees on Council operated car parks at Cwmcarn as part of the admission fee.

The meeting closed at 12:27pm

Approved and signed as a correct record subject to any corrections made at the meeting held on 9th June 2021.

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CHAIR



## **SPECIAL CABINET**

### **MINUTES OF THE REMOTE MEETING HELD VIA MICROSOFT TEAMS ON WEDNESDAY, 19TH MAY 2021 AT 10.30 A.M.**

PRESENT:

Councillor P. Marsden (Leader) - Chair

Councillors:

N. George (Waste, Public Protection and Street Scene), C. Gordon (Corporate Services), S. Morgan (Economy and Enterprise and Infrastructure), L. Phipps (Housing), E. Stenner (Customer, Performance and Property Services), R. Whiting (Learning and Leisure) and A. Whitcombe (Sustainability, Planning and Fleet).

Together with:

C. Harry (Chief Executive), R. Edmunds (Corporate Director – Education and Corporate Services), D. Street (Corporate Director Social Services) and M.S. Williams (Corporate Director – Economy and Environment).

Also in Attendance:

A. Dallimore (Regeneration Services Manager), R. Kyte (Head of Regeneration and Planning), M. Lloyd (Head of Infrastructure), S. Harris (Head of Corporate Finance and Section 151 Officer), E. Sullivan (Senior Committee Services Officer) and M. Harris (Committee Services Support Officer/ Chauffeur).

#### **RECORDING AND VOTING ARRANGEMENTS**

The Leader reminded those present that the meeting was being filmed but would not be live streamed, however a recording would be available following the meeting via the Council's website – [Click Here To View](#). She advised that decisions would be made by Microsoft Forms.

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

Apologies for absence were received from Councillor S. Cook (Cabinet Member for Social Care) and R. Tranter (Head of Legal Services and Monitoring Officer)

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

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

#### **3. CABINET FORWARD WORK PROGRAMME – TO NOTE**

Cabinet were provided with the Cabinet Forward Work Programme, which detailed the scheduled reports for 19th May 2021 to 23rd June 2021. Members were reminded that the Cabinet Forward Work Programme is a working document and therefore subject to change.

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

RESOLVED that the Cabinet Forward Work Programme be noted.

#### **4. UK GOVERNMENT FUNDING FOR LOCAL AND REGIONAL ECONOMIES – THE LEVELLING UP FUND, UK SHARED PROSPERITY FUND AND UK COMMUNITY RENEWAL FUND.**

The report provided Cabinet with an update on the UK Government's recent announcements of a number of new funding and finance programmes for local and regional economies and outlined the opportunities and constraints for the Council presented by the new UK funding programmes and initiatives including eligibility criteria, funding allocations and development timescales.

The report proposed an initial pipeline list of Council projects eligible for submission to the new funding programmes and sought endorsement to begin the necessary pre-application development work. The report also highlighted the impact the programmes will have on the Council in administering the new programmes.

Cabinet noted that the UK Government has recently published details on several new funding and finance programmes for local and regional economics, which are intended as the "replacement programmes" for EU Funds, namely: The Levelling Up Fund, The UK Community Renewal Fund and the UK Shared Prosperity Fund.

Members were provided with an overview of each of the new UK funding programmes and their future funding opportunities for the Council. A move towards this domestic funding arrangement will be instrumental to the future economic resilience and prosperity of Caerphilly County Borough but will have resource implications for the Council who will be responsible for administering the programmes.

Cabinet thanked the Officer and Cabinet Member for the report and discussion ensued.

Members noted the tight timescale for the submission of the various bids and shared concerns in relation to resources including Officer capacity, in order to work up the various applications. Officers emphasised the need to manage expectations in relation to the £800M Levelling Up Fund as this single sum was the allocation for the duration of the programme and with applications invited country wide it was unlikely that every bid made would be successful.

The CRF was discussed and Members debated in the impact to Caerphilly and Bridgend being outside the targeted top 100 priority places and it was noted that extensive lobbying had and was still taking place on this issue with active dialogue taking place between the Leader and various politicians including the Prime Minister. Although this was disappointing reassurances were given that there were still other funding streams available, including the Cardiff Capital Region and the Council's own Placeshaping investment programme. The removal of EU Funding had necessitated a shift from the grant funding model to a more competitive process and the quality of bids would be vital to success.

Members noted that schemes for consideration had been geographically profiled to align with the MP Constituency which had implications for the A469 Relief Road proposal which could require a partnership approach with Merthyr Tydfil Council. Assurances were sought that partners in Merthyr Tydfil appreciate the strategic importance of this project to the north end of

the valley and the Officer confirmed that there was a shared understanding of the vital role of this roadway and could be met through a cohesive joint bid.

In this regard, Members were referred to recommendation 3(iii) of the Officer's report and were advised that following consideration of timelines and discussion with Merthyr Tydfil more time was needed in order to make the bid as robust as possible and to this end it was agreed that recommendation (iii) be amended to reflect that the bid would be made within the 2022 round instead of June 2021.

Officers assured Cabinet that opportunities for match funding were being explored with all possible partners including the private sector and it should not be forgotten that there were great opportunities to tap into the Placeshaping money already put aside to drive projects forward.

Clarification was sought as to the operation of the Task and Finish Group and it was confirmed that this would be an Officer led working group.

Members recognised the impact the administration of the various bids would have across all Council departments and this would need to be closely monitored going forward it was felt that the £125K capacity funding due to be received as part of the Levelling up fund would be wholly inadequate in terms of the resourcing required.

Following consideration and discussion, it was moved and seconded that recommendation 3.1(i-iv) be approved subject to the amendment of recommendation (iii) to read approve that Officers work with their counterparts in Merthyr CBC to formulate a joint bid for the Merthyr and Rhymney constituency in round 2 (June 2022) of the programme. By way of electronic voting this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's Report: -

- i) The details of each of the new UK Funding Programmes and the opportunities for the Funds to contribute significantly to the Council's own Place Shaping, Transformation and Regeneration agendas be considered.
- ii) The project set out in paragraph 5.12 be approved in respect of the Levelling Up Fund that has been identified through a Project Prioritisation exercise and to seek approval to add the Risca brownfield site to the Council's Place-shaping Framework.
- iii) Officers work with counterparts in Merthyr CCBC to formulate a joint bid for the Merthyr and Rhymney constituency in round 2 (June 2022) of the programme.
- iv) The need for funding to be earmarked to support the projects development in order to maximise their chance of success and to cover the necessary match requirements be noted.
- v) The creation of a Task and Finish Group, under the TeamCaerphilly governance framework, to further develop the prioritised projects for the Levelling Up Fund (LUF) including all necessary pre-application work, including engagement with neighbouring Local Authorities on collaboration projects be endorsed.
- vi) The continuation of our collective challenge towards the UK Government prioritisation methodology used to determine the Community Renewal Fund Priority 100 places, to enable us to influence the forthcoming UK Shared Prosperity Fund indicators be supported.
- vii) It be acknowledged that there will be a significant resource impact for the Council in administering the Programmes and a need to identify suitable resources to

administer the Levelling Up, CRF programmes and the impending Shared Prosperity Fund.

## 5. **A469 TROEDRHIWFUWCH FUNDING BID**

The report sought the views of Cabinet on allocating Capital funding of £300k to allow progression and development of the outline design and detailed budget estimates for the next phase of the A469 Troedrhifwuch highway improvement scheme.

It was noted that following the closure of the A469 at Troedrhifwuch in 2014 due to a Welsh Water main burst, an option analysis for alternative routes suggested a funding requirement of some £80m was needed. A feasibility report was presented to Welsh Government and it was requested that an extensive review of the existing carriageway condition be undertaken before any commitment to road diversions would be considered. An initial study undertaken in 2016 indicated the likelihood that the failure mechanism appeared deep seated and monitoring of the site movement was commenced. A resilient roads grant secured in 2020 allowed a more extensive site investigation which has identified that the depth and extent of the disturbed area within the landslide is not as great as that initially indicated, although the road cannot be fully opened without remediation works. Progress in 2020/21 identified potential solutions and further funding is required to progress the next phase of development. Given the ongoing stability issues and only one traffic lane access restrictions, securing funding to allow the development of the outline design of the preferred solution is a priority for 2021/22.

Cabinet thanked the Officer and Cabinet Member for the report and discussion ensued.

Members emphasised the vital importance of this route and saw this proposal as a positive way forward that would be welcomed by all the residents of the area.

Officers provided reassurance that continual inspection and monitoring of the site is ongoing to ensure that there are no immediate safety concerns.

It was noted that the recommendation within the report had not identified the funding source for the £300k and it was agreed that an additional recommendation be included to approve its allocation from the Placeshaping earmarked reserves.

Following consideration and discussion, it was moved and seconded that the recommendation in the report and the aforementioned additional recommendation be approved. By way of electronic voting this was unanimously agreed.

RESOLVED that:

1. As the Welsh Government resilient roads funding only extended until 31st March 2021, it be agreed that a further £300k be allocated to enable the completion of the feasibility / design to arrive at a preferred option which can then be taken forward to a position that incorporates detailed highway design, procurement, and construction.
2. The £300k be funded from the Placeshaping earmarked reserves.

The meeting closed at 11.14pm

Approved and signed as a correct record subject to any corrections made at the meeting held on 9th June 2021.

Cabinet Forward Work Programme – June and July 2021

09/06/2021 10:30	Employee Volunteering Scheme	To seek the views of Cabinet on a proposed Employee Volunteering Scheme. To seek Cabinet approval to implement the Scheme with a review carried out at 12 months on the uptake and benefits of the Scheme.	Foley, Sonya;	Cllr. Stenner, Eluned,
09/06/2021 10:30	ICT Strategy	To consider the strategy which is the road map that sets out how we take forward ICT across the Authority to enable Digital advancement	Lucas, Liz; Williams, Gwyn;	Cllr. Stenner, Eluned;
09/06/2021 10:30	Welsh Language Standards Annual Report	To inform members and seek their endorsement of the progress made during the financial year 2020-2021 against four specific areas of Welsh language work, as required under the regulatory framework for implementing the Welsh Language Standards.	Cullinane, Anwen; Peters, Kathryn;	Cllr. Stenner, Eluned;
09/06/2021 10:30	Investment at Virginia Park/ 2nd Satellite at St Cenydd for Trinity	To seek approval to utilise Capital Earmarked Reserves for investment in Virginia Park (Youth Service & EOTAS provision); and at St Cenydd Comprehensive for a 2nd Satellite Class on this site for Trinity Fields.	Southcombe, Jane;	Cllr. Whiting, Ross;
09/06/2021 10:30	Crumlin Institute	To seek approval to give notice to the Landlords to vacate the site in line with a lease break clause late June 2021.	Southcombe, Jane;	Cllr. Stenner, Eluned;
09/06/2021 10:30	Oakdale Athletics Track	To seek approval of the proposed fee structure for the Caerphilly CBC athletics hub.	Lougher, Jared; Williams, Mark S;	Cllr. Whiting, Ross;
23/06/2021 10:30	Regeneration Board Project Update	To seek approval for the allocation of up to £107k Regeneration Project Board Development Fund and note the allocation of Licence to Innovate Funding for Coffi Vista, Caerphilly. To consider the allocation of additional funding for the Regeneration Project Board	Kyte, Rhian;	Cllr. Morgan, Sean;

Cabinet Forward Work Programme – June and July 2021

23/06/2021 10:30	Financial Sustainability Assessment 2020/21 – Caerphilly County Borough Council.	To present the Audit Wales report on the findings of the 2020/21 Financial Sustainability Assessment for Caerphilly CBC. Presenting Officer – Gareth Jones (Audit Wales).	Harris, Stephen	Cllr. Stenner, Eluned;
23/06/2021 10:30	Provisional Revenue Outturn for 2020/21	To provide Cabinet with details of the provisional revenue budget outturn for the 2020/21 financial year prior to the annual external audit of the accounts by Audit Wales.	Harris, Stephen R;	Cllr. Stenner, Eluned;
23/06/2021 10:30	Provisional Capital Outturn for 2020/21	To provide Cabinet with details of the provisional capital outturn for the 2020/21 financial year prior to the annual external audit of the accounts by Audit Wales.	Harris, Stephen R;	Cllr. Stenner, Eluned;
23/06/2021 10:30	Delivering Good Governance – Caerphilly County Borough Council	To present the Audit Wales report on the findings of the Delivering Good Governance review for Caerphilly CBC. Presenting Officer – Gareth Jones (Audit Wales).	Harris, Stephen R; Ed Edmunds	Cllr. Stenner, Eluned;
23/06/2021 10:30	Solar Farm Proposal	To seek approval to allocate funds to progress the project in accordance with the agreed next steps.	Camp, Victoria; Williams, Mark S;	Cllr. Morgan, Sean;
23/06/2021 10:30	C-19 Prevention and Response Plan	Cabinet are asked to endorse the Gwent Covid 19 multi-agency Prevention and Response Plan.	Hartshorn, Robert;	Cllr. George, Nigel;
07/07/2021 10:30	Social Value Policy	To seek approval of the Social Value Policy and the adoption of the Themes, Outcomes and Measures Framework.	Evans, Ian;	Cllr. Gordon, Colin J;
07/07/2021 10:30	Newbridge LC Fitness Suite Report	To seek approval of funding towards fitness equipment Funding requirement	Reynolds, Jeff;	Cllr. Whiting, Ross;
07/07/2021 10:30	House Naming Charges	To consider the introduction of a nominal charge for house naming service.	Kyte, Rhian;	Cllr. Morgan, Sean;
07/07/2021 10:30	Kickstart Scheme	To outline the key elements of the Department of Work and Pensions (DWP) Kickstart scheme and seek approval to engage with the scheme.	Kyte, Rhian; Williams, Mark S;	Cllr. Morgan, Sean;

Cabinet Forward Work Programme – June and July 2021

07/07/2021 10:30	Home Office Asylum Dispersal Scheme	To highlight to members the key aspects of becoming an asylum dispersal area and to seek associated approval.	Richards, Sue; Peters, Kathryn;	Cllr. Stenner, Eluned;
07/07/2021 10:30	New Community facility at Ty Sign	Cabinet are asked to consider in principle support for a proposal received from Agape Community Church, Ty Sign to build a new community resource centre on land at Holly Road, Tŷ Sign which is in the ownership of the Housing Revenue Account.	Hartshorn, Rob;	Cllr. Whiting, Ross
21/07/2021 10:30	Inclusion Strategy	To seek approval associated with well-being, behaviour and exclusion for schools.	Cole, Keri;	Cllr. Whiting, Ross;
21/07/2021 10:30	Proposals for the operation of the Community Empowerment Fund	To seek approval of the fund criteria and grant management of the community empowerment fund	Richards, Sue; Peters, Kathryn;	Cllr. Stenner, Eluned;

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## CABINET– 9TH JUNE 2021

**SUBJECT: PROPOSED ICT STRATEGY**

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

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

1.1 To present to Cabinet the draft Information and Communications Technology (ICT) Strategy and associated delivery roadmap.

### **2. SUMMARY**

2.1 Digital Services draft ICT Strategy (“the Strategy”) is attached. The Strategy will provide the roadmap, direction, and guidance for ICT developments within Caerphilly County Borough Council for the next five (5) years.

2.2 The Strategy sets out how Digital Services will develop its service to support the Authority’s Customer and Digital Strategy through innovative technologies that will transform service delivery. It will show how Digital Services will aspire to provide a good customer experience across all council services by putting customers at the heart of the organisation.

2.3 The Strategy has been developed in partnership with our support partner RedCortex, who engaged with colleagues from across the Authority to develop the key themes and strategic principles.

2.4 The Strategy sets out its vision for the Authority by defining the transformational journey for the next five (5) years by:

- Enabling the Authority to meet its current and future priorities
- Enabling and encouraging flexible working patterns
- Providing a better experience and level of customer care for all customers
- Migrating to modern, more cost efficient and environmentally friendly technologies and devices
- Providing a secure, resilient infrastructure environment which we can build upon in the future
- Migrating to modern solutions that improve customer experience, enable better use of information, and deliver improved services

### **3. RECOMMENDATIONS**

3.1 Cabinet is asked:

3.1.1 To approve the proposed ICT Strategy for taking ICT and Digital forward as a strategic enabler.

3.1.2 To note the financial implications as detailed in Section 8 of the report.

- 3.1.3 To agree that £320k of the £1.482m WG Covid-19 Hardship Fund digital transformation funding allocated to Caerphilly CBC should be set aside in an earmarked reserve to fund projected one-off revenue costs to support delivery of the strategy.

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

- 4.1 To ensure that the Authority has a fit for purpose ICT Transformation Programme and that the programme is funded appropriately.

#### **5. THE REPORT**

- 5.1 The appended Strategy (Appendix A) has been under development since February 2020. Staff and key Officers from across the Authority have been instrumental in its development. RedCortex have been instrumental in defining the Strategy and will continue to assist in its implementation providing knowledge and experience in key areas. The on-going support of RedCortex to implement elements of the strategy, mainly around our Microsoft licences and also Cloud offering will allow for upskilling and knowledge transfer to our existing workforce and ensure we have a confident workforce in this new technology area. Microsoft are assisting Digital Services to deliver this vision, and where applicable we would look to benefit from Microsoft funding streams to accelerate implementation. We have already been successful in securing funding to kick start the Transformation workstream and the deployment of O365 E5 licences.
- 5.2 The Strategy shows the current position of services in the department and the future aims for service delivery within the Authority. The vision is to create a team of professionals that is transformational and leads innovation across the Authority through the application of appropriate digital infrastructure and applications.
- 5.3 A building that is stable is reliant on a strong foundation, our proposed strategy advocates the same approach. A strong foundation through robust, stable infrastructure that can be flexed to develop and evolve to create a truly flexible Authority capable of meeting our Customer needs and transforming the delivery of public services.

The essence of delivering good services is reliability, our ICT needs a reliable infrastructure that is scalable to meet increased demands and new technologies as they are introduced. This infrastructure will provide connectivity to enable safe, secure, and speedy transfer of data and information, one that enables collaboration across teams and provides easy access to the right information at the right time. It will be independent of the location of the information, be that on premise or in Cloud services, it will facilitate access to information both internally and externally. The Strategy is based on a cloud first strategy linked with reliable data connectivity across the Authority. As the on-premise requirements of the Data Centre diminish there will be opportunities to review its use, these considerations will be taken at the appropriate time.

The infrastructure proposed will provide the highest level of security and be able to proactively protect the Authority against the increasing threat of cyber-attacks. We are working on the premise that our infrastructure will protect the Authority against all types of threats (acknowledging that we can never be 100% protected due to the complexity of cyber-attacks) but also being inobtrusive to the end user. The approval by Council to upgrade its Microsoft licensing to the top security licence E5 is a major step in achieving our goal.

- 5.4 A set of strategic priorities and work streams have been defined to evolve service delivery within the Authority.

The 6 strategic aims as stated in 2.4 will be delivered through the following work streams.

- Transformation
- Governance
- Digital Services Team
- Departmental Business Systems

5.5 The proposed Strategy will facilitate a flexible environment for all. It sets out to provide a range of appropriate technological tools for all Officer's within the Authority. This will allow the delivery of end user computing that is fit for purpose and empowers an agile workforce.

We will use technology to improve communication and collaboration, with Microsoft Teams at the centre, integrating seamlessly with voice technology, creating a unified communications platform from trusted technologies.

We will build on our current use of automation to allow greater automation and improve self-service functionality for Customers, this will release staff to deliver tasks that require greater human interaction, ultimately improving the customer experience.

The delivery of technology and solutions will be of little benefit to the Authority without a workforce that has the necessary skills to maximise the use of such technologies, the proposed Strategy will redesign our Authority's approach to delivering learning and training and an evolution from traditional classroom based training to multi-channel delivery will be developed. A gap analysis will be completed across the Authority to identify technical ability and derive a training programme to upskill Officers. This will link with the Data Skills Corporate Review.

5.6 It is proposed to introduce a new governance regime through the introduction of several measures.

- Digital Solutions Board
- Portfolio, Programme and Project Governance
- Solution Design Methodologies
- ICT Financial Management
- Solution rationalisation and Consolidation
- Digital Services Printing Scrutiny

These measures will introduce frameworks that will govern the introduction and review of technologies and workload management. The introduction of these measures will define how Digital Services operates and give clear guidance to the Business on how they should engage with Digital Services.

5.7 The proposed Strategy shows the roadmap for the transformation of ICT within the Authority, to achieve this, the Authority will require its Digital Services team to be highly skilled in the new and evolving technologies. As part of the proposed strategy investment will be made in our internal team to build confidence in deploying and supporting new technology. All staff will have dedicated training plans in place.

It is proposed to develop a new service model established on industry best practices this will improve our working practices which will be customer focused and created to support our Authority wide business needs.

5.8 The proposed Strategy details a complete review of the Authority's systems and applications; this will be facilitated by the solutions board and form part of the Data service review currently underway within the Authority.

Effective use of data will be a key element in understanding and managing system change in order to deliver true customer centric services. The Authority is currently data rich however there is a clear lack of effective use. The proposed strategy will lay the foundations for

developing a secure approach to data collection and management. The current corporate Data review will also support the principles within the draft strategy. This will strengthen the way the Authority creates, stores, and uses data in a secure and transparent manner.

- 5.9 The Strategy underpins the Authority's Digital strategy; by providing the "tin, wires and code" technologies to deliver the Digital strategy. Without a solid base of computing, networking, and applications the Digital Strategy will not achieve some of its ambitious goals. This Strategy will allow the opening of the digital front door for everyone.

The Strategy supports the Team Caerphilly ethos of "Better Together". The Customer will be at the core of the Strategy and through greater engagement with our Customers, Digital Services will be able to deliver technology that will help to transform services across the Authority. Team Caerphilly is committed to having a greater emphasis on digital services and this Strategy will be central to this commitment. It will review the technologies we use and simplify the delivery of services, creating greater effectiveness and where possible improve efficiency.

This Strategy is bold and ambitious and fulfils the mantra of "Social Heart and Commercial Head", it will use technologies to reduce our carbon footprint and implement the most economical technologies for service delivery.

## **5.10 Conclusion**

- 5.10.1 The proposed Strategy and Roadmap sets out a plan for the delivery of Information and Communications Technology across the Authority. It is a bold and ambitious Strategy that emphasises the relationship between Digital Services, business operations and our customers. The proposal highlights the need for a consistent approach to ICT infrastructure and how it supports the Authority to deliver robust business processes, data and data security which will enhance public services to the citizens of Caerphilly.
- 5.10.2 Technology is now at the core of every service within the Authority, the recent Covid pandemic has shown how reliant the Authority is on ICT and Technology Services. The last twelve months has seen the Authority transform the way it does business. To support the proposed strategy will allow Officers to take the transformation journey to the next level of maturity. The strategy fosters a collaborative approach with service areas, and the customer to create an environment of shared ideas coupled with technology to make innovation come alive.

## **6. ASSUMPTIONS**

- 6.1 Technology is continuously evolving and changing. Outside of any business disruption it is difficult to predict use and cost of technology applications longer than 12 months. In today's climate of the pandemic and Brexit the Author has written the report and proposed strategy with costings and technology as of January 2021.

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

- 7.1 The full IIA can be accessed in the attached Appendix B.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 The 2021/22 Budget Proposals approved by Council on the 24<sup>th</sup> February 2021 included specific growth of £1.212m for Customer and Digital Services. This additional funding will support the 2021/22 programme of work for the proposed strategy by funding the purchase of

O365 E5 licence packages and procuring the necessary consultancy and training support for the Digital Services team.

- 8.2 During the next five years it is currently anticipated that a total of £1.528m further revenue budget growth will be required to implement the proposed strategy. This is currently the maximum projected figure required and will be reduced through leveraging in external funding wherever possible and through the delivery of savings arising from changes in service delivery e.g. decommissioning of the Data Centre as we move to Cloud based services.
- 8.3 Strong financial management will be a key component in rolling out the strategy and moving forward costs and savings will be analysed in detail to support growth bids that will need to be incorporated into the annual revenue budget setting process.
- 8.4 It is also currently estimated that additional one-off revenue costs of £320k will be required to implement the strategy. The Welsh Government has recently provided funding of £25m to local authorities across Wales from the Covid-19 Hardship Fund to support digital transformation, with Caerphilly CBC's share of this being £1.482m. It is recommended that £320k of this funding should be set aside in an earmarked reserve to fund the projected one-off revenue costs to support delivery of the strategy. Proposals to utilise the remaining balance of the £1.482m WG funding will be subject to a separate Cabinet report in due course.
- 8.5 The capital investment required to support the rollout of the strategy over the next five years is estimated to be £333k. There is sufficient funding within the core capital allocation for Digital Services to fund this cost.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 Currently there are no personnel implications to the adoption of the proposed Strategy. Any changes that emerge beyond its adoption will be reported as required in line with corporate policies.
- 9.2 The proposed Strategy is a significant piece of work and one that will require assistance and support in implementing. The service is currently carrying a number of vacancies due to failed recruitment process. Unfortunately, Wales is suffering from a shortage of ICT and Digital professionals. Officers are exploring all opportunities available to recruit to these posts in consultation with HR colleagues.
- 9.3 As the deployment of the strategy progresses Officers will engage appropriate partners to support the implementation. This will be done in line with standing orders for contracts and financial regulations. As such all possible consultancy will be agreed with the appropriate Cabinet Member and Corporate Director.

## **10. CONSULTATIONS**

- 10.1 Consultations on report and proposed Strategy have taken place, comments and views are reflected within the report.
- 10.2 The Strategy was presented to Policy and Scrutiny Committee Members on 10 November 2020. Members were supportive of the proposed strategy however requested assurance that members of the public would not be disadvantaged and could access face to face services if required. Assurance was given that the proposed strategy would enhance service provision and not restrict it.

## 11. STATUTORY POWER

### 11.1 Local Government Act 2000

Author: Gwyn Williams Digital Services Manager

Consultees: Christina HARRY Chief Executive  
Richard Edmunds Corporate Director Education and Corporate Services Elizabeth  
Dave Street Corporate Director Social Services & Housing  
Mark S Williams Interim Corporate Director Communities  
Stephen Harris Head of Financial Services & S151 Officer  
Dave Roberts Principal Group Accountant  
Rob J. Tranter Head of Legal Services & Monitoring Officer  
Lynne Donovan Head of People Services  
Elizabeth Lucas, Head of Customer and Digital Services  
Anwen Cullinane Senior Policy Officer - Equalities, Welsh Language and  
Consultation  
Cllr Eluned Stenner Cabinet Member for Customer and Digital Services  
Policy and Resources Scrutiny Committee

Background Papers:

#### **Appendices:**

Appendix A - Draft Digital Services ICT Strategy  
Appendix B – Integrated Impact Assessment

# **ICT Strategy**

**Version 1.4**  
**March 2021**

**Owners:** Liz Lucas, Gwyn Williams

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# 1. Foreword

## ICT Background

Caerphilly Council have a traditional ICT Service provision, the main components being an on-premise data centre in Tredomen House and a number of “Comms Rooms” which provide ancillary services.

It should be noted that in any ICT operation, most of the effort (typically 60-70%) is dedicated to operational activities such as patching, maintenance and cyber security, often referred to as “keeping the lights on” or Business As Usual (BAU) . This is not widely understood, since the more visible side of ICT is around change, new equipment, new software, new ways of working etc. It is also worth noting, that the Cyber Security function sits outside of the Digital Services Team, providing an independent service to the organisation and this deliberate separation will continue.

As well as delivering services to CCBC Staff, the Digital Services Team provides services to the customers of CCBC (the public) mainly delivered via the corporate website.

Since the original design and build of the ICT Service, many changes have taken place both in the ICT Marketplace and in terms of how users consume services.

These changes include:

- **Cloud**
- **Process Automation**
- **IOT**
- **Artificial Intelligence**

This document considers how we balance utilising our current ICT assets with ensuring we have a platform for the future to deliver to our customers, both internal and external, and helping to achieve our Well Being Objectives.

In parallel, austerity and the likelihood of further budget changes would mean a move to a less expensive ICT Service model in terms of both capital and revenue would be beneficial. As modern services such as Cloud are typically revenue based expenditure, this will also bring challenges in terms of how we fund ICT, as the requirement for Capital funding diminishes and revenue funding increases, a challenge which many in the Public Sector will face.

This strategy details the ICT Roadmap for this organisation for the next five years, aligning our organisation with wider Public Sector strategies, building on CCBC’s Digital Strategy and Customer Service Strategy, developing our internal capabilities and providing better Digital Services.

Strategy documents should be living and breathing documents, rather than filed away and forgotten about, or produced as a means to tick a box; this document should serve to inform and reassure the business that ICT will meet its needs over the coming years and provide direction to those working on ICT enabled projects. As business drivers or political focus changes, this document should be updated, re-circulated and agreed, in order to provide a contextual direction at any given time. This document should be the context by which proposed ICT projects are governed against, over the coming years.

## **1.1 Vision**

This strategy will equip CCBC with a modern, flexible infrastructure that will support the organisation and its users, enabling us to fulfil our functions over the next five years and beyond. The ICT marketplace has changed substantially over the last few years, as has UK government policy regarding ICT; this strategy reflects those changes, embracing cloud technologies which will help us move away from on-site infrastructure and aim to allow our users to access systems anytime, from anywhere.

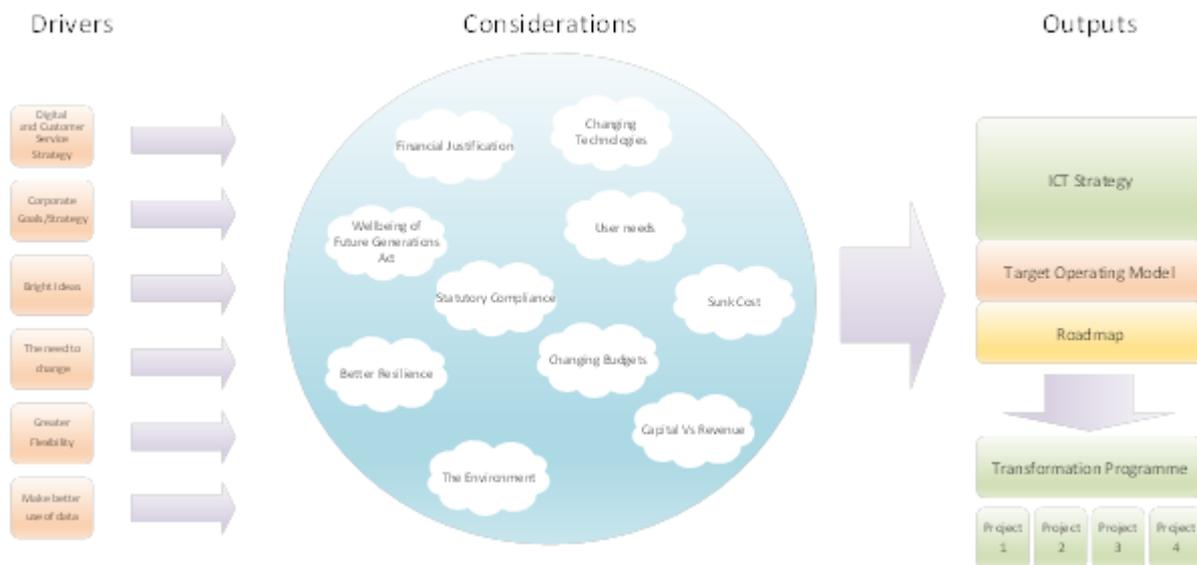
This vision centres on data and information as key assets to the Council with an ICT Service that supports the Council to nurture and utilise good information governance. The future success of the Council is founded on rich, multifaceted, 'real time' data that is available via self-service online portals. It is based on robust digital platforms, able to deliver the power of information instantly through easy to use technology, in ways that are convenient, whilst also removing unnecessary bureaucratic processes and reducing our carbon footprint.

This strategy will move Caerphilly away from continual and increasing maintenance of older systems, by moving toward Cloud-based Software as a Service models, where software and infrastructure is maintained on our behalf. This will help to free the resource we need to help drive the organisation forward in terms of innovation – helping to ensure we speed up our processes and provide customer friendly, efficient services using the latest technologies available.

## 1.2 Process

The ICT Strategy was developed with input from colleagues across the organisation and also by and on behalf of the Digital Services Team. We undertook various methods of consultation and workshop to develop the key themes and strategic principles herein. Existing documents including the Digital and Customer Service Strategies as well as the Corporate Strategy are key influencers.

The following diagram shows a high level view of the process:



**Figure 1 - ICT Strategy Process**

•  
These outputs feed into the Transformation Programme

## 1.3 Consultations with the wider organisation

To help form the strategy, leaders from across CCBC were consulted in a number of sessions, which looked to understand

- Current issues faced
- Areas where the ICT service could be improved
- Future requirements
- How business areas could better interact with ICT

As a consequence of these sessions, there were a number of common themes regarding both the ICT service and the wider organisation, and how each could improve to meet the needs of the organisation and provide better services to both internal and external users going forward. These are summarised below:



**Figure 2 - Consultation Session Outcomes**

**1.4 Covenant between ICT and the Business**

The recognition that both ICT and the wider organisation needs to change how they interact with each other was universally accepted during the consultation process. Therefore, a covenant has been created which sets out a number of behavioural promises that CCBC staff in ICT and the wider organisation now need to follow. This covenant will be published on the Intranet and will be a guiding principle of interactions between ICT and business units.

**Covenant**



**Figure 3 - Covenant between ICT and the Wider Organisation**

## 2. Executive Summary

### 2.1 Strategic Priorities

The ICT Strategy's main aims are:

- To enable CCBC to meet its current and future priorities
- To enable and encourage flexible working patterns allowing our staff to work from anywhere at anytime
- To provide a better experience and level of customer care for all users
- To migrate to modern, more cost efficient and environmentally friendly technologies and devices
- To provide a secure, resilient infrastructure platform which we can build upon in the future

In order to achieve these aims, there are four main work streams as described below:

**Transformation** – This is the changing of the organisation in terms of enabling cloud services and acquiring the skills necessary to manage new technologies

**Governance** – The introduction of new governance around ICT, both from a project and a day-to-day running perspective

**Digital Services Team** – The development of the CCBC capability and capacity needed to run the ICT service to a recognised standard

**Departmental Business Systems** – For our applications used in specific areas of the business, we need to understand the likely future requirements and ensure they are accommodated within the strategy.

**These work streams are detailed from Section 6 onward.**

## 2.2 ICT Strategic Principles

The following Strategic Principles have been agreed by representatives from across the organisation, via Open Forum sessions held during May and June 2020.

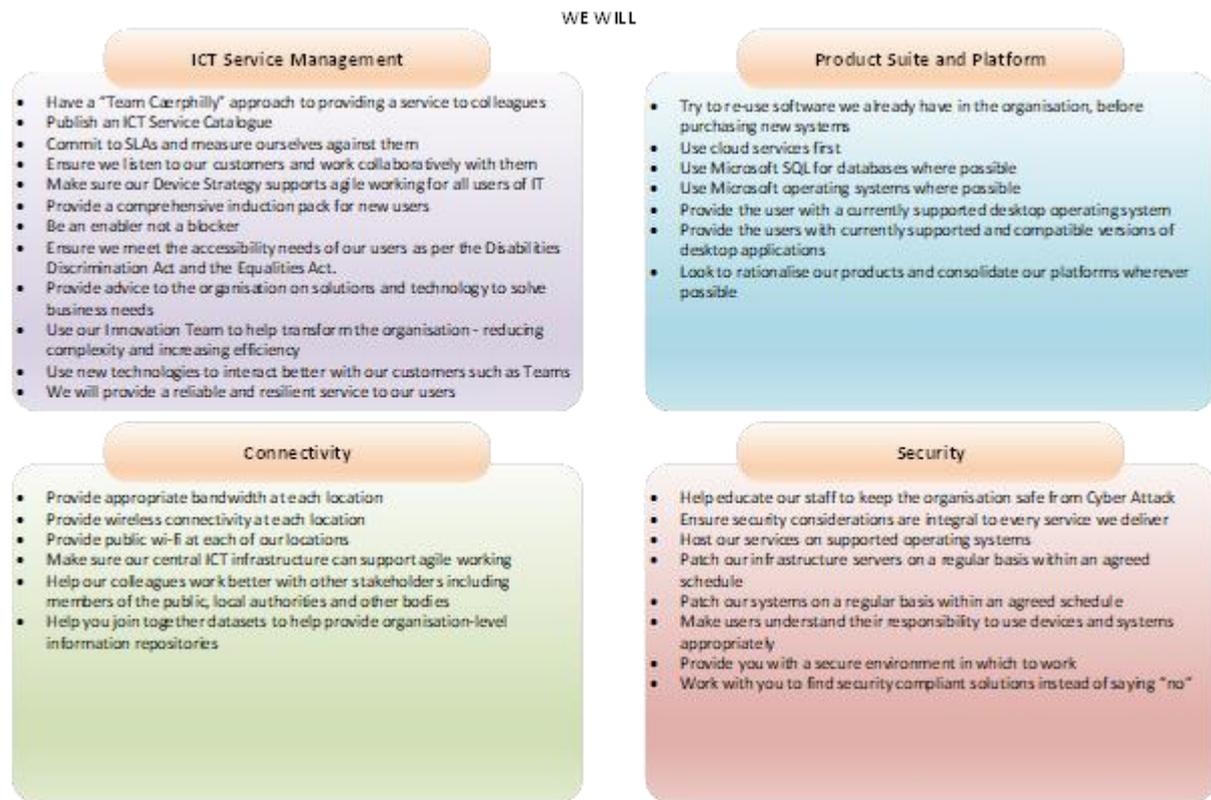


Figure 4 - CCBC ICT Strategic Principles

## 2.3 Purpose

The ICT Strategy will provide the roadmap, direction and guidance for ICT developments within Caerphilly County Borough Council for the next 5 years. The document will be periodically reviewed and updated in order to maintain its context and relevance.

## 3. Context

### 3.1 Overview

Like all organisations of its size and complexity CCBC have a diverse and complex ICT infrastructure and applications suite. These have derived from post local government reorganisation. In recent years ICT and the world of work have somewhat transformed with the advent of Cloud technology, automation and agile

working. The impact of the recent pandemic has accelerated the influence of these technologies and as such created an opportunity for modernisation of the ICT operations and infrastructure within our organisation. Today we see greater demands on a flexible and agile ICT operations. Demand for an agile workforce which is secure and resilient will require a new approach. The strategy will evolve in line with organisation demands. It will provide a resilient and secure infrastructure that can support the TeamCaerphilly agenda.

### **3.2 Challenges**

- There are multiple embedded technology sets within CCBC's ICT delivery that will need to change in order to allow the use of cloud technologies and to help increase flexibility
- ICT Staff Skillsets – as we use different technologies, staff skillsets will need to be re-aligned, this will require training courses and investment
- ICT Service Delivery – Delivering the ICT Service to a professionally recognised standard such as ITIL will require coaching, monitoring and mentoring of the ICT Team. All work will be structured and scheduled.
- Organisational ways of working – The organisation will need to consider how it monitors staff performance under flexible working - an outputs-based approach is required rather than monitoring attendance
- Continual Modernisation – Modern cloud based systems are updated on a regular basis, it will be the responsibility of all staff members to adapt to these changes, and managers in particular will need to encourage the adoption of new productivity tools.
- Engagement with ICT – Many areas of the organisation do not engage with ICT on a regular basis; ICT need to be involved in your policy and strategy making decisions to understand the future impact on ICT Services in a similar way to HR Business Partners
- Prominence – ICT is the beating heart of any organisation, and the coronavirus pandemic has proved that on a global level. It is critical that ICT has a voice at the most senior levels of the organisation and that it is funded appropriately, as the most critical service within CCBC.
- Innovation – the pandemic has shown that the organisation can move in an innovative and agile manner when needed. Innovation and change needs to be part of the “day job” for all staff and we need to continually seek opportunities to modernise and deliver better services to our customers
- Information Management – We need to improve our document management and record keeping, as well as how we store and access data
- Security – Aligned to development of new technologies come ever increasing threats, we will need to provide a robust strategy for dealing with this ever-changing landscape
- Automation – Our staff are key to delivery of our services and their knowledge and experience should be used to benefit the customer, automation of

repetitive processes will free staff to concentrate on a better customer experience

### **3.3 Well-being of Future Generations Act**

In 2015, the Welsh Government introduced the Well-being of Future Generations Act. The Act will ensure public bodies think more about long term outcomes and impacts, work better with people and communities and each other, look to prevent problems and take a more joined-up approach.

It expects public bodies in Wales will:

- work together better
- involve people reflecting the diversity of our communities
- look to the long term as well as focusing on now
- take action to try and stop problems getting worse - or even stop them happening in the first place.

With this in mind, our strategy will aim to support a low carbon, sustainable ICT estate which meets the needs of users. The modernization of our datacentre services through the use of Cloud technologies will see us move into collaborative facilities, working in partnership with third party providers to ensure we have secure, robust and up to date infrastructure. Our modern approach to devices and applications will drive flexibility, and collaborative working.

### **3.4 Apprenticeships and Learning Opportunities**

Additionally, CCBC will continue to support its apprenticeship scheme and work experience / learning placements, allowing local young people to gain valuable work experience and relevant ICT qualifications, not only enhancing the skillsets available to Caerphilly Council but also helping to raise the skill level within the borough. Opportunities to collaborate with other organisations on the apprenticeship scheme will also be explored, in order to achieve a wider offering that can be promoted to school leavers.

### **3.5 National Digital Framework**

This Strategy will continue to develop and change to meet the needs of the Organisation. It will follow best practice to ensure a consistent approach to service delivery. Where appropriate we will follow the Digital Strategy for Wales engaging as necessary with the Chief Digital Officer for Wales and the Centre for Digital Public Services.

## 4. Infrastructure Overview

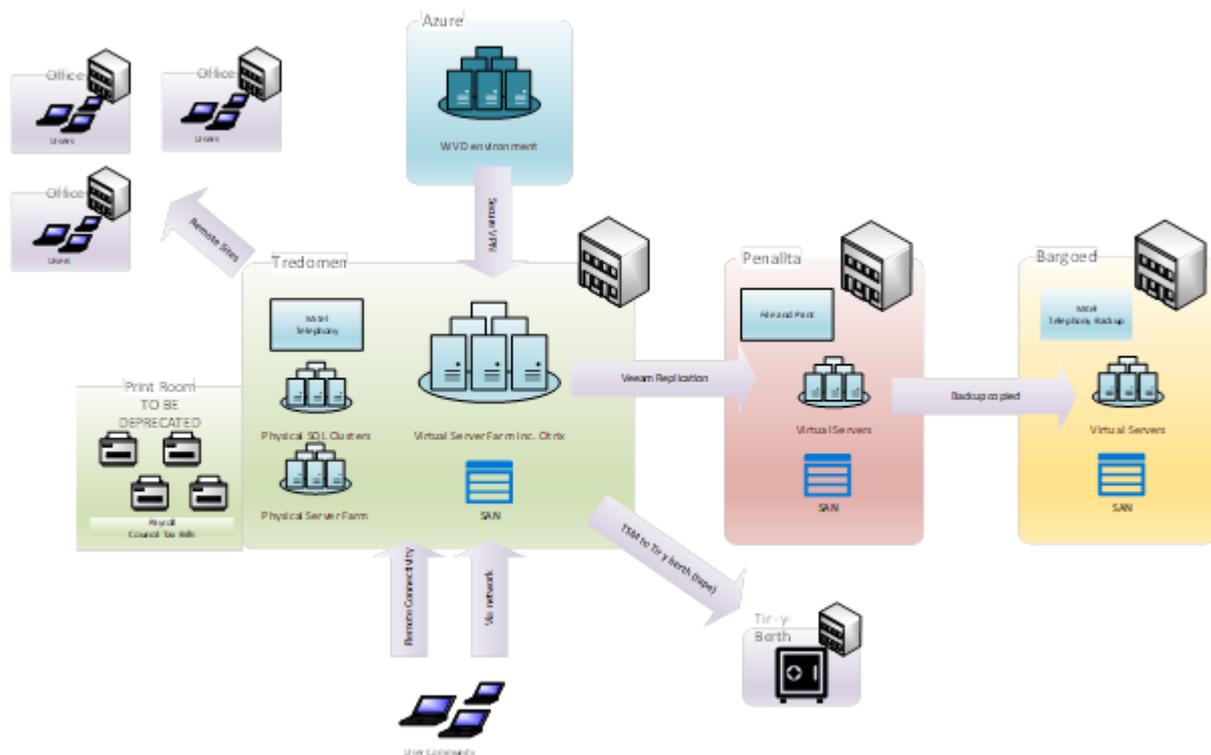


Figure 5 - Infrastructure Overview (High Level)

The above diagram illustrates the current infrastructure at a high level. Each of the functions provided by the components above will be described in this section, along with a future view

### Key Features

**To note - Additional to Ty Penallta, there are over 40 different sites each with its own infrastructure – only the main building have been including in this diagram for simplicity.**

#### Tredomen Datacentre

The datacentre within the Tredomen Building is an ageing datacentre which contains the bulk of the servers and network infrastructure components which provide CCBC with its ICT and Digital Services including telephony.

With all physical datacentres, there is a burden of responsibility to continually invest in what is known as “environmentals” which include Fire Suppression, Cooling, Security and Cabling on an ongoing basis in order to ensure continued resilience – some substantial investment will be needed going forward to maintain this facility. Moving toward Cloud will help to reduce the requirement for this facility, along with its associated costs.

#### Tredomen Digital Services Print Room

This print room is used for legacy printing such as pay slips and council tax we will undertake a full review of this function as part of a wider printing review.

### **Ty Penallta**

As well as being the primary office space for CCBC, Ty Penallta also contains some file and print services, as well as a virtual server farm in case of a catastrophe situation (i.e. medium to long term unavailability) at the Tredomen Data Centre.

There is also one Exchange server.

Data is backed up to Penallta as part of the Backup process, and it is envisaged that the site would provide some key services (but not all) in a DR scenario.

### **Bargoed**

Bargoed is used as a Tertiary Site in the event of a disaster recovery scenario and also stores copies of backups. There is also a telephony facility here, in the event of an outage at Tredomen.

### **Tir-yBerth**

Tir-y-Berth is used for the storage of tape backups into a fire-proof safe, for long term storage

### **Azure**

For CCBC Azure acts as an extension to their datacentre currently providing a virtual desktop service for education user, however it is expandable to contain any or all of Caerphilly's services going forward.

## **4.1 Datacentre Overview**

For some time, Caerphilly have used their own datacentre, based in Tredomen house. The datacentre currently consists of 39 racks.

Within the Datacentre is the VMWare Virtual hosting environment. This is approaching end of life and currently runs approximately 650 virtual servers. There are plans in place to move toward HyperV as the virtualization platform in the medium term.

Additionally, there are approximately 100 physical servers.

There is an IBM V7000 SAN and a NexSAN for 2<sup>nd</sup> Tier storage. Storage devices are almost full and are approaching end of life.

The current cost of running the datacentre is £498,474 per year (FY 2016/17). This does not include capital infrastructure refresh costs (for example replacing servers, replacing storage, replacing air con, fire suppression etc)

## **4.2 Datacentre future plans**

A number of options for future datacentre usage have been explored, including

- Sharing free space with commercial entities or other local authorities
- Providing Disaster Recovery facilities to other organisations

In anticipation of a diminishing size datacentre (both through usage of cloud and rationalisation), it would be worthwhile to consider future re-purposing of part or all of the datacentre, including some of the options above.

## **4.3 Networks**

CISCO core networking is used for the Corporate networking facility, this is fairly new (around 2 years old at time of writing – 2020).

Aruba networking is currently being implemented within the Education domain as part of the Welsh Government Hwb programme.

Core locations, and schools, are connected via the all Wales Public Sector Broadband Aggregation network which facilitates network access for all public sector organisations in Wales. Smaller locations are connected to the Caerphilly network via business broadband technologies.

The core Caerphilly network carries both voice and data, with voice having migrated to Voice over IP technologies in recent years.

## **4.4 Operating Systems**

CCBC predominantly use Microsoft Windows operating systems and are currently using

Microsoft Server 2008, 2012 and 2016

There are some UNIX servers which are end of life, running key applications, and it is the intention to migrate these to Windows platforms.

## **4.5 User Application Delivery**

### **4.5.1 Current Situation**

There are two main methods of application delivery:

- Citrix – this uses a large server farm to deliver the applications, with the processing done in the datacentre.
- Local Install – Applications are installed locally to laptops and desktops and execute locally.

#### **4.5.2 Technical detail**

There are two main methods of application delivery, the first is via Citrix, using a traditional on-premise architecture. In offices, a thin client device is used by some staff to connect to this environment (known as an iGel).

Citrix is able to deliver Windows based desktops to a variety of devices including personal devices via URL. The “computing” is undertaken on the Citrix servers themselves within the datacentre, and the consuming device can therefore be very low cost and very low in power consumption (such as an iGel). An additional benefit is that the majority of network traffic is between the Citrix Servers and CCBC’s other application servers which are within the same datacentre. In a traditional Rich Client model (where users have a normal PC on their desktop), traffic is between the client (i.e. the desktop) and the application servers themselves, which can mean larger network capacity is needed and also users may notice greater latency (slow response times) when accessing applications, particularly from remote sites. Having a standardized Citrix based desktop also means that users can easily log in to any thin client device located across the estate, as they are identical and do not hold any user information.

The second method is where some applications are delivered locally and require a “Rich Client” (Traditional PC).

These are used for applications unsuited or not compatible with Citrix, including CAD and some housing benefits applications.

#### **Remote Working**

The Citrix solution provides a remote working capability for users, whereby they can access the virtual desktop environment via a URL. This is accessible from a personal device (home PC, laptop or Tablet), with 2FA (two-factor authentication) provided via either a physical token or via a mobile phone app. There is licensing capacity for 1920 users (across both local and remote working)

There are a number of devices in use in Caerphilly, these include:

- Desktop PC
- I-Gel (Thin Client devices)
- Laptops (Typically Lenovo)
- Android mobile phone
- Tablet Devices (both windows and android)

#### **4.5.3 Future Strategy**

For all office based organisations, the Coronavirus pandemic and the associated lockdown has demonstrated the value both in flexible IT and an agile working

approach. Staff with laptops have been able to work from home, and other staff have been able to use the URL based solution whilst waiting for laptops. We must make sure the organisation learns the lessons of lockdown, namely:

- To ensure we are prepared for such a scenario in the future
- To continue with a flexible working approach

Currently most applications are deployed via Citrix and this places a large dependency on the Citrix architecture which is based in the Tredomen Datacentre. What this means, is that in the event of a datacentre outage (power failure, flooding, fire etc) then there would be a cessation of all services.

As we move toward Rich Client infrastructure, (i.e. laptops for all staff), then there is an opportunity to move away from Citrix, which would provide both infrastructure, support and licensing savings moving forward.

#### **4.5.4 Infrastructure Impact of Moving from Citrix to Rich**

As users are gradually moved toward Rich Client devices, the virtual desktop environment used by iGels and by the URL remote desktop solution will no longer be required.

Citrix also provides functionality where an application is delivered via Citrix, running on a local desktop. This means that the “chatter” between the remote client and the application servers is much reduced, enabling users to work in lower latency conditions (i.e. on poor home broadband).

Any new solution will need to take into account the move to Rich Client, and be architected in a way that means users with poor broadband will not be impacted (for example, browser based applications). Whilst very useful in its time, Citrix is no longer seen as a modern choice and is losing ground to Cloud and Rich client deployments, due to the flexibility provided, and the management tooling now available which is at least on a par with Citrix in terms of mass deployment.

Ultimately, if CCBC can move away from Citrix, then there are substantial cost savings to be gained as well as a large reduction in server numbers. There is however, a potential for greater support overhead as applications will need to be installed onto each rich client although modern tooling allows this to be undertaken centrally.

#### **4.5.5 The Journey to Rich Client**

As Rich clients are deployed widely to staff decisions will need to be made regarding whether application presentation via Citrix continues to be used, or whether applications are installed natively to Devices. Due to the introduction of BitLocker and MFA, there is no security concerns regarding the installation of local apps and data residing locally, however it will have a significant infrastructure impact.

It is proposed that in the future a split tunnelling method is used to improve the resilience of the service in the instance of an outage or loss of connectivity to

Tredomen. This split tunnelling approach means that traffic from the laptop that is consuming cloud services, such as Microsoft 365 including Teams and SharePoint, can go straight out over the internet, rather than via Tredomen – meaning that critical work such as emailing, contact between staff and accessing documents can all still proceed. If Teams is integrated with a cloud PBX then additionally external phone connections would still work in the event of a major outage.

To note, a cloud proxy would be required to safeguard the internet connections of homeworkers.

## **4.6 Information Management**

Like many large organisations, the desire to protect information has led to a situation where there are many information siloes within the organisation. With our new systems, a different approach will be taken, whereby we share data and information with our colleagues within CCBC wherever possible and where compliant with legislations such as GDPR. A concept of “The Customer” will be introduced, whereby information relating to our customers will be accessible as appropriate across multiple systems.

This approach will allow us to:

- To provide better customer service – demonstrating that we have sight of previous enquiries or complaints will ensure that people across multiple departments can continue the thread of interaction with a customer, whether the contact originated digitally, by telephone or by post.
- Sharing more information – this will help us to better model the demands for our services and how we can be more efficient in dealing with them
- More knowledge about our customers – this means we can help anticipate their requests and demands on services, and patterns can be interpreted, either manually or using AI technologies.
- Less duplication – storing data into one system accessible by many, rather than duplicating it across multiple systems means less cost and less chance of mistakes as well as the other benefits listed above.

As part of the roadmap, we will work toward rationalisation of our current data sources, in order to achieve our goals listed above.

## **4.7 Reporting**

The system currently used for Reporting is SQL reporting. Moving forward we will utilise the tools within Microsoft 365 including Power BI.

## 4.8 Records Management

Currently, there is a mixed level of records management practice across the organisation; the ERDMS system, iDoxs, was implemented in 2007. This system has been adopted in some areas of the organisation, but not all. This means, that there is not a uniform approach to RM and that CCBC is failing under its commitments detailed in the Local Government Act (Wales) to properly preserve (and destroy) Corporate Records appropriately. Additionally, iDoxs no longer supports Records Management by default, meaning it is primarily a DMS system.

Moving forward, it is important that new cloud-based systems are configured to ensure good practice across the whole of the organisation.

SharePoint Online will be used as the DMS for CCBC, potentially with additional modules specific to record keeping, if required. In order to implement this, the following pieces of work have been identified

1. Develop a Corporate File Plan in SharePoint
2. Develop a network of individuals across the organisation who are able to provide records advice to colleagues and can create folders on their behalf
3. A method of storing emails into the correct SharePoint online folder may also be implemented too
4. After Successful implementation, all other areas where documents could be stored should be locked down, this includes:
  - a. Shared Drives
  - b. OneDrive implementation
  - c. Local storage (e.g. your PC desktop or hard drive)
  - d. Email Archive
  - e. Email Mailbox restriction implemented (300MB)
  - f. Personal Drive restriction implemented (max 100MB)
5. Videos should be stored in MS Stream
6. Other large files (i.e. data or media not suitable for a DMS) will also need to have a storage areas
7. Widescale business change will need to be undertaken to ensure records will be stored, retained and destroyed according to the CCBC retention schedule

The principle of the Corporate File Plan will be to have the folder with Open Access, unless there is a legal or sensitivity reason why data therein should be restricted, for example:

- GDPR issues
- Contingency Planning
- Staff restructuring
- Pay and grading negotiation

A useful way to determine whether to restrict access to a specific piece of data is to ask the question “Would this data be released unredacted under FOI” – if the answer is yes, then it should definitely be shared with colleagues across the organisation.

With regard to Business Change, the whole organisation will need to adopt these processes and it is expected that CCBC Leadership will push this message out.

**Other considerations:**

As Microsoft 365 is rolled out, mailboxes will be migrated to Exchange online, from Exchange on premise. It would be good practice for users to clear down their mailboxes to an acceptable level prior to migration, however, they would need somewhere to store this information, and potentially support and guidance to do so. Good practice is to restrict total mailbox size to an amount that would equate to 3 months storage. Alternatively, a batch job can be run to delete mail items that are over 90 or 180 days old. This could be implemented in stages, so firstly, a 12 month limit on emails could be implemented, then 6 month, then 3 month, in order to allow users time to prepare .

Teams is also being rolled out as part of Microsoft 365. Teams is an excellent tool for collaboration and allows the storing and sharing of files. When files are stored for a “Team” setup in Teams, this is creating a SharePoint site in the background; if anyone is allowed to create a Team, and the team template includes “files” as a feature, then potentially we could have many hundreds of additional SharePoint sites across the organisation, none of which would have retention and disposal schedules. It is therefore critical , that proper governance is applied to Teams, and that only certain people can create Teams or that the “Files” part of teams is read-only. Appropriate governance and policies will be required to safeguard the Authority as greater use is made of these new technologies, ways of working.

#### **4.9 Sharing with other organisations**

Increasingly, it is expected that Public Sector bodies collaborate with each other much more widely, sharing data and helping to work towards better outcomes. This means that CCBC need to consider which documents and datasets could be useful for them to share, and what information other bodies could provide to CCBC to help improve services.

Two platforms are currently being proposed by the WLGA to help enable this, and these are as follows

- 1) Data Sharing platform – this will allow staff members in Local Authorities and other bodies to share large quantities of non-sensitive/anonymised data which

can be used typically for analytics purposes, helping provide input to policy, research and predictive/modelling functions within each body.

- 2) Collaboration and document sharing platform – this will allow staff members in Local Authorities and other organisations to collaborate with each other using functions such as Instant Messaging, video and audio conferencing, document sharing and real time collaboration

#### **4.10 Telephony – Current Situation**

The current telephony deployment in CCBC is a Mitel MX1 system, with SIP trunks. The Telephony solution is currently being reviewed including the contact centre, with a view to how it can integrate with Teams to provide a Unified Comms solution. There are however many localised telephone systems spread across the Authority, none of which link into the main corporate solution and offer much less functionality.

#### **4.11 Telephony – Future Strategy**

As part of the Device Strategy CCBC need to consider using Cloud PBX to provide users with telephone numbers integrating with MS Teams which follow the user, enabling them to be contactable whether at their desk or working from home. This means a move away from traditional desk phones and a move toward headsets for all. The use of appropriate mobile Apps will also facilitate users to be contactable when on site.

Rationalisation of telephone systems will provide improved communications through traditional and unified communications.

A single telephone number for the Authority will be deployed which when linked to a resilient contact centre service will improve customer experience.

#### **4.12 Printing – Current Situation**

SafeCom is the print spooler currently in use and that uses the standard staff card connected to the Multi-Function Printer devices. Consumables and toner and paper are all monitored and provided automatically.

Printer usage is billed back to each department on a cost per page basis.

The current costs per page are 8.5p Colour, 1.5p black and white.

CCBC currently prints over 2,739,246 pages per year.

#### **4.13 Printing Strategy**

There are a number of different options to consider and it is proposed that these options are evaluated taking into consideration likely future working arrangements.

#### **4.14 Automation**

There are many opportunities for the automation and semi-automation of processes in all organisations; the key opportunities are where the introduction of automation can reduce menial tasks that provide little benefit, allowing staff to focus on more cerebral tasks. This does not mean that staff numbers will be reduced as a consequence of the introduction of these tools, rather it means that staff can focus on services that provide more value to the end user, for example, where human interaction is the preferred mode of operation. CCBC have purchased BluePrism Cloud, a tool which can help automate processes - this will be a feature in the roadmap going forward.

#### **4.15 Chatbots**

CCBC have currently deployed a chatbot onto the website, in order to provide swifter navigation for website users and to potentially reduce calls into the contact centre.

Chatbots could potentially be used in other areas, for example on the Intranet and for ICT support.

#### **4.16 User Types**

A substantial study was undertaken of how individuals within the organisation work in order to categorise our user types. This categorisation will allow us to provide users with a standardised ICT offering. These user types are detailed in Appendix C – User Types.

#### 4.16.1 User Packages

This section shows the mapping between the user types defined in Appendix C – User Types and describes the ICT packages aligned to each type. A hardware policy will be developed which further describes this in due course

**Table 1 - User Packages**

User Type	Thin Client or PC	Specialist PC	Laptop or Tablet	Smartphone
Desk Based User	✓			By request
Fixed location worker	✓			By request
Remote worker			✓	By request
Roaming Office User			✓	By request
Specific IT Needs		✓		By request

#### 4.17 Operating System Strategy

##### Server OS

Current situation is that Microsoft Server 2012R2 Servers are being migrated toward Microsoft Server 2016. All new services will use Microsoft Server 2019 where solutions allow.

A Unix environment exists, based on IBM's AIX flavour of Unix, which serves core financial systems (Council tax, National Non Domestic Rates and Housing Benefits) plus Housing and backup system backup software.

The strategy is to move to a single operating system platform based on Microsoft technologies to improve support through greater knowledge, experience and skills, reduce costs through consolidation and ease business recovery.

##### Devices

Windows 10 for laptops, desktops and tablets.

Android for mobile telephones

##### Database

Microsoft SQL Server.

The strategy is to move to a single relational database management system based on Microsoft technologies to improve support through greater knowledge, experience and skills, reduce costs through consolidation and ease business recovery.

## **4.18 Software Application Strategy**

Traditionally applications are purchased or developed for a specific business unit's requirements, resulting in application and data silos. These applications cannot work with each other without costly integrations that were not factored in at the time of procuring or developing them. Services often want 'perfect' rather than accepting 'good enough' or they may miss an opportunity to implement a system and adapt business processes to suit.

We need to ensure that the services that we deliver or commission are responsive, scalable, re-usable, secure and reliable.

As a preference, Microsoft technologies will continue to be used at the operating system and server level. As well as providing industry standard capability, this option also provides us with the most standard migration path to cloud. It should also be noted that Microsoft Azure supports the use of many open source software packages and operating systems which can be considered for new projects in the future.

User Software packages are in the process of being reviewed and consolidated and all critical applications will be assessed for their strategic compatibility; The ICT Team will be undertaking this activity in conjunction with Business areas over the next 24 months, as detailed in the roadmap in Section 6.

Additionally to reviewing the software packages from a consolidation perspective, contracts will also be reviewed to help ensure they are as efficient as possible and that CCBC maximise the return on investment for platforms we already own.

### **Future Solutions**

We need to support the business areas and system suppliers in getting the greatest return on investment from an ICT solution, by using a greater range of the features and functions within the core corporate systems that we have already procured and by reducing or removing the number of lower value and bespoke systems being used. This may need an acceptance of 'good enough' and standardisation.

We need to ensure that when purchasing or writing any new business applications or making significant changes to existing applications we think more holistically than the specific business area requesting the work, so that the opportunities are taken to remove duplication of systems and ensure that data can be shared with other applications or organisations more easily. We also need to challenge 'wants' rather

than 'needs' and revert to more standard and less tailored solutions.

In line with the strategic principles, future software applications CCBC purchase will be browser-based SaaS offerings as a preference ensuring multi-platform compatibility and less management overhead.

CCBC will use Microsoft based servers and databases for on-premise solutions and ideally for 3rd party systems.

#### **4.19 Platform Strategy**

The following strategic platforms are currently in use within the organisation

##### **Microsoft 365**

The Microsoft 365 platform contains multiple applications that Caerphilly could utilise to both replace existing applications and also to improve productivity and collaboration. Once a basic implementation of Microsoft 365 is complete a process needs to be undertaken to maximise use of the Microsoft 365 suite in order to achieve these goals.

The recent investment in Microsoft 365 E5 licences will allow the organisation to deploy a proactive strategic platform, one that will facilitate application development and will allow better use and knowledge of data. This will enhance productivity and collaboration, tapping into the rich source of information held by the Authority. Microsoft 365 E5 licences will allow CCBC to lead the way in security and automation across Wales.

Microsoft continually develops the apps in this app suite improving functionality and introducing new apps to meet customer demands.

##### **BluePrism Cloud**

This platform is a RPA (Robotic Process Automation), AI (Artificial Intelligence) and Machine Learning toolset, which is based in the cloud. It employs the concept of a "Digital Worker" to work alongside human staff, to help them be more efficient by completing menial and repetitive tasks on their behalf.

There are currently 3 'Live' Processes – Leavers Process, Supporting People Invoice Payments and Supporting People Referral Forms.

A fourth Process, which is for Free School Meal Applications is currently being built and there are others in the pipeline, such as Blue Badge and School Clothing Grant Applications.

The innovation team will seek to use BluePrism Cloud more widely.

## **Azure**

Currently used for a Windows Virtual Desktop Environment for education purposes (SIMS), there are many potential options for using the Azure environment, including

- Backup
- DR
- Extension to the current datacentre
- Longer term Datacentre replacement

## **Abavus**

Abavus is the current CRM application. Going forward the strategy will be to develop appropriate technology that will provide the very best customer experience. We will look to develop and deploy the most appropriate applications in this field which may include but not be limited to Microsoft Dynamics.

### **4.20 Remote User Authentication**

In order to ensure the security and integrity of the authorities data, any systems being accessed from outside the Authorities network need a minimum of two factors of authentication. This must include Active Directory username/password, followed by either a hardware token, software token, or a certificate based method of authentication. Combining this with conditional access methods provides a further layer of security, where some systems can further be restricted dependent on location. Combining this with conditional access methods provides a further layer of security, where systems can further be restricted dependent on location, device type and sensitivity of data being accessed.

#### **4.21 Supplier Strategy**

All systems will be procured in line with the Council's Governance procedures as set out with the Councils Standing orders for Contracts and the appropriate UK Procurement regulations.

#### **4.22 Assisted Users**

Our Strategic Principles state we will "Address the needs of our disabled service users when developing and delivering our products and services". What this means in practice is that we will ensure the needs of all our users are met by the ICT Service we provide. In order to do this we will, through the governance mechanisms described later in the document, ensure that all new systems and any substantial changes to systems are co-ordinated with Occupational Health and Equalities Teams.

CCBC will also consider making operating system based accessibility tools such as Magnifier and Narrator available as part of the standard package available to all staff.

## 5. Support

### 5.1 Current situation

The Support Service provides ICT helpdesk support to CCBC staff. It is currently split into two layers, first line support (logs call and resolves simple issues) and second line, which resolves more complex issues.

First line support is currently provided by a team within the Contact Centre.

2<sup>nd</sup> line support is provided by the ICT Team.

This is shown in the diagram below:

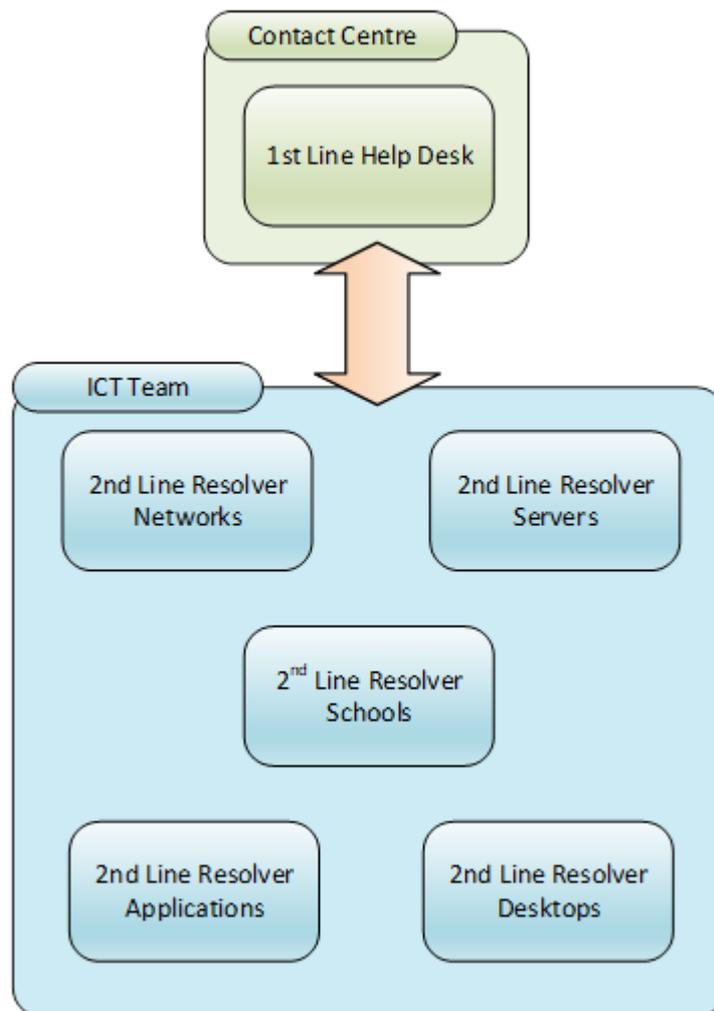


Figure 6 - Support Service overview

## **1<sup>st</sup> Line Support**

Currently, 1<sup>st</sup> line support log calls using a tool called JitBit which is a COTS product that has been configured to meet Caerphilly's needs. As well as logging calls, JitBit also allows users to view outstanding tickets and chase up whoever is assigned to them. The first line team are able to deal with some calls in their entirety, without passing them to the ICT team, this includes password changes and some "How do I queries". The 1<sup>st</sup> line team also handle aspects of the Joiners, Movers, Leavers process, including some of the interaction with Active Directory. They also manage the transfer of calls to the 2<sup>nd</sup> line. Reporting on the number of calls received during a day or week is available via the telephone system, which also monitors the number of users in the queue, how many calls were not picked up etc. On average, the desk receives approximately 150 calls per day, and has 3-4 agents.

## **2<sup>nd</sup> Line Support**

Once the call is transferred to the ICT Team, they will work across the groups shown in the diagram in order to resolve the call. The concept of 3<sup>rd</sup> line is not present within ICT, and the 2<sup>nd</sup> line resolver group will act as both 2<sup>nd</sup> and 3<sup>rd</sup> line. Supplier support contracts augment the service, with product issues being raised as required. Supplier support contracts are broadly in line with the service requirements for applications; for example, critical applications will have supplier support contracts aligned with service hours, to ensure that in the event of an issue, resolution is as quick as possible.

## **Service Manager**

There is no single person identified as the Service Manager currently. This is a critical role. As part of the department's restructure a new post, second line support co-ordinator, has been created, the post will commence on 1<sup>st</sup> September. The role of Service Manager will be defined following the commencement of this position

## **VIP Users**

Certain users in the system are designated as VIPs – this includes Members and staff of Head of Service grade and above. VIP users receive prioritised support.

## **5.2 Ongoing support – patching and maintenance**

### **Server patching**

Critical patching of Servers is done on a regular (monthly) basis following the monthly Microsoft security release. The typical process is that when Microsoft release updates, CCBC will then undertake testing and implement approx. 1 week later.

### **Application Server patching**

Many applications are substantially out of date, and whilst this could present a security risk, it also means the latest functionality isn't available to users.

### **Desktop patching**

Critical patching of Servers is done on a regular (monthly) basis.

The typical process is that when Microsoft release updates, CCBC will then undertake testing and implement approx. 1 week later. Critical patches from other vendors will also be implemented at the same time.

## 6. Roadmap and Workstream Detail

In order to achieve the items set out in this strategy, a delivery based roadmap is set out below:

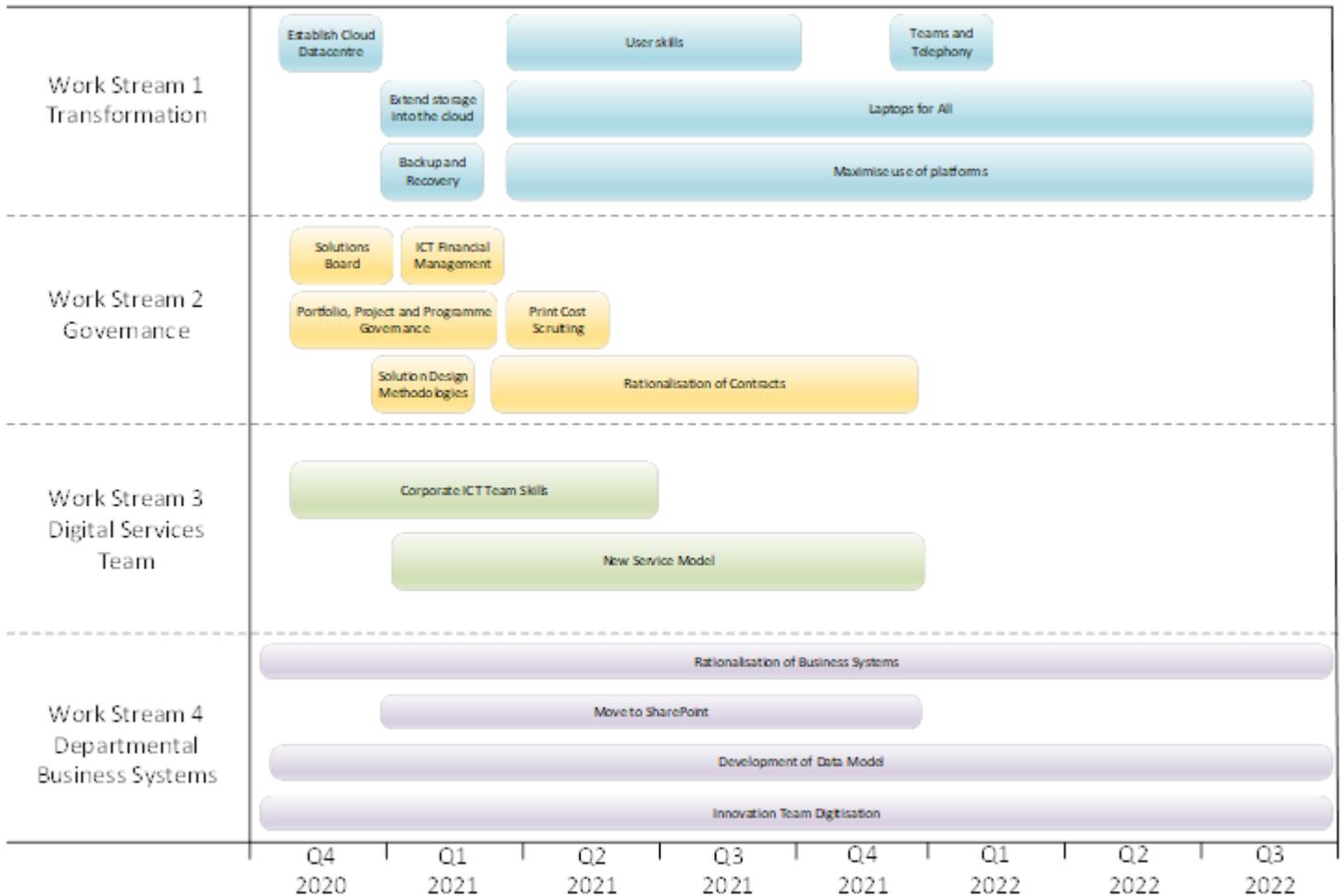


Figure 7 - Roadmap

### 6.1.1 Strategic Workstream 1 - Transformation

A key premise of Strategic Workstream 1 is the implementation of the Microsoft M365 E5 license. This license provides rich functionality, best-in-class productivity apps, the capability for Power BI reporting across the organisation as well as advanced security. Each of these streams will use features within M365 E5, which will position Caerphilly as a leading-edge Local Authority in terms of functionality, security, resilience and productivity.

### 6.1.2 Teams and Telephony

We will integrate Teams with a telephony system, to allow portable telephony for all our staff, meaning even the contact centre can work remotely without call forwarding or mobile phones. We will eventually remove all desktop telephones, and replace

these with headsets, providing greater mobility and reducing costs and consolidation all telephony systems into one.

### **6.1.3 Laptops for All / Flexible working**

The Authority has made significant inroads in moving to flexible working which has seen the deployment of laptops increase in the past 12 months, this approach will continue in line with the Council's Flexible / Agile working policy.

### **6.1.4 Establish Cloud Data centre**

We will build a cloud data centre in Azure, ready to house additional services as required over the coming months and years. This facility will work as an extension to our on-premise facilities, but will mean we are able to access the innovative features, scale, flexibility and resilience of the cloud as required.

### **6.1.5 Backup and Recovery**

As SAN and other backup devices are at or approaching end of life, we will move our backup and recovery data into the cloud.

### **6.1.6 Extend storage into the cloud**

We will seek to use cheaper storage in the cloud for our legacy fileshares, allowing us to decommission servers and storage devices

### **6.1.7 Maximise usage of Platforms**

We will maximise our use of Microsoft 365 and the applications therein, to ensure we make most effective use of the products we have invested in.

We will also look to use BluePrism Cloud/BluePrism more widely.

### **6.1.8 User skills**

CCBC users and leaders must have the confidence and competence with ICT, technology and digital services to see and realise the potential benefits of alternative methods of service delivery and to exploit the benefits from available tools. The Council's employees are the most valuable and expensive resource. By ensuring they have both the confidence and competence in using ICT systems and devices we can significantly improve the productivity and quality of our services, which in turn will improve the lives of residents of Caerphilly CBC.

We will identify user skills gaps based on surveys and calls to the support desk. We will then provide additional training material in a variety of formats. Managers across the organisation will support this and encourage their users to learn new ICT skills.

## **6.2 Strategic Workstream 2 - Governance**

### **Governance Procedures Overview**

A new governance regime will be established comprising the following arrangements

#### **6.2.1.1 The Solutions Board**

The solutions Board will review and govern all ICT purchases made by the council to ensure that purchases are aligned with this ICT Strategy and with wider Organisational Strategies. We also need to ensure that purchases offer value for money, and that CCBC are purchasing equipment, software and consultancy in the most efficient manner and via the correct procurement routes.

The purpose of the ICT Solutions Board is as follows:

- 1) To Review proposals for any new ICT related purchase across the organisation
- 2) To provide ICT Guidance to any staff member with a business problem which may require an IT Solution
- 3) To provide procurement advice for successfully reviewed proposals
- 4) To ensure all new ICT purchases are in line with the ICT Strategy and Strategic Principles
- 5) To consider whether ongoing budget is available for proposed purchases
- 6) To consider the proposed service and support arrangements for ICT purchases to make sure they are affordable and aligned with corporate requirements.
- 7) To ensure new ICT proposals meet our ICT Security Standards
- 8) To ensure new ICT Proposals meet our accessibility commitments
- 9) To ensure new ICT Proposals meet our Welsh Language commitments
- 10) To understand Information Management implications and ensure the security of our data

#### **6.2.2 Portfolio, Programme and Project Governance**

All projects and programmes will be monitored at a task level and will produce highlight reporting which will feed into the Portfolio Management Team. A consistent and documented methodology, along with set Documents and formats will be agreed, which will be used by all projects and programmes going forward. As part of this, CCBC will develop a formal process for approving workload and allocating resources and timescales.

#### **6.2.3 Project Methodology**

For the development of new digital solutions all projects will use Agile Methodology. iterative or agile life cycles are composed of several “sprints” which are incremental steps towards the completion of a project. Iterative approaches are

frequently used in software development projects and are based heavily on user engagement and the development of “user stories” which describe the functions carried out by the intended users. This method allows the swift development and delivery of digital services to your target audience. Staff will need to be trained in Agile, as similar to all methodologies there are levels of documentation, gateway approvals and delivery methods which need to be followed. For infrastructure projects, more traditional methodologies will be used, particularly when there are high levels of complexity (for example datacentre moves).

#### **6.2.4 Solution Design Methodologies**

A set methodology for Solution Design and implementation will be used going forward. Standard document sets comprising Solution Design Documents, High Level Design, Low Level Design and As-Built documentation will be produced. A formal method of peer-review by workshop will be introduced.

#### **6.2.5 ICT Financial Management**

Costs incurred by Central ICT will be monitored on a monthly basis for both on-premise and cloud infrastructure. Cloud costs may be monitored more frequently as required.

#### **6.2.6 Rationalisation of Contracts across CCBC**

There are a variety of support and licensing contracts by undertaken historically by business units across CCBC. The ICT Team will review all of these, to ensure that there is no duplication and that we are making the most benefit of our licenses where possible.

#### **6.2.7 Print cost scrutiny**

We will publish printing costs on the Intranet, including the amounts teams are printing and associated costs.

## 6.3 Strategic Workstream 3 – Digital Services Team

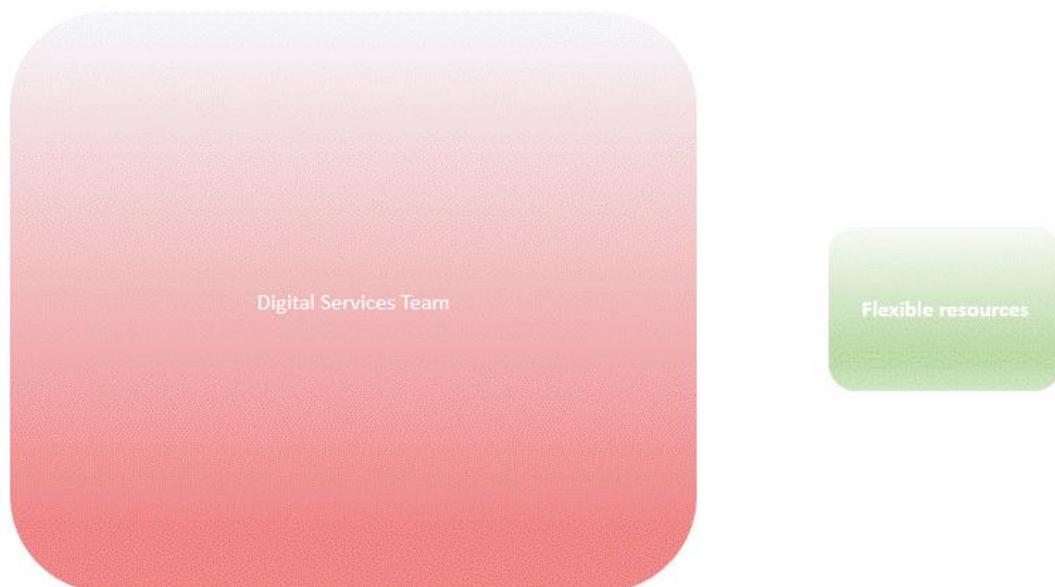
### 6.3.1 Digital Services Team Skills

We will conduct a needs-analysis of ICT Team skills, and what is required to achieve our strategy. We will then implement a comprehensive training plan, to ensure our staff develop their skills as the service modernises.

The Digital Services Team recognise that the wider organisation is a key customer of theirs, and in order to improve services to their customer, they will need to have the modern skills required to support the delivery of agile Digital Services and to help the organisation meet its goals.

### 6.4 Flexible Resourcing Model

As detailed above, Digital Services will enhance their skill sets across multiple areas of Cloud Technology in order to support cloud services. It is recognised however, that there will be multiple short to medium term requirements for both additional staff and specific skillsets that will be required as part of short term and project work. It is not cost-effective to maintain skillsets in-house which are occasionally used, so in these instances, CCBC will use 3<sup>rd</sup> party resources for time-boxed periods, with defined specific deliverables.



**Figure 8 - Flexible resourcing of specialist skillsets**

CCBC will look to place call-off type contracts with a number of suppliers as appropriate to ensure that they have the appropriate skillsets to deliver projects, and augment the Digital Services Team capacity where required on a short-term basis. As part of the agreement with the 3<sup>rd</sup> party resource provider, they will ensure:

- Full documentation of any technical products
- Extensive handover to Digital Service Teams staff
- Day-to-day collaboration with the Digital Services Team, working as “One Team”
- Open and co-operative ways-of-working
- Knowledge transfer on a daily and ongoing basis
- Skilled individuals to be provided who have recognised industry experience and qualifications
- Cost effective and competitive rate-cards and billing methodologies.

#### **6.4.1 New Service Model**

We will implement a modern 3-tier Support desk with documented processes and procedures for Problem Management, Change Management, Incident Management.

We will base our service on the ITIL model as recommended by GDS.

To note, this is a substantial piece of work.

## **6.5 Strategic Workstream 4 – Departmental Business Systems**

### **6.5.1 Rationalisation of business systems**

We will analyse all our systems across the estate to understand:

- Which systems can be retired
- Which systems need to be replaced
- Which systems could be replaced by an existing system in another area of the business

This will be a gradual process undertaken by the Innovations team, as they focus on each area,

### **6.5.2 Development of data model**

We will focus on developing a data model of the data we hold in different systems, in order that we can:

- Understand all the data we hold
- Know our customer better
- Provide a better Service
- Use AI to identify service growth and demand.

This will be developed as systems come to Solutions Board and as the Innovation Team works with each business unit

### **6.5.3 Innovation Team Digitisation**

The innovation team will help business areas to digitise areas of their business and/or to automate manual and tedious tasks, allowing staff to focus on tasks that provide more value to the customer and the organisation.

### **6.5.4 Move to SharePoint**

There are a number of steps within this piece of work:

1. Develop a Corporate File Plan in SharePoint
2. Develop a network of individuals across the organisation who are able to provide records advice to colleagues and can create folders on their behalf
3. A method of storing emails into the correct SharePoint online folder may also be implemented too
4. After Successful implementation, all other areas where documents could be stored should be locked down, this includes:
  - a. Shared Drives
  - b. OneDrive implementation
  - c. Local storage (e.g. your PC desktop or hard drive)
  - d. Email Archive
  - e. Email Mailbox restriction implemented (300MB)
  - f. Personal Drive restriction implemented (max 100MB)
5. Videos should be stored in MS Stream

6. Other large files (i.e. data or media not suitable for a DMS) will also need to have a storage area
7. Widescale business change will need to be undertaken to ensure records will be stored, retained and destroyed according to the CCBC retention schedule

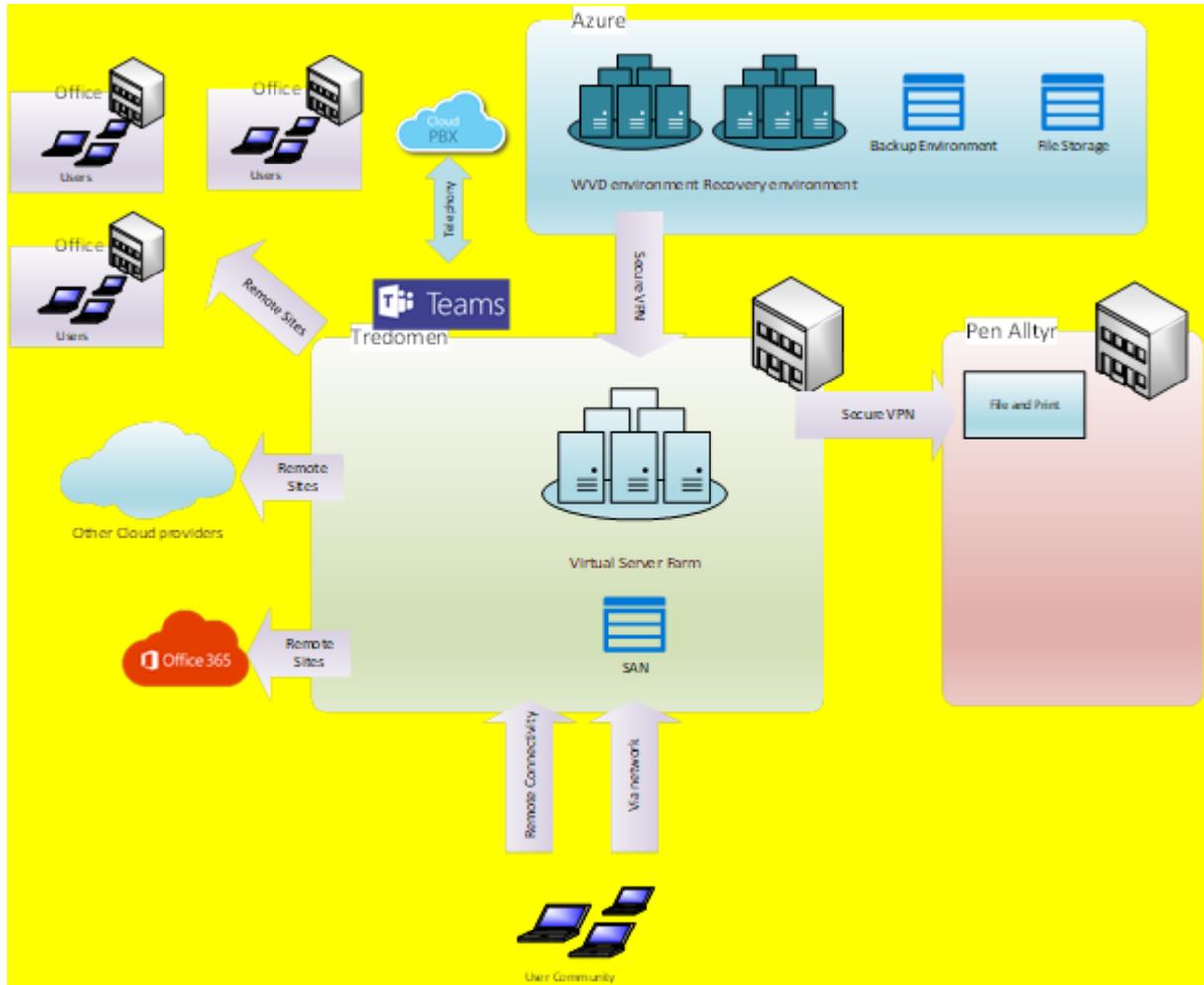
### **6.5.5 Microsoft 365**

The commitment to Microsoft 365 E5 licenses will push the Organisation forward, not only delivering apps but also improving security, compliance and providing a gateway into cloud services. Microsoft 365 will include:

1. Microsoft Office Apps for Enterprise
2. Azure Active Directory Premium (P2)
3. Microsoft Defender for Microsoft 365, Endpoint, Identity
4. Microsoft Cloud App Security. View apps used in your organisation, identify and combat cyberthreats, and monitor and control data travel in real time.
5. Azure Information Protection (P2). Discover, classify, label, and protect sensitive documents and emails.
6. Advanced compliance. Perform risk assessments across Microsoft Cloud services, automatically protect and govern sensitive data throughout its lifecycle, and efficiently respond to regulatory requests.
7. Windows 10 operating system

## 6.6 Target Operating Model

To note, on completion of the Strategic Workstreams, the following Target Operating Model can be realised.

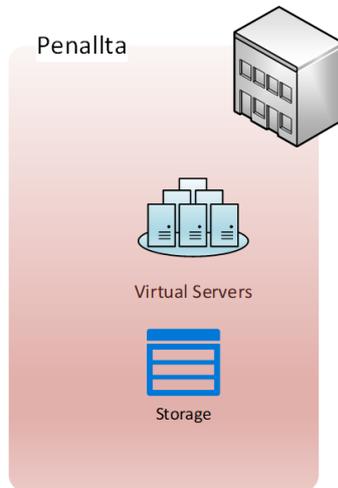


**Figure 9 - Target Operating Model – Technical**

As can be seen, this is a much simpler architecture than the current infrastructure, primarily due to the uptake of cloud services including Office365, Backup, Recovery and file storage, the rollout of laptops to all, and also the use of Teams with cloud PBX. Additionally to Azure, other 3<sup>rd</sup> party cloud-based products will be used, particularly for SaaS based line of business applications.

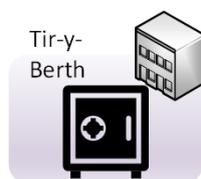
This means that the following items can be removed from the infrastructure:

## Penallta

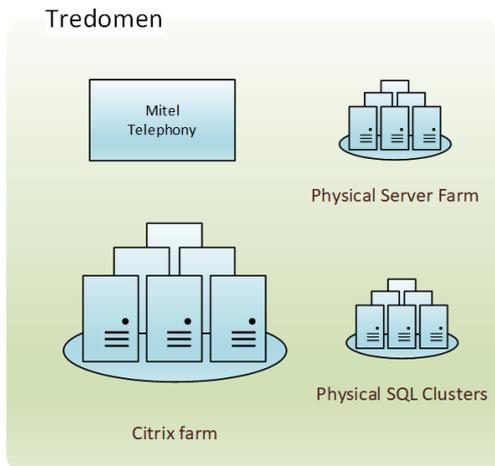


As a consequence of the move of Backup and Recovery Services to Azure, both the Virtual Servers and the Storage in Penallta can be decommissioned.

## Tir-y-Berth



Also as a consequence of the move of Backup and Recovery Services to Azure there is no need to do offline backups at Tir-y-Berth



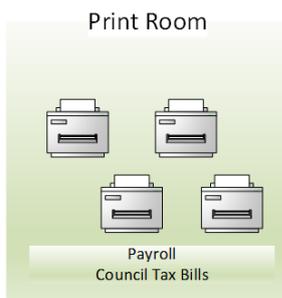
## Tredomen

Rationalisation of our applications means we should be able to remove much of our physical servers and physical SQL clusters, either by replacing those applications or moving them to the cloud.

A full laptop rollout will mean that the Citrix farm is no longer required

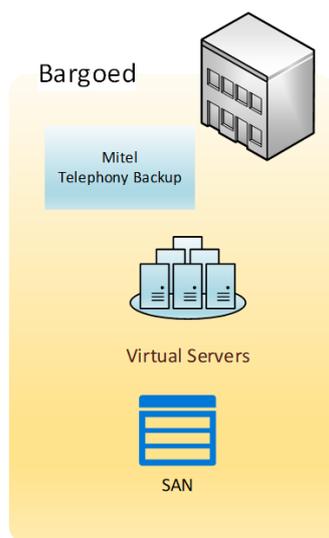
Mitel Telephone could potentially be replaced by a cloud PBX if we look to us the full potential of MS Teams.

## Tredomen Print Room



The Print Room in Tredomen is already scheduled to be deprecated

## Bargoed



As a consequence of the move of Backup and Recovery Services to Azure, both the Virtual Servers and the Storage in Bargoed can be decommissioned.

Again, the Mitel Telephone could potentially be replaced by a cloud PBX if we look to us the full potential of MS Teams – this would require a partial redesign of the network however.

## 7. Appendix A - Glossary of Terms

Term	Definition
<b>AGILE</b>	A method of project management, used especially for software development, that is characterized by the division of tasks into short phases of work and frequent reassessment and adaptation of plans
<b>Android</b>	An open source operating system used predominantly in mobile phones and computers
<b>BAU</b>	Business As Usual – in this context referring to the day to day running of ICT Systems
<b>BYOD</b>	Bring Your Own Device – the concept of using one's own device for work purposes
<b>CAR</b>	Centralised Asset Register – a central log of all an organisations ICT related assets
<b>CoCo</b>	Code of Connection – the security and physical controls an organisation must meet in order to join a network
<b>Citrix</b>	Citrix are a software vendor, however in this context it is referring to their most ubiquitous software product which provides a managed desktop solution to users, by means of undertaking the computing in the datacentre. I.e. the actual desktop session is taking place on a server that could be some geographic distance from the user, and the users sees a representation of this activity on their thin client device.
<b>Cloud</b>	Cloud computing is a kind of Internet-based computing that provides shared processing resources and data to computers and other devices on demand
<b>CRM</b>	Customer Relationship Management
<b>GDS</b>	Government Digital Service – part of the Cabinet Office, which a focus on Digital Transformation and strategy
<b>IaaS</b>	Infrastructure as a Service is a form of cloud computing that provides virtualized computing resources over the Internet
<b>ICT</b>	Information Communication Technology
<b>iOS</b>	An operating system used for mobile devices manufactured by Apple Inc.
<b>IT</b>	Information Technology
<b>ITIL</b>	ITIL is a best practice framework that has been drawn from both the public and private sectors internationally. It describes how IT resources should be organised to deliver business value, documenting the processes, functions and roles of IT Service Management (ITSM). It is considered to be best practice in government.
<b>LAN</b>	Local Area Network
<b>MS</b>	Microsoft
<b>OLA</b>	An operational-level agreement (OLA) defines the interdependent relationships in support of a service-level agreement (SLA). The agreement describes the responsibilities of each internal support group toward other

	support groups, including the process and timeframe for delivery of their services.
<b>PaaS</b>	Platform as a service (PaaS) is a category of cloud computing services that provides a platform allowing customers to develop, run, and manage applications without the complexity of building and maintaining the infrastructure typically associated with developing and launching an app
<b>PBX</b>	Private Branch Exchange
<b>PC</b>	Personal Computer
<b>PSBA</b>	The PSBA network is a Welsh Government led collaborative national communications service that, in conjunction with other major Welsh public sector organisations, has created a national information & communications platform to enable greater efficiency and collaborative potential, helping to support the delivery of improved services for the people of Wales.
<b>PSN</b>	The Public Services Network (PSN) is the UK government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources. It unified the provision of network infrastructure across the United Kingdom public sector into an interconnected "network of networks" to increase efficiency and reduce overall public expenditure.
<b>SAN</b>	Storage Area Network – usually a device containing multiple hard disks, used for large scale digital storage
<b>SAP</b>	Systems Applications and Products
<b>SDA</b>	The Solution Design Authority is a forum which reviews all proposed ICT solutions across the organisation, to ensure strategic alignment and efficient use of resourcing.
<b>SLA</b>	A Service Level Agreement is a contract between a service provider (either internal or external) and the end user that defines the level of service expected from the service provider. SLAs are output-based in that their purpose is specifically to define what the customer will receive
<b>SI</b>	System Integrator – a large scale ICT Services Provider
<b>SME</b>	Small to Medium sized Enterprise
<b>SQL</b>	Structured Query Language
<b>TB</b>	Terabyte – 1000 gigabytes.
<b>VoIP</b>	Voice Over Internet Protocol
<b>WAN</b>	Wide Area Network



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This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE:** Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

**1. Proposal Details**

Lead Officer	Head of Service	Service Area & Department	Date
Gwyn Williams	Elizabeth Lucas	Customer and Digital Services	23/03/2021

**Is this proposal a...** (please tick relevant box)

Policy <input type="checkbox"/>	Strategy / Plan <input checked="" type="checkbox"/>	Practice <input type="checkbox"/>	Procedure <input type="checkbox"/>	Restructure <input type="checkbox"/>	Project <input type="checkbox"/>
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**What is the proposal to be assessed?** *Provide brief details of the proposal and provide a link to any relevant report or documents.*

The proposal is to develop an Information, Communication Technologies (ICT) Strategy for Digital Services. The Strategy will provide the roadmap, direction and guidance for ICT developments within Caerphilly County Borough Council for the next 5 years.

The Strategy sets out how Digital Services will develop its service to support the Authority’s Customer and Digital Strategy through transformative and innovative technologies and improved governance. It will show how Digital Services will aspire to provide a good customer experience across all council services by putting customers at the core of their service.

The ICT Strategy will deliver the “tin, wires and code” that will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme.

The Strategy's main aims are:

- To enable CCBC to meet its current and future priorities
- To enable and encourage flexible working patterns allowing our staff to work from anywhere at anytime
- To provide a better experience and level of customer care for all users
- To migrate to modern, more cost efficient and environmentally friendly technologies and devices
- To provide a secure, resilient infrastructure platform which we can build upon in the future

## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

*(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.*

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p>Page 71</p> <p>Age (people of all ages)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>As the Strategy develops we will engage for further consultation and seek the views of people and organisations from the protected groups. Any negative impact will be mitigated where possible.</p> <p>The strategy will not remove the currently available face to face services.</p> <p>New technologies will enable people to interact through different online channels such as chat bots, inquiry forms, reporting and social media</p> <p>Telephony will continue to exist as a service providing a consistent technology in our service delivery.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Caerphilly CBC, Customer and Digital Strategy 2019-2023;</p> <p>Well-being of Future Generations (Wales) Act (2015)</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

	<p>It is envisaged that the Strategy will have a positive impact for this protected characteristic.</p>		
<p><b>Disability</b> (<i>people with disabilities/ long term conditions</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The introduction of new technologies will make it easier for some disability groups to interact with the Council, such as through speech recognition.</p> <p>We will follow the guidelines produced by the Government Digital Service (GDS) in relation to accessibility to services.</p> <p>Our web content adheres to Web Content Accessibility Guidelines (WCAG) 2.1 with any compliancy issues being clearly highlighted.</p> <p>It is envisaged that the Strategy will have a positive impact for this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023;</p> <p>Web Content Accessibility Guidelines (WCAG) 2.1;</p> <p>GDS, Guidance and tools for digital accessibility</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Gender Reassignment</b> (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p>

	<p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>and any negative impacts identified will be mitigated where possible.</p>	<p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Marriage or Civil Partnership</b> (<i>people who are married or in a civil partnership</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Pregnancy and Maternity</b> (<i>women who are pregnant and/or on maternity leave</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p>

	<p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>and any negative impacts identified will be mitigated where possible.</p>	<p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Race</b> (people from black, Asian and minority ethnic communities and different racial backgrounds)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b><u>Protected Characteristics</u></b></p>	<p><b>Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?</b></p>	<p><b>If there are negative impacts how will these be mitigated?</b></p>	<p><b>What evidence has been used to support this view?</b></p>

<p><b>Religion or Belief</b> (<i>people with different religions and beliefs including people with no beliefs</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>
<p><b>Sex</b> (<i>women and men, girls and boys and those who self-identify their gender</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

<p><b>Sexual Orientation</b> (lesbian, gay, bisexual, heterosexual)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>The strategy will have a neutral impact on this protected characteristic.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

### 3. Socio-economic Duty (Strategic Decisions Only)

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:**

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p><b>Low Income / Income Poverty</b> (cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Strategic Equality Plan 2020-2024 Objective 1: Service Planning and Delivery</p> <p>Team Caerphilly – Better Together Transformation programme</p>

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	<p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		
<p><a href="#"><u>Socio-economic Disadvantage</u></a></p>	<p><b>Does the proposal have any positive, negative or neutral impacts on the following and how?</b></p>	<p><b>If there are negative impacts how will these be mitigated?</b></p>	<p><b>What evidence has been used to support this view?</b></p>
<p><b>Low and/or No Wealth</b> (<i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Team Caerphilly – Better Together Transformation programme</p>

	<p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		
<p><b>Material Deprivation</b> (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p> <p>Digital Fridays</p> <p>Library Service Strategic Action Plan 2018-2019</p> <p>Working Skills for Adults 2</p> <p>Bridges into work 2</p>

	<p>enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>The introduction of technology will have a neutral impact on these vulnerable groups.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently through initiatives such as Digital Fridays and access to technology in libraries.</p>		
<p><b>Area Deprivation</b> (<i>where you live (rural areas), where you work (accessibility of public transport)</i>)</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p>

	<p>continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		Library Service Strategic Action Plan 2018-2019
<p><b>Socio-economic Background</b> <i>(social class i.e. parents education, employment and income)</i></p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p>	<p>None identified.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p>

	<p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>The introduction of technology will have a neutral impact on these vulnerable groups.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p> <p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		Customer and Digital Strategy 2019-2023.
<b>Socio-economic Disadvantage</b>		None identified.	

<p><i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i></p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>As the Strategy develops new technologies will be introduced to assist in delivering services.</p> <p>The introduction of technology will have a neutral impact on these vulnerable groups.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p>	<p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p>	<p>The Strategy places a particular focus on the following policy drivers and initiatives:</p> <p>Well-being of Future Generations (Wales) Act (2015);</p> <p>Caerphilly CBC, Corporate Plan 2018-2023;</p> <p>Customer and Digital Strategy 2019-2023.</p>
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	<p>This Strategy will not remove the face to face services currently employed by the Authority and so these vulnerable groups will be able to continue engagement in the same way that they do currently.</p>		
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#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)*

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<p><b>Objective 1</b> - Improve education opportunities for all</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>The Strategy will provide a learning environment for all employees, enabling them to improve their digital skills.</p> <p>Adult learners will be able to have access to new networks across the Borough allowing access to internet resources for education and continued access to computing devices in defined public areas such as Adult learning centres and libraries.</p> <p>Young learners will benefit from continued development of school environments which will offer enterprise class infrastructures and making computing devices available for each learner.</p> <p>This will be a positive impact for Objective 1.</p>
<p><b>Objective 2</b> - Enabling employment</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered, facilitating a flexible workforce and delivering agile ways of working.</p> <p>Delivering additional internet access across the Borough will enable the public to search for employment and to access training materials published on the internet.</p> <p>Work with local Universities and Communities for Work to offer apprenticeships and work experience, providing valuable experience and knowledge in the ICT industry.</p> <p>This will be a positive impact for objective 2.</p> <p>Where possible local suppliers will be used to assist in the delivery of the Strategy which will maintain employment in the local area.</p>
<p><b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance</p>	

<p>or support to help improve people’s well-being</p>	<p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered. Technology will enable a more flexible workforce that can engage with information as required and collaborate with peers regardless of their physical location. Having accurate information available to answer questions and assist in decision making processes will improve service delivery. This will be a positive impact for objective 3.</p>
<p><b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>This will have no impact for objective 4.</p>
<p><b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p>	<p>The Strategy will have no impact for objective 5.</p>
<p><b>Objective 6</b> - Support citizens to remain independent and improve their well-being</p>	<p>The Strategy will assist the CCBC Regeneration Strategy through the development of broadband and public wi-fi in key regeneration areas across the Borough.</p> <p>Adults will be able to remain in familiar locations, such as their own home, whilst keeping their independence through the use of Internet of Things that monitor their activities and notifies someone if necessary.</p> <p>As the Strategy evolves, consultation with protected groups will take place and any negative impacts identified will be mitigated where possible.</p> <p>This will be a positive impact for objective 6.</p>

**4a. Links to any other relevant Council Policy**  
*(How does your proposal deliver against any other relevant Council Policy?)*

The Strategy links to the following policy drivers and initiatives.

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

Caerphilly CBC, Corporate Plan 2018-2023;

Customer and Digital Strategy 2019-2023.

Support of Local Businesses and SMEs

Regeneration Strategy

**CCBC Strategic Equality Plan 2020-2024**

**CCBC Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011**

**CCBC Transformation Strategy**

## 5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

*(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>The Strategy's main aims are:</p> <ul style="list-style-type: none"> <li>• To enable CCBC to meet its current and future priorities</li> <li>• To enable and encourage flexible working patterns allowing our staff to work from anywhere at anytime</li> <li>• To provide a better experience and level of customer care for all users</li> <li>• To migrate to modern, more cost efficient and environmentally friendly technologies and devices</li> <li>• To provide a secure, resilient infrastructure platform which we can build upon in the future</li> </ul> <p>Through channel shift, automation and simplification of processes delivering long term improvement for service delivery, facilitating increased human engagement where needed and improved customer experiences when dealing with the Council. Through technology the Strategy will increase the availability of services to match the ever changing work life balance of our customers.</p> <p>The move to Cloud services will reduce our carbon emissions.</p> <p>The improvement of broadband connectivity and public wi-fi will improve opportunities for education and employment.</p> <p>The enhancement of digital skills across the Authority will improve the effectiveness of service areas resulting in better-quality service delivery to customers.</p>
<p><b>Prevention</b></p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The strategy will support delivery of citizen centric services extending the availability of these services to meet the ever changing environment of employment.</p> <p>Analysis of data and information will enable root cause analysis and provide the ability to resolve problems in our communities.</p> <p>Artificial intelligence and machine learning will assist in identifying anomalies and either resolve or highlight for further investigation.</p> <p>Maintaining a dialogue with service users is key to ensuring that any new technology being explored is tested and their views received and taken on board.</p>

<p><b>Integration</b></p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The Strategy will underpin the Customer and Digital Strategy and support the Team Caerphilly transformation programme, enhancing the way services are delivered.</p> <p>The Strategy will support areas of the CCBC regeneration strategy in delivering technologies to support areas of social economic deprivation.</p> <p>Learning is supported by the Strategy, helping to improve facilities available to young learners, adult learners and digitally excluded.</p> <p>Keeping families in contact with each other using technology has health benefits.</p>
<p><b>Collaboration</b></p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The Strategy has engaged colleagues from across the Authority to develop the key themes and strategic principles within the Strategy, all putting the customer at the core of service delivery.</p> <ul style="list-style-type: none"> <li>• Enabling the Authority to meet its current and future priorities</li> <li>• Enabling and encouraging flexible working patterns</li> <li>• Providing a better experience and level of customer care for all customers</li> <li>• Migrating to modern, more cost efficient and environmentally friendly technologies and devices</li> <li>• Providing a secure, resilient infrastructure environment which we can build upon in the future</li> <li>• Migrating to modern solutions that improve customer experience, enable better use of information and deliver improved services</li> </ul> <p>We are working with the Centre for Digital Public Services and the Welsh Government transformation team on developing learning across Caerphilly CBC, Blaenau Gwent BC and Merthyr CBC.</p> <p>We are working with Microsoft to deliver technologies that will enhance the Strategy and improve the way the Council works through improved collaboration, information sharing and data analysis.</p> <p>Collaborate approach with Welsh Government to improving learning facilities in our schools.</p>
<p><b>Involvement</b></p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p><b>The Strategy has engaged colleagues from across the Authority to develop the key themes and strategic principles within the Strategy. Scrutiny committee has been engaged.</b></p> <p>The Strategy has been presented to CMT.</p> <p>The Strategy is a living document and through engagement with stakeholders will continue to be developed to meet the needs of the Authority and how it serves its customers.</p>

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

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs</p> <p>Where possible local suppliers will be used to assist in the delivery of the ICT strategy which will maintain employment in the local area.</p> <p>The move to cloud services and new support tools will reduce our carbon footprint.</p> <p>Knowledge and learning is key to the strategy for all employees. It is equally as important for our learners throughout the Borough, whether it be at the start of their learning journey or at some other point on that journey.</p> <p>Improved bandwidth in public facing services enabling members of our community to search for employment and access digital resources that they may otherwise not be able to access.</p> <p>Work with local Universities and Communities for Work to offer apprenticeships and work experience, providing valuable experience and knowledge in the ICT industry.  The strategy facilitates an agile workforce enabling working from anywhere at any time, reducing travelling and improving work life balance.</p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p> <p>The move to cloud services and new support tools will reduce our carbon footprint.</p> <p>The move to an agile workforce will improve work life balance and reduce carbon emissions through reduction in travelling.</p>

	<p>The Strategy will facilitate different service channels to deliver our services, these will allow our community to engage without the need for face to face, at times that are more conducive to their personal commitments.</p> <p>The ability to engage with the Council through common tools such as social media and artificial intelligence will be beneficial to some areas of the community.</p>
<p><b>A Healthier Wales</b>  <i>A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>People’s physical and mental well-being is maximised and health impacts are understood</p> <p>The move to an agile workforce will improve work life balance.</p> <p>Keeping families in contact with each other using technology has health benefits.</p> <p>The ability to engage with the Council at a time convenient to the customer will help to reduce stress associated with the engagement.</p>
<p><b>A More Equal Wales</b>  <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p>The ability to provide services through different channels and for longer periods will improve accessibility for customers. The use of different channels will widen the appeal to interact with the Council.</p> <p>Knowledge and learning is key to the strategy for all employees. It is equally as important for our learners throughout the Borough, whether it be at the start of their learning journey or at some other point on that journey.</p> <p>Work with local Universities and Communities for Work to offer apprenticeships and work experience, providing valuable experience and knowledge in the ICT industry.</p>

<u>Well-being Goals</u>	<b>Does the proposal maximise our contribution to the Well-being Goal and how?</b>
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p>The strategy will enable service areas to consider how best to deliver services to customers.</p> <p>The Strategy will support areas of the CCBC regeneration strategy in delivering technologies to support areas of social economic deprivation.</p> <p>Learning is supported by the Strategy, helping to improve facilities available to young learners, adult learners and digitally excluded.</p> <p>Keeping families in contact with each other using technology has health benefits.</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> <p>The Strategy supports the use of the Welsh Language.</p> <p>Through channel shift the ability to engage with service providers will increase and make it easier to take part in the arts, sports and recreation.</p> <p>The Strategy will continue to support all Welsh medium schools within the Borough.</p> <p>The Council's website will be bilingual ensuring compliance with Welsh Language Standards.</p>
<p><b>A Globally Responsible Wales</b>  <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p> <p>The move to cloud services and new support tools will reduce our carbon footprint.</p> <p>The strategy facilitates an agile workforce enabling working from anywhere at any time, reducing travelling and improving work life balance.</p> <p>Where possible local firms are employed to provide goods and services.</p>

Learning is being developed and delivered through virtual classrooms.

## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [insert link to WL Commissioners Policy Making Standards Guidance](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
<p>Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022 and the Language Profile</a></p>	<p>We will engage with Suppliers of ICT services to allow the use of the Welsh Language.</p> <p>Where possible digital solutions will have a Welsh version available for use by Welsh speakers.</p> <p>Collaborative tools such as video conferencing will enable engagement through the medium of Welsh.</p> <p>The Strategy will continue to support all Welsh medium schools within the Borough.</p> <p>The Council's website will be bilingual ensuring compliance with Welsh Language Standards.</p> <p>The Strategy will have a positive impact.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	<p>The Welsh Language Standards</p> <p>Welsh in Education Plan (WESP)</p> <p>Five Year Strategy</p>
<p><b>Compliance with the <a href="#">Welsh Language Standards</a>.</b> <i>Specifically Standards 88 - 93</i></p>	<p>The Council's website will be bilingual ensuring compliance</p>		<p>The Welsh Language Standards</p>

	<p>with Welsh Language Standards.</p> <p>Telephony technologies will continue to deliver services through the Welsh language and the consolidation of call centre solutions will enhance this service across the Authority through standardisation.</p> <p>Business units will need to consider how they met the requirements of the Welsh Language Standards, which could be through Welsh language training, consideration for Welsh speakers should be taken during recruitment.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	
<p><b>Opportunities to promote the Welsh language</b> <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>Where available the Welsh language will be used.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	<p>The Welsh Language Standards</p>
<p><b>Opportunities for persons to use the Welsh language</b> <i>e.g. staff, residents and visitors</i></p>	<p>Business units must consider how they met the requirements of the Welsh Language Standards, which could be through Welsh language training, consideration for</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative</p>	<p>The Welsh Language Standards</p>

	<p>Welsh speakers should be taken during recruitment.</p> <p>Telephony technologies will continue to deliver services through the Welsh language and the consolidation of call centre solutions will enhance this service across the Authority through standardisation.</p> <p>The Council's website will be bilingual ensuring compliance with Welsh Language Standards.</p>	<p>impacts identified will be mitigated where possible.</p>	
<p><b>Treating the Welsh language no less favourably than the English language</b></p>	<p>The Welsh language will be a consideration of all four workstreams identified.</p>	<p>None identified at present but through consultation and engagement with Welsh speakers and stakeholders any negative impacts identified will be mitigated where possible.</p>	<p>The Welsh Language Standards</p>

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

Any positive impacts will be explored and we will seek where possible to increase the positive impacts on people to use the Welsh language and to not treat the Welsh language less favourably than the English language. Implementing new technology will enable us to deliver services to people in their preferred language wherever possible.

**8. Data and Information**

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

<b>Data/evidence</b> <i>(Please provide link to report if appropriate)</i>	<b>Key relevant findings</b>	<b>How has the data/evidence informed this proposal?</b>
<p>Digital Services has used its partner Red Cortex to assist in the development of this Strategy. They have engaged with Heads of Services across the Authority through several workshops to identify what they feel is working well and not so well. This information was analysed and included in the Strategy, creating a covenant between Digital Services and the Business.</p> <p>The recognition that both Digital Services and the wider organisation needs to change how they interact with each other was universally accepted during the consultation process.</p> <p>This culminated with a covenant being created which sets out a number of behavioural promises that Caerphilly CBC staff in Digital Services and the wider organisation will follow. This covenant will be published on the Intranet and will be a guiding principle of interactions between Digital Services and Business units.</p> <p>Red Cortex held several meetings with key staff across Digital Services to identify current service delivery and agree potential future service delivery, this information has been included throughout the Strategy. These meetings identified how Digital Services currently works and how we would like to work in the future, culminating in a number of strategic principles that will</p> <ul style="list-style-type: none"> <li>• Provide the basis for how we deliver service management</li> </ul>	<p>What were the key findings? What did the data / evidence used tell you?</p> <p>Improved engagement between Digital Services and the Business.</p> <p>The Business to engage with Digital Services in the early stages of a project.</p> <p>Too many applications many with similar or overlapping functions.</p> <p>Need to ensure digital skills are improved across the Authority.</p> <p>ICT is a critical function for the Authority.</p>	<p>How has the data / evidence available helped inform the proposal? Did it support the proposal and how? If the data / evidence didn't support the proposal why was this?</p> <p>The findings of the engagement have been the basis for the Strategy.</p> <p>Understanding of current issues faced by business areas</p> <p>Identify areas where the ICT service could be improved</p> <p>Understand future requirements of the customers</p> <p>Define how the business units could better interact with ICT</p>

- How we will provide technology to ensure connectivity for data and voice
- How we will encourage data centre transformation and reduce our carbon emissions
- Deliver security that will protect customers and minimise impact on how they deliver services

Both pieces of work have resulted in the identification of the four workstreams of the Strategy.

- Transformation – This is the changing of the organisation in terms of enabling cloud services and acquiring the skills necessary to manage new technologies
- Governance – The introduction of new governance around ICT, both from a project and a day-to-day running perspective
- Digital Services Team – The development of the CCBC capability and capacity needed to run the ICT service to a recognised standard
- Departmental Business Systems – For our applications used in specific areas of the business, we need to understand the likely future requirements and ensure they are accommodated within the strategy.

**Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?**

*Details of further consultation can be included in Section 9.*

Are there any gaps in the existing data and how will you go about filling these gaps?

Where necessary further consultation will be taken with relevant service users and stakeholders.

As the Business requirements change, the Strategy will be reviewed and where applicable further consultation will take place.

## 9. Consultation

*(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

Who was consulted?

Our partner Red Cortex has engaged with leaders from across the Authority as part of developing the Strategy, this engagement took the form of workshops and concentrated on the following topics.

- Current issues faced
- Areas where the ICT service could be improved
- Future requirements
- How business areas could better interact with ICT

P&R Scrutiny

Corporate Management Team

When were they consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

At the beginning of the process

10<sup>th</sup> November 2020

14<sup>th</sup> April 2021

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

What were the key findings?

As a consequence of these sessions, there were a number of common themes regarding both the ICT service and the wider organisation, and how each could improve to meet the needs of the organisation and provide better services to both internal and external users going forward. The consultation session outcomes are summarised below:

### ICT

- An approved and published workplan
- A published service catalogue
- Agreed and published response times
- No more “Computer says No”
- Better communication required with the organisation
- Better remote working capability
- More training material
- Adoption or more cloud-based technologies
- More Innovation – ICT to drive this within the organisation

### Wider Organisation

- ICT must be recognised as a Corporate Priority
- Improved and Consistent Engagement with ICT
- Appropriate Funding and resourcing
- Better use of existing tools
- Managers to help drive adoption of new Tools
- ICT Representation in every SMT
- Organisation to choose its priorities
- Recognition by staff that they must keep their IT skills up to date

Digital Services will engage in consultation throughout the life of the Strategy as required, as each workstream develops further its impact on this Assessment will be considered.

Digital Services will not directly provide services to the Public but the Business units that rely on Digital Services may have direct services with the Public and they will need to assess the impact of any changes to their service delivery at the time.

How have the consultation findings been taken into account?

These have been included in defining the strategy.

## 10. Monitoring and Review

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<p><b>How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?</b></p>	<p>For example, what monitoring will be used? How frequent?</p> <p>The proposal will be monitored by the progress of each workstream aligned to timescales and budget. Project management methodologies will be used to manage each project within the workstreams. Support calls logged with the Digital Services support desk will be analysed weekly by the Second line support coordinator to identify trends. Any complaints and compliments logged with the Authority's complaints team relevant to this strategy will be reviewed.</p> <p>The engagement with leaders across the Authority has identified that collaboration needs to be improved between the Business and Digital Services and appropriate engagement will be undertaken as each workstream develops. As each business unit identifies new requirements, they will engage Digital Services at the start of the process.</p>
<p><b>What are the practical arrangements for monitoring?</b></p>	<p>For example, who will put this in place? When will it start?</p> <p>Regular service area workload monitoring</p> <p>Support calls logged with the Digital Services support desk will be analysed weekly by the Second line support coordinator to identify trends.</p> <p>Any complaints logged with the Authority's complaints team relevant to this strategy will be reviewed.</p> <p>Digital Leadership Group to monitor progress.</p> <p>Digital Solutions Board to approve new or changes to solutions.</p>
<p><b>How will the results of the monitoring be used to develop future proposals?</b></p>	<p>Identification of problems and through data analysis root causes will be identified and resolutions put in place. These lessons learnt will be incorporated into future projects and a process of continued improvement.</p> <p>Digital Leadership Group will advise on appropriate governance and reporting routes to be taken where necessary.</p>

	Digital Solutions Board will feed outcomes into the Digital Leadership Group.
<b>When is the proposal due to be reviewed?</b>	Annually
<b>Who is responsible for ensuring this happens?</b>	Digital Services Manager

### 11. Recommendation and Reasoning

Implement proposal with no amendments

Implement proposal taking account of the mitigating actions outlined

Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

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**Have you contacted relevant officers for advice and guidance?**

Yes

No

## 12. Reason(s) for Recommendation

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

Include here a conclusion to your IIA. What is it telling you? How has the data / evidence used helped you to make the decision for Section 11 above? Mention any significant impacts (positive, negative or neutral) if any negative ones identified, how have they been mitigated to lessen the impact? The summary you provide here will be copied into your report going forward for a decision through the committee process, therefore this section must be concise but informative.

Digital Services is core to the Authority and the past 12 months has brought this to the forefront, it is therefore crucial to have an ICT Strategy that delivers the "tin, wire and code" to transform the way technology is delivered across the Authority, evolving with the Business as services transform themselves. Digital Services will be fundamental to the transformation of the Authority.

The Strategy will underpin the Authority's Customer and Digital Strategy and the Team Caerphilly transformation programme. Digital Services are an enabler for the Authority to deliver its services to its customers and through engagement with our customers we have developed this Strategy. Where further engagement is required, we will undertake this with all appropriate groups at the time.

Technology will free staff away from routine tasks and enable them to interact with their customers, creating time to deliver their service and improve the customer experience.

A flexible approach to working will improve work life balance, reducing travelling and decreasing our carbon footprint. A move to cloud technologies will reduce the requirements for our data centre resulting in a reduction in power consumption. The Strategy not only improves service delivery but benefits the environment.

The Strategy will deliver improved ways of working including delivering a more secure and robust infrastructure.

The Strategy supports the following policy drivers and initiatives:

Caerphilly CBC, Corporate Plan 2018-2023;

Caerphilly CBC, Customer and Digital Strategy 2019-2023;

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

## 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date
1.0	Gwyn Williams	Initial draft document	23/03/2021

### Integrated Impact Assessment Author

<b>Name:</b>	Gwyn Williams
<b>Job Title:</b>	Digital Services Manager
<b>Date:</b>	23 March 2021

### Head of Service Approval

<b>Name:</b>	
<b>Job Title:</b>	
<b>Signature:</b>	
<b>Date:</b>	



## CABINET – 9TH JUNE 2021

**SUBJECT: WELSH LANGUAGE STANDARDS ANNUAL REPORT 2020-2021**

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

### 1. PURPOSE OF REPORT

- 1.1 To inform members and seek their endorsement of the progress made during the financial year 2020-2021 against four specific areas of Welsh language work, as required under the regulatory framework for implementing the Welsh Language Standards.
- 1.2 The report will then be published online by the deadline date of 30 June 2021, as required by Welsh Language Standard 158.

### 2. SUMMARY

- 2.1 The Council has a statutory duty to produce an annual monitoring report on implementing Welsh language issues under current legislation and in compliance with Standard 158.
- 2.2 The information required for 2020-2021 covers four required key areas.

<b>Detail of Reporting Requirement</b>	<b>Standard No. (and sub-clause)</b>
<b>Complaints from the Public</b> The annual report must include the number of complaints that you received during that year which related to your compliance with the standards with which you were under a duty to comply.	147, 148, 149 156, 158(2), 162, 164(2), 168(a), 170(2)(d)
<b>Staff Language Skills</b> The number of employees who have Welsh language skills at the end of the year in question (on the basis of the records kept in accordance with standard 151);	170(2)(a) 151

<p><b>Welsh Medium Training Provision</b></p> <p>The number of members of staff who attended training courses you offered in Welsh during the year (on the basis of the records you kept in accordance with standard 152);</p> <p>If a Welsh version of a course was offered by you during that year, the percentage of the total number of staff attending the course who attended the Welsh version (on the basis of the records you kept in accordance with standard 152).</p>	<p>170(2)(b) 170(2)(c) 152</p>
<p><b>Recruiting to Empty Posts</b></p> <p>The number of new and vacant posts that you advertised during the year which were categorised as posts where:</p> <p>(i) Welsh language skills were essential (ii) Welsh language skills needed to be learnt when appointed to the post (iii) Welsh language skills were desirable, (iv) Welsh language skills were not necessary</p> <p>(on the basis of the records you kept in accordance with standard 154);</p>	<p>170(2)(ch) 154</p>

- 2.3 The report provides an update to Members on the Council's current position in relation to the Welsh Language (Wales) Measure 2011 statutory requirements.
- 2.4 The report outlines the good progress made by service areas in embedding arrangements for delivering services through the medium of Welsh and increasing the Welsh language skills capacity of the workforce.
- 2.5 It is evident from the content of the report that the work done to date is moving in the right direction. The good progress and momentum will be maintained by continuing to work with partners and responding to help, advice and best practice from the Welsh Language Commissioner and other regional and national bodies.

### 3. RECOMMENDATIONS

- 3.1 It is recommended that Cabinet Members note the content of the annual report and endorse the publication of this information as a record of progress towards, and compliance with, the relevant Welsh Language Standards.

### 4. REASONS FOR THE RECOMMENDATIONS

- 4.1 As per Standard 158 of the Council's Compliance Notice, the Council must;
- Produce an annual report which deals with the way in which it has complied with the service delivery standards with which it is under a duty to comply during that year.
  - Include in the annual report the number of complaints received during that year which relate to its compliance with the service delivery standards with which it is under a duty to comply.
  - Publish the annual report on its website by 30 June each year.

## 5. THE REPORT

5.1 The annual report highlights the following performance information;

- 2 Welsh language complaints were recorded this financial year. One related to a joint Covid-19 update from the Chief Executive and the Leader issued during the local Caerphilly lockdown in English only initially due to the urgent nature of its content, with the Welsh translation to follow. The council took a strategic decision to use an exemption given in its compliance notice, in relation to the publication of press statements of an urgent nature, especially during a global pandemic. The other complaint was from a resident who had not received a response to their initial service request and felt it was because the requests was submitted in Welsh.
- There was an increase in the number of Welsh speaking staff recorded on our HR system for 2020-2021 across all 3 directorates.
- For the fourth year running we are seeing an increase in the number of staff learning Welsh with 246 learners having completed courses. A significant number of staff completed the 10 hour online part 1 and part 2 courses during lockdown, with 517 of these courses completed. Many of the staff who completed these courses were school-based staff and or who work in the social care sector.
- 690 vacancies were advertised in total. Only 4 posts were advertised as Welsh Essential. 42 posts were advertised where Welsh language skills needed to be learnt when appointed, 684 posts were assessed as Welsh desirable and 7 where no Welsh language skills were required, due in part to existing staff already possessing Welsh language skills. All posts are advertised with a default of Welsh desirable as a minimum.
- A number of service requests over the past two years have related to highways works signage being non-compliant with the Welsh Language Standards. During 2020-2021 the Equalities, Welsh Language and Consultation team worked very closely with Highways officers to develop a guide which sets out examples of works signage in a compliant format. This guide has been shared with officers and contractors to ensure everyone is aware of the requirement and to reduce the number of service requests we receive regarding this issue. The guide can be seen in Appendix A of the Welsh Language Standards Annual Report.
- The Planning Department have upgraded the Public Access Platform, which enables people to search, track and comment on Planning Applications. The software is being developed in partnership with LinguaSkin, and the Translation Team have been preparing translations to be fed into the system in readiness for it to be launched.
- The new Integrated Impact Assessment, which includes a section on the Welsh language was developed using the Welsh Language Commissioner's guidance on the Policy Making Standards. This section now requires officers to give more consideration on the impact on the Welsh language when developing proposals and policies.
- We have also highlighted the promotional work undertaken during 2020-2021 to promote the Welsh language and raise awareness of calendar dates where we celebrate the language and culture.

## 5.2 Conclusion

It is evident from the content of the report that there has been progress during 2020-2021, however we must not be complacent, instead we need to continue to achieve and maintain compliance with the standards in everything we do.

## 6. ASSUMPTIONS

6.1 No assumptions have been made in this report.

## 7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

7.1 Full Equalities and Welsh language assessments and consultation were undertaken on the Strategic Equality Plan as it was being developed; therefore no full assessment has been made on this annual report. The report is an assessment of progress made by the Council under the Welsh Language Standards.

7.2 Welsh language is a crosscutting theme of the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 and impacts on every Council policy, function and procedure, covering those aimed at the public and internal policies covering the Council's staff members. The report contributes to the following Well-being Goals:

- A more equal Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language

7.3 The Strategic Equality Plan 2020-2024, which includes Welsh language and compliance with the Welsh Language Standards as a strategic equality objective in its own right, has direct links with a number of other current policies and strategies, both within the Council and in terms of partnership working.

7.4 There are also Welsh Government strategies or regulations that the Council's Welsh Language work links to, including "**Mwy Na Geiriau / More Than Words**" (the National Health and Social Care Welsh Language Strategy), "**Cymraeg 2050: A Million Welsh Speakers**" (Welsh Government's Welsh language strategy) and **Prosperity for All**.

7.5 This report ties in with the following objectives of the Corporate Plan 2018-2023;

- Objective 1 - Improve education opportunities for all
- Objective 2 - Enabling employment
- Objective 6 - Support citizens to remain independent and improve their well-being

7.6 This report contributes to the Well-being Goals as set out above. It is also consistent with the five ways of working:

- Long Term – Ensuring that staff have the skills to deliver bilingual services now and in the future
- Prevention – Improving services and upskilling staff will ensure that everyone regardless of language choice has equal access to services and thus preventing complaints and Welsh Language Commissioner Investigations.
- Integration – By providing bilingual services to the public we make everyone feel equal and valued.

- Collaboration – Partnership working is key to this and assists the council in meeting its duties under the Welsh Language Standards. Working in collaboration with partners is further evidenced in the Five Year Welsh Language Strategy.
- Involvement – As noted under collaboration, we must involve our partners to deliver on the Five Year Welsh Language Strategy and to assist us with service delivery.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 There are no direct financial implications to this report as the annual report covers work already undertaken in the previous financial year. However it should be noted that moving the agenda forward will incur financial implications, particularly in relation to Welsh language translation and training of staff.

The cost of supporting staff to attend Welsh in the Workplace courses for the 2020-2021, which assists in the delivery of bilingual Council services under the Standards, was £1637.83. This is less than in previous years due to all courses being run online during the pandemic.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 There are no personnel implications to this report, although this continues to be reviewed as the work of implementing the Welsh Language Standards progresses. This is relevant to Section 7 of Appendix 1, which focuses on Recruiting to Empty Posts.
- 9.2 No posts will be advertised without a Welsh Language Skills Assessment.

## **10. CONSULTATIONS**

- 10.1 All responses from consultations have been incorporated in the report.

## **11. STATUTORY POWER**

- 11.1 Welsh Language Standards (No.1) Regulations 2015, Welsh Language (Wales) Measure 2011.
- 11.2 Well-being of Future Generations (Wales) Act 2015.

**Author:** Anwen Cullinane, Senior Policy Officer – Equalities, Welsh Language & Consultation (cullima@caerffili.gov.uk)

**Consultees:** Christina Harrhy, Chief Executive  
 Richard Edmunds, Corporate Director – Education & Corporate Services  
 Cllr Eluned Stenner, Cabinet Member for Finance, Performance & Planning  
 Cllr James Pritchard, Equalities Champion  
 Sue Richards, Head for 21<sup>st</sup> Century Schools  
 Stephen Harris, Head of Finance and Section 151 Officer  
 Keri Cole, Chief Education Officer  
 Lynne Donovan, Head of People Services

Kathryn Peters, Corporate Policy Manager  
Robert Tranter, Head of Legal Services and Monitoring Officer

**Background Papers:**

- Strategic Equality Plan 2020-2024
- Compliance Notice – Section 44 Welsh Language (Wales) Measure 2011
- Welsh Language Strategy 2017-2022
- Various Guidance Documents

*(These are available electronically for information on the Policy Portal and on relevant website pages at [www.caerphilly.gov.uk/equalities](http://www.caerphilly.gov.uk/equalities))*

**Appendices:**

Appendix 1 Welsh Language Standards Annual Report 2020-2021

# Welsh Language Standards Annual Report 2020-2021

Prepared in accordance with the requirements of the



Comisiynydd y  
Gymraeg  
Welsh Language  
Commissioner

9 June 2021

A greener place  
Man gwyrddach

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**This report is available in Welsh, and in other languages and formats on request.  
Mae'r adroddiad hwn ar gael yn Gymraeg, ac mewn ieithoedd neu fformatau eraill ar gais.**

## Introduction

This annual monitoring report for 2020-2021 covers the four areas required under the regulatory framework and demonstrates the Council's ongoing commitment to providing bilingual services to the public and staff members.

<b>Detail of Reporting Requirement</b>	<b>Related Standard Number (&amp; sub-clause)</b>
<p><b>Complaints from the Public</b></p> <p>The annual report must include the number of complaints that you received during that year which related to your compliance with the standards with which you were under a duty to comply.</p>	147, 148, 149, 156, 158 (2), 162, 164 (2), 168 (a), 170 (2) (d)
<p><b>Staff Language Skills</b></p> <p>The number of employees who have Welsh language skills at the end of the year in question (on the basis of the records kept in accordance with standard 151).</p>	170 (2) (a) 151
<p><b>Welsh Medium Training Provision</b></p> <p>The number of members of staff who attended training courses you offered in Welsh during the year (on the basis of the records you kept in accordance with standard 152);</p> <p>If a Welsh version of a course was offered by you during that year, the percentage of the total number of staff attending the course who attended the Welsh version (on the basis of the records you kept in accordance with standard 152).</p>	170 (2) (b) 170 (2) (c) 152
<p><b>Recruiting to Empty Posts</b></p> <p>The number of new and vacant posts that you advertised during the year which were categorised as posts where:</p> <ul style="list-style-type: none"> <li>(i) Welsh language skills were essential</li> <li>(ii) Welsh language skills needed to be learnt when appointed to the post</li> <li>(iii) Welsh language skills were desirable,</li> <li>(iv) Welsh language skills were not necessary</li> </ul> <p>(on the basis of the records you kept in accordance with standard 154)</p>	170 (2) (ch) 154

On 8 October 2020 the Council adopted a new Strategic Equality Plan 2020-2024. Six of the seven Strategic Equality Objectives, as listed below, include Welsh language implications:

<b>Equality Objective 1</b>	<b>Service Planning and Delivery</b> – Understand and remove the barriers people face when accessing services
<b>Equality Objective 2</b>	<b>Education, Skills and Employment</b> – Improve education opportunities for all
<b>Equality Objective 3</b>	<b>Community Cohesion</b> – Promote and facilitate inclusive and cohesive communities
<b>Equality Objective 4</b>	<b>Inclusive Engagement and Participation</b> – Engage with citizens to encourage participation, to have their voices heard when planning service delivery
<b>Equality Objective 5</b>	<b>Welsh Language</b> – To ensure the Welsh speaking public can access services that comply with the statutory requirements
<b>Equality Objective 6</b>	<b>Inclusive, Diverse and Equal Workforce</b> – Create a workforce which reflects and respects the diversity of the communities within the county borough

The Council’s Cabinet and Corporate Management Team have been actively involved in discussions and debates around the implementation of the Welsh language Standards since January 2014. A number of reports and presentations have been presented in order to keep them fully informed of ongoing improvements in the provision of services through the Welsh language.

# 1. Welsh Language Standards: Action Plan

Since the Welsh Language Standards were introduced on 30 March 2016, we have developed a Compliance Work Programme to ensure that services we deliver are in accordance with the Standards, that staff are aware of their obligations and that they have the required language skills where possible.

The Compliance Work Programme is summarised below:

## **Correspondence - Standards 4, 5 & 7**

These standards relate to correspondence which must be bilingual if we do not know language choice or are sending letters out to a number of people regarding the same subject matter. We must ensure that our letterhead is also compliant.

### **Action taken:**

- FACTSHEET for staff – General Correspondence
- Bilingual auto-signatures on emails for all staff on email along with the following statement:  
*Gallwch ohebu mewn unrhyw iaith neu fformat.Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.*  
*Correspondence may be in any language or format. Corresponding in Welsh will not lead to any delay.*
- Letterhead template in place.

## **Telephone – Standards 8, 9, 11, 14, 16, 17, 19, 20, 21 & 22**

These standards relate to how we deal with telephone calls and that a bilingual greeting is given. Staff must be equipped with the relevant language skills to deal with calls in Welsh, and if they are unable, that they know who the Welsh speakers are that are able to deal with the matter, and how to transfer calls. If no Welsh speaker is available to provide the subject specific information the call can be put through to a non-Welsh speaker.

We must state, when we publish main telephone numbers that we welcome calls in Welsh and all our automated telephone systems must be bilingual.

### **Action taken:**

- FACTSHEET for staff– Telephone Greetings.
- Training delivered to staff to ensure they can give basic greetings and provide reception services in our main locations.
- Welcoming Welsh language calls has been published in **Newsline** since the June 2017 edition.
- Employees provided with desk stands which are Quick Reference Guides.
- Automated telephone messages for service areas recorded bilingually.
- Answer machine messages for service areas recorded bilingually.
- Recruitment of additional Welsh speaker, via the apprenticeship programme to work in the Contact Centre.

### **Meetings - Standards 24, 24A, 27, 27A, 27D, 29 & 29A**

These standards are about how we invite individuals to meetings and when we must offer them the opportunity to use the Welsh language. If they so wish, we must then arrange simultaneous translation to facilitate that meeting.

If inviting more than one individual to a meeting they must all be asked if they wish to use the Welsh language. However, if at least 10% wish to use Welsh then simultaneous translation must be arranged. If less than 10%, the Welsh speakers must be informed that on this occasion we are not required to fulfil their request to speak Welsh at the meeting.

If the meeting with the individual is regarding their well-being, and they wish to speak Welsh, then simultaneous translation must be provided so that the individual can speak in their language of choice. Well-being meetings must be conducted with simultaneous translation if any attendee has requested that they use Welsh.

#### **Action taken:**

- FACTSHEET for staff– Meetings with individuals.
- When inviting individuals to a meeting services are required to include a standard sentence asking their language choice and if they wish to use or conduct the meeting through the medium of Welsh.
- Currently using MS Teams for public meetings but actively engaged and following development of MS Teams to facilitate a simultaneous translation/interpretation channel during meetings.

### **Public Meetings and Events – Standards 30, 31, 32, 33, 34, 35 & 36**

Any advert or notice publicising public meetings/events/activities must state that Welsh can be used.

Any invitations to public meetings/events/activities must be sent in Welsh and English and all material displayed at the public meeting must be bilingual, Welsh first.

Any speakers at public meetings/events/activities must be asked if they wish to use Welsh, and if so simultaneous translation must be arranged. All attendees at public meetings/events/activities must be informed orally that they are welcome to use Welsh and that simultaneous translation is available for the non-Welsh speakers.

#### **Action taken:**

- FACTSHEET for staff – Public Meetings.
- FACTSHEET for staff – Event Planning.
- Translation and Interpretation Framework in place since May 2017 for simultaneous translation requests.
- Currently using MS Teams for public meetings but actively engaged and following development of MS Teams to facilitate a simultaneous translation/interpretation channel during meetings.

### **Agendas, minutes and other public documents – Standards 41 & 47**

These Standards relate to producing the following documents in Welsh;

- Agendas and minutes for Cabinet.
- Agendas and minutes for Education for Life Scrutiny and Full Council.

In addition if a document is produced for public use, and is not caught by any other standard it must be produced in Welsh if the subject matter suggests it should be produced in Welsh, or if the anticipated audience and their expectations suggests that it should be produced in Welsh e.g. Reports relating to Welsh medium education.

#### **Action taken:**

- Producing agendas and minutes for Cabinet, Education for Life Scrutiny and Full Council in Welsh is current practice.

### **General Publications – Standards 42, 43, 44, 45, 46 & 47**

These Standards relate the following being produced in Welsh if they are for the public or provide information to the public;

- licences, certificates, brochures, leaflets, pamphlets, cards, policies, strategies, annual reports, corporate plans, guidelines, codes of practice or any rules that apply to the public.

Any statement that we issue to the press must be bilingual unless the statement is issued during an "emergency" as defined in Section 1 - Civil Contingencies Act 2004.

If a document is produced for public use, and is not caught by any other standard it must be produced in Welsh if, the subject matter suggests it should be produced in Welsh or if the anticipated audience and their expectations of the audience suggests that it should be produced in Welsh.

#### **Action taken:**

- Producing licences, certificates, brochures, leaflets, pamphlets, cards, policies, strategies, annual reports, corporate plans, guidelines, codes of practice or any rules that apply to the public, in Welsh, is already current practice.
- Communications Team aware regarding the issuing of public statements.

### **Consultation Documents – Standards 44, 91, 92 & 93**

Consultation documents must be bilingual and must consider and seek views on;

1. what the effects whether positive or negative the proposal would have on; or
2. how the proposal could be developed or revised so that it would have positive or increased positive effects on; or
3. how the proposal could be developed or revised so that it would not have negative effects, or so that it would have decreased negative effects on;

(a) opportunities to use the Welsh language

(b) not treating the Welsh language less favourably than the English language

**Action taken:**

- Consultation and Monitoring Guidance in place and refers to the Welsh Language. This document is currently being revised.
- A Welsh Language in Consultation Checklist is being created so that officers undertaking consultation exercises are aware of their obligations.
- Questions embedded in the impact assessment process asking if considerations have been given to Welsh language in the consultation process.

**Website, Social Media and Electronic Devices – Standards 52, 56, 58 & 60**

Each page of the Council's website must be bilingual, fully functional with Welsh treated no less favourably than the English pages. The interface and menus on pages must be bilingual.

Any social media accounts which belong to the Council must treat the Welsh language no less favourably than the English language.

Self-service machines must treat Welsh no less favourably e.g. parking ticket machines.

**Action taken:**

- Audit of entire website and its functionality was completed in September 2019.
- Staff informed of process for publishing bilingual information on Council's website.
- Social Media Usage Guidance includes a section on the Welsh Language Standards and those with accounts have been asked to acknowledge the requirements to comply. Monitoring will start shortly and those not complying will be reminded of their obligations.
- Parking machines give people the option to select language choice.
- Audit of corporate social media accounts started in March 2020 – work ongoing and staff reminded of compliance with Welsh Language Standards.
- Self-service coffee machine at Penallta House is fully bilingual.
- Planning Department recently upgraded the Public Access Platform, which enables people to search, track and comment on Planning Applications. The software is being developed in partnership with LinguaSkin and translations have been fed into the system in readiness for it to be implemented shortly.

**Public Signage – Standard 62, 67, 70, 141, 142 & 143**

New and renewed signs must be bilingual and treat Welsh no less favourably than English and the Welsh language must be positioned so it is likely to be read first.

**Action taken:**

- New and renewed signs are compliant.
- FACTSHEET – Signage.
- All translation work received is returned in the correct format. This is current practice.
- New **Welsh Language Standards Manual for CCBC Works Signage** produced in response to the number of service requests received regarding non-compliant works signage. See [Annexe A](#).

### **Visitors to Buildings – Standards 64, 65, 65A, 67 & 68**

A bilingual reception service must be provided at the following Council buildings and the Welsh language must not be treated less favourably than the English language;

- Penallta House
- Bargoed, Risca, Rhymney, Blackwood, Caerphilly and Ystrad Mynach libraries;
- Caerphilly Visitor Centre;
- Llancaiach Fawr Manor House;
- Registration Services;
- Caerphilly, Heolddu, Newbridge and Risca Leisure Centres.

Signs must be displayed on receptions stating the Welsh language may be used. Welsh speaking staff at receptions must display a badge stating that they can speak Welsh.

#### **Action taken:**

- Training programme completed for staff on reception at Penallta House and Contact Centre. Further training being rolled-out along with ongoing support.
- Cymraeg Gwaith - 10-hour online course rolled out to staff since September 2018.
- All venues listed under Standard 64 have been given the poster to display in reception areas indicating that a Welsh language service is available.
- Information available to staff on the Corporate Policy Unit Portal.
- All learners and Welsh speakers have received a Iaith Gwaith lanyard or badge.
- Iaith Gwaith posters reissued to be displayed in reception area

### **Grant Awarding – Standards 71, 72 & 72A**

Application forms for grants must be bilingual. Anything published regarding a grant must state that applications may be submitted in Welsh and will not be treated less favourably than the English, this includes timescales set for assessment etc.

#### **Action taken:**

- FACTSHEET for staff – Grants.
- The Welsh Language Commissioner's Thematic Review looked at the process of awarding grants. Most service areas are compliant and those who weren't have been advised accordingly. They've also been told to ask the language choice of the applicant and to issue the forms in that language or to issue bilingually.

### **Education Courses – Standards 84 & 86**

Education courses must be offered in Welsh unless an assessment under Standard 86 has been carried out.

#### **Action taken:**

- Asking people if they wish to receive the course in Welsh at registration or enquiry point and then assessing the demand for the course through the medium of Welsh.

### **Public Address – Standard 87**

All public addresses must be bilingual with Welsh first.

**Action taken:**

- Fire Alarm Test and Minute Silence messages are bilingual.
- Emergency Evacuation – English Only.
- Tourism has been asked to look at their events programme and the need to ensure that all public announcements are bilingual, Welsh first.
- Big Cheese 2019 event – public address messages were bilingual.
- Libraries' automated public address messages are fully compliant.

**Policy Making – Standards 88, 89 & 90**

New, revised or reviewed policies must consider the effect the policy will have on opportunities to use Welsh and must not treat Welsh less favourably.

**Action taken:**

- A new Integrated Impact Assessment has been developed and using the Welsh Language Commissioner's guidance on the Policy Making Standards now requires officers to give more consideration on the impact on the Welsh language when developing proposals and policies.

**Intranet / Internet Pages - Standards 122 & 124**

The intranet home page must be bilingual, fully functional and treat Welsh no less favourably. English language pages must state that a corresponding Welsh page is available, with a link if applicable.

**Action taken:**

- A bilingual intranet is not current practice. There is a dedicated Welsh Language page on the Corporate Policy Unit Portal for staff to access.
- Some HR policies are available in Welsh on the HR Portal.

**Welsh Language Training and Staff Communication – Standards 128, 129, 130, 133, 134 & 135**

We must provide training in Welsh for staff if it is provided in English on; recruitment, performance management, complaints, disciplinary, induction, dealing with the public, health and safety, on using Welsh in meetings, interviews, complaints and during disciplinary procedures.

Staff must be given opportunities in work hours to receive basic Welsh lessons and for employees who manage others to receive training on using Welsh in their role as managers.

We must provide new employees with information on the Welsh language and text or logo for Welsh speaking employees to use in e-mail signatures that indicates they are willing to use Welsh, whether fluently or as a learner.

Welsh language version of contact details in emails and out of office messages must also be in Welsh.

**Action taken:**

- FACTSHEET for staff – HR.
- If any training requests were received, we would work with neighbouring councils to make courses viable.
- Annual Welsh language training programme delivered since 1999, which offers staff a variety of different courses, which include online, self-study, residential and weekly courses. 246 learners undertook Welsh language training during 2020-2021.
- Information on the Welsh language should be included in HR Induction Packs.
- The Equalities, Welsh Language and Consultation Team are involved in the Social Services Induction Programme for new starters.
- IT has provided all staff with a bilingual auto-signature for all emails.
- IT has been unable to pre-populate a bilingual email out of office message, therefore desk stands were created for all staff to raise awareness of the requirement to ensure their out of office messages are bilingual.

**Workplace Signage – Standards 141,142 and 143**

New and renewed signs must be bilingual and treat Welsh no less favourably than the English and the Welsh language must be positioned so it is likely to be read first.

**Action taken:**

- All public facing signage is bilingual and if new or renewed is produced Welsh first.

**Welsh Language Strategy – Standards 145 & 146**

We must produce and publish on the website, a 5-year strategy that sets out how we propose to promote the Welsh language and facilitate its use more widely in the county borough. The Strategy must include –

**(a)** a target (in terms of the percentage of speakers in your area) for increasing or maintaining the number of Welsh speakers in your area by the end of the 5 year period concerned, and

**(b)** a statement setting out how you intend to reach that target; and you must review the strategy and publish a revised version on your website within 5 years of publishing a strategy (or of publishing a revised strategy).

**Action taken:**

- The Strategy was launched at Ffliffest 2017 by the Minister for Lifelong Learning and Welsh Language.
- An action plan was developed in collaboration with partners of local Welsh language organisations, through the Welsh Language Forum.
- A review and update of the Strategy will be taking place shortly, with a consultation to follow before the Strategy is presented to Council to be formally adopted in early 2022.

### **Complaints – Standards 147, 148, 149, 156, 158 (2), 162, 164 (2), 168 (a), 170 (2) (d)**

We must keep a record of the number of complaints received which relate to compliance with the Standards.

#### **Action taken:**

- Reported annually in the Welsh Language Standards Annual Report, which is published on the Council's website by the 30<sup>th</sup> June every year.

### **Publicising Compliance – Standards 161, 167, & 163**

We must publish on the website a document that states the policy making standards we must comply with and how we do so and this must be available in each office open to the public.

We must publish on the website a document that states the operational standards we must comply with and how we do so and this must be available in each office open to the public.

We must have arrangements in place to oversee compliance with the policy making standards, publish the arrangements on the website and make the document available in each office open to the public.

#### **Action taken:**

- See - [CCBC Compliance Notice Report 30.03.16](#) on website.
- Compliance Notice on website to allow any queries from the public to be dealt with by accessing the internet on their behalf.

### **Staff Language Skills – Standards 151 & 170 (2) (a)**

We must keep a record (following an assessment) of the number of employees who have Welsh language skills at the end of every financial year to include the skill level.

#### **Action taken:**

- HR are currently reviewing the Council's recruitment process and a part of this will be undertaking a Welsh language skills audit of staff to ensure the data on the system is correct.

### **Welsh Language Training – Standards 152, 170 (2) (b) & 170 (2) (c)**

We must keep a record of the number of staff that attend training courses through the medium of Welsh and the percentage of the total number of staff who attended a course in Welsh. Please see **Section 6** of this report.

### **Recruitment – Standards 154, 170 (2) (ch) & 154**

We must keep a record of the number of new and vacant posts advertised during the year which were categorised as posts where:

- (a)** Welsh language skills were essential
- (b)** Welsh language skills needed to be learnt when appointed to the post
- (c)** Welsh language skills were desirable,
- (ch)** Welsh language skills were not necessary

#### **Action taken:**

- ***Staff Language Skills, Welsh Language Training Provision and Recruitment*** are reported on annually in the Welsh Language Standards Annual Report, which is published on the Council's website by the 30 June every year.

## 2. Promotion

- **Internal Promotion** – A session on the Welsh Language Standards, the Commissioner’s annual audit and Welsh language in general was delivered to the Council’s Management Network in December 2020. The session reminded senior officers of the requirement to comply with the Standards, links to other pieces of legislation and practical guidance on how to ensure services are delivered bilingually.

Some of this work relies on the Recruitment Review being completed to enable services to assess the language skills that already exist within departments and to then use that data to determine whether new or vacant posts should be assessed as Welsh essential or Welsh desirable.

Following the delivery of the session to Management Network a follow-up session was requested by Procurement Services. The session was used to give an update on the implications of the Standards specifically on procurement and how they deliver their service.

- **Diwrnod Shwmae** – We celebrated Diwrnod Shwmae on 15 October 2020 with an online campaign to raise awareness of the significance of the event. Service areas with social media accounts were encouraged to use #shwmaesumae and #shwmaecaerffili

[#shwmaecaerffili - Twitter Search / Twitter](#)

- **Iaith Gwaith Campaign** – On 18 November we celebrated 15 years of the Iaith Gwaith logo. We posted a number of messages via our social media channels to celebrate and raise awareness of the logo.

[Twitter - Iaith Gwaith \(1\)](#)

[Twitter - Iaith Gwaith \(2\)](#)

[Twitter - Iaith Gwaith \(3\)](#)

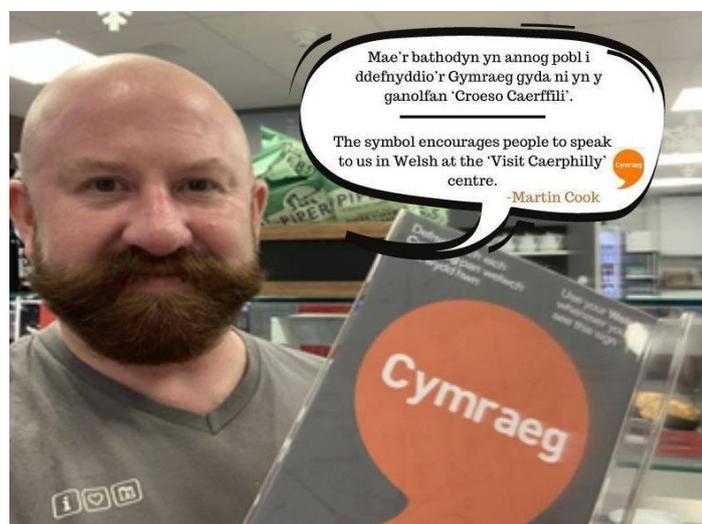
[Twitter - Iaith Gwaith \(4\)](#)

[Facebook - Iaith Gwaith \(1\)](#)

[Facebook - Iaith Gwaith \(2\)](#)

[Facebook - Iaith Gwaith \(3\)](#)

[Facebook - Iaith Gwaith \(4\)](#)



- **Welsh Language Rights Day** – For the second year we celebrated Welsh Language Rights Day on 7 December 2020. Again social media presence was key in raising awareness of the event and the rights of Welsh speakers when accessing services.

[Twitter \(1\)](#)  
[Twitter \(2\)](#)  
[Twitter \(3\)](#)  
[Twitter \(4\)](#)  
[Twitter \(5\)](#)  
[Twitter \(6\)](#)  
[Twitter \(7\)](#)  
[Twitter \(8\)](#)  
[Twitter \(9\)](#)  
[Twitter \(10\)](#)

[Facebook \(1\)](#)  
[Facebook \(2\)](#)  
[Facebook \(3\)](#)  
[Facebook \(4\)](#)  
[Facebook \(5\)](#)  
[Facebook \(6\)](#)  
[Facebook \(7\)](#)  
[Facebook \(8\)](#)  
[Facebook \(9\)](#)  
[Facebook \(10\)](#)

- **St Dwynwen’s Day** – Annually we mark St Dwynwen’s Day and 2021 was no different.



- **St David’s Day** – We marked St. David’s Day this year with social media posts. Internally we ran a quiz for staff, with over 100 people participating.

[Twitter - St. David's Day \(1\)](#)  
[Twitter - St. David's Day \(2\)](#)

[Facebook – St. David’s Day \(1\)](#)  
[Facebook – St. David’s Day \(2\)](#)

- **Welsh Language Statistics 2020-2021**

Number of translation request received.....	3,454
Number of translation requests sent externally.....	110
Number of words translated in-house.....	863,988
Number of words translated externally.....	1,097,086
Number of Welsh language courses advertised / offered.....	67
Number of staff learning Welsh.....	246
Number of Welsh Language Investigations since 2016.....	13

### 3. Commissioner's Assurance Report 2019-2020

- **Evidence of compliance and progress:**

**Correspondence** – 3 emails received in Welsh and all three responded to in Welsh (*Standards 1, 4, 5, 6, 7*)

**Forms** – 3 forms subject to the survey were fully compliant. English versions of the forms did not carry the statement saying the form was available in Welsh – these have been rectified (*Standards 38, 47, 50, 50A, 50B, 51*)

**Press Releases** – 3 press releases on the Council's website were subject to the audit and all three were available fully in Welsh and the English webpages had a language choice button (*Standard 46*)

**Brochures/pamphlets/leaflets/cards** – the 3 examples used were available in Welsh. The English versions of the forms did not carry the statement saying the form was available in Welsh – these have been rectified (*Standard 43, 47*)

**Corporate Identity** – 3 examples checked, all three available in Welsh (*Standard 83*)

**Website** – 30 pages of the Council's website were used as part of the audit, 27 of the pages were full available in Welsh. The 3 pages where compliance issues were identified have been updated and are now available fully in Welsh (*Standards 52, 55*)

**Facebook and Twitter** – 15 messages on the Council's Facebook page and 15 messages on the Council's Twitter page were subject to the audit. All 30 messages were available in Welsh (*Standards 58, 59*)

- **Areas for improvement:**

**Telephone Calls to Switchboard** – issues regarding the automated message, only two of the calls received a proactive offer of a Welsh language service, one call answered the receptionist seemed uncertain what to do when the caller spoke Welsh, the caller was transferred to a Welsh automated message but no one answered the call, hung up after 4 minutes (*Standards 8, 9, 11, 13, 14, 15, 16, 17, 22*)

**Action taken:**

- Ensuring that staff working on the switchboard have the required Welsh skills to establish the nature of a call and transfer to the relevant department
- **Switchboard Protocol** has been updated
- All staff working on the switchboard were explained the **Switchboard Protocol** to ensure they fully understand the procedure. A copy of the protocol is displayed at each switchboard station
- The **Telephone Greetings – Factsheet** was updated and was circulated via Management Network so the information was cascaded down to staff from a senior level. The updated factsheet is available on the Council's Intranet
- The apprenticeship programme successfully recruited one full-time Welsh speaker who divides their time between the Switchboard and dealing with service specific requests

**Reception Penallta House** – 2 visits were made as part of the audit. Only an English greeting was given and some staff with Welsh language skills did not wear a badge or lanyard stating this (*Standards 64, 65, 65A, 66, 67, 68*)

**Action taken:**

All staff have received introductory Welsh Language lessons, which were provided in-house, with some staff going on to attend the 30 Week Welsh Language courses. All staff, whether Welsh speakers or learners have been provided with lanyards, which are an alternative to wearing a badge. All reception staff are aware of the requirement to meet and greet the visitors to reception in Welsh, and are aware of the process should a visitor request a service through the medium of Welsh. Staff members of the Reception Team have been reminded of their responsibilities and to ensure their lanyards (or badges) are displayed.

**Signage/posters** – 6 signs/posters were considered during visits to Penallta House. 4 of the signs/posters were available in Welsh and the Welsh was positioned so that it was likely to be read first. 2 temporary posters were on display and not all the text was available in Welsh and the Welsh text was not positioned so that it was likely to be read first (*Standards 36, 61, 62, 63, 67, 70, 141, 142, 143*)

**Action taken:**

In relation to any signs, notices and temporary posters, Customer Services always ensures that they are bilingual, with the Welsh language version being positioned so that it is likely to be read first. All signs, notices or posters are checked regularly, however it is possible that another service area could have displayed a temporary notice without their knowledge.

**New and Vacant Posts** – 13 jobs were included in the audit. The Welsh language was mentioned in 12 of those. None of the roles were considered Welsh essential, they were not advertised in Welsh and only one had a job description available in Welsh (*Standards 127, 136, 136A, 137, 137A, 137B, 139, 140, 153, 154, 170*)

**Action taken:**

Recruitment has been identified as an area identified for improvement and this was reported in our Welsh Language Standards Annual Report 2019-2020. The Recruitment Review will:

- Explore options for introducing a Welsh Language module to the current HR system
- Review current guidance to managers regarding recruitment and Welsh Language Skills Assessments
- Include a process for HR to check completed assessments and return any that are only partly completed to the recruiting managers
- Give opportunity, once the HR system has been upgraded, to develop a work programme for ensuring:
  - job descriptions are available in Welsh and English;
  - job adverts are in Welsh and English;
  - availability of a bilingual recruitment page on our website,
  - a review of the current job application form to ensure the required questions are asked in relation to language preference and skills;
  - job application forms can be submitted in Welsh and English online

## 4. Complaints from the Public

The Council's **Strategic Equality Plan 2020-2024** has specific actions which commits the Council to use its service requests and complaints data to:

### Equality Objective 1 – Action 5 & Equality Objective 4 – Action 5

Identify service needs of specific user groups; what barriers prevent access, and what actions are required to remove those barriers

### Equality Objective 1 – Action 8

Collect equalities monitoring information for compliments and complaints

During 2020-2021, **12** service requests and **2** complaints were received relating to the Welsh language. Of the **2** complaints recorded, one related to a joint Covid-19 update from the Chief Executive and the Leader issued during the local Caerphilly lockdown in English only initially due to the urgent nature of its content, with the Welsh translation to follow. The council took a strategic decision to use an exemption given in its compliance notice, in relation to the publication of press statements of an urgent nature, especially during a global pandemic.

### Standard 46

*When you issue any statement to the press you must issue it in Welsh and, if there is a Welsh language version and an English language version of a statement, you must issue both versions at the same time.*

*You must comply with standard 46 in every circumstance, except:*

- *When a statement to the press is issued during an emergency.*

*("Emergency" has the same meaning given to it in section 1 of the Civil Contingencies Act 2004).*

The other complaint was from a resident who had not received a hand-delivered letter notifying them of proposal to make the access to road to the housing estate one-way. When queried there was a delay in responding, which led to the resident contacting the council again and thinking the delay was because their initial correspondence was in Welsh.

The **12** service requests were made up of the following:

No.	Detail(s) of Service Request(s)	Resolution
<b>3</b>	Members of staff disappointed to receive corporate correspondence in English only	Comments taken on board and will be considered carefully when future staff correspondence is drafted
<b>2</b>	Social media posts contained typing errors but related to third party posts	Third party organisation contacted and errors highlighted
<b>1</b>	Social media post in English only during the Christmas period	Discussions held between relevant teams to put a contingency plan in place
<b>5</b>	Related to various highways signage erected by contractors	All contractors spoken to, signs corrected, and Guidance produced, see <b>Appendix A</b>
<b>1</b>	Issue with applying for a Parking Permit via the Council's website in Welsh	Error identified on website and IT rectified the glitch

## General Definitions

Corporate complaints are those that are due to failure of process or failure to operate Council policy correctly. These are complaints that could ultimately be forwarded to the Public Services Ombudsman or Welsh Language Commissioner, for example.

Code of conduct issues around staff behaviour or attitude are dealt with via internal HR processes. Equalities and Welsh language complaints are however something of a hybrid, in that a failure of process may be as a result of the attitudes or opinions of a staff member towards a particular group for example.

## Complaints and Service Requests by Directorate

<b>DIRECTORATE</b>	<b>COMPLAINTS</b>	<b>SERVICE REQUESTS</b>
Chief Executive	0	3
Communities	1	6
Education & Corporate Services	1	3
Social Services & Housing	0	0
<b>TOTALS</b>	<b>2</b>	<b>12</b>

## Welsh Language Commissioner Investigations

We use this section of the report to detail any Welsh Language Commissioner Investigations. For the duration of 2020-2021 we received 0 new investigations for the second year in succession.

Members of the public can view the Council's Complaints Procedure for dealing with complaints made through the medium of Welsh via our website using the following link:

<https://www.caerphilly.gov.uk/My-Council/Strategies,-plans-and-policies/Equalities/Welsh-language-Standards>

## 5. Staff Language Skills

The ability to record Welsh language skills in terms of staff data and analysis is an integral part of the payroll system within Caerphilly County Borough Council. Financial year-end figures to 31 March 2021 are shown below and overleaf. The skills levels are measured in accordance with the language skills guidelines provided by the Association of Language Testers in Europe (ALTE). On pages 21-23 of this report you will see details of the language skills of staff per service area measures on a scale of 5 being 'Proficient' down to 'No Skills'.

Level 5	Level 4	Level 3	Level 2	Level 1	No Skills
Proficiency	Advanced	Intermediate	Foundation	Entry Level	-

Compared with last year, again we have recorded a slight increase in the number of Welsh speakers within our workforce all directorates.

At the time of reporting last year, the total number of staff and Welsh speakers within the organisation was as follows compared with this reporting year;

### Council Totals for 2019-2020

Total Staff	Welsh Speakers	%
<b>8402</b>	<b>1796</b>	<b>21.37</b>

### Council Totals for 2020-2021

Total Staff	Welsh Speakers	%
<b>8296</b>	<b>1825</b>	<b>21.99</b>

## LINGUISTIC PROFILE OF WORKFORCE - WELSH LANGUAGE ABILITY BY SERVICE AREA AND FLUENCY AS AT 31 MARCH 2021

### i) OVERALL STAFF FIGURES

<i>Communities</i>	2019-2020			2020-2021		
	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%
Community & Leisure Services	<b>762</b>	135	17.71	<b>716</b>	125	17.45
Infrastructure	<b>236</b>	31	13.13	<b>227</b>	35	15.41
Property Services	<b>61</b>	17	27.86	<b>63</b>	18	28.57
Public Protection	<b>115</b>	20	17.39	<b>159</b>	34	21.38
Regeneration & Planning	<b>338</b>	53	15.68	<b>332</b>	49	14.75
<b>Total</b>	<b>1499</b>	<b>253</b>	<b>16.87</b>	<b>1483</b>	<b>261</b>	<b>17.59</b>

	2019-2020			2020-2021		
<i>Education &amp; Corporate Services</i>	<b>Total Staff</b>	<b>Welsh Speakers</b>	<b>%</b>	<b>Total Staff</b>	<b>Welsh Speakers</b>	<b>%</b>
Business Improvement Services	<b>968</b>	142	14.66	<b>995</b>	150	15.07
Corporate Finance	<b>163</b>	24	14.72	<b>156</b>	23	14.74
Customer & Digital Services	<b>133</b>	24	18.04	<b>126</b>	24	19.04
Education Planning & Strategy	<b>171</b>	41	23.97	<b>149</b>	37	24.83
Learning Education & Inclusion	<b>463</b>	96	20.73	<b>462</b>	85	18.39
Legal & Governance	<b>58</b>	9	15.51	<b>60</b>	10	16.66
People Services	<b>99</b>	31	31.31	<b>100</b>	29	29.00
Schools	<b>3366</b>	978	29.05	<b>3311</b>	1004	30.32
<b>Total</b>	<b>5123</b>	<b>1285</b>	<b>25.08</b>	<b>5068</b>	<b>1302</b>	<b>25.69</b>

	2019-2020			2020-2021		
<i>Social Services &amp; Housing</i>	<b>Total Staff</b>	<b>Welsh Speakers</b>	<b>%</b>	<b>Total Staff</b>	<b>Welsh Speakers</b>	<b>%</b>
Adult Services	<b>1138</b>	140	12.30	<b>1104</b>	141	12.77
Caerphilly Homes	<b>502</b>	66	13.14	<b>480</b>	60	12.5
Children Services	<b>293</b>	68	23.20	<b>324</b>	83	25.61
Joint Workforce Development Team	<b>6</b>	2	33.33	<b>5</b>	1	20.00
<b>Total</b>	<b>1941</b>	<b>276</b>	<b>14.21</b>	<b>1906</b>	<b>285</b>	<b>14.95</b>

## NOTES

- The figures per service area for **Total Staff** and **Welsh Speakers** do not equal the overall total per Directorate due to some members of staff having more than one post within the organisation and those posts are within different service areas.
- As with previous reports, the figures in **5i)** above are the total number of people per directorate who have completed the Linguistic Skills form noting Welsh Language skills.
- The figures shown in **5ii)** to **5iv)** that follow refer to levels of fluency of Welsh speakers per service area and cannot be compared directly with the totals shown in **5i)** because for example, in Corporate Finance (the second section below in **5ii)** the "Level 4" column refers to a staff member who can read, speak, understand and write at Level 4, not 3 different members of staff.

ii) **Communities**

<b>Community &amp; Leisure Services</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	13	7	6	15	80	4	0
<b>Understanding</b>	12	9	7	15	65	15	2
<b>Writing</b>	11	3	11	19	38	40	3
<b>Total Staff</b>	<b>125</b>						

<b>Infrastructure</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	1	0	1	3	26	2	2
<b>Understanding</b>	0	2	1	2	27	1	2
<b>Writing</b>	1	0	1	3	18	6	6
<b>Total Staff</b>	<b>35</b>						

<b>Property Services</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	0	0	1	2	14	1	0
<b>Understanding</b>	0	0	1	3	11	3	0
<b>Writing</b>	0	0	0	1	7	10	0
<b>Total Staff</b>	<b>18</b>						

<b>Public Protection</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	2	1	5	4	21	1	0
<b>Understanding</b>	5	3	2	5	17	2	0
<b>Writing</b>	3	0	4	3	15	8	1
<b>Total Staff</b>	<b>34</b>						

<b>Regeneration &amp; Planning</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	6	1	1	12	26	3	0
<b>Understanding</b>	6	4	2	5	25	5	2
<b>Writing</b>	7	0	2	5	23	10	2
<b>Total Staff</b>	<b>49</b>						

### iii) SOCIAL SERVICES and HOUSING

<b>Adult Services</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	13	10	5	7	92	14	0
<b>Understanding</b>	16	13	2	4	84	18	4
<b>Writing</b>	15	8	1	10	48	53	6
<b>Total staff</b>	<b>141</b>						

<b>Caerphilly Homes</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	2	3	6	6	39	4	0
<b>Understanding</b>	1	7	2	2	31	15	2
<b>Writing</b>	1	3	4	4	17	28	3
<b>Total staff</b>	<b>60</b>						

<b>Children Services</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	5	4	5	2	60	6	1
<b>Understanding</b>	7	4	3	6	48	14	1
<b>Writing</b>	6	3	3	4	36	29	2
<b>Total staff</b>	<b>83</b>						

<b>Joint Workforce Development Team</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	0	0	0	0	1	0	0
<b>Understanding</b>	0	0	0	0	1	0	0
<b>Writing</b>	0	0	0	0	0	1	0
<b>Total staff</b>	<b>1</b>						

### iv) EDUCATION AND CORPORATE SERVICES

<b>Business Improvement Services</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	20	5	4	16	93	9	3
<b>Understanding</b>	22	8	5	15	70	27	3
<b>Writing</b>	22	3	3	10	41	63	8
<b>Total staff</b>	<b>150</b>						

<b>Corporate Finance</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	0	1	1	3	14	4	0
<b>Understanding</b>	1	1	0	2	14	5	0
<b>Writing</b>	0	2	0	2	8	11	0
<b>Total staff</b>	<b>23</b>						

<b>Customer &amp; Digital Services</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	2	1	2	1	17	1	0
<b>Understanding</b>	2	2	2	0	14	2	2
<b>Writing</b>	2	1	1	1	9	8	2
<b>Total staff</b>	<b>24</b>						

<b>Education Planning &amp; Strategy</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	0	1	1	4	28	3	0
<b>Understanding</b>	0	0	3	3	26	4	1
<b>Writing</b>	0	0	2	2	15	16	2
<b>Total staff</b>	<b>37</b>						

<b>Learning Education &amp; Inclusion</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	6	6	0	9	63	1	0
<b>Understanding</b>	6	5	3	4	54	12	1
<b>Writing</b>	7	0	6	4	39	26	3
<b>Total staff</b>	<b>85</b>						

<b>Legal &amp; Governance</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	0	1	0	2	6	0	1
<b>Understanding</b>	1	0	1	1	7	0	0
<b>Writing</b>	0	1	0	2	6	1	0
<b>Total staff</b>	<b>10</b>						

<b>People Services</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	1	1	1	6	18	2	0
<b>Understanding</b>	1	2	1	4	18	3	0
<b>Writing</b>	0	2	0	5	12	10	0
<b>Total staff</b>	<b>29</b>						

<b>Schools</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>No Skills</b>	<b>Undisclosed</b>
<b>Listening / Speaking</b>	193	44	35	184	528	16	4
<b>Understanding</b>	191	60	75	141	444	63	30
<b>Writing</b>	197	29	39	162	326	213	38
<b>Total staff</b>	<b>1004</b>						

## 6. Welsh Medium Training Provision

Caerphilly CBC has provided conversational Welsh courses for staff and elected members since 2001. Courses are also accessible to members of the public and staff members from partner organisations to attend. The courses range from basic taster courses for beginners to courses which cater for those who are now fluent Welsh speakers. All courses moved to being held online during the initial lockdown, and from September 2020 onwards all courses now run online.

The data for the courses offered and attended by Caerphilly CBC staff for the academic year 2020-2021 is as follows;

<b>COURSE OFFERED</b>	<b>NUMBER OF COURSES OFFERED</b>	<b>NUMBER OF STAFF ATTENDING</b>
30 Week	40	23
Online 10 Hour Course	24	219
Say Something in Welsh - Online Welsh Course	3	4
Withdrawn	N/A	2

### Caerphilly Staff Figures – 2001-2021

<b>Academic Year</b>	<b>Year courses</b>	<b>Taster Courses</b>	<b>Total Learners</b>	<b>(Numbers withdrawn)</b>
2001 – 2002	46	0	46	<b>(0)</b>
2002 – 2003	66	0	66	<b>(11)</b>
2003 – 2004	84	37	121	<b>(17)</b>
2004 – 2005	70	43	113	<b>(15)</b>
2005 – 2006	61	77	138	<b>(10)</b>
2006 – 2007	66	27	93	<b>(12)</b>
2007 – 2008	68	38	106	<b>(7)</b>
2008 – 2009	43	58	101	<b>(9)</b>
2009 – 2010	48	50	98	<b>(13)</b>
2010 – 2011	50	33	83	<b>(1)</b>
2011 – 2012	52	21	73	<b>(2)</b>
2012 – 2013	52	22	74	<b>(3)</b>
2013 – 2014	61	142	203	<b>(16)</b>
2014 – 2015	56	58	114	<b>(13)</b>
2015 – 2016	40	28	68	<b>(14)</b>
2016 – 2017	45	14	59	<b>(3)</b>
2017 – 2018	50	61	111	<b>(4)</b>
2018 – 2019	53	91	144	<b>(6)</b>
2019 – 2020	62	185	223	<b>(0)</b>
2020 – 2021	27	219	246	<b>(2)</b>
<b>TOTALS</b>	<b>1073</b>	<b>996</b>	<b>2034</b>	<b>(152)</b>

In spring 2018, 10 Hour Online Welsh Courses called [Cymraeg Gwaith](#) (Work Welsh) were launched. These courses are for staff who wish to learn basic knowledge of Welsh in their particular area of work. There are courses for people working in health, public services, education, care, tourism, retail and transport.

During the pandemic we noticed a significant increase in the number of people completing the 10 hour online courses, especially from the education and social care sector, with staff using their time effectively to enhance their continued professional development. 219 people completed these courses with some completing part 1 and part 2 of the course, giving us a total of **517** of these online courses completed.

In accordance with Standard 128, the council must provide training to staff through the medium of Welsh in the following areas:

*You must provide training in Welsh in the following areas, if you provide such training in English –*

- (a) recruitment and interviewing;*
- (b) performance management;*
- (c) complaints and disciplinary procedures;*
- (ch) induction;*
- (d) dealing with the public; and*
- (dd) health and safety.*

Once again, no requests from staff were received for any of the above listed courses to be delivered through the medium of Welsh, therefore there are no staff training figures recorded. The above information is published here to provide continuity with previous reports.

## 7. Recruiting to Empty Posts

A total of **690** new and vacant posts advertised since 30<sup>th</sup> March 2020 were categorised as posts where:

- (i) Welsh language skills were essential

**4**

- (ii) Welsh language skills needed to be learnt when appointed to the post

**42**

Welsh language training courses have been available to all staff and elected members free of charge since the 2001-2002 academic years (see **Section 3**)

- (iii) Welsh language skills were desirable,

**684**

- (iv) Welsh language skills were not necessary

**7\***

**\*These posts were assessed as no Welsh language skills necessary due to the Welsh language skills of the other team members. All vacancies however are advertised as Welsh desirable as a minimum requirement.**

The Welsh Language Skills Assessments in relation to vacant or new posts are undertaken as required by Standard 136, and have been recorded by Human Resources since October 2016. The assessment and supporting evidence then forms part of the business case that is required to gain permission to fill a vacant post or create a new one.

Following last year's report the recruitment process has been strengthened with a Welsh Language Skills Assessment being completed for all vacant or new posts, which are advertised as **Welsh desirable** as a standard requirement. The assessment undertaken determines whether any new or vacant posts should be advertised as **Welsh essential**, in accordance with the job role and contact with the public.

### Recruitment Review

Progress has unfortunately been delayed due to the pandemic. As a result of virtual working for council staff and the move to improving our online presence, the recruitment review has been expanded and forms part of a larger workstream for the Council. It remains a priority area however now includes IT and our Communications departments, who will be integral to implementing a new recruitment webpage on our website and promoting it. As part of this plan the job pages and application form are being reviewed again and once complete will be available in both English and Welsh along with a fully bilingual iTrent recruitment system. Work has commenced on the translation of all job descriptions and an updated Safer Recruitment Procedure has been implemented to support this process.

Annexe A



## Cyflwyniad

Mae'r llawlyfr yma wedi cael ei lunio i greu a chefnogi staff y Cyngor a Chontractwyr i gydymffurfio â Safonau'r Gymraeg perthnasol.

Bydd y fersiwn diweddaraf ar gael ar-lein yma: [www.caerffili.gov.uk/arwyddion-gwaith](http://www.caerffili.gov.uk/arwyddion-gwaith)

Mae'n ofynnol i'r Cyngor, a'n hisgontractwyr, sicrhau bod pob arwydd sy'n cael ei godi gan, ac ar ran, Cyngor Caerffili yn ddwyieithog. Rhaid i'r Gymraeg gael ei rhoi i'r chwith neu uwchben y Saesneg. Mae Cyngor Caerffili yn cynhyrchu pob arwydd yn ddwyieithog, ac mae'n ofynnol i'n contactwyr ddilyn yr un egwyddor.

Os na fydd arwydd yn cydymffurfio â'r weithdrefn/safonau isod, mi fydd hi'n ofynnol gan Gyngor Caerffili, yn unol â'r deddfwriaeth berthnasol, i'r rhai sy'n gweithio ar ein rhan ailgyhoeddi arwyddion er mwyn sicrhau cydymffurfiaid y Cyngor.

Wrth osod arwydd ar ran y Cyngor, neu wrth wneud hyn yn rhan o wasanaeth rydych chi'n ei ddarparu ar ran Cyngor Caerffili, rhaid dilyn y camau canlynol.

Mae'r lluniau sydd wedi'u cynnwys yma'n enghreifftiau'n unig, ac efallai fyddan nhw ddim yn adlewyrchu gofynion yr offer statudol perthnasol a/neu ddeddfwriaeth sy'n gofyn am ffontiau, meintiau neu liw penodol. Adolygwch y ddeddfwriaeth berthnasol i gael gwybodaeth ychwanegol mewn perthynas â'r meysydd cydymffurfio yma.

Os oes gyda chi unrhyw ymholiadau o ran y ddogfen yma, neu os ydych chi eisiau ychwanegu rhagor o enghreifftiau at y ddogfen, cysylltwch â'ch rheolwr contractau neu'r Tîm Cyfieithu trwy e-bostio [cymraeg@caerffili.gov.uk](mailto:cymraeg@caerffili.gov.uk)

## Introduction

This manual has been created to help and support council staff and contractors to comply with the relevant Welsh Language Standards requiring bilingual signage.

The most up-to-date version is available via: [www.caerphilly.gov.uk/works-signage](http://www.caerphilly.gov.uk/works-signage)

The council, and our subcontractors, are required to ensure all signage erected by, and on behalf of Caerphilly Council, is done so bilingually, with the Welsh version of the text appearing above or to the left of the English version. Caerphilly Council produce all their signage bilingually and require our contractors to follow the same principle.

Where signage does not comply with the below procedure/standards, Caerphilly Council, in line with the relevant legislation, will require those who work on our behalf to re-issue signage to ensure the Council's compliance.

When asked to erect a sign on behalf of the Council, or when this forms part of a service that you provide on behalf of Caerphilly Council, please follow the following steps.

The images herein are for illustration purposes only and may not necessarily reflect the requirements of the relevant statutory instruments and/or legislation requiring certain fonts, sizes and colour. Please review the respective legislation for additional information with regards to these areas of compliance.

If you should have any queries regarding this document, or wish to add further examples to the document, please do not hesitate to contact your contract manager or the Translation Team via e-mail on [cymraeg@caerphilly.gov.uk](mailto:cymraeg@caerphilly.gov.uk)

## Ydy'r arwydd sydd angen wedi'i gynnwys yn y llawlyfr hwn?

### YDY



Defnyddiwch y testun sydd yn y llawlyfr i greu fersiwn newydd, neu ddefnyddio hen fersiwn yr arwydd cymeradwy.



Cofiwch fod rhaid i'r Gymraeg gael ei darllen yn gyntaf. Os yw'r Saesneg i'w gweld yn gyntaf ar hen arwydd, does dim modd ei ddefnyddio ar ran Cyngor Caerffili.



Gosodwch yr arwydd.

### NAC YDY



Anfonwch fersiwn Saesneg at y Rheolwr Contractau/Tîm Cyfieithu i gael cyfieithiad swyddogol (rhaid i'r Cyngor ddarparu cyfieithiad).



Ar ôl derbyn cyfieithiad a'i roi ar broflen yr arwydd, sicrhewch fod y Gymraeg i'w darllen yn gyntaf.



Anfonwch y broflen/llun o'r arwydd yn ôl i'r Tîm Cyfieithu i'w wirio.



Gosodwch yr arwydd ar ôl derbyn cadarnhad bod yr arwydd wedi'i wirio.

## Does this signage manual include the required sign?

### YES



Use the text provided from the manual to create a new version, or use old version of the approved sign from storage.



Remember the Welsh must be positioned to be read first. If an existing sign in stock has the English first, this is not to be used on behalf of Caerphilly Council.



Erect Signage.

### NO



Send English version to Contract Manager/ Translation Team for official translation (Council must provide translation).



Receive Translation and set into sign/ design proof, ensuring the Welsh Language is positioned to be read first.



Send design proof/ image of sign for sign-off to the Translation Team.



Erect Signage after sign-off.

**Tudalen / Page 6**

Diverted Traffic  
Diversion  
Follow diversion  
No access to HGV's - Follow diversion  
One way  
Essential work being undertaken - Expect long delays

**Tudalen / Page 7**

Priority over oncoming vehicles  
Single file traffic  
No parking beyond this point  
No queuing beyond this point  
No parking  
Temporary road surface

**Tudalen / Page 8**

Street Name - Closed - Follow diversion  
Road closed XX/XX/XX - XX/XX/XX  
This road is closed on XX/XX/XX for 2 days  
High street closed  
Road ahead closed  
Road closed

**Tudalen / Page 9**

Road closed except cyclists  
Footpath closed  
Road ahead closed - residents access only  
Ramp ahead  
Caution grass cutting  
Slow - wet tar

**Tudalen / Page 10**

Adverse camber  
3-way control - wait here until green light shows  
When red light shows - wait here  
When stop sign shows - wait here  
Traffic under signal control  
Joining traffic not signal controlled

**Tudalen / Page 11**

Sign under test  
Signal under test  
Sign not in use  
Signals not in use  
Traffic sign maintenance  
Traffic signal maintenance

**Tudalen / Page 12**

Traffic control ahead  
Works traffic  
Works traffic merging 200 yards  
Works traffic only  
No works traffic  
works exit

**Tudalen / Page 13**

Setting out road works ahead  
New road layout ahead  
Caution site entrance  
Caution site traffic  
Work in centre of road  
Workforce in road - slow

**Tudalen / Page 14**

Pedestrians - directional arrow  
Pedestrians  
No pedestrians  
Pedestrians look both ways  
Pedestrians look left  
Pedestrians look right

**Tudalen / Page 15**

Pedestrians please use other footway  
Pedestrians crossing - when red light shows wait here  
Crossing not in use  
Temporary footway closure  
Cyclists dismount and use footway  
Footway closed

**Tudalen / Page 16**

No give way markings  
No road markings at junction  
No road markings at level crossing  
No road markings for 400 yards  
No road markings  
No road studs

**Tudalen / Page 17**

CCTV in constant operation  
Danger construction site  
Caution site entrance  
Caution lorries turning  
Caution sudden drop  
Danger high voltage

**Tudalen / Page 18**

No stop markings  
No road markings for 2 miles

Welsh language mutation

**Platiau atodol i'w defnyddio ag arwyddion eraill  
Supplementary plates for use with other signs**

---

**Tudalen / Page 19**

Grass cutting  
Tree cutting  
Hedge cutting  
End  
Lighting maintenance  
Mobile road works  
On hard shoulder  
Road sweeping

**Tudalen / Page 20**

On slip road  
Overhead works  
Sign maintenance  
Sign erection  
Gritting  
Ice  
Salting  
Snow ploughing

**Tudalen / Page 21**

Flood  
Surveying  
Ditching  
Blasting  
At level crossing  
Weed spraying  
Ramp  
Reduce speed now

**Arwyddion Iechyd a Diogelwch  
Health and Safety Signage**

---

**Tudalen / Page 22**

Ear protection must be worn  
Eye protection must be worn  
Gloves must be worn  
High visibility jackets must be worn

**Tudalen / Page 23**

Safety helmets must be worn  
Keep out  
Protective footwear must be worn  
All visitors to report to site office

TRAFFIG Y  
GWYRIAD  
DIVERTED  
TRAFFIC

GWYRIAD  
DIVERSION

DILYNWCH  
Y GWYRIAD  
FOLLOW  
DIVERSION

DIM MYNEDIAD I HGV'S  
DILYNWCH Y GWYRIAD  
NO ACCESS TO HGV'S  
FOLLOW DIVERSION

UNFFORDD  
ONE WAY

GWAITH HANFODOL YN  
MYND RHAGDDO -  
OEDI HIR I'W DDISGWYL  
ESSENTIAL WORK BEING  
UNDERTAKEN -  
EXPECT LONG DELAYS

BLAENORIAETH DROS  
GERBYDAU SY’N  
DOD ATOCH

PRIORITY OVER  
ONCOMING VEHICLES

UN RHES  
O DRAFFIG  
SINGLE FILE  
TRAFFIC

DIM PARCIO TU  
HWNT I’R MAN HWN  
NO PARKING  
BEYOND THIS POINT

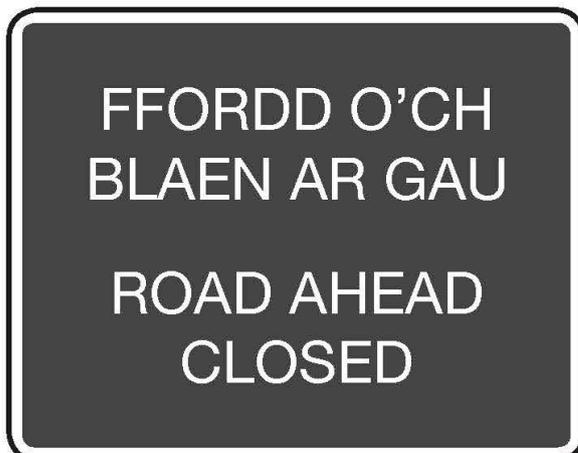
DIM CIWIO TU HWNT  
I’R MAN HWN  
NO QUEUING  
BEYOND THIS POINT

DIM PARCIO  
NO PARKING

WYNEB  
DROS DRO  
TEMPORARY  
ROAD SURFACE



Manylion treiglo ar dudalen 17 / See page 17 for mutation



FFORDD AR GAU  
AC EITHRIO  
BEICWYR  
  
ROAD CLOSED  
EXCEPT CYCLISTS

LLWYBR  
TROED AR GAU  
  
FOOTPATH  
CLOSED

FFORDD O'CH BLAEN  
AR GAU - MYNEDIAD I  
BRESWYLWYR YN UNIG  
  
ROAD AHEAD CLOSED  
- RESIDENTS ACCESS  
ONLY

RAMP  
O'CH BLAEN  
  
RAMP AHEAD

GOFAL  
TORRI GWAIR  
  
CAUTION  
GRASS CUTTING

ARAF  
TAR GWLYB  
  
SLOW  
WET TAR

CAMBR  
CROES  
  
ADVERSE  
CAMBER

RHEOLAETH 3-FFORDD  
- ARHOSWCH YMA NES  
BOD Y GOLAU'N WYRDD  
  
3-WAY CONTROL -  
WAIT HERE UNTIL  
GREEN LIGHT SHOWS

PAN FO'R  
GOLAU'N GOCH  
ARHOSWCH YMA  
  
WHEN RED LIGHT  
SHOWS  
WAIT HERE

PAN WELWCH  
ARWYDD STOP  
ARHOSWCH YMA  
  
WHEN STOP SIGN  
SHOWS  
WAIT HERE

TRAFFIG DAN  
REOLAETH  
GOLEUADAU  
  
TRAFFIC UNDER  
SIGNAL CONTROL

TRAFFIG YN YMUNO  
NAD YW DAN  
REOLAETH GOLEUADAU  
  
JOINING TRAFFIC  
NOT SIGNAL  
CONTROLLED

ARWYDD YN  
CAEL EI BROFI  
  
SIGN  
UNDER TEST

GOLAU YN  
CAEL EI BROFI  
  
SIGNAL  
UNDER TEST

ARWYDD  
SEGUR  
  
SIGN  
NOT IN USE

GOLAU  
SEGUR  
  
SIGNALS  
NOT IN USE

CYNNAL  
ARWYDDION  
TRAFFIG  
  
TRAFFIC SIGN  
MAINTENANCE

CYNNAL  
GOLEUADAU  
TRAFFIG  
  
TRAFFIC SIGNAL  
MAINTENANCE

RHEOLAETH  
TRAFFIG O'CH  
BLAEN  
TRAFFIC CONTROL  
AHEAD

TRAFFIG Y  
GWAITH  
WORKS  
TRAFFIC

TRAFFIG Y GWAITH  
YN YMUNO  
200 LLATH  
WORKS TRAFFIC  
MERGING  
200 YARDS

TRAFFIG Y  
GWAITH  
YN UNIG  
WORKS TRAFFIC  
ONLY

DIM TRAFFIG  
Y GWAITH  
NO WORKS  
TRAFFIC

ALLANFA  
WAITH  
WORKS EXIT

GOSOD GWAITH  
FFORDD O'CH  
BLAEN  
  
SETTING OUT ROAD  
WORKS AHEAD

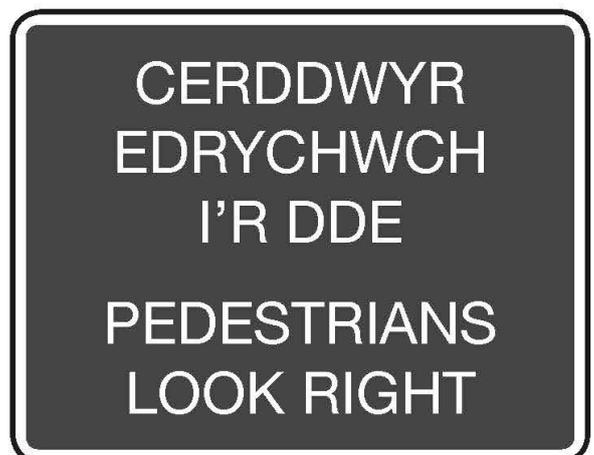
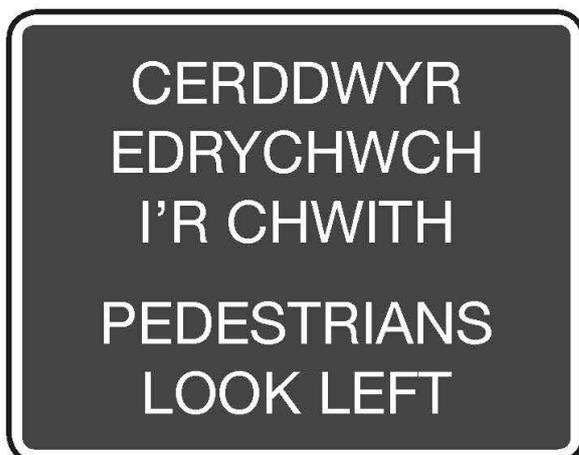
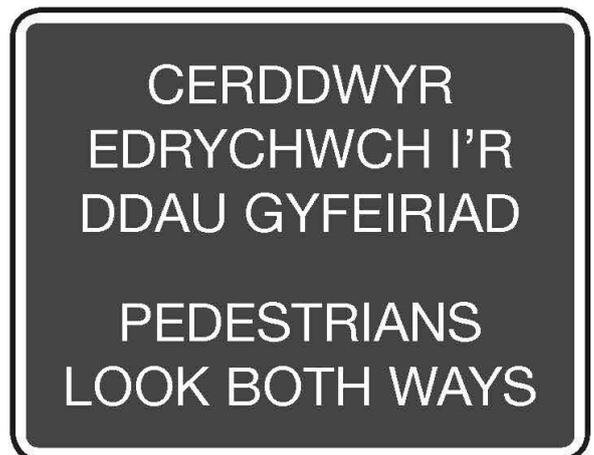
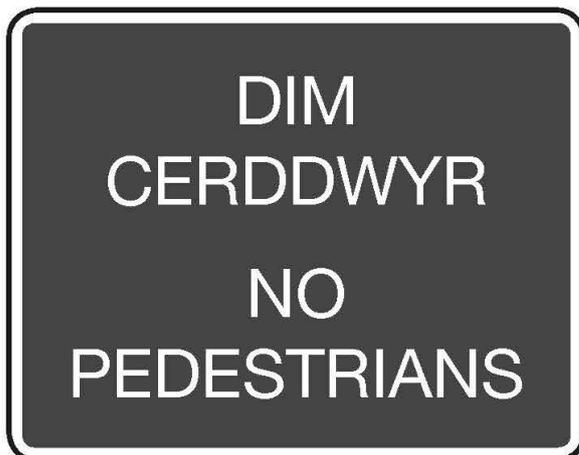
TREFN FFYRDD  
NEWYDD O'CH  
BLAEN  
  
NEW ROAD  
LAYOUT AHEAD

GOFAL  
MYNEDFA SAFLE  
  
CAUTION  
SITE ENTRANCE

GOFAL  
TRAFFIG Y SAFLE  
  
CAUTION  
SITE TRAFFIC

GWAITH AR  
GANOL Y FFORDD  
  
WORK IN CENTRE  
OF ROAD

GWEITHLU AR Y  
FFORDD  
**ARAF**  
  
WORKFORCE IN ROAD  
**SLOW**



CERDDWYR  
DEFNYDDIWCH Y  
DROEDFFORDD ARALL

PEDESTRIANS  
PLEASE USE OTHER  
FOOTWAY

CROESFAN I GERDDWYR -  
PAN FO'R GOLAU'N GOCH  
ARHOSWCH YMA

PEDESTRIAN CROSSING -  
WHEN RED LIGHT SHOWS  
WAIT HERE

CROESFAN  
SEGUR  
  
CROSSING  
NOT IN USE

TROEDFFORDD  
AR GAU DROS DRO  
  
TEMPORARY  
FOOTWAY CLOSURE

BEICWYR DEWCH  
ODDI AR EICH BEIC A  
DEFNYDDIO'R  
DROEDFFORDD

CYCLISTS DISMOUNT  
AND USE FOOTWAY

TROEDFFORDD  
AR GAU  
  
FOOTWAY  
CLOSED

DIM MARCIAU  
ILDIO

NO GIVE WAY  
MARKINGS

DIM MARCIAU  
FFORDD WRTH Y  
GYFFORDD

NO ROAD MARKINGS  
AT JUNCTION

DIM MARCIAU Ffordd  
WRTH Y GROESFAN  
REILFFORDD

NO ROAD MARKINGS  
AT LEVEL CROSSING

DIM MARCIAU  
FFORDD  
AM 400 LLATH

NO ROAD MARKINGS  
FOR 400 YARDS

DIM MARCIAU  
FFORDD

NO ROAD  
MARKINGS

DIM STYDIAU  
FFORDD

NO ROAD  
STUDS

TELEDU CYLCH  
CYFYNG AR WAITH  
CCTV IN CONSTANT  
OPERATION

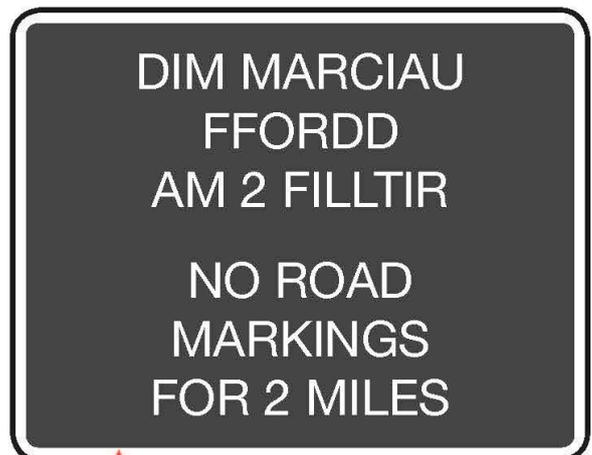
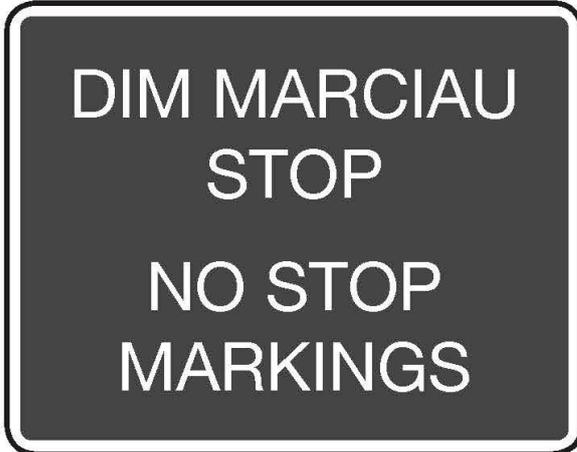
PERYGL  
SAFLE ADEILADU  
DANGER  
CONSTRUCTION SITE

GOFAL  
MYNEDFA SAFLE  
CAUTION  
SITE ENTRANCE

GOFAL  
LORïAU YN TROI  
CAUTION  
LORRIES TURNING

GOFAL  
DIBYN SERTH  
CAUTION  
SUDDEN DROP

PERYGL  
FOLTEDD UCHEL  
DANGER  
HIGH VOLTAGE



**Mutation**

Mutation only applies for the number 2.  
For all other numbers use DIWRNOD

**Mutation**

MILLTIR CHANGES TO FILLTIR -  
WHEN THE MILAGE CONTAINS A '1' OR A '2'

1 MILE = 1 FILLTIR  
1½ MILES = 1½ FILLTIR

FOR DISTANCES 3 MILES AND OVER OR  
UNDER 1 MILE THERE IS NO MUTATION

½ MILE = ½ MILLTIR  
3 MILES = 3 MILLTIR

**Platiau atodol i'w defnyddio ag arwyddion eraill**  
**Supplementary plates for use with other signs**

---



**TORRI GWAIR**  
**GRASS CUTTING**

**TORRI COED**  
**TREE CUTTING**

**TORRI PERTHI**  
**HEDGE CUTTING**

**DIWEDD**  
**END**

**CYNNAL GOLEUADAU**  
**LIGHTING**  
**MAINTENANCE**

**GWAITH FFORDD**  
**SYMUDOL**  
**MOBILE ROAD WORKS**

**AR Y LLAIN GALED**  
**ON HARD SHOULDER**

**YSGUBO'R FFORDD**  
**ROAD SWEEPING**

**Platiau atodol i'w defnyddio ag arwyddion eraill**  
**Supplementary plates for use with other signs**

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**AR Y SLIPFFORDD**  
**ON SLIP ROAD**

**GWAITH UWCH**  
**EICH PEN**  
**OVERHEAD WORKS**

**CYNNAL ARWYDDION**  
**SIGN MAINTENANCE**

**CODI ARWYDDION**  
**SIGN ERECTION**

**GRAEANU**  
**GRITTING**

**IÂ**  
**ICE**

**TAENU HALEN**  
**SALTING**

**SWCH EIRA**  
**SNOW PLOUGHING**

**Platiau atodol i'w defnyddio ag arwyddion eraill**  
**Supplementary plates for use with other signs**

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**LLIF**  
**FLOOD**

**MESUR TIR**  
**SURVEYING**

**GWAITH FFOSYDD**  
**DITCHING**

**FFRWYDRO**  
**BLASTING**

**AR Y GROESFAN**  
**REILFFORDD**  
**AT LEVEL CROSSING**

**CHWISTRELLU**  
**CHWYN**  
**WEED SPRAYING**

**RAMP**

**ARAFWCH NAWR**  
**REDUCE SPEED NOW**



**RHAID GWISGO OFFER  
DIOGELU CLUSTIAU**  
**EAR PROTECTION  
MUST BE WORN**



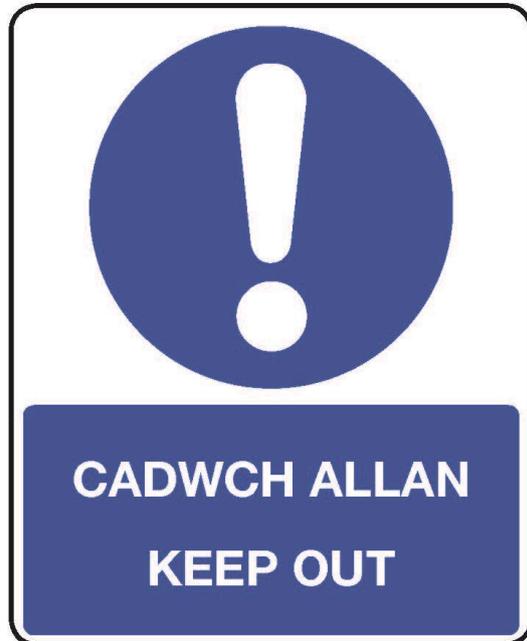
**RHAID GWISGO OFFER  
DIOGELU'R LLYGAID**  
**EYE PROTECTION  
MUST BE WORN**



**RHAID GWISGO  
MENIG**  
**GLOVES  
MUST BE WORN**



**RHAID GWISGO  
SIACEDI LLACHAR**  
**HIGH VISIBILITY JACKETS  
MUST BE WORN**





## CABINET – 9TH JUNE 2021

**SUBJECT: EMPLOYEE VOLUNTEERING SCHEME**

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

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### 1. PURPOSE OF REPORT

- 1.1 To seek the views of Cabinet on a proposed Employee Volunteering Scheme.
- 1.2 To seek Cabinet approval to implement the Scheme with a review carried out at 12 months on the uptake and benefits of the Scheme.

### 2. SUMMARY

- 2.1 The Employee Volunteering Scheme aims to increase volunteering opportunities for employees at Caerphilly County Borough Council, with the benefit of releasing the capacity of employees in supporting local communities and the associated benefits to employee well-being.
- 2.2 The proposed Scheme includes volunteering for a day/part day event or volunteering on a longer-term basis. Employees who have volunteered on a longer-term basis will be able to apply for a maximum of two days leave of absence per year.

### 3. RECOMMENDATIONS

- 3.1 Cabinet are asked to:  
Approve the Employee Volunteering Scheme (**attached at appendix 1**) and implement the Scheme with a review to be carried out in 12 months on the uptake and benefits of the Scheme.

### 4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To strengthen relationships with residents, voluntary and community sectors, and to deliver on our commitment set out in the new whole-authority operating model – 'Team Caerphilly – Better Together' strategy and support the 'social heart' ethos of the Council.
- 4.2 To release the capacity of employees in supporting local communities.
- 4.3 To demonstrate a commitment and support to employees by encouraging them to

play a more active role in building a more robust and resilient society.

- 4.4 To contribute to improved employee job satisfaction, health and wellbeing, morale, commitment and performance.
- 4.5 To encourage individual development, with opportunities for employees that would not otherwise be met through the usual training routes.

## 5. THE REPORT

### **Employee Volunteering Scheme**

- 5.1 The proposed Scheme has been drafted to meet the objective of the Team-Caerphilly Better Together strategy and the 'social heart' ethos of the Council by allowing the release of employees to volunteer and support the local community. Employee volunteering has numerous benefits which are set out in the draft Scheme (**attached as Appendix 1**). In addition, employee volunteering supports corporate social responsibility. The Scheme has been developed after research carried out on other public sector schemes operating in Wales and the rest of the UK (**attached as Appendix 2**).

- 5.2 Volunteering can be undertaken with voluntary or community organisations that meet the criteria set out in the Scheme. The Scheme is intended to support voluntary organisations and activity that contributes to well-being in the Caerphilly county borough area.

- 5.3 Activities should benefit the environment, individuals (other than close relatives), charities and voluntary/ community groups within Caerphilly County Borough, or regional charities where there is a benefit to Caerphilly.

### **Day or part day Volunteering**

- 5.4 Employees can register to volunteer for an organised whole or part of a day community event and subject to manager's approval they may be released to take part in these events.
- 5.5 Volunteering events will be available from a list of options decided by the Council, in partnership with voluntary organisations. The limited number of events will be available to employees on a first come basis.
- 5.6 The Scheme is intended to create additional capacity in communities and allow employees to take part in different opportunities to develop skills.
- 5.7 Examples of day/part day event volunteering could be marshalling a fun run in Caerphilly or painting a community centre.

### **Long-term Volunteering**

- 5.8 Longer-term volunteering involves a commitment of a minimum of 12 months with regular volunteering and engagement taking place at least once a month. Longer-term volunteering will be carried out in employee's own time and outside working hours.
- 5.9 In some cases, employees may volunteer more regularly over a shorter period in line with demand from services, for example, employees may support night shelters over the winter months which run more regularly over a shorter period. These volunteering

opportunities will be considered as providing an appropriate commitment and considered as long-term volunteering.

- 5.10 Employees who undertake longer-term volunteering will be able to apply for two days leave of absence which equates to 14.48 hours for fulltime employees or equivalent in hours depending on individual work pattern per calendar year. Examples of longer-term volunteering could be a trustee for a voluntary organisation, a telephone befriender, or social media support volunteer or volunteer as a buddy on the Caerphilly Cares Buddy Scheme.
- 5.11 Volunteering time will be managed through the Volunteering Wales Website.
- 5.12 Employee volunteering will be supported and monitored by managers and the experience will be discussed during My Time sessions. Employees will complete pre and post volunteering forms which will be discussed and signed off by managers during My Time sessions.

### **Conclusion**

- 5.13 An increasing number of councils, other public sector bodies and businesses, recognise the positive contribution that an Employee Volunteering Scheme can make in encouraging employees to take an active role in their communities. The Scheme provides the opportunity for employees to share skills, knowledge, and experience within the local community.
- 5.14 Employee volunteering can strengthen relationships with residents, voluntary and community sectors and help to deliver on the commitments set out in the new whole-authority operating model – 'Team Caerphilly – Better Together'. The Scheme is also consistent with the Caerphilly Cares strategy and the 'social heart' ethos of the Council.

## **6. ASSUMPTIONS**

- 6.1 The Scheme assumes that employees will propose themselves for volunteering opportunities. Managers should support any requests subject to the exigencies of service delivery which will take precedence.

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

- 7.1 An Integrated Impact Assessment has been carried out by the group working on the development and implementation of the Scheme and most areas have been recorded as neutral or having positive impacts. Any negative impacts identified will be mitigated through risk assessments. The Scheme has been developed to ensure employees across all contracts and departments can participate in volunteering. The day or part day events will cover a variety of opportunities and employees can participate during working hours. The long-term volunteering option can be carried out during the employee's own time and leave of absence can be arranged with managers. An employee will participate in a minimum of 12 days volunteering which for full time staff will qualify them for two days leave of absence which demonstrates the economic benefit to the community. Employees have been positive about the Scheme and the benefits of volunteering in general.

### **Integrated Impact Assessment**

Attached as Appendix 3.

## 8. FINANCIAL IMPLICATIONS

- 8.1 Employees taking part in the day/part day volunteering events will receive their normal pay, therefore any costs associated to this will be covered by the service area. There is a cost when employees undertake longer-term volunteering as they can apply for additional leave of absence days or hours.
- 8.2 Further research is required regarding any extra costs for additional resources required to set up and monitor the Scheme. A report will be published in due course with additional financial information.

## 9. PERSONNEL IMPLICATIONS

- 9.1 Releasing employees to undertake volunteering activities will have implications on employee resources within service areas, which managers will need to consider against the guidance. The proposal will have positive personnel implications with employees potentially benefiting from improved job satisfaction, health and wellbeing, morale, commitment and performance as a result of volunteering.

## 10. CONSULTATIONS

10.1

Response	Reply
The GMB recognise that volunteering is the commitment of time by an individual to engage in events and activities in society and within the community to support others. For those staff who wish to be involved in volunteering the GMB believe that it could help with their wellbeing and provide valuable skills and experience to the member of staff, this will also build confidence to deal with people and organisations in the community and this will in turn build an individual's self-esteem. We are pleased to see how the council will support the member of staff when undertaking their volunteering commitments, we believe the report sets out all the support clearly and the GMB are happy to support the document.	
UNISON asked that the distinction between day/part day and long-term volunteer is clarified. UNISON sought clarification that volunteering would not be used to replace paid employment opportunities. UNISON wanted confirmation that a review would take place at the end of the year to capture numbers of employees who participated and the type of volunteering that was required. With these amendments in place, UNISON is happy to support the scheme.	An email response and a meeting were arranged with UNISON and the requested amendments have been made to the Employee Volunteering Scheme.
Social Services - asked questions regarding	The policy frequently refers to the

managing requests from employees who want to volunteer and demands from service provision.	importance of employees discussing all volunteering opportunities with their manager and that service provision will be a consideration. Discussions with managers demonstrated that management of volunteering could be carried out in the same way managers arrange training or cover sickness. Managers can also plan and agree several employees who can take part in a volunteering opportunity in any given year.
HR Strategy Group – several recommendations to wording and liability were suggested.	All recommendations were accepted and made. Liability was confirmed with insurance and amended to reflect the advice from the Council's insurers.
Education Services – questions regarding managing employee demand for volunteering.	An email response was provided explaining the process.

## 11. STATUTORY POWER

11.1 There are no enabling statutory power(s) for the decision under consideration.

Author Sonya Foley, Policy Officer FoleyS1@Caerphilly.gov.uk

Consultees: Cllr. Eluned Stenner - Cabinet Member for Finance, Performance & Planning  
Christina Harrhy, Chief Executive  
Richard Edmunds, Corporate Director, Education & Corporate Services  
Mark S Williams, Interim Corporate Director Communities  
Dave Street, Corporate Director Social Services and Housing  
Rob Tranter, Head of Legal Services/ Monitoring Officer  
Stephen Harris, Interim Head of Finance Services & S.151 Officer  
Sue Richards, Head of Education Planning & Strategy  
Lynne Donovan, Head of People Services  
Kathryn Peters, Corporate Policy Manager  
HR Strategy Group

Background Papers:

Appendices:

Appendix 1 Draft Employee Volunteering Scheme  
Appendix 2 Background and supporting information  
Appendix 3 Integrated Impact Assessment

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## Employee Volunteering Scheme

### Introduction

Volunteering is the commitment of time and energy for the benefit of society and the community and can take many forms. It is undertaken freely and by choice, without concern for financial gain. This is the definition commonly accepted across the UK and used by the Welsh Government.

Caerphilly County Borough Council (CCBC) recognises that many of its employees already volunteer in their local communities and believe that volunteering is a great way for employees to develop new skills and support an event or project in the local community.

### Purpose of this Scheme

This Scheme outlines how CCBC will support employees in formal volunteering which takes place in the County Borough. The Council believes that volunteering can increase staff satisfaction and well-being. **(Volunteering and Public Services in Wales, January 2018)**

CCBC is working with partners to achieve a better Wales and volunteering is crucial to the Wellbeing of Future Generations Act 2015.

This Scheme aims to increase volunteering opportunities for employees by releasing employees from work to support the local community and by offering the opportunity to apply for up to two days leave of absence to employees who commit to long-term volunteering projects. The release of employee capacity will support the Team Caerphilly- Better Together strategy and supports the 'social heart' ethos of the Council. This Scheme is consistent with the Caerphilly Cares strategy.

This Scheme is intended to create additional capacity in communities by releasing employees to volunteer for a whole or part of a day event and encouraging volunteering on a long-term basis in the employees own time. This Scheme will not be used to support individual employee events, such as coaching one's children's football team. Even though this is classed as volunteering, it is not supported under this Scheme because it could create a conflict of interest. This Scheme is for CCBC employees only and the volunteering events will not be used to replace employment opportunities.

### How the Scheme works

The Scheme is made up of two options:

- **Day or part of a day organised volunteering event**  
Employees can register to volunteer for an organised whole or part of a day community event and the Council will, subject to manager's approval, release the employee to take part in these events.

Volunteering events will be available from a list of options decided by the Council, in partnership with voluntary organisations. The limited number of

events will be available to employees on a first come basis.

Examples of day/part day event volunteering could be marshalling a fun run in Caerphilly, or painting a community centre

- **Longer-term volunteering commitment**

Longer-term volunteering involves a commitment of a minimum of 12 months with regular volunteering and engagement taking place at least once a month. Longer-term volunteering will be carried out in the employee's own time and outside working hours.

In some cases, employees may volunteer more regularly over a shorter period in line with demand from services, for example, employees may support night shelters over the winter months which run more regularly over a shorter period. These volunteering opportunities will be considered as providing an appropriate commitment and considered as long-term volunteering.

Employees who undertake longer-term volunteering will be able to apply for **two days leave of absence** which equates to **14.48 hours for fulltime employees or equivalent in hours depending on individual work pattern per calendar year**. The leave of absence must be taken within the calendar year and cannot be carried over. Employees who work on a term-time only contract must discuss leave of absence requests with their manager.

Examples of longer-term volunteering could be a trustee for a voluntary organisation, a telephone befriender, social media support volunteer supporting a summer scheme or volunteer as a buddy on the Caerphilly Cares Buddy Scheme.

### **How to apply for the day/part of a day event volunteering:**

- Employees should speak with their manager to ensure they can be released from their job role for the time required for the event.
- Complete the online booking form on the Volunteering Wales Website, selecting the event they would like to participate in.
- Enter the request to attend the event using the appropriate drop-down option in iTrent
- If an employee decides to volunteer on a day/part of a day that they are not scheduled to work, then this is in their own time and time cannot be claimed back for this.
- 

The employee will receive a confirmation appointment or email with details of:

- Meeting point for the event
- Times required for the event
- Additional equipment required (wellington boots/waterproof coat etc)
- A reminder to bring their own lunch and drinks

The employee is agreeing to:

- Volunteer to the best of their ability
- Attend the project on time for the total hours agreed
- Notify the organisation and their manager with as much warning as possible if they are unable to attend the event.
- Complete a pre and post volunteering form to record their volunteering experience
- Demonstrate partnership working and accountability for their work while being part of the community project and a willingness to try new opportunities

### **How to apply for the longer-term volunteering:**

- Employees should speak with their manager about the volunteering opportunity and the commitment they will be able to give. Long term volunteering is a commitment of a minimum of 12 months which can be given weekly, monthly or more frequently. In some cases, employees may volunteer more regularly over a shorter period in line with demand from services, for example, employees may support summer schemes which run regularly over a shorter period. These volunteering opportunities will be considered as providing an appropriate commitment. This volunteering will take place in the employees own time, outside of paid working hours.
- Complete the online booking form on the Volunteering Wales Website, selecting the project they would like to participate in and agree to give a long-term commitment.

The employee is agreeing to:

- Volunteer to the best of their ability
- Attend the project on an ongoing long- term basis. This can be a weekly or monthly commitment. **It will not be a one-off commitment or for a short period of time unless you are participating in a short-term scheme with regular commitment. Long-term commitment is anything from 12 months onwards and requires giving your time once a month as a minimum.**
- Notify the organisation that they are volunteering with as much notice as possible if they are unable to keep up the commitment. The employee must also notify their line manager if they are unable to fulfil the commitment – this may mean they are no longer eligible to apply for the two days leave of absence. The employee may have to pay the leave back if it has been used but they have been unable to fulfil the volunteering commitment or when an employee leaves the Council's employment.
- The employee should record the hours spent volunteering on the project on the Volunteering Wales website
- Demonstrate partnership working and accountability for their work while being part of the community project and a willingness to try opportunities.

### **Day/part day and long-term volunteering distinctions:**

There is no limit on how many day/part day events employees can apply for, release from work depends on service provision and discussion with a line manager. It is possible that some employees may take part in multiple events during the year.

Long-term volunteering takes place in the employees own time and the leave of absence is an acknowledgment of the commitment. The leave of absence is capped at two days or equivalent in hours depending on the individual work pattern. Employees can take part in both long-term and day/part day events and all arrangements will be dependent on service provision and discussions with their manager.

### **Schools**

The scheme applies to all Caerphilly employees except employees directly employed by Schools unless the School Governing Body has adopted the Policy

### **Types of volunteering that are covered**

This Scheme is intended to support and encourage employees to volunteer; the Scheme can also be used to support volunteering activity that employees may already be engaged in, provided that the project is registered on the Volunteering Wales website and that the employee applies using the process set out above. Employees can suggest day or half day events which can be considered and potentially added to the list for that year. Employees who currently volunteer on a long-term basis may be eligible to apply for two days leave of absence as long as their volunteering meets the criteria for longer-term volunteering i.e., it is for 12 months, at least once per month, is recorded via the Volunteering Wales Website, benefits the Caerphilly area and is not for any personal gain.

### **Disclosure Barring Service (DBS) Checks and Volunteering**

Certain activities that involve volunteering with young people in need of care and support or other at-risk groups may require employees to have a Disclose and Barring Service (DBS) check. If day or part day events organised by this Council require DBS checks these should be provided by the department organising the event.

For longer-term volunteering the organisation that the employee is volunteering with will indicate if this is necessary. Caerphilly County Borough Council will not facilitate DBS checks unless it is related to a volunteering opportunity through this Council. Where required the DBS check required for Council run volunteering will be paid for from a central fund within Caerphilly County Borough Council as it is a corporate initiative.

### **Subsistence and travel expenses**

For day or part of a day volunteering events, parking, travel and mileage whilst the employee is volunteering may be claimed in the normal way.

For longer term volunteering these costs must be met by the employee, and if eligible, claimed back from the voluntary organisation they are volunteering for.

### **Monitoring**

Following manager's approval and prior to volunteering, employees will complete a pre-volunteering form and upon completion of volunteering a post-volunteering form will be completed. This will assist managers and employees in supporting volunteering and capturing the benefits of the Scheme for employees and the community.

Managers will need to see proof of hours from the Volunteering Wales database to authorise the leave of absence for employees engaging in long term volunteering. All volunteering will be registered with Volunteering Wales and volunteering data will be captured to help with reviews of the Scheme.

### **Recording volunteering time**

Prior to volunteering, employees will need to register on the Volunteering Wales website. All volunteering hours can be recorded using this link:  
<https://volunteering-wales.net/vk/volunteers/index.htm>

This website may be accessed via a link on the Council's Intranet pages or via [volunteering-wales.net](https://volunteering-wales.net).

Both day and longer-term volunteering events will be recorded on the Volunteering Wales website.

### **Discussing Volunteering with managers**

Managers will prioritise the needs of the service before authorising day/part day volunteering; decisions can be recorded in the employees My Time notes or on the pre-volunteering form which will have a section to record management agreement or reasons why volunteering cannot be supported.

Operational requirements will be considered by managers before supporting long-term volunteering as this involves agreement on leave of absence days or hours. Managers will need to balance requests from employees and service delivery. This discussion can be recorded in the employees My Time notes or on the pre-volunteering form which will have a section to record management agreement or reasons why volunteering cannot be supported.

### **Liability**

The Voluntary organisations must have their own health and safety policy and appropriate insurance cover. Where a person is volunteering/working on behalf of a third party, there is an expectation that the third party will have appropriate insurance in place/assume responsibility and liability. All volunteering events will need to provide proof of insurance before they can register on the Volunteering Wales Website. If an employee is injured whilst volunteering, a claim should be made against the organisation for sick pay in the same way that people do for third party accidents.

## **Training requirements (including health and safety) to perform volunteering activities**

The organisation for which employees volunteer is responsible for providing any induction, health and safety, or other training to allow them to perform their volunteering role and remain safe.

If the employee is involved in community transport volunteering and using their own car, they are advised to check that their own motor insurance policy is suitable.

## **Clothing and equipment**

For day or half day events, employees will be advised of any clothing requirements. All specialist equipment will be provided. For longer term volunteering, if the volunteering activity requires specialist clothing or equipment, this will need to be provided either by the voluntary organisation or by the employee themselves. The organisation should provide details of what is required.

## **Volunteering principles**

When volunteering, the employee agrees to:

- respect the privacy, property and confidentiality of others. Be aware that any safeguarding concerns supersede confidentiality and must be reported to the relevant department.
- report any problems they experience to their manager and the Gwent Association of Voluntary Organisations' Volunteer Centre (where it has acted as a broker)
- aim to fulfil the commitment they have made and inform their named contact in the voluntary organisation and their line manager if they are unable to attend
- act in a professional way, recognising that they are representing the Council while carrying out the volunteering activities.
- Ensure they are aware of their safeguarding obligations and report any concerns.
- The employee should ensure that they do not behave in any way that brings the Council into disrepute.

For quality assurance purposes, the organisation for which employees volunteer must be registered on Volunteering Wales, the Welsh Government funded national platform for volunteering. The website can be found here:

<https://volunteering-wales.net/vk/volunteers/index.htm>

## **Declaration of Interests**

Employees are required to complete a Register of Employees Interests Form which will need to be authorised by their Head of Service prior to commencing all volunteering opportunities.

## **Post volunteering**

Employees should discuss their volunteering activity with their manager and share the experience with colleagues. Employees must complete a post-volunteering form which will be signed off by their manager and uploaded to the relevant local system.

## **Five easy steps to get volunteering**

1. Look at the intranet where volunteering projects will be updated on a yearly basis. There will be an option to volunteer on a one-off project or apply for a longer-term volunteering commitment.

2. The employee should discuss and agree the volunteering activity with their line manager and complete a pre-volunteering form. Once they have agreement from their line manager, the employee can register on the Volunteering Wales website. The Register of Employees Interests form should also be signed off at this stage.

3. The employees volunteering hours will be recorded on the Volunteering Wales Website.

4. Get volunteering and tell colleagues about the experience

5. After employees have volunteered, they should complete the post-volunteering form and discuss the experience with their manager at their next 'My Time' discussion.

Any questions or requests for more information about the Employee Volunteering Scheme, please contact Caerphilly Cares.

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# Employee Volunteering Scheme

## Background and Supporting Evidence

February 2021

### Background

Volunteering is the commitment of time and energy for the benefit of society and the community and can take many forms. It is undertaken freely and by choice, without concern for financial gain. This is the definition commonly accepted across the UK and used by the Welsh Government. CCBC recognises many of its employees already volunteer in their local communities and believe that volunteering is a great way for employees to develop new skills and support a worthwhile event or project and build local communities.

The Employee Volunteering Scheme was developed after research into other public sector schemes operating in Wales and the UK. The draft Scheme is based on research into schemes operating in Pembrokeshire, Newport Gwent, Monmouthshire, Warwickshire, Wigan, Liverpool, Cambridge, Comhairle, Scottish Borders and Welsh Government.

The development of the Scheme forms part of the corporate review of Corporate Volunteering and Community Partnerships. A Review Group was set up to co-ordinate the development of the Scheme. The group consists of representatives from HR, Voluntary Sector, Leisure Services, Regeneration Team, Transformation Team, Housing and Policy Team.

Consultation has been undertaken with:

- The Regeneration Team who held focus groups with staff who volunteered as buddy's and managers of the buddies.
- Voluntary sector organisations including the Parent Network
- Frontline managers including Waste Management
- GAVO (Gwent Association of Voluntary Organisations) who held virtual consultation groups with volunteers

### Quotes from GAVO consultations

*'Volunteering on the Buddy Scheme had come in handy for my work and has been an added string to my bow. It has led to me applying for a better job within the council and has been a great benefit to me. It helped me secure another position which is more community based. This volunteering role has given me the taste for a more fulfilling job role, more community focused, more community spirited and it has really helped me'.*

*'I do have increased satisfaction when helping people that are not able to go out and about due to Covid. It has made me realise I want to do more for the community, not just during Covid but moving forward when the country eases out of lockdowns.'*

*'I have never volunteered before but since April 2020 I have been a Community Buddy after responding to an email at work. I wasn't sure what I had signed up for initially and thought it was something different. I was volunteering 8 hours a week, then 4 hours and now I volunteer between 2 and 4 hours a week'.*

### **Quotes from The Regeneration Team consultations**

*'It's great to see CCBC adopting a forward-thinking policy like this. I have friends who work in the private sector, in banking, and this is a benefit they get to have a half day to volunteer to paint a community centre or something and get released from their day job'.*

*'I accept what was said in that the line manager would have to check on the Volunteer Wales website to verify hours but surely this is not a problem as most staff volunteer hours far in excess of the 2 days leave available and I cannot see anyone who gets involved in volunteering fictionalising hours to get extra days leave'.*

*'At present, no impact as volunteering duties undertaken in Officers own time. If we return to office working, we will have to ensure volunteering role doesn't impact significantly on our service. However, the opportunity to claim an additional 2 days annual leave may impact on cover at times etc. Also. If there were to be more than 1 volunteer within a team then this could impact on the service delivery'.*

Participants were very enthusiastic about the principles of the Employee Volunteering Scheme. The recognition, acknowledgment and reward element for civic minded activities featured very highly amongst the group. This resulted in praise for their employer for proposing this policy.

### **Conclusion**

The above case studies and discussion groups are important in supporting the Employee Volunteering Scheme and ensuring that it will be accepted and work in practice. A FAQ's for managers will be developed to answer any questions regarding supporting staff on the Scheme. When the Scheme is live, data and feedback will be collated, and a report will be submitted on the Employee Volunteering Scheme after a period of 12 months.

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE: Section 3 Socio-economic Duty only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.**

<b>1. Proposal Details</b>			
<b>Lead Officer</b>	<b>Head of Service</b>	<b>Service Area &amp; Department</b>	<b>Date</b>
Paul Cooke	Sue Richards		08 March 2021

**What is the proposal to be assessed? Provide brief details of the proposal and provide a link to any relevant report or documents.**

This scheme outlines how CCBC will support employees in formal volunteering which takes place in the County Borough. The Council believes that volunteering can increase staff satisfaction and well-being. **(Volunteering and Public Services in Wales, January 2018)**  
 CCBC is working with partners to achieve a better Wales and volunteering is crucial to the Wellbeing of Future Generations Act 2015.

This Scheme aims to increase volunteering opportunities for employees by releasing employees from work to support local communities and by offering the opportunity to apply for up to 2 days leave of absence to employees who commit to long-term volunteering projects. The release of employee capacity will support the Team Caerphilly- Better Together strategy and supports the ‘social heart’ ethos of the local authority. This Scheme is consistent with the Caerphilly Cares strategy.

This Scheme is intended to create additional capacity in communities by releasing employees to volunteer for a whole or part of a day event and encouraging volunteering on a long-term basis in the employees own time.

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## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

*(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.*

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Age</b> <i>(people of all ages)</i>	Neutral for employees, however positive impacts for the community as people of all ages may benefit.		Based on equalities legislation.
<b>Disability</b> <i>(people with disabilities/ long term conditions)</i>	There may be a negative impact as some of the volunteering opportunities may not be suitable for some employees. This is dependent on the available opportunity and the needs of the individual employee.	This will be mitigated by carrying out a risk assessment and by ensuring that volunteering opportunities are varied and accessible to ensure that disabled people can participate.	Based on volunteering opportunities that employees have participated in during the buddy system and by considering Equality legislation and the Disability Act.
<b>Gender Reassignment</b> <i>(anybody who’s gender identity or gender expression is different to the sex they were assigned at birth)</i>	Neutral impact for employees, however positive impacts for the community as volunteering options will seek to benefit those within the protected characteristics group.		Based on equalities legislation.
<b>Marriage or Civil Partnership</b> <i>(people who are married or in a civil partnership)</i>	Neutral impact for employees, however positive impacts for the community as volunteering options will seek to benefit those within the protected characteristics group.		Based on equalities legislation.

<b>Pregnancy and Maternity</b> <i>(women who are pregnant and/or on maternity leave)</i>	<b>There may be a negative impact as some volunteering opportunities may not be suitable.</b>	<b>This will be mitigated by carrying out a risk assessment and by ensuring that volunteering opportunities are varied to ensure that women who are pregnant or on maternity leave can participate.</b>	<b>Based on equalities legislation.</b>
<b>Race</b> <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i>	<b>Neutral impact for employees, however positive impacts for the community as volunteering options will seek to benefit those within the protected characteristics group.</b>		<b>Based on equalities legislation.</b>

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<b><u>Protected Characteristics</u></b>	<b>Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?</b>	<b>If there are negative impacts how will these be mitigated?</b>	<b>What evidence has been used to support this view?</b>
<b>Religion or Belief</b> ( <i>people with different religions and beliefs including people with no beliefs</i> )	<b>There may be a negative impact as people may be precluded from some volunteering due to their religion and/or beliefs.</b>	<b>A range of volunteering opportunities will be available throughout the year to allow flexibility to all employees.</b>	<b>Equality legislation.</b>
<b>Sex</b> ( <i>women and men, girls and boys and those who self-identify their gender</i> )	<b>There may be a negative impact for women who predominantly work reduced hours or must prioritise childcare. This may impact on their availability to volunteer. Men can also be impacted by childcare.</b>	<b>The scheme has been amended in recognition of childcare duties and availability of employees which is why we have included day or part day events and changed the criteria for the long-term volunteering.</b>	<b>Research about gender equalities at work and equality legislation.</b>
<b>Sexual Orientation</b> ( <i>lesbian, gay, bisexual, heterosexual, other</i> )	<b>Neutral impact for employees, however positive impacts for the community as volunteering options will seek to benefit those within the protected characteristics group.</b>		<b>Based on equalities legislation.</b>

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### **3. Socio-economic Duty (Strategic Decisions Only)**

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:**

<ul style="list-style-type: none"> <li>➤ Single parents and vulnerable families</li> <li>➤ People with low literacy/numeracy</li> <li>➤ Pensioners</li> <li>➤ Looked after children</li> <li>➤ Homeless people</li> </ul>	<ul style="list-style-type: none"> <li>➤ Carers</li> <li>➤ Armed Forces Community</li> <li>➤ Students</li> <li>➤ Single adult households</li> <li>➤ People misusing substances</li> </ul>	<ul style="list-style-type: none"> <li>➤ People who have experienced the asylum system</li> <li>➤ People of all ages leaving a care setting</li> <li>➤ People living in the most deprived areas in Wales (WIMD)</li> <li>➤ People involved in the criminal justice system</li> </ul>
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<b><u>Socio-economic Disadvantage</u></b>	<b>Does the proposal have any positive, negative or neutral impacts on the following and how?</b>	<b>If there are negative impacts how will these be mitigated?</b>	<b>What evidence has been used to support this view?</b>
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<p><b>Low Income / Income Poverty</b> <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p><b>Neutral impact for employees,</b></p> <p><b>A positive impact on people who will benefit from the range of volunteering opportunities going to be undertaken, e.g supporting people who require food banks and support with managing their income.</b></p>		<p><b>Buddy scheme data and Caerphilly Cares.</b></p>
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<b><u>Socio-economic Disadvantage</u></b>	<b>Does the proposal have any positive, negative or neutral impacts on the following and how?</b>	<b>If there are negative impacts how will these be mitigated?</b>	<b>What evidence has been used to support this view?</b>
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<p><b>Low and/or No Wealth</b> <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i></p>	<p><b>There may be a negative impact for employees who cannot afford additional childcare to volunteer. Mileage expenses should be covered through the volunteering organisation.</b></p> <p><b>There may be positive impacts for residents who are supported through volunteering opportunities with financial support.</b></p>	<p><b>This has been mitigated by ensuring that volunteering is available during working hours and by allowing a more flexible approach for volunteering in employees own time.</b></p>	<p><b>This change was based on consultation with employees.</b></p>
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<p><b>Material Deprivation</b> (<i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i>)</p>	<p><b>Neutral impact for employees, however the volunteering opportunities may support the community in this area.</b></p>		<p><b>Buddy scheme data and Caerphilly Cares.</b></p>
<p><b>Area Deprivation</b> (<i>where you live (rural areas), where you work (accessibility of public transport) impact on the environment?</i>)</p>	<p><b>There may be a negative impact for employees who live outside of Caerphilly as this volunteering must take place in the Caerphilly area or benefit the Caerphilly area.</b></p> <p><b>Positive impact for the community as volunteering opportunities will support area deprivation and some volunteering opportunities undertaken could benefit the environment.</b></p>	<p><b>Employees can apply to volunteer during working hours as the scheme caters for day events and long-term volunteering.</b></p>	<p><b>Based on consultations with employees.</b></p> <p><b>Area deprivation – based on community assessments.</b></p>
<p><b>Socio-economic Background</b> (<i>social class i.e. parents education, employment and income</i>)</p>	<p><b>There may be a negative impact for employees working on variable contracts and those in lower paid roles.</b></p> <p><b>Positive impact for the community as volunteering opportunities will</b></p>	<p><b>The policy has been amended to ensure that volunteering can take place for a day or part of a day in recognition of employees on varied contracts and those in lower paid roles.</b></p>	<p><b>Based on consultations with employees.</b></p>

	<p>support people experiencing social deprivation.</p>		
<p><b>Socio-economic Disadvantage</b>  <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i></p>	<p><b>This policy will have a positive impact on vulnerable residents in Caerphilly as volunteering supports food banks, buddy scheme, isolation, night shelters and befriending.</b></p> <p><b>The policy is equally positive for all employees as they can avail of different opportunities and learn new skills.</b></p> <p><b>Groups could include older people, disabled people, and single parents who are on low incomes, having retired or are unable to work.</b></p>		<p><b>Based on consultation with employees and feedback from the buddy scheme.</b></p>

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#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)*

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<p><b>Objective 1</b> - Improve education opportunities for all</p>	<p>Volunteering will support employees to gain knowledge and skills that they may not currently have in their jobs. This informal training will also have positive impacts for the authority, and employees will be able to bring these new skills back into the workplace</p>
<p><b>Objective 2</b> - Enabling employment</p>	<p>Volunteering provides development opportunities for employees which would not otherwise be met through usual opportunities or training routes, empowering employees to achieve their own potential, raising confidence and benefitting their local community and the Council.</p>
<p><b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p>	<p>There may be positive impacts as some of the volunteering opportunities may support housing tenants with mental health and wellbeing, accessing foodbanks and income maximisation. Volunteering opportunities may include supporting people to live independently in their homes.</p>
<p><b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>Neutral impact</p>
<p><b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p>	<p>Creating a county borough that supports a healthy lifestyle in accordance with the sustainable development principle within the Well-being of Future Generations (Wales) Act 2015. Volunteering will contribute to the physical and mental well-being of employees, as they may have an opportunity to take part in physical activities which will help keep them fit and healthy. Also, it may help their mental well-being to give something back to communities which is of</p>

	value, thereby improving self-confidence and helping employees to feel part of the community.
<b>Objective 6</b> - Support citizens to remain independent and improve their well-being	Volunteering can support vulnerable people living within our communities and improve the emotional well-being of older people by reducing loneliness and social isolation. Volunteering can support services on building community resilience. Volunteers will gain valuable skills and build personal resilience.

#### 4a. Links to any other relevant Council Policy

*(How does your proposal deliver against any other relevant Council Policy?)*

##### Corporate Plan 2018-2023

This scheme contributes towards the Corporate Well-being Objectives:

##### Team Caerphilly – Better Together

Deliver on our commitment set out in the new whole-authority operating model – ‘Team Caerphilly – Better Together’. In particular:

- **Enhancing relationships with communities and partners**
- **Developing proud and trusted staff**

##### Caerphilly Cares

This scheme supports the work of Caerphilly Cares.

## 5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

*(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<p>Some of the volunteering opportunities will be supporting residents to live independently and enable them to access support. Some opportunities will support local community buildings and outdoor space. The benefits to employees may include developing skills and support retaining employees within the Council.</p>
<p><b>Prevention</b></p> 	<p>Allowing employees to volunteer in social care support has the potential to alleviate issues faced by an aging population, and for those vulnerable people living within our communities. Volunteers will gain valuable skills and build personal resilience.</p>
<p><b>Integration</b></p> 	<p>The scheme will work in collaboration with other organisations and expand provision on existing services.</p>
<p><b>Collaboration</b></p> 	<p>Employee volunteering is an agreed strand of the Caerphilly Public Services Board (PSB) Well-being Plan which intends to implement employee volunteering across all partners.</p>

<b>Involvement</b> 	Staff are likely to have an interest in achieving the well-being goals for future generations.
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## 6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Volunteering helps develop a well-skilled and educated population, utilising our greatest asset – our employees. Building a highly skilled population able to secure decent work, will improve local wealth and thereby create opportunities for local jobs and business growth.</p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Volunteering has the potential to contribute to improving the local environment. Environmental organisations will be eligible organisations for volunteers.</p>
<p><b>A Healthier Wales</b>  <i>A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>Volunteering can equip individuals with the skills and knowledge needed to improve their own mental health and well-being. Volunteering can improve confidence, encourage social interactions outside of the usual place of work, reduce loneliness and social isolation and build community resilience. Volunteers can aid in creating accessible green spaces enhancing well-being in the community.</p>

<p><b>A More Equal Wales</b> <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>Volunteering provides the opportunity for individuals to fulfil their full potential regardless of their circumstances, providing life skills and ongoing development benefitting the council, the individual, and future generations.</p>

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Volunteering encourages participation in community initiatives, fostering a sense of belonging, community pride and respect.  Volunteering can improve and connect communities, create accessible green spaces enhancing communities and making them a better place to live, work and raise families.</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Volunteering can encourage local interaction within the community allowing individuals to take advantage of the sports, arts and cultural opportunities within the borough.</p>
<p><b>A Globally Responsible Wales</b>  <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Volunteering can support individuals to look after the local environment and understand the impact our actions have on the global obligations and demonstrate corporate social responsibility.</p>

## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
<b>Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022</a> and the <a href="#">Language Profile</a></b>	Neutral		
<b>Compliance with the <a href="#">Welsh Language Standards</a>.</b> <i>Specifically Standards 88 - 93</i>	There will be options to volunteer using the Welsh language for example use befrienders who can communicate in Welsh to residents who would like to speak Welsh.		
<b>Opportunities to promote the Welsh language</b> <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	Actively encourage and promote the use of our services in Welsh.		
<b>Opportunities for persons to use the Welsh language</b> <i>e.g. staff, residents and visitors</i>	There will be options to volunteer using the Welsh language for example use befrienders who can communicate in Welsh to residents who would like to speak Welsh.		Supports the Five-Year Welsh Language Strategy and the Cymraeg 2050 Strategy.
<b>Treating the Welsh language, no less favourably than the English language</b>	Actively encourage and promote the use of our services in Welsh.		

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

Positive impact as the scheme will promote Welsh language events and ensure communication is available in Welsh which promotes the scheme. The buddy scheme and any befriending opportunities will actively promote Welsh speakers.

**8. Data and Information**

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
<p>Consultation has been undertaken with:</p> <ul style="list-style-type: none"> <li>• The Regeneration Team who held focus groups with staff who volunteered as buddy's and managers of the buddies.</li> <li>• Voluntary sector organisations including the Parent Network</li> <li>• Frontline managers including Waste Management</li> <li>• GAVO (Gwent Association of Voluntary Organisations) who held virtual consultation groups with volunteers</li> </ul>	<p>All departments and management groups have provided feedback to the employee volunteering scheme which has led to changes and amendments to ensure that it is clear and accessible to all employees.</p> <p>Below are some comments from employees regarding volunteering and the scheme.</p> <p><i>'It's great to see CCBC adopting a forward-thinking policy like this. I have friends who work in the private sector, in banking, and this is a benefit they get to have a half day to volunteer to paint a community centre or something and get released from their day job'.</i></p> <p><i>'I accept what was said in that the line manager would have to check on the Volunteer Wales website to verify hours but surely this is not a problem as most staff volunteer hours far in excess of the 2 days leave available and I cannot see anyone who gets involved in volunteering fictionalising hours to get extra days leave'.</i></p>	<p>The Employee Volunteering Scheme was developed after research into other public sector schemes operating in Wales and the UK. The draft scheme is based on research into schemes operating in Pembrokeshire, Newport Gwent, Monmouthshire, Warwickshire, Wigan, Liverpool, Cambridge, Comhairle, Scottish Borders and Welsh Government.</p> <p>The development of the scheme forms part of the corporate review of Corporate Volunteering and Community Partnerships. A review group was set up to co-ordinate the development of the scheme. The group consists of representatives from HR, Voluntary Sector, Leisure Services, Regeneration Team, Transformation Team, Housing and Policy Team.</p> <p>Extensive feedback was provided from various internal departments and amendments were made accordingly to ensure the scheme is clear and accessible to all employees.</p>

**Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?**

*Details of further consultation can be included in Section 9.*

No gaps identified.

**9. Consultation**

*In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

Employees who volunteer, managers of employees who volunteer and managers at service and strategic level were consulted. The unions and other partners such as GAVO and other local authorities were consulted. Feedback from the household survey and the buddy scheme data was considered.

There was a lot of time for consultation and the group working on the scheme identified stakeholders and ensured that views from all departments and agencies were considered.

The Cabinet Report and appendices were sent to agencies and internal departments to allow for feedback and amendments.

The key findings focused on ensuring fairness and availability to employees who work in different areas and on a variety of contracts. Managers wanted reassurance about managing employee expectations which was given as all feedback was responded to with explanations.

The scheme has been amended to ensure all employees can avail of the scheme, sections have been changed to ensure managers have confidence about managing expectations and supporting employees to volunteer.

## 10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	The scheme will be monitored on Volunteering Wales Website. The leave of absence will have a code connected to the scheme to monitor how many employees have availed of the days. The group working on the scheme will monitor the data and feedback from employees and a report will be published at the end of the first year of the scheme.
What are the practical arrangements for monitoring?	The group working on the scheme will work on putting monitoring structures in place and the scheme will sit in the Caerphilly Cares team who will also monitor data based on employees who volunteer.
How will the results of the monitoring be used to develop future proposals?	The monitoring will be used to develop the scheme and the end of year report will identify any changes or developments.
When is the proposal due to be reviewed?	At the end of the first 12 months.
Who is responsible for ensuring this happens?	The policy team will work with Caerphilly Cares on this scheme.

## 11. Recommendation and Reasoning

- Implement proposal with no amendments
- Implement proposal taking account of the mitigating actions outlined
- Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?

Yes

No



## 12. Reason(s) for Recommendation

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

An Integrated Impact Assessment has been carried out by the group working on the development and implementation of the scheme and most areas have been recorded as neutral or having positive impacts. Any negative impacts identified can be mitigated through risk assessments. The scheme has been developed to ensure employees across all contracts and departments can participate in volunteering. The day or part day events will cover a variety of opportunities and employees can participate during working hours. The long-term volunteering option can be carried out during the employees own time and leave of absence can be arranged with managers. An employee will participate in a minimum of 12 days volunteering which for full time staff will qualify them for 2 days leave of absence which demonstrates the benefit to the community. Employees have been positive about the scheme and the benefits of volunteering in general.

## 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Sonya Foley and Employee Volunteering Scheme Group		September 2022

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### Integrated Impact Assessment Author

Name:	Sonya Foley and Employee Volunteering Scheme Group		
Job Title:	Policy Officer		
Date:	April 10 2021		

### Head of Service Approval

Name:	Sue Richards		
Job Title:	Head of Education and Planning		
Signature:		Date:	

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## CABINET – 9TH JUNE 2021

**SUBJECT: INVESTMENT AT VIRGINIA PARK / 2ND SATELLITE AT ST CENYDD FOR TRINITY FIELDS**

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

### 1. PURPOSE OF REPORT

- 1.1 To provide Cabinet with details of 2 proposed building investments, the development of Virginia Park in Caerphilly for both the Youth Service and EOTAS (Education Other Than At School) provision and; investment to provide a 2<sup>nd</sup> satellite class for Trinity Fields on the St Cenydd High School site.

### 2. SUMMARY

- 2.1 The report provides Members with details of proposed building related investments at the 2 sites detailed in para 1.1. This investment will provide an increased capacity to support some of most vulnerable learners. The Virginia Park site has provided an opportunity to create a base in the Caerphilly Basin for the Youth Service, whilst also expanding in-house capacity for some of our EOTAS pupils.
- 2.2 This proposed investment was supported by Education Scrutiny Committee, details provided in the Budget Monitoring Report presented to Scrutiny on 22<sup>nd</sup> March 2021.

### 3. RECOMMENDATIONS

- 3.1 Support the use of £472k of Corporate Services Capital Earmarked Reserves for the development of Virginia Park and for a 2<sup>nd</sup> Satellite Class for Trinity Fields at St Cenydd High School.

### 4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To support the provision of a Youth Service base in the Caerphilly Basin and to increase capacity for our most vulnerable learners through in-house EOTAS provision.
- 4.2 To provide additional capacity for learners accessing Trinity Fields provision.

## 5. THE REPORT

- 5.1 The estimated £300k at Virginia Park is designed to meet the need for a youth service hub and to provide an education centre for the hours of the school day. This investment would include extensive refurbishment and re-configuration across the ground floor and selective refurbishment of the first floor. This would include a reception area, sliding partitions, versatile education spaces, a nurture room, youth spaces, 1-1 support areas, offices and improved toilet facilities. The site will provide a youth setting to service the Caerphilly basin area, supporting the Youth Services work with approximately 5,000 young people and directly contributing to its NEET (Not in Education, Employment or Training), Homelessness, Health, Welsh Language and crime reduction activity. A conservative estimate of the Youth Services membership is 16,000 plus, the 5,000 is an estimate for the Caerphilly cluster although it's recognised that this number is likely to be significantly higher given the population demographic for the basin area.
- 5.2 For EOTAS this site will initially enable the Authority to focus specifically on the needs of a small number of the KS3 or 4 cohorts who move out of Glan Y Nant. The development of this facility will also allow for a short term assessment centre for older students. This will serve to reduce the amount of education missed by students who may have received an exclusion from school and to ensure students are linked to the most appropriate EOTAS provision based on their needs.
- 5.3 Provision will also allow for the delivery of targeted interventions and an expansion of the focus around wellbeing and nurture as well as curriculum delivery. Developments linked to Virginia Park support the capacity to transition students from Home Tuition into an educational setting. Developing several "layers of classroom" will help staff work with students, their behaviours and encourage transition. The pathway plan will continue as they progress back to mainstream education.
- 5.4 The proposed building developments allow for both floors to be developed ensuring there is appropriate teaching space, intervention room and space for staff. This will enable the delivery of formal and informal learning via EOTAS and the non formal learning of the Youth Service. The development of this provision will support and enhance the development of the proposed CVL (Centre for Vulnerable Learners) as part of the portfolio of provision.
- 5.5 Once arrangements for the Youth Service and EOTAS are established at Virginia Park, Local Authority Officers will seek to maximise opportunities for community use. Operational timetables for the provision for pupils accessing both services are currently being refined, identifying usage during the school day and evenings. Other availability can then be shared with community groups once the educational schedules have been confirmed. Consideration will need to be given to an appropriate rental rate that would not put financial pressure on the service and equally not compromise the use of other community buildings in the area.
- 5.6 Building works at St Cenydd Comprehensive are required to ensure that facilities are fit for purpose to support a 2nd satellite class for Trinity Fields pupils, based at this site.
- 5.7 This cost includes splitting the existing space into 2 classrooms, electrical, network alterations, decoration & flooring, furniture and equipment; refurbishment of 2 disabled toilets and shower area; canopy for entrance and outside classroom; to knock 2 store rooms into 1 to create a physiotherapy room and associated works.

5.8 The revenue implications of funding this second satellite class have been addressed as part of the 2021-22 budget proposals. The satellite class will be led by the Headteacher of Trinity Fields, all relevant monitoring and evaluation processes will be in place in line with the Estyn schools inspection framework.

## 5.9 **Conclusion**

The investments outlined will provide an increase in capacity to support some of our our most vulnerable learners.

## 6. **ASSUMPTIONS**

6.1 No related assumptions have been felt necessary in relation to this report.

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

### 7.1 IIA Virginia Park

The Virginia Park building / site lies in an ideal location for all the types of work proposed to operate there. All plans are financially viable and the location offers a number of possibilities in terms of future development and or expansion of the educational “footprint”. Its acquisition is in the best interests of young people and the wider community. The building’s size and type represents an educational development option not available elsewhere in the Caerphilly basin area. This includes its other characteristics of availability of parking space, ease of access, proximity to Caerphilly Leisure Centre and Y Gwyndy School not least among them. The IIA is included as Appendix 1.

### 7.2 IIA St Cenydd Satellite Class

It is the recommendation of the IIA that Members endorse the proposal regarding the Local Authority approach to the development of the hub and spoke model and the second satellite class at St Cenydd School. The approach keeps children at the centre, promotes equality of opportunity and the importance of partnership working between those who support children. Members are asked to consider the IIA alongside the Cabinet Report in support of progressing to develop the class in readiness for September 2021. The IIA is included as Appendix 2.

## 8. **FINANCIAL IMPLICATIONS**

8.1 It is proposed that Cabinet support the use of earmarked capital reserves for building related work at St Cenydd Comprehensive for a 2<sup>nd</sup> Satellite Class for Trinity Fields (up to £172k); and Virginia Park site to support the development of Youth and EOTAS Provision (up to £300k).

## 9. **PERSONNEL IMPLICATIONS**

9.1 As part of the Authority’s Budget for 2021/22 the funding for Trinity Fields supports the staffing requirements of this 2<sup>nd</sup> satellite class. There are no additional funding requirements for staffing at the Virginia Park site. The process will see the relocation of existing personnel from the Youth and EOTAS provisions.

## **10. CONSULTATIONS**

- 10.1 These investments were supported by Education Scrutiny Committee (22<sup>nd</sup> March 2021).
- 10.2 Recent meeting with Members from St James and Morgan Jones Wards were supportive of the Virginia Parks proposals (subject to receipt of this report). No objections to the proposal were raised or registered.
- 10.2 No discrete, separate consultation exercise has yet been conducted with young people across the Caerphilly basin. Detailed communication arrangements are however planned for the summer, given that the opening of the Virginia Park facility is hoped for in the autumn term. However, all related discussions with young people across the County Borough have indicated a clear need for a Youth Work base in Caerphilly, particularly following the loss of the previous base at the time of the demolition of St Illan School. Partner agencies are strongly in support, including Gwent Police who acknowledge the potential for reducing crime and anti-social behaviour in the area and the contribution that the Youth Service can make to the reduction of exploitation of children and young people in the town centre. The EOTAS offer scheduled to function during school hours in the building has been planned as a direct consequence of cross-county consultation and planning in order to meet modern education requirements for young people unable to attend school.

## **11. STATUTORY POWER**

- 11.1 Local Government Act 1972 and 2000.

Author: Jane Southcombe, Finance Manager (Education, Lifelong Learning & Schools) southj@caerphilly.gov.uk

Consultees: Richard Edmunds, Corporate Director, Education and Corporate Services  
Keri Cole, Chief Education Officer  
Sue Richards, Head of Service – Education Planning & Strategy  
Sarah Ellis, Lead for Inclusion & ALN  
Sarah Mutch, Early Years Manager  
Paul Warren, Strategic Lead for School Improvement  
Cllr Ross Whiting, Cabinet Member for Education & Achievement  
Cllr Eluned Stenner, Cabinet Member for Finance, Performance & Planning  
Cllr Teresa Parry, Chair of Education Scrutiny Committee  
Cllr Carol Andrews, Vice Chair of Education Scrutiny Committee  
Steve Harris, Head of Financial Services & S151 Officer  
Lynne Donovan, Head of People Services  
Rob Tranter, Head of Legal Services  
Anwen Cullinane, Senior Policy Officer (Equalities & Welsh Language)  
Paul O'Neill, Senior Youth Service Manager  
Rhys Evans, Head of Provision for Vulnerable Learners

Cllr Christine Forehead (St James Ward)  
Cllr Barbara Jones (St James Ward)  
Cllr Shayne Cook (Morgan Jones Ward)  
Cllr Phil J Bevan (Morgan Jones Ward)  
Cllr James Pritchard (Morgan Jones Ward)

Background Papers:

Minutes of Education Scrutiny 22<sup>nd</sup> March 2021 – “Supported a recommendation to Cabinet to utilise £472k of Corporate Services Capital Earmarked Reserves for a 2<sup>nd</sup> Satellite Class at St Cenydd Comprehensive for Trinity Fields, and the development of Virginia Park for both the Youth Service and EOTAS provision as detailed in Section 5.5 of the report”.

Appendices:

- Appendix 1 Integrated Impact Assessment – Virginia Park
- Appendix 2 Integrated Impact Assessment – 2<sup>nd</sup> Satellite Class for Trinity Fields at St Cenydd

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## **Caerphilly County Borough Council - Integrated Impact Assessment**

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE:** Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

### **1. Proposal Details**

Lead Officer	Head of Service	Service Area & Department	Date
Paul O'Neill	Paul Warren	Youth Service	21/5/21

Is this proposal a... (please tick relevant box)			
Policy	<input type="checkbox"/>	Strategy / Plan	<input type="checkbox"/>
Practice	<input type="checkbox"/>	Procedure	X <input checked="" type="checkbox"/>
Restructure	<input type="checkbox"/>		

**What is the proposal to be assessed?** *Provide brief details of the proposal and provide a link to any relevant report or documents.*

That the Former Golf Clubhouse adjacent to Caerphilly Leisure Centre (Virginia Park), recently acquired by the Youth Service, receives circa £ 300,000 investment for the purposes of rendering it fit for the purposes for the delivery of Youth Work and other forms of education, including EOTAS (Education Other Than At School) activity, and in line with the wider development activity in those service areas.

**2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011**

*(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.*

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p>Age (people of all ages)</p>	<p>Positive impact on young people. 11-25 years, including those with protected characteristics, allowing young people from across a wider geographical area to be offered youth work support and those with particular vulnerabilities to receive other forms of statutory education.</p>	<p>N/A</p>	<p>The youth population of Caerphilly basin, the catchment area that the Virginia park Youth Work base would serve, is significant. Approximately a third of the Youth Service’s membership of 16,000 young people are expected to benefit from a suitably refurbished and equipped centre for the area, which will see centre-based youth work delivery across the 13 hour per day/7 day per week standard youth work delivery profile, as well as supporting outreach work in the wider area.</p> <p>The centre will directly support the prevention of homelessness in young people, LGBT young people, those that are, or are at risk of being NEET (Not in Education, Employment or Training), those with low level mental/emotional health difficulties and those at risk of exclusion from school or community.</p>

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Appendix 1

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Disability</b> ( <i>people with disabilities/ long term conditions</i> )	Positive impact on young people 11-25, allowing for greater access by disabled young people to youth work opportunities	N/A	As above
<b>Gender Reassignment</b> ( <i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i> )	Positive impact on young people 11-25 - an appropriate building redesign allows for the wider embedding of the Youth Service's LGBT support arrangements.		As above
<b>Marriage or Civil Partnership</b> ( <i>people who are married or in a civil partnership</i> )	Neutral		
<b>Pregnancy and Maternity</b> ( <i>women who are pregnant and/or on maternity leave</i> )	Positive impact on young people 11-25: The Youth Service's Condom distribution arrangements will improve and reach more young people at risk of harmful behaviours. Improved links and referral arrangements to the Youth Service's Young Parents group and other agencies will similarly improve.		The Youth Service understands from experience that improved means of appropriately distributing condoms and the associated advice provided always attracts more young people to take up services.
<b>Race</b> ( <i>people from black, Asian and minority ethnic communities and different racial backgrounds</i> )	Positive: Accessible to all, regardless of characteristics		

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Religion or Belief</b> ( <i>people with different religions and beliefs including people with no beliefs</i> )	Accessible to all, regardless of characteristics		
<b>Sex</b> ( <i>women and men, girls and boys and those who self-identify their gender</i> )	Accessible to all, regardless of characteristics		
<b>Sexual Orientation</b> ( <i>lesbian, gay, bisexual, heterosexual</i> )	Positive impact on young people 11-25:  As per previous comments relating to the expansion of the youth Service's County-wide support arrangements for LGBT young people		Equalities data analysis

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### 3. Socio-economic Duty (Strategic Decisions Only)

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:**

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 209</p> <p><b>Low Income / Income Poverty</b> <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p>Positive impact on young people 11-25, including</p> <ul style="list-style-type: none"> <li>➤ Single parents and vulnerable families (the Youth Service’s Young Parents group)</li> <li>➤ People with low literacy/numeracy (EOTAS provision)</li> <li>➤ Looked after children (enhanced links with Social Services)</li> <li>➤ Homeless people (Virginia Park will be the base for the Youth Service’s Homelessness team)</li> <li>➤ Students (the location will provided added capacity for the inclusion of students on practical placements)</li> <li>➤ People misusing substances (engaging with substance misuse issues in the Town Centre)</li> <li>➤ People living in the most deprived areas in Wales (WIMD) – young people from Lansbury Park will directly benefit from the services available from this location)</li> </ul>	<p>N/A</p>	<p>Significant feedback from partners and users who represent these vulnerable groups has contributed to the design and planning for the work to be conducted from this location.</p> <p>The Youth Service’s equalities monitoring arrangements demonstrate the need for greater consideration in these terms and partner agencies frequently communicate information that supports this understanding – for example, specialist drugs agencies will share intelligence to this effect.</p> <p>The Youth Service’s Homelessness section reports a continuing and significant prevalence of young people at risk of homelessness.</p>

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Low and/or No Wealth</b> ( <i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i> )	Positive – the efficient design and use of these premises allows for opportunities to reach out to individuals in economic distress.	N/A	As above
<b>Material Deprivation</b> ( <i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i> )	As above		As above
<b>Area Deprivation</b> ( <i>where you live (rural areas), where you work (accessibility of public transport)</i> )	As above		As above
<b>Socio-economic Background</b> ( <i>social class i.e. parents education, employment and income</i> )	As above. Furthermore, the delivery options accruing from the appropriate redesign of these premises will allow for greater cross-team integration within the Youth Service and therefore greater opportunity to work more effectively and collaboratively with young people and families with challenging socio-economic backgrounds.		As above.
<b>Socio-economic Disadvantage</b> ( <i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i> )	Anticipated impact includes the prevention of young people becoming NEET (Not in Education, Employment or Training) and their successful transition and progression following the end of their compulsory education.		LA NEETs statistics/Engagement and Progression data and modelling

#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?)* [Well-being Objectives](#)

<b>Objective 1</b> - Improve education opportunities for all	The Youth Service, the Authority’s statutory education service with the broadest brief, will have a greater reach. Furthermore, EOTAS services will more effectively engage with pupils not able to attend school.
<b>Objective 2</b> - Enabling employment	The associated improvements in service delivery will see a greater blending of NEETs provision, as part of the Engagement and Progression duty that is placed with the Youth Service. Furthermore, successful EOTAS interventions will result in those pupils with vulnerabilities being more prepared for the world of employment.
<b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being	Wellbeing-related improvements in service delivery will be achievable as a direct consequence of the building being fit for purpose of Youth Work and other forms of statutory education.
<b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment	The enactment of this proposal will reduce the transport burden on young people due to the accessibility of this centre/location and allow youth work to access communities currently under-engaged, so that young people do not need to travel unnecessarily to access youth work provision.
<b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015	The proposal will allow for the broader delivery of the Youth Service’s curriculum, which includes a significant element of health-related education.
<b>Objective 6</b> - Support citizens to remain independent and improve their well-being	Specific aspects of Youth Service work, such as the Wellbeing team, Young Parent’s project, and others, will be enabled to reach more young people for this purpose. In addition, those attending the centre will have access to specific ‘living skills’ education.

#### 4a. Links to any other relevant Council Policy

*(How does your proposal deliver against any other relevant Council Policy?)*

**In line with the educational principles detailed in CCBC’s Shared Ambitions statement of intent.**

**In line with the Education Directorate’s EOTAS (Education Outside Of School) Strategy.**

**Supportive of the principles outlined within CCBC Education Inclusion Service’s Inclusion Strategy/Compendium.**

**5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)**  
*(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<p><a href="#">Click or tap here to enter text.</a>                      The proposal is made against the backdrop of achieving lasting and positive change, allowing the service to respond more effectively to the needs of young people, their communities, and the Youth Service’s partners. Greater educational reach will be achieved in the long term.</p>
<p><b>Prevention</b></p> 	<p><a href="#">Click or tap here to enter text.</a>                      The Youth Service is the main service of inclusion in the Authority and as such has a significant prevention remit in terms of Anti-social Behaviour, poor mental and physical health, Homelessness, NEETs and School disengagement. EOTAS students based in the premises in school term time will also unfettered access to the youth service teams based in the building whose main duties include prevention work.</p>
<p><b>Integration</b></p> 	<p><a href="#">Click or tap here to enter text.</a>                      The Youth Service’s role is to integrate and reintegrate young people into their communities, into education and into employment/training. The flexibilities achieved to service delivery by the withdrawal from these premises would assist in this activity.                      The central purpose of EOTAS education is temporarily relocate vulnerable pupils to a location where their educational, personal and social needs can be addressed, prior, in many cases, to re-integration into mainstream schooling.</p>
<p><b>Collaboration</b></p> 	<p><a href="#">Click or tap here to enter text.</a>                      The development of these premises allows for extensive collaboration with other agencies: Indeed, selected partner agencies, including Gwent Police, have clearly expressed the need for work in this location and the more flexible forms of youth work delivery that would accrue, allowing local youth work organisers to collaborate freely and effectively with a variety of partners, including Secondary Schools, employers, Social Services and others.</p>
<p><b>Involvement</b></p> 	<p><a href="#">Click or tap here to enter text.</a>                      Above all, the Youth Service is one of Participation – the service delivers youth work <i>with</i> the involvement of young people, rather than <i>for</i> them or <i>to</i> them. For a significant period of time, young people have expressed a wish for the service to delivery more flexibly and this approach will be strengthened via the suitable design of this property.</p>



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

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>E            The use of this building in a fit for use format significantly increases the efficiency of youth work in the area and reduces, for example, the Service's carbon footprint, as it reduces waste in terms of heating, lighting and other energy-wasteful practices associated with the current disposition of youth work resources.</p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Click or tap here to enter text.            Neutral impact</p>
<p><b>A Healthier Wales</b>  <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>Click or tap here to enter text.            The acquisition of fully fit for purpose location for the delivery of youth work and other forms of education allows for the wider delivery of the service's curriculum, most especially its Health education aspect: Furthermore, youth workers will engage more young people as a consequence of provision emanating from a single hub that supports satellite and whole-area working, taking advantage of appropriate opportunities for engaging young people in physical and sporting activities both indoors and outdoors.</p>
<p><b>A More Equal Wales</b>  <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>Click or tap here to enter text.            The Youth Service carries specific responsibilities in terms of assisting young people to reach their potential and challenges socio-economic challenges, enabling young people to thrive more educationally, be more integrated into their communities and to make a successful transition to adulthood: The flexibilities realised via the development of a fit for purpose building will allow a more fair form of access by young people to youth workers for these purposes.</p>

<p><u>Well-being Goals</u></p>	<p>Does the proposal maximise our contribution to the Well-being Goal and how?</p>
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Click or tap here to enter text.                      Yes. Community cohesion is a discrete aspect of youth work delivery, including with specific regard to crime and anti-social behaviour reduction. Relocating youth work support to Caerphilly in this way will allow for the greater and more positive influence of youth workers in the wider area by means of either ‘detached’ work (where they will work with residents, the Police and others to identify locations of need), ‘virtual’ work (utilising social media and other online opportunities for engagement with young people) or centre based work.</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Click or tap here to enter text.                      The advantages represented by locating Welsh language youth work in such an attractive and accessible location are anticipated to result in the expansion of the Welsh Youth Work offer – this will enable the positioning of Youth Workers with related skills to be present in more communities than is currently the case.</p>
<p><b>A Globally Responsible Wales</b>  <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such thing may make a positive contribution to global well-being</i></p>	<p>T                      The membership and mechanisms of the Youth Service’s Junior and Youth Forums, especially active via the adoption of related annual priorities, will be more available to more young people and in more locations than is currently the case, due to the opportunities for peripatetic youth work that will arise from the acquisition of a base for youth work, that is suitably designed for the purpose, in such a central location.</p>

## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

*(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [insert link to WL Commissioners Policy Making Standards Guidance](#)*



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
<p><b>Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022 and the Language Profile</a></b></p>	<p>Positive: A Welsh language youth club will be operated from the site, linking with the nearby Ysgol Gyfun Cwm Rhymni - Y Gwyndy site and drawing membership from a wide area. This allows for the expansion of the service's Welsh language youth work arrangements.</p>		<p>For some time, the Youth Service and its partners, Urdd Gobaith Cymru and Caerffili Menter Iaith, have noted the need/demand for a Welsh language youth work provision in Caerphilly.</p> <p>Also supports actions within Welsh Language 5 year strategy (Area 2 – Children and Young people</p> <p>Data source – Youth Service Equalities data collection.</p>
<p><b>Compliance with the <a href="#">Welsh Language Standards</a>.</b> <i>Specifically Standards 88 - 93</i></p>	<p>In supporting the expansion of the Service's Welsh language youth work offer, the proposal complies with Welsh language standards, not limited to standards 88-93 in terms of widening opportunities for young people to enhance their Welsh language skills, accessing support services through the medium of Welsh</p>	<p>Click or tap here to enter text.</p>	
<p><b>Opportunities to promote the Welsh language</b> <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i></p>	<p>An expansion of Welsh youth work provision will widen opportunities for the use of Welsh in an educational context.</p>		<p>The proximity of the Ysgol Gyfun Cwm Rhymni - Y Gwyndy school site to Virginia Park represents increased opportunity for the expansion of the</p>

			use of the Welsh language outside the school context.
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Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
<b>Opportunities for persons to use the Welsh language</b> <i>e.g. staff, residents and visitors</i>	T As above – the Welsh language and related aspects will have the opportunity to feature more prominently in the delivery of youth work than is currently the case		
<b>Treating the Welsh language no less favourably than the English language</b>	As above		

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

As above – this proposal supports the wider delivery of youth work in the medium of Welsh – a Welsh language youth club will be established on the site.

### 8. Data and Information

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
Click or tap here to enter text. Previous consultation. Youth Service staff and young people had previously commented on the need to expand youth work delivery methodology in order to reach young people – that consultation was not specific to the use or otherwise of this building but is linked to the wider opportunities for youth work delivery in the area.	<b>Given the historical uncertainties regarding the building's final use and practical, structural delays, separate consultation with users has not yet recommenced. However, a comprehensive engagement plan is expected to be enacted over the Summer period, with selected young people having a standing form of consultative influence by being members of the centre's steering group.</b>	Click or tap here to enter text. The Youth Service counts over 16,000 young people amongst its members/users. The Virginia Park site is expected to serve an approximate third of these, as the centre will be the hub of one of the 3 cluster areas within the authority.

## Appendix 1

<p>A recent pilot delivery of youth work in another area has proven the efficacy of establishing a fit for purpose cluster hub from which youth work over a wide area can be delivered.</p> <p>The previous centre for youth work in the area was demolished alongside St. Ilan's school, with a subsequent lack of provision available to meet demand in the area.</p>	<p>Information provided the service's Welsh language partners, Urdd Gobaith Cymru and Caerffili Menter Iaith, indicate significant demand for the establishment of Welsh language youth work provision in Caerphilly and Welsh Language youth club is scheduled for opening in the Virginia park site.</p>	
<p><b>Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?</b>  <i>Details of further consultation can be included in Section 9.</i></p>		
<p>Click or tap here to enter text.          There are no perceived gaps with regards to any further evidence required to further this proposal</p>		

## 9. Consultation

*In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

Who was consulted?

The consultation process is currently at the informal stage and the relevant youth work teams and EOTAS staff are considering the detail of operational delivery. All key personnel have been actively involved in the selection and acquisition of the site and contributed to a preferred internal redesign scheme. Once any decision to refurbish the property to a fit for purpose standard has been formalised, more discrete and focussed engagement with stakeholders will take place as part of a coordinated communications exercise. Stakeholders include –

- Young people from both the immediate locale and a selection of those from the wider basin area.
- Key community representatives
- Elected/Ward members
- Gwent Police
- Information provided the service's Welsh language partners, Urdd Gobaith Cymru and Caerffili Menter Iaith, indicate significant demand for the establishment of Welsh language youth work provision in Caerphilly and Welsh Language youth club is scheduled for opening in the Virginia Park site.

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## 10. Monitoring and Review

<b>How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?</b>	Click or tap here to enter text. Via the Youth Service’s internal Quality Performance management system and the Education Directorate’s Service Improvement Plan monitoring processes and Corporate Performance management measures.
<b>What are the practical arrangements for monitoring?</b>	Click or tap here to enter text. Regular statistical (data) measures and observation of quality of delivery.
<b>How will the results of the monitoring be used to develop future proposals?</b>	Experiences arising from the implementation of this proposal may inform any other similar arrangements in other parts of the County Borough.
<b>When is the proposal due to be reviewed?</b>	N/A
<b>Who is responsible for ensuring this happens?</b>	N/A

## 11. Recommendation and Reasoning

<input checked="" type="checkbox"/>	Implement proposal with no amendments
<input type="checkbox"/>	Implement proposal taking account of the mitigating actions outlined
<input type="checkbox"/>	Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

<b>Have you contacted relevant officers for advice and guidance?</b>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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**12. Reason(s) for Recommendation**

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

The Virginia Park building/site lies in an ideal location for all the types of work proposed to operate there. All plans are financially viable and the location offers a number of possibilities in terms of future development/expansion of the educational 'footprint'. Its acquisition is in the best interests of young people and the wider community.

The building's size and type represents an educational development option not available elsewhere in the Caerphilly basin area, including its other characteristics – availability of parking space, ease of access, proximity to Caerphilly Leisure Centre and Ysgol Gyfun Cwm Rhymni - Y Gwyndy school site not least among them.

**13. Version Control**

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date

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**Integrated Impact Assessment Author**

<b>Name:</b>	Paul O'Neill
<b>Job Title:</b>	Senior Youth Service Manager
<b>Date:</b>	21/5/21

**Head of Service Approval**

<b>Name:</b>	Paul Warren		
<b>Job Title:</b>	Lead Officer for School Improvement.		
<b>Signature:</b>		<b>Date:</b>	

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## **Caerphilly County Borough Council - Integrated Impact Assessment**

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE:** Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

### **1. Proposal Details**

Lead Officer	Head of Service	Service Area & Department	Date
Sarah Ellis	Keri Cole	Learning Education and Inclusion	19.5.21

Is this proposal a... (please tick relevant box)

Policy	Strategy / Plan <input type="checkbox"/>	Practice	Procedure	Restructure	Project x
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**What is the proposal to be assessed?** *Provide brief details of the proposal and provide a link to any relevant report or documents.*

The second satellite class of Trinity Fields School at St Cenydd

## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

*(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.*

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Age</b> ( <i>people of all ages</i> )	Positive, creates additional capacity.		The proposal to develop a second satellite class at St Cenydd supports the needs of children with Additional Learning Needs (ALN). The proposals align with the ALN and Tribunal Act 2018, Wellbeing of Future Generations Act and Social Services and Wellbeing Act.
<b>Disability</b> ( <i>people with disabilities/ long term conditions</i> )	Positive		As above.
<b>Gender Reassignment</b> ( <i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i> )	Positive		As above.
<b>Marriage or Civil Partnership</b> ( <i>people who are married or in a civil partnership</i> )	NA		There are no links
<b>Pregnancy and Maternity</b> ( <i>women who are pregnant and/or on maternity leave</i> )	NA		As above.

Appendix 2

<p><b>Race</b> (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)</p>	<p>Positive</p>		<p>As above</p>
<p><b><u>Protected Characteristics</u></b></p>	<p><b>Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?</b></p>	<p><b>If there are negative impacts how will these be mitigated?</b></p>	<p><b>What evidence has been used to support this view?</b></p>
<p><b>Religion or Belief</b> (<i>people with different religions and beliefs including people with no beliefs</i>)</p>	<p>positive</p>		<p>The development reinforces the LA position that no one is discriminated against by virtue of a protected characteristic.</p>
<p><b>Sex</b> (<i>women and men, girls and boys and those who self-identify their gender</i>)</p>	<p>positive</p>		<p>As above</p>
<p><b>Sexual Orientation</b> (<i>lesbian, gay, bisexual, heterosexual</i>)</p>	<p>positive</p>		<p>As above</p>

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### 3. Socio-economic Duty (Strategic Decisions Only)

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p><b>Low Income / Income Poverty</b> (cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</p>	<p>Positive: Supporting wellbeing and providing appropriate educational opportunities will improve life chances.</p>		<ul style="list-style-type: none"> <li>• Research and psychological theory / practice highlights the importance of wellbeing and the development of appropriate high quality teaching and learning opportunities as a foundation for development.</li> </ul>
<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p><b>Low and/or No Wealth</b> (enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</p>	<p>Positive: The approach is accessible to all children regardless of any specific socio-economic disadvantage</p>		

<b>Material Deprivation</b> ( <i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i> )	As above		
<b>Area Deprivation</b> ( <i>where you live (rural areas), where you work (accessibility of public transport)</i> )	As above		
<b>Socio-economic Background</b> ( <i>social class i.e. parents education, employment and income</i> )	As above		
<p>Page 227</p> <p><b>Socio-economic Disadvantage</b> (<i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i>)</p>	The approach is designed to support the wellbeing and inclusion of all children, and ensure access to excellent teaching and learning opportunities		The development of the satellite class places the access to high quality teaching and learning opportunities, inclusions and wellbeing of children front and centre in the work of the LA, schools and provisions. There is direct link with the Additional Learning Needs (ALN) Act. The proposals align with the Wellbeing of Future Generations Act and Social Services and Wellbeing Act.

#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) Well-being Objectives*

<b>Objective 1</b> - Improve education opportunities for all	The LA works in partnership with all schools and education providers to ensure that the needs of children with ALN are identified and provision is in place. This approach promotes equality of opportunity, inclusion and wellbeing.
<b>Objective 2</b> - Enabling employment	Improved educational outcomes are linked to improved employment prospects.
<b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being	n/a
<b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment	n/a
<b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015	n/a
<b>Objective 6</b> - Support citizens to remain independent and improve their well-being	n/a

#### 4a. Links to any other relevant Council Policy

*(How does your proposal deliver against any other relevant Council Policy?)*

The development of the satellite class aligns with the Corporate Plan, Shared Ambitions, the Strategic Equality Plan and the Inclusion Compendium, providing every learner, irrespective of characteristics, with the best life chances



## 5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

*(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<ul style="list-style-type: none"> <li>Supporting partnerships and working with schools to promote inclusion and wellbeing of children at the centre of everything we do. Promoting early intervention and the use of appropriate strategies to support learner needs is crucial to the effective implementation of a sustainable hub and spoke model.</li> </ul>
<p><b>Prevention</b></p> 	<ul style="list-style-type: none"> <li>Identifying needs, implementing effective support and working collaboratively with schools, and all other service providers will be essential in continuing to promote the hub and spoke model.</li> </ul>
<p><b>Integration</b></p> 	<ul style="list-style-type: none"> <li>The development of the satellite class promotes existing integration and effective use of Council Services.</li> </ul>
<p><b>Collaboration</b></p> 	<ul style="list-style-type: none"> <li>Keeping the child at the centre, promoting person centred practice, working collaboratively with schools and partners such as health and social care, and parents / carers provides a more cohesive approach to early intervention and identification within the education system.</li> </ul>
<p><b>Involvement</b></p> 	<ul style="list-style-type: none"> <li>The LA, schools children, parents / carers and partners need to be full and active participants in this development to ensure its success.</li> </ul>

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**6. Well-being of Future Generations (Wales) Act 2015**

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>This approach demonstrates that Caerphilly County Borough Council is committed to ensuring that children within the Borough have equality of opportunity in access to education and training.</p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>This approach focuses on inclusion and wellbeing and contributes to the development of resilient communities.</p>
<p><b>A Healthier Wales</b>  <i>A society in which people’s physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>This approach focuses on person centred practice, equality of opportunity, inclusion and wellbeing and contributes to the development of a healthier and more equal Wales.</p>

**A More Equal Wales**

*A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)*

This approach supports equity and equality, puts the child at the centre and promotes a philosophy that all children are supported to fulfil their potential.

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>This approach recognises that developing communities where positive adult relationships with children support and nurture their development is essential.</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>All schools are required to promote Welsh culture and heritage through the Cwricwlwm Cymreig.</p>
<p><b>A Globally Responsible Wales</b>  <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such thing may make a positive contribution to global well-being</i></p>	<p>The aim of the approach is to ensure that there is a focus on inclusion and that good practice is embedded in schools.</p>

## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

*(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [insert link to WL Commissioners Policy Making Standards Guidance](#)*



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022 and the Language Profile</a>	Neutral.		
Compliance with the <a href="#">Welsh Language Standards</a> . <i>Specifically Standards 88 - 93</i>	Neutral – as above		
Opportunities to promote the Welsh language <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	Neutral – as above		
Opportunities for persons to use the Welsh language <i>e.g. staff, residents and visitors</i>	Neutral – as above		
Treating the Welsh language no less favourably than the English language	Neutral – as above		

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

The approach does not treat the Welsh Language less favourably

## 8. Data and Information

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
<ul style="list-style-type: none"> <li>Estyn Inspection outcomes linked to Trinity Fields school and the approach of developing satellite provision.</li> </ul>	<ul style="list-style-type: none"> <li>the importance of early intervention, partnership working and appropriate support being in place.</li> </ul>	<p>Evidence supports the development of the LA approach.</p>

### Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?

*Details of further consultation can be included in Section 9.*

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## 9. Consultation

*(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

## Appendix 2

Who was consulted?

**Ian Elliott – Headteacher of Trinity Fields**

**Mike Cook (Chair of Governors) – Trinity Fields**

**Rebecca Collins – Headteacher of St Cenydd**

**Governing Body of both schools**

When were they consulted did the consultation take place at the formative stage and was adequate time given for consultees to consider and respond?

Consultation was undertaken at the initial stages of exploring the further development of a second satellite class.

Was sufficient information provided to consultees to allow them to make an informed decision on the proposal?

What were the key findings?

**Both Governing Bodies are in agreement**

How have the consultation findings been taken into account?

## 10. Monitoring and Review

<b>How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?</b>	The second satellite class at St Cenydd will be led by the Headteacher of Trinity Fields School and all relevant monitoring and evaluation processes will be in place in line with the Estyn schools Inspection framework. There will be a partnership agreement in place between the LA and schools.
<b>What are the practical arrangements for monitoring?</b>	As above
<b>How will the results of the monitoring be used to develop future proposals?</b>	The outcome of monitoring will be used to further develop appropriate intervention and support for children and inform developments in excellent teaching and learning as well as the overall approach of the hub and spoke model.
<b>When is the proposal due to be reviewed?</b>	The partnership agreement will be reviewed annually.
<b>Who is responsible for ensuring this happens?</b>	The Author of this report and other relevant LA officers will ensure that the review is in place.

## 11. Recommendation and Reasoning

237	<input type="checkbox"/> Implement proposal with no amendments
	<input type="checkbox"/> Implement proposal taking account of the mitigating actions outlined
	<input type="checkbox"/> Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?

Yes

No

## 12. Reason(s) for Recommendation

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

It is the recommendation that Members endorse the proposal regarding the Local Authority Approach to development of the hub and spoke model and the second satellite class at St Cenydd School. The approach keeps children at the centre, promotes equality of opportunity and the importance of partnership working between those who support children.

The information gathered and reviewed as part of this IIA and through the consultation supports the benefits of developing our approach to supporting children in this way.

Members are asked to consider this Integrated Impact Assessment alongside the Cabinet Report in support of progressing to develop the class in readiness for September 2021.

## 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Sarah Ellis		18/4/2021

### Integrated Impact Assessment Author

<b>Name:</b>	Sarah Ellis
<b>Job Title:</b>	Lead for Inclusion and ALN
<b>Date:</b>	19.5.21

### Head of Service Approval

Appendix 2

<b>Name:</b>	Keri Cole		
<b>Job Title:</b>	Chief Education Officer		
<b>Signature:</b>		<b>Date:</b>	

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## CABINET – 9TH JUNE 2021

**SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL ATHLETICS HUB PRICING POLICY**

**REPORT BY: CORPORATE DIRECTOR, ECONOMY & ENVIRONMENT**

### 1. PURPOSE OF REPORT

- 1.1 To seek Cabinet agreement on the pricing policy for the new Caerphilly County Borough Council (Caerphilly CBC) Athletics Hub in Oakdale.

### 2. SUMMARY

- 2.1 At the end of November 2018 Welsh Government (WG) announced a £15million Community Hub Grant. This grant was accessible to all Local Authorities and Further Education establishments via a bidding process.
- 2.2 Officers submitted a Business Case to Welsh Government to access this grant which was successful for the construction of an athletics hub to serve the borough.
- 2.3 The construction of the athletics hub on the school fields located at Rhiw Syr Dafydd Primary School consisting of a 300m x 6 lane plus 6 lane sprint straight is now complete. This also included a flood lit synthetic running track area, a fan for off field events e.g. high jump, long jump, shot put, javelin and discus. The amount of the works totalled £755k.
- 2.4 To fully maximise the new athletics hub provision, officers have sought expressions of interest in relation to the usage of the hub. Prior to allocations of any bookings based on expressions of interest, Members are asked to agree a pricing structure to implement as part of this proposal.
- 2.5 In order to develop a pricing structure, officers have undertaken a bench marking exercise across Wales for provision of a similar nature, to ensure transparency and fairness in compiling a local Caerphilly pricing structure fit for the dimensions of the sporting offer for the County Borough. The information gathered has been included as appendix 1 to this report.
- 2.6 The pricing structure proposed is included in section 5 below.

### 3. RECOMMENDATIONS

- 3.1 Cabinet is asked to approve the pricing structure outlined in this report for implementation from 1<sup>st</sup> July 2021.
- 3.2 The pricing structure will be reviewed every 12 months and any new prices will be set by the Corporate Director in consultation with the relevant Cabinet Member and Section 151 Officer.

### 4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To ensure Members are in agreement with the proposed pricing structure for the newly completed Caerphilly CBC athletics hub.

### 5. THE REPORT

- 5.1 As part of Welsh Government funding secured under the Community Hub Grant, a new athletics hub on the school fields located at Rhiw Syr Dafydd Primary School consisting of a 300m x 6 lane plus 6 lane sprint straight is now complete.
- 5.2 The hub also includes a flood lit synthetic running track area, a fan for off field events e.g. high jump, long jump, shot put, javelin and discus.
- 5.3 The amount of the works totalled £755k.
- 5.4 In line with the requirements of Welsh Government funding, the aspirations of the 21<sup>st</sup> Century Schools programme and the Sport and Active Recreation Strategy, the asset must be made available for both Educational and recreational use by schools and the wider community.
- 5.5 Sport and Leisure services will develop opportunities and administer a booking system to maximise the usage of track during the day for school provision in line with availability in addition to evening and weekend usage by the wider community.
- 5.6 The table below outlines the proposed pricing policy structure with a view to implementation, subject to Cabinet approval from the 1<sup>st</sup> July 2021.

<b>Caerphilly CBC Athletics Hub Proposed Pricing Policy</b>	
Track Hire	£35 per hour
Recreational Rate	£3 per session
Half Day Event	£90
Full Day Event	£180
Group booking less than 8	£3 each per session
Group booking more than 8 (private coaching sessions)	£35 per hour

### 6. ASSUMPTIONS

- 6.1 No assumptions have been made in relation to this report.

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

- 7.1 An Equality Impact Assessment has been previously undertaken in relation to this proposal as part of the Cabinet report brought on the Welsh Government Community Hub Grant 2019/20 on the 10<sup>th</sup> April 2019.
- 7.2 A full Integrated Impact Assessment (IIA) has been compiled to ensure compliance with the socio-economic duty, Sections 1 to 3 of Equality Act 2010 that came into force on the 1<sup>st</sup> April 2021. It is the recommendation of this Integrated Impact Assessment that members approve the Athletics hub pricing policy.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 The income generated through the Caerphilly CBC athletics hub will be offset against expenditure for running the facility and ongoing maintenance of the infrastructure.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 These will be dependent on demand in relation to staffing the provision. Consideration is being given to the opportunity of an attendant to be sourced from the existing staffing cohort linked to Sport and Leisure services.

## **10. CONSULTATIONS**

- 10.1 The draft report was distributed as detailed below. All comments received have been reflected in this version of the report.

## **11. STATUTORY POWER**

- 11.1 The Local Government Act 2000  
The Learning and Skills Act 2000

Author: Jared Lougher, Sport & Leisure Development Manager

Consultees: Councillor Ross Whiting, Cabinet Member Learning & Achievement  
Mark S Williams, Corporate Director for Economy & Environment  
Rob Hartshorn, Head of Public Protection, Community & Leisure Services  
Rob Tranter, Head of Legal Services & Monitoring Officer  
Steve Harris, Head of Financial Services & S151 Officer  
Lynne Donovan, Head of People Services  
Anwen Cullinane, Senior Policy Officer  
Richard Edmunds, Corporate Director of Education and Corporate Services  
Dave Street, Corporate Director, Social Services & Housing  
Sue Richards, Head of Education Planning & Strategy  
Jeff Reynolds, Sport & Leisure Facilities Manager  
Andrea West, 21<sup>st</sup> Century Schools Manager  
Natalie Thomas, Sport Caerphilly Team Leader  
Laura Williams, Sport Caerphilly Development Officer

Appendices

Appendix 1 - Athletics Track Costings Across Wales (May 2021)

Appendix 2 – Integrated Impact Assessment

Club Rates	Bangor	Newport	Wrexham	Swansea	Aberdare	Bridgend	Caerphilly	Reason for cost
	400M Track	400M Track	400M Track	400M Track	400M Track	300M Track	300M Track	
<b>Track Hire</b>	£32 per hour	£45 per hour	£3.20	£2.70	£40.50 per hour	Club membership	£35 per hour	1x staff costs per hour at present is £15.24 Flood lights per hour £5 income for site per hour - £14.76 this will contribute to running/maintance cost * This is pre COVID and additional requirements could need to be implemented.
<b>Recreational Rate</b>	£3	£5	£3.90	£3	£3.45	£1	£3	
<b>Half Day Event</b>	£50/£80 per hour Size of event	£300	£200	Weekday half £200 Weekend half £330	Per hour rate but add on for additional staff depending on size of event	£70 Track and equipment included	£90 per half day	
<b>Full Day Event</b>	£50/£80 per hour Size of event	£600	£400	Weekday Full Day - £275 Weekend Full Day -	Per hour rate but add on for additional staff	£100 per Track and equipment hire included	£180 per full day	
<b>Group booking less than 8</b>	£3 each	N/A	N/A	N/A	£3.45	N/A	£3 each per session	
<b>Group booking more than 8 (private coaching sessions)</b>	£32	N/A	N/A	N/A	£40.50	N/A	£35 per hour	As group booking size is large they will pay the same as hiring the track
<b>Additional info</b>	All clubs pays annual Active card £10	Club hire facility and charge non members	The athletes pay on the door when attending training, it's free if they have a Freedom Leisure card	All prices exclusive of VAT	Add an additonal £5 during winter to club bookings for flood lights	The club run the facility on behalf of the council and running cost are bulit in club membership and event cost		

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This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
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**PLEASE NOTE: Section 3 Socio-economic Duty only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.**

<b>1. Proposal Details</b>			
<b>Lead Officer</b>	<b>Head of Service</b>	<b>Service Area &amp; Department</b>	<b>Date</b>
<b>Jared Lougher</b>	<b>Rob Hartshorn</b>	<b>Community &amp; Leisure</b>	<b>June 2021</b>

**What is the proposal to be assessed?** *Provide brief details of the proposal and provide a link to any relevant report or documents.*

At the end of November 2018 Welsh Government (WG) announced a £15million Community Hub Grant. This grant was accessible to all Local Authorities and Further Education establishments via a bidding process.

Officers submitted a Business Case to Welsh Government to access this grant which was successful for the construction of an athletics hub to serve the borough.

The construction of the athletics hub on the school fields located at Rhiw Syr Dafydd Primary School consisting of a 300m x 6 lane plus 6 lane sprint straight is now complete. This also included a flood lit synthetic running track area, a fan for off field events e.g. high jump, long jump, shot put, javelin and discus. The amount of the works totalled £755k. This facility will be accessible for all schools within the county borough and the wider community.

To fully maximise the new athletics hub provision, officers have sought expressions of interest in relation to the usage of the hub. Prior to allocations of any bookings based on expressions of interest, Members are asked to agree a pricing structure to implement as part of this proposal.

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In order to develop a pricing structure, officers have undertaken a bench marking exercise across Wales for provision of a similar nature, to ensure transparency and fairness in compiling a local Caerphilly pricing structure fit for the dimensions of the sporting offer for the County Borough. The information gathered has been included as appendix 1 to the cabinet report.

An Equality Impact Assessment has been previously undertaken in relation to this proposal as part of the Cabinet report brought on the Welsh Government Community Hub Grant 2019/20.

- Cabinet report Welsh Government Community hub grant 2019/2020 - 10<sup>th</sup> April 2019
- cabinet report Caerphilly county borough council Athletics track hub pricing policy - 9<sup>th</sup> June 2021

## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

*(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.*

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Page 248  <b>Age (people of all ages)</b>	The proposal for the athletics hub is to work closely with the local schools and community/ clubs and encourage access and involvement from all groups / organisations. This would represent a positive outcome for all people from a sporting perspective.		Refer to the Equality impact assessment 10 <sup>th</sup> April 2019 and relevant cabinet reports.  The National School Sport Surveys of 2015 and 2018 highlighted that there is significant demand in Caerphilly for Athletics and that our young people in Caerphilly want to participate more in athletics, but the lack of facilities is a major barrier to participation. The Authority has been working with the National Governing Body of Sport, Welsh Athletics and Sport Wales for a number of years on this.

<p><b>Disability</b> (<i>people with disabilities/ long term conditions</i>)</p>	<p>The proposed new facility will be required to comply with DDA requirements. The proposed facility represents a neutral outcome for those with a disability.</p>		<p>It will also deliver on the key agendas within Disability Sports Wales, Positive Futures, Age UK and will also establish links with employability and social running clubs.</p>
<p><b>Gender Reassignment</b> (<i>anybody who's gender identity or gender expression is different to the sex they were assigned at birth</i>)</p>	<p>Neutral impacts on the protected characteristics. Facility will be accessible to all regardless of protected characteristics.</p>		
<p><b>Marriage or Civil Partnership</b> (<i>people who are married or in a civil partnership</i>)</p>	<p>Neutral impacts on the protected characteristics. Facility will be accessible to all regardless of protected characteristics.</p>		
<p><b><u>Protected Characteristics</u></b></p>	<p><b>Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?</b></p>	<p><b>If there are negative impacts how will these be mitigated?</b></p>	<p><b>What evidence has been used to support this view?</b></p>
<p><b>Pregnancy and Maternity</b> (<i>women who are pregnant and/or on maternity leave</i>)</p>	<p>This proposal is to work closely with the community and encourage access and involvement from all groups / organisations. This would represent a neutral impact for all people.</p>		<p>Based on equalities legislation.</p>
<p><b>Race</b> (<i>people from black, Asian and minority ethnic communities and different racial backgrounds</i>)</p>	<p>Neutral impacts for the community as the proposed new facility will seek to benefit those within the protected characteristics group.</p>		<p>Based on equalities legislation.</p>

<b>Religion or Belief</b> ( <i>people with different religions and beliefs including people with no beliefs</i> )	Neutral impacts as the proposal will promote access to the facility to all including people irrespective of beliefs.		Equality legislation.
<b>Sex</b> ( <i>women and men, girls and boys and those who self-identify their gender</i> )	Neutral impacts for the community as the proposed new facility will seek to benefit those within the protected characteristics group.		Equality legislation.
<b>Sexual Orientation</b> ( <i>lesbian, gay, bisexual, heterosexual, other</i> )	Neutral impacts for the community as the proposed new facility will seek to benefit those within the protected characteristics group.		Based on equalities legislation.

### 3. Socio-economic Duty (Strategic Decisions Only)

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:**

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	<b>Does the proposal have any positive, negative or neutral impacts on the following and how?</b>	<b>If there are negative impacts how will these be mitigated?</b>	<b>What evidence has been used to support this view?</b>
<b>Low Income / Income Poverty</b> <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i>	The proposed pricing policy has been complied following a benchmarking exercise across Wales. The proposal should represent a neutral outcome.		See background papers of benchmarking exercise attached to cabinet report.
<b>Low and/or No Wealth</b> <i>(enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future)</i>	The proposed pricing policy has been complied following a benchmarking exercise across Wales. The proposal should represent a neutral outcome.		See background papers of benchmarking exercise attached to cabinet report.

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Material Deprivation</b> ( <i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i> )	The proposed pricing policy has been complied following a benchmarking exercise across Wales. The proposal should represent a neutral outcome.		See background papers of benchmarking exercise attached to cabinet report.
<b>Area Deprivation</b> ( <i>where you live (rural areas), where you work (accessibility of public transport) Impact on the environment?</i> )	Positive impact for the community as the proposal will result in a new state of the art Athletics Hub which will be accessible for all schools and the wider community.		
<b>Socio-economic Background</b> ( <i>social class i.e. parents education, employment and income</i> )	Positive impact for the community as the proposal will result in a new state of the sports facility with the aim of increasing the availability of sporting provision. The new facility also offers opportunities to deliver sports training programmes and open access to wider services and partners. This may also encourage engagement in sporting facilities which are not currently available.		See background papers of benchmarking exercise attached to cabinet report
<b>Socio-economic Disadvantage</b> ( <i>What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged</i> )	Positive impact for the community as the proposal will result in a new state of the art community facility with the aim of supporting sports development accessible to all, irrespective of their protected characteristics.		See background papers of benchmarking exercise attached to cabinet report

#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?)* Well-being Objectives

<p><b>Objective 1</b> - Improve education opportunities for all</p>	<p>Provide 21<sup>st</sup> Century provision on school sites for both Education and the wider community that will be managed effectively to ensure maximum usage and engagement. This will generate income to sustain the facility in the long term. The Education Attainment Strategy and the Council’s Sport and Active Recreation Strategy establishes the key principles and vision which will inform future decisions.</p>
<p><b>Objective 2</b> - Enabling employment</p>	<p>This proposal will support all learners in their long-term Education and Skills outcome in that they are more likely to succeed if their Educational experience is positive.</p>
<p><b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being</p>	<p>Neutral impact</p>
<p><b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment</p>	<p>Neutral impact</p>
<p><b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015</p>	<p>This proposal will support a healthier lifestyle and improve well-being for both learners and the wider community, reducing the demand for Public Services. The Council will continue to support its communities to enable them to take responsibility for their own health and levels of physical activity.</p>
<p><b>Objective 6</b> - Support citizens to remain independent and improve their well-being</p>	<p>The athletics hub will provide local communities with a range of programmes / opportunities which will be made available to support residents in a range of areas, which will improve well – being through a sense of community cohesion and integration.</p>

#### **4a. Links to any other relevant Council Policy**

*(How does your proposal deliver against any other relevant Council Policy?)*

##### **Corporate Plan 2018-2023**

This scheme contributes towards the Corporate Well-being Objectives:

##### **Team Caerphilly – Better Together**

Deliver on our commitment set out in the new whole-authority operating model – ‘Team Caerphilly – Better Together’. In particular:

- **Enhancing relationships with communities and partners**

**Caerphilly’s Attainment Strategy:** To raise standards and ensure our learners are healthy, confident, proud and ambitious and can access high quality educational opportunities, settings and experience.

##### **Sport & Active Recreation Strategy 2019 -2029**

The proposal supports that ambitions set out within the sport and active recreation strategy

## 5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

*(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<p>The proposal Provide 21<sup>st</sup> Century provision on school sites for both Education and the wider community that will be managed effectively to ensure maximum usage and engagement. This will generate income to sustain the facility in the long term. The Education Attainment Strategy and the Council’s Sport and Active Recreation Strategy establishes the key principles and vision which will inform future decisions.</p>
<p><b>Prevention</b></p> 	<p>Expansion of the provision available on our Education Estates will support all learners in their long-term Education and Skills outcome in that they are more likely to succeed if their Educational experience is positive. In addition, the proposals will support a healthier lifestyle and improve well-being for both learners and the wider community, reducing the demand for Public Services. The Council will continue to support its communities to enable them to take responsibility for their own health and levels of physical activity</p>
<p><b>Integration</b></p> 	<p>The proposals are designed to maximise the use of the school asset in increasing the community use of learning facilities. This aligns with the Welsh Government “Prosperity for All” and is recognised in the Sport and Active Recreation Strategy that activity can take place across the Authority in a wide variety of sites.</p>
<p><b>Collaboration</b></p> 	<p>To work collaboratively with all stakeholders to continue to improve the sport and leisure facilities on our education estate ensuring these are opened to the wider Community.</p>
<p><b>Involvement</b></p> 	<p>The involvement will be through collaborative working the Council will ensure that the needs of its learners and the wider community are met.</p>

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

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>The proposed new Athletics Hub will be a modern, fit for purpose facility built to current standards and requirements associated with society.</p> <p>The programme and opportunities available will support the ambition of developing a well-skilled and educated population. Building a highly skilled population able to secure decent work, will improve local wealth and thereby create opportunities for local jobs and business growth.</p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>The proposed new facility will be built to modern day standards, support the ambition of allow carbon society and has the potential to contribute to improving the local environment.</p>
<p><b>A Healthier Wales</b>  <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>There is significant evidence to support the view that undertaking an active lifestyle has significant benefits in terms of reducing the risk of cardiovascular disease along with positive impacts upon mental health and body weight control. The role of the athletics hub is significant in terms of supporting the integration of physical activity into everyday lifestyles.</p>
<p><b>A More Equal Wales</b>  <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>Sport and Leisure work in partnership and collaboration with a range of organisations to provide programmes and opportunities for individuals to fulfil their full potential regardless of their circumstances, providing life skills and ongoing development benefitting the local community, the council, the individual, and future generations.</p>

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Caerphilly County Borough Council have communicated a vision to place its facilities at the heart of the community, ensuring it's effectively placed to deliver a well – connected, socially inclusive hub</p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>The new Athletics Hub can encourage local interaction within the wider community allowing individuals to take advantage of a range of opportunities offered at the new facility.</p>
<p><b>A Globally Responsible Wales</b>  <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>There is significant evidence to support the positive impact that leading a healthy, physically active lifestyle has upon the economic, social, and cultural wellbeing of Welsh residents.</p>

## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [Policy Making Standards - Good Practice Advice Document](#)



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022</a> and the <a href="#">Language Profile</a>	Neutral		
Compliance with the <a href="#">Welsh Language Standards</a> . <i>Specifically Standards 88 - 93</i>	All relevant signage and documentation for this site will be bilingual and compliant with the Welsh language standards.		
<b>Opportunities to promote the Welsh language</b> <i>e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</i>	Actively encourage and promote the use of our services in Welsh.		
<b>Opportunities for persons to use the Welsh language</b> <i>e.g. staff, residents and visitors</i>	Actively encourage and promote the use of our services in Welsh.		Supports the Five-Year Welsh Language Strategy and the Cymraeg 2050 Strategy.
<b>Treating the Welsh language, no less favourably than the English language</b>	Actively encourage and promote the use of services in Welsh.		

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

This provision will actively encourage and promote the use of the Welsh language.

The management of the proposed new facility will be undertaken by the authority and will not have a negative impact.

## 8. Data and Information

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

Data/evidence <i>(Please provide link to report if appropriate)</i>	Key relevant findings	How has the data/evidence informed this proposal?
<p>These facilities will address both the gap in sporting provision in these areas and will present an opportunity to develop both recreation and competitive sport linking with our local clubs and will align with the Authority's Sport and Active Recreation Strategy 2019 -2029, Caerphilly's Wellbeing Objectives 2018 to 2023 and Caerphilly's Education Attainment Strategy.</p> <p>Caerphilly is one of only 6 local Authorities in Wales not to have an Athletics track, but with the resurrection of the Rhymney Valley Athletics Club (RVAC) in 2014 the authority have supported the club to grow to now see the club positioning itself competing with the top clubs in Wales.</p>	<p>The National School Sport Surveys of 2015 and 2018 highlighted that there is significant demand in Caerphilly for Athletics and that our young people in Caerphilly want to participate more in athletics, but the lack of facilities is a major barrier to participation. The Authority has been working with the National Governing Body of Sport, Welsh Athletics and Sport Wales for a number of years on this, but due to finance have not been able to deliver a track in Caerphilly.</p> <p>This will provide a real opportunity for Caerphilly to create an aspirational facility that will serve our schools, the Authority's only athletics club, Rhymney Valley Athletics Club and the wider Community including over 10 social running clubs, a number of which compete at formal events. All will</p>	<p>The proposal has been developed on the basis of providing a fit for purpose local facility that aims to engage with all relevant stakeholders</p> <p>The proposal has been developed on the basis of providing a fit for purpose local facility that aims to engage with and provide programmes / opportunities for all relevant stakeholders</p> <p>Welsh Government funding has been secured in principle in support of the proposal</p>

	benefit from a fit for purpose, innovative 21 <sup>st</sup> Century facility.	
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**Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?**

*Details of further consultation can be included in Section 9.*

No data gaps

## 9. Consultation

*(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

Consultation in relation to this proposal is as follows:-

Cabinet consideration April 2019

SAB's Approval

Full planning application

## 10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	The facility will be managed through a booking system to ensure the athletics hub is available to all relevant stake holders. This will be monitored, and discussions will be held with applicable stakeholders if applicable.
What are the practical arrangements for monitoring?	The proposals will be monitored by the School Strategy Board, Officers from Sport and Leisure, and various other parties.
How will the results of the monitoring be used to develop future proposals?	Reviewing the progress of the facility and the actual outcomes set against the ambition articulated within the business case will assist in providing a framework for future proposals
When is the proposal due to be reviewed?	At the end of the first 12 months.
Who is responsible for ensuring this happens?	The proposals will be monitored by the School Strategy Board, Officers from Sport and Leisure, and various other parties.

## 11. Recommendation and Reasoning

- Implement proposal with no amendments
- Implement proposal taking account of the mitigating actions outlined
- Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?

Yes

No

## 12. Reason(s) for Recommendation

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

An Integrated Impact Assessment has been carried out working on the development and implementation of the scheme and most areas have been recorded as neutral or having positive impacts. Any negative impacts identified can be mitigated through ongoing communication and advice.

The proposal represents an opportunity for new, modern, fit for purpose, athletics hub built on Rhiw syr Dafydd primary school site, providing an opportunity for the local community to develop a sense of community cohesion and through the delivery of a range of programmes and activities improve upon a range of outcomes which include, mental & physical health, education & employment opportunities, along with supporting those most in need.

## 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date
1	Jared Lougher	Review and pricing policy and usage	June 2022

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## Integrated Impact Assessment Author

Name:	Jared Lougher
Job Title:	Sport & Leisure Development Manager
Date:	27 <sup>th</sup> May 2021

## Head of Service Approval

Name:	Rob Hartshorn		
Job Title:	Head of Public Protection, Community & Leisure Services		
Signature:		Date:	



## **CABINET – 9TH JUNE 2021**

**SUBJECT: YOUTH SERVICE REMOVAL FROM LEASE AND USE OF CRUMLIN INSTITUTE**

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

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

- 1.1 To detail the rationale for service withdrawal from a building leased from a private owner. The building is the Crumlin Institute, in Crumlin, a former Workingmen's hall leased by the Community Education Service. Crumlin Institute is occupied via a 25 year lease which commenced on 25<sup>th</sup> December 2011. Prior to 2011, the building was leased on a 'peppercorn' rental amount. The report recommends to Members that Cabinet approve withdrawal forthwith, in order to meet the coming lease withdrawal deadline of 25<sup>th</sup> June 2021.

### **2. SUMMARY**

- 2.1 A continuation of the current lease arrangement would not represent value for money.
- 2.2 Retention of the building is not required for the purpose of service continuity.

### **3. RECOMMENDATIONS**

- 3.1 That Cabinet approve the proposed withdrawal from this lease arrangement.
- 3.2 That Legal Services issue the correct notice to the property's managing agents Llanover Estates, following approval by Cabinet, no later than the 25<sup>th</sup> June 2021.

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

- 4.1 The terms of the lease allow Caerphilly CBC as tenant to determine the lease at the end of the 10<sup>th</sup>, 15<sup>th</sup> and 20<sup>th</sup> year. Should notice not be served by the 25<sup>th</sup> June 2021, the authority will be legally required to continue the lease for a minimum of a further 5 years and therefore be committed to a minimum £500,000 of related expenditure.
- 4.2 The terms of the lease place responsibility for repairs and maintenance on CCBC as the lead tenant. The building is ageing and periodically requires significant expenditure in this regard, suggesting significant further outlay in addition to the projected £500,000 operational costs estimated should the authority remain in the lease arrangement for a further five years.

- 4.3 Crumlin Institute is a large standalone building. The lease covers the full footprint which consists of a basement area, 6 ground floor “lock up” shops and a further two floors above. As tenant, CCBC has consent to sub-let the retail units to third parties and Property Services manage these tenancies (currently 6). Upon exiting the principal lease, the sub-lease agreements revert to the Landlord who would then manage the lettings directly.
- 4.4 It is anticipated that a positive impact will accrue to young people of 11-25 years, including those with protected characteristics and those more generally regarded as vulnerable/potentially vulnerable: As a direct result of exiting the current lease position, resources can be positively redirected to allow for broader delivery of youth work improving the service’s ‘reach’ including to more communities and to those at risk of harmful behaviours, those at risk of disengagement from school and their communities, those potentially homeless and jobless and others

## 5. THE REPORT

- 5.1 CCBC’s Community Education Service (comprising the Youth Service and the Adult Education Service) has been in a continuous hire position of these premises for many years – an arrangement existed prior to local government reorganisation.
- 5.2 Historically, the building accommodated Adult Education classes, local community groups, a youth club, Community Education personnel and various short term usage from a variety of individuals and groups, including on an *ad hoc* basis.
- 5.3 Disposal of the Crumlin Institute building has been a service option/consideration for some time, principally concerning the related finances and otherwise value to stakeholders of the building. Furthermore, the building no longer represents a suitable permanent location for Youth/Community/Adult Education provision. The costs associated with maintaining a service at this location are prohibitive and mitigate against the most effective delivery of services.
- 5.4 In the past decade, the building’s usage has declined significantly. For example, the building is no longer the administrative or operational base of the Youth Service and a number of its officers are now located elsewhere. Additionally, Adult Education has seen a number of its groups move to other premises in the locale. Changes to external funding and the terms & conditions of that funding (for Adult Education) over recent years has significantly reduced delivery of adult education classes on the site. The youth club section of the building is popular with a group of young people though the club is less accessible for many other young people in the area, who require a more flexible and responsive means of receiving youth work support than represented by a single building-based option limited in suitability.
- 5.5 The material condition of the building has been in continuous decline for the past 15 years and successive bouts of expensive remedial work (for example, to correct the ingress of damp on a major scale) have been necessary to maintain the Institute to a level appropriate for use. The building constitutes a deteriorating asset.
- 5.6 Young people constitute the only remaining significant user group associated with the building and a comprehensive array of engagement with them is under way regarding the alternative delivery of youth work in the area, something which has successfully taken place throughout the Covid pandemic period – it is likely that the Youth Service will build on this practice, steered by young people’s input.

Stakeholder	Amount of time occupying	Current situation
Youth Service teams based in building	4 evenings per week	Briefed and prepared for alternative delivery
Coleg Gwent – Welsh class	2 hours per week	Briefed – no issues
Young People	4 evenings per week, inclusive of 1 x evening Autistic Spectrum youth club	Comprehensive engagement in progress – discussions are face to face/street-based/online. ASD youth club to expand to multiple locations.
Cardiac rehabilitation group	1 afternoon per week	Permanently relocated
Local exercise group	1 hour per week	No plans to recommence on site
Communication tuition (EOTAS – max. 2 pupils)	Max. x 2 hrs per day – term time only	Alternative arrangements in place
Adult Education – ESF team	Full time (transitioning to flexible working)	Briefed – alternative locations arranged (including home working)

- 5.7 There had been six commercial sub-tenants (shops) located on the Ground Floor. Assurances have been obtained from the owners that withdrawal from the lease by the Youth Service will not adversely affect the continuation of these leases though no Related responsibility for this is held by CCBC. In the meantime, one of the sub-tenants is already in the process of relocating to the Old Age Pensioner Hall adjacent to the Institute building and the Youth Service will assist the remaining sub tenants in any way required.
- 5.8 Flexible working – given the principles of the Authority’s flexible working arrangements/developing policy, expensive, fixed bases for officers to be permanently located, such as Crumlin Institute, are no longer required. It is no longer the case that key area officers must be stationed in this location – the need, in fact, is for officers to be more mobile than in the past. Furthermore, given the working flexibilities demonstrated by the service during the pandemic lockdown, it seems likely that a percentage of officers’ administration and management time in the future may be more effectively conducted at home. The trend over the past decade has anyway for Youth Service and other officers to move away from being based in Crumlin, given that the delivery of Youth Service education has ‘moved on’ in that period. Therefore, it is no longer either financially viable not desirable to base officers in such premises.
- 5.9 There are costs associated with the withdrawal from this lease: Due to the terms of the lease, CCBC would be liable to undertake dilapidation works to the sum of £185-£195,000 (a figure likely to increase significantly by the time of the next five year break clause) or secure a cash settlement arrangement in lieu of the dilapidation work. At present, the terms of resolution have not been agreed with the landlord. If this is not agreed by the time of going to Cabinet, it will be necessary to submit a separate delegated powers report for consideration.

#### 5.10 **Conclusion**

The cost/benefit analysis (see 8 – Financial considerations) demonstrates that it is no longer either viable or desirable for the Youth Service and partners to locate services in this location. The opportunity to withdraw from this lease agreement exists presently (though will cease in June of this year, after which the Authority will be tied in to the lease for a further five years), due to the five-yearly break clause being available currently, and therefore requires due consideration.

### 6. **ASSUMPTIONS**

- 6.1 The projected future costs of remaining in the building are subject to unknown factors, such as the potential for the landlord to increase rental costs should CCBC Youth Service remain in the lease agreement.

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

- 7.1 Crumlin Institute is no longer a facility that is viable financially or operationally, nor is its retention in the best interests of young people and the wider community. The financial review of the building conducted this year, which includes anticipated costs for the next 5 years if retained (£500,000-£700,000) is, taken in isolation, sufficiently conclusive to support CCBC’s removal from the current lease arrangement for example, these costs compare very disfavouredly with other locations within the youth service’s asset portfolio. Given the building’s size and type, relatively small amounts of usage remain, given

that services have gradually withdrawn from the premises over the course of the past decade – this does not represent good value for money nor the efficient use of space. Given the age and design of the building, it's use is increasingly challenging to manage and this is a diversion of managerial resources from the business of youth work.

It is anticipated that a positive impact will accrue to young people of 11-25 years, including those with protected characteristics and those more generally regarded as vulnerable/potentially vulnerable: As a direct result of exiting the current lease position, resources can be positively redirected to allow for broader delivery of youth work improving the service's 'reach' including to more communities and to those at risk of harmful behaviours, those at risk of disengagement from school and their communities, those potentially homeless and jobless and others.

## 8. FINANCIAL IMPLICATIONS

8.1 The table below details recent and projected costs associated with operating from these premises.

### Associated Costs

Total costs associated with the premises, <b>past 5 years</b> (less caretaking costs) *Detail below	£365,230
Projected costs associated with retaining building for <b>next 5 years</b> (plus caretaking costs)	£500,000 (rental, caretaking, NNDR/services, general repairs/maintenance/Insurance, power, Water/sewerage)
Example of occasional, periodic, one-off repair cost	Circa £200,000
Assessed dilapidation costs/potential cash settlement	£185-195,000

\*

	2015/16	2016/17	2017/18	2018/19	2019/20
	£	£	£	£	£
Rent	25,000	25,000	22,365	27,892	27,892
NNDR	12,653	12,758	11,943	16,448	16,832
Water/Sewerage	2,974	2,831	2,759	2,991	2,847
Repairs and Maintenance	38,036	19,853	31,119	12,891	29,396
Gas	4,410	3,890	3,956	4,347	4,307
Electricity	3,347	4,736	5,176	5,053	5,050
Insurance	5,387	5,766	3,843	-	4,489
Other premises related	436	862	1,611	5,146	7,715
	92,242	75,696	82,773	74,768	98,528
Rental income	- 6,672	- 8,473	- 11,938	- 16,342	- 15,352
	85,570	67,223	70,835	58,426	83,176

## **9. PERSONNEL IMPLICATIONS**

- 9.1 The relocation of personnel from this location has been under way for several years, in line with service need. Complete removal from use of these premises will see a final round of relocations for staff, though as previously stated, much associated relocation will anyway occur as a direct consequence of the application of the flexible working policy and related procedure

## **10. CONSULTATIONS**

- 10.1 Though no objections to the removal from this lease have been noted, there has been a wider concern expressed that, following withdrawal, every opportunity be taken to encourage the building's owners to maintain the structure and façade in keeping with its historical status in the Crumlin community.

## **11. STATUTORY POWER**

- 11.1 Scheduled for Cabinet approval.

## **12. URGENCY (CABINET ITEMS ONLY)**

- 12.1 The disposal of Crumlin is the most pressing in building asset terms and there are time limitations attached to the process. Should the necessary actions not be completed within the time-frame, the service will be tied to the current lease arrangements for a minimum of a further 5 years.

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Consultees: Christina Harrhy, Chief Executive  
Richard Edmunds, Corporate Director of Education and Corporate Services  
Keri Cole, Chief Education Officer  
Education Senior Management Team  
Mark Williams, Head of Property Services  
Lynne Donovan, Head of People Services  
Rob Tranter, Head of Legal Services  
Jane Southcombe, Education Finance Manager  
Cllr. Ross Whiting, Cabinet Member for Education  
Cllr. Michael Davies, Ward Member for Crumlin  
Cllr. Carl Thomas, Ward Member for Crumlin

Appendices:  
Appendix 1 Integrated Impact Assessment

This integrated impact assessment (IIA) has been designed to help support the Council in making informed and effective decisions whilst ensuring compliance with a range of relevant legislation, including:

- Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011
- Welsh Language (Wales) Measure 2011
- Socio-economic Duty – Sections 1 to 3 of the Equality Act 2010
- Well-being of Future Generations (Wales) Act 2015
- Statutory Consultation v Doctrine of Legitimate Expectation and Gunning Principles

**PLEASE NOTE:** Section 3 *Socio-economic Duty* only needs to be completed if proposals are of a strategic nature or when reviewing previous strategic decisions. See page 6 of the Preparing for the Commencement of the Socio-economic Duty Welsh Government Guidance.

<b>1. Proposal Details</b>			
Lead Officer	Head of Service	Service Area & Department	Date
Paul O'Neill	Paul Warren	Youth Service/School Improvement	15/3/21

Is this proposal a... (please tick relevant box)			
Policy <input type="checkbox"/>	Strategy / Plan <input type="checkbox"/>	Practice <input type="checkbox"/>	Procedure <input checked="" type="checkbox"/> Restructure <input type="checkbox"/>

**What is the proposal to be assessed?** *Provide brief details of the proposal and provide a link to any relevant report or documents.*

That the Crumlin Community Education Centre (Crumlin Institute building) be withdrawn from as a base for Youth Service and other activity, in 2021, aligning with the 5-yearly opportunity from withdrawing from a lease with the building's owners, Llanover Estates.

## 2. Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011

*(The Public Sector Equality Duty requires the Council to have “due regard” to the need to eliminate unlawful discrimination, harassment and victimisation; advance equality of opportunity between different groups; and foster good relations between different groups). Please note that an individual may have more than one protected characteristic.*

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
Age <i>(people of all ages)</i>	<p>Positive impact on young people. 11-25 years, including those with protected characteristics, allowing young people from across a wider geographical area to be offered youth work support.</p> <p>Negative impact on older age-group, in one instance.</p>		<p>The building is no longer viable financially, with a projected outlay of £500-700,000 to maintain a presence in the building over the next 5 year period which sees limited advantage to the main user group, young people – the savings associated with a withdrawal from the lease would enable far greater youth work coverage of the area than currently is the case</p> <p>Initial enquiries regarding the availability of other premises indicate availability</p>
Disability <i>(people with disabilities/ long term conditions)</i>	Positive impact on young people 11-25, allowing for greater access by disabled young people to youth work opportunities		As above

<p><b>Gender Reassignment</b> <i>(anybody who's gender identity or gender expression is different to the sex they were assigned at birth)</i></p>	<p><b>Positive impact on young people 11-25</b> - the capacity gained as a result of being released from the financial burden associated with these premises allow for the wider embedding of the Youth Service's LGBT support arrangements.</p>		<p>The associated savings will provide for a great form of reach for the youth service, enabling an extension of its County LGBT work</p>
<p><b>Marriage or Civil Partnership</b> <i>(people who are married or in a civil partnership)</i></p>	<p><b>Neutral</b></p>		
<p><b>Pregnancy and Maternity</b> <i>(women who are pregnant and/or on maternity leave)</i></p>	<p><b>Positive impact on young people 11-25:</b> The Youth Service's Condom distribution arrangements will improve and reach more young people at risk of harmful behaviours, as these resources can be increased following release from the financial constraints of maintaining these premises. Furthermore, improved links and referral arrangements to the Youth Service's Young Parents group will similarly improve.</p>		<p>The Youth Service understands from experience that improved means of outletting condoms and the associated advice provided always attracts more young people to take up services.</p>
<p><b>Race</b> <i>(people from black, Asian and minority ethnic communities and different racial backgrounds)</i></p>	<p><b>Neutral</b></p>		

<u>Protected Characteristics</u>	Does the proposal have any positive, negative or neutral impacts on the protected characteristics and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Religion or Belief</b> ( <i>people with different religions and beliefs including people with no beliefs</i> )	<b>Neutral</b>		
<b>Sex</b> ( <i>women and men, girls and boys and those who self-identify their gender</i> )	<b>Neutral</b>		
<p>Page 272</p> <p><b>Sexual Orientation</b> (<i>lesbian, gay, bisexual, heterosexual</i>)</p>	<p><b>Positive impact on young people 11-25:</b></p> <p><b>As above, the closure of limited, fixed, building based provision represented by Crumlin Community Education centre allows for the development of capacity in other areas and this will include the Youth Service’s support arrangements for LGBT young people from across the County Borough</b></p>		<p><b>The associated savings will provide for a great form of reach for the youth service, enabling an extension of its County LGBT work</b></p>

**3. Socio-economic Duty (Strategic Decisions Only)**

*(The Socio-economic Duty gives us an opportunity to do things differently and put tackling inequality genuinely at the heart of key decision making. Socio-economic disadvantage means living on a low income compared to others in Wales, with little or no accumulated wealth, leading to greater material deprivation, restricting the ability to access basic goods and services)*

**Please consider these additional vulnerable groups and the impact your proposal may or may not have on them:**

- Single parents and vulnerable families
- People with low literacy/numeracy
- Pensioners
- Looked after children
- Homeless people
- Carers
- Armed Forces Community
- Students
- Single adult households
- People misusing substances
- People who have experienced the asylum system
- People of all ages leaving a care setting
- People living in the most deprived areas in Wales (WIMD)
- People involved in the criminal justice system

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 273</p> <p><b>Low Income / Income Poverty</b> <i>(cannot afford to maintain regular payments such as bills, food, clothing, transport etc.)</i></p>	<p><b>Positive impact on young people 11-25, including</b></p> <ul style="list-style-type: none"> <li>➤ Single parents and vulnerable families</li> <li>➤ People with low literacy/numeracy</li> <li>➤ Looked after children</li> <li>➤ Homeless people</li> <li>➤ Carers</li> <li>➤ Armed Forces Community</li> <li>➤ Students</li> <li>➤ Single adult households</li> <li>➤ People misusing substances</li> <li>➤ People of all ages leaving a care setting</li> <li>➤ People living in the most deprived areas in Wales (WIMD)</li> <li>➤ People involved in the criminal justice system</li> </ul>		<p><b>The savings related to the disposal of these premises will allow for the greater frequency, type and amount of youth work to be delivered, with either coincidental or targeted benefit to those with protected characteristics.</b></p> <p><b>The Youth Service’s equalities monitoring arrangements demonstrate the need for greater consideration in these terms and partner agencies frequently communicate information that supports this understanding – for example, specialist drugs agencies will share intelligence to this effect.</b></p> <p><b>The Youth Service’s Homelessness section reports a continuing and significant prevalence of young people at risk of homelessness.</b></p>

<u>Socio-economic Disadvantage</u>	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view?
<b>Low and/or No Wealth</b> ( <i>enough money to meet basic living costs and pay bills but have no savings to deal with any unexpected spends and no provisions for the future</i> )	<b>Positive</b> – closure of these premises allows for opportunities to reach out to individuals in economic distress to a degree not currently achievable whilst maintaining a high level of financial, premises-related burden.		<b>Alternative delivery arrangements have been discussed in detail and remain to be implemented</b>
<b>Material Deprivation</b> ( <i>unable to access basic goods and services i.e. financial products like life insurance, repair/replace broken electrical goods, warm home, hobbies etc.</i> )	<b>As above</b>		<b>As above</b>
<b>Area Deprivation</b> ( <i>where you live (rural areas), where you work (accessibility of public transport)</i> )	<b>As above</b>		<b>As above</b>
<b>Socio-economic Background</b> ( <i>social class i.e. parents education, employment and income</i> )	<b>As above. Furthermore, the delivery options accruing from the closure of these premises will allow for greater cross-team integration within the Youth Service and therefore greater opportunity to work more effectively and</b>		<b>As above.</b>

	collaboratively with young people and families with challenging socio-economic backgrounds.		
<b>Socio-economic Disadvantage</b> <i>(What cumulative impact will the proposal have on people or groups because of their protected characteristic(s) or vulnerability or because they are already disadvantaged)</i>	<b>Anticipated impact includes the prevention of young people becoming NEET (Not in Education, Employment or Training) and their successful transition and progression following the end of their compulsory education.</b>		<b>LA NEETs statistics/Engagement and Progression data and modelling</b>

#### 4. Corporate Plan – Council’s Well-being Objectives

*(How does your proposal deliver against any/all of the Council’s Well-being Objectives? Which in turn support the national well-being goals for Wales as outlined in the Well-being of Future Generations (Wales) Act 2015. Are there any impacts (positive, negative or neutral? If there are negative impacts how have these been mitigated?) [Well-being Objectives](#)*

<b>Objective 1</b> - Improve education opportunities for all	The Youth Service, the Authority’s statutory education service with the broadest brief, will have a greater reach, given the savings associated with the disposal of these premises.
<b>Objective 2</b> - Enabling employment	The associated improvements in service delivery will see a greater blending of NEETs provision, as part of the Engagement and Progression duty that is placed with the Youth Service.
<b>Objective 3</b> - Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people’s well-being	Wellbeing-related improvements in service delivery will be achievable as a direct consequence of the disposal of this building.
<b>Objective 4</b> - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impact on the environment	The enactment of this proposal will reduce the transport burden on young people by reducing the necessity of travel to a fixed point of youth work delivery and allow for the investment of peripatetic youth work that engages young people in their communities
<b>Objective 5</b> - Creating a county borough that supports healthy lifestyle in accordance with the Sustainable Development principle with in the Well-being of Future Generations (Wales) Act 2015	The proposal will allow for the broader delivery of the Youth Service’s curriculum, which includes a significant element of health-related education.
<b>Objective 6</b> - Support citizens to remain independent and improve their well-being	

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#### 4a. Links to any other relevant Council Policy

*(How does your proposal deliver against any other relevant Council Policy?)*

**Flexible working – given the principles of the Authority’s flexible working arrangements/developing policy, expensive, fixed bases for officers to be permanently located are no longer required and Crumlin Institute represents the main example of such a location within the Youth Service’s asset portfolio. It is no longer the case that key area officers must be stationed in this location – the need, in fact, is for officers to be more mobile than in the past. Furthermore, given the working flexibilities demonstrated by the service during the pandemic lockdown, it seems likely that a percentage of officers’ administration and management time may be more effectively conducted at home. The trend over the past decade has anyway for Youth Service and other officers to move away from being based in Crumlin, given that the delivery of youth Service education has ‘moved on’ in that period. Therefore, it is no longer either financially viable not desirable to base officers in such premises.**

## 5. Well-being of Future Generations (Wales) Act 2015 – The Five Ways of Working (ICLIP)

*(Also known as the sustainable development principles. The Act requires the Council to consider how any proposal improves the economic, social, environmental and cultural well-being of Wales using the five ways of working as a baseline)*

<u>Ways of Working</u>	How have you used the Sustainable Development Principles in forming the proposal?
<p><b>Long Term</b></p> 	<p>Consider the long-term impact of the proposal on the ability of communities to secure their well-being.</p> <p>The proposal is made against the backdrop of achieving lasting and positive change, allowing the service to respond more effectively to the needs of young people, their communities, and the Youth Service’s partners. Conversely, the retention of these premises only supports a short-term and limited form of educational reach.</p>
<p><b>Prevention</b></p> 	<p>Consider how the proposal is preventing problems from occurring or getting worse</p> <p>The Youth Service is the main service of inclusion in the Authority and as such has a significant prevention remit in terms of Anti-social Behaviour, poor mental and physical health, Homelessness, NEETs and School disengagement.</p>
<p><b>Integration</b></p> 	<p>Consider how your proposal will impact on other services provided in our communities (these might be Council services or services delivered by other organisations or groups)</p> <p>The Youth Service’s role is to integrate and reintegrate young people into their communities, into education and into employment/training. The flexibilities achieved to service delivery by the withdrawal from these premises would assist in this activity.</p>
<p><b>Collaboration</b></p> 	<p>Consider how you are working with Council services or services delivered by other organisations or groups in our communities.</p> <p>The retention of these premises allows for limited collaboration with other agencies: Indeed, selected partner agencies, including Gwent Police, have clearly expressed a greater flexibility of Youth work delivery that can only be achieved by releasing the building from the organisation’s responsibility, allowing local youth work organisers to collaborate freely and effectively with a variety of partners, including Secondary Schools, employers, Social Services and others.</p>
<p><b>Involvement</b></p> 	<p>Consider how you involve people who have an interest in this proposal and ensure that they represent the diversity of our communities.</p> <p>Above all, the Youth Service is one of Participation – the service delivers youth work <i>with</i> the involvement of young people, rather than <i>for</i> them or <i>to</i> them. For a significant period of time, young people have expressed a wish for the service to delivery more flexibly and this approach will be strengthened via the disposal of this leased property. During the lockdown period associated with the Covid-19 pandemic, the Youth Service introduced new methodologies to its work, proving successful in involving young people in education at a time when this was otherwise challenging to do. The freedom to deliver more youth</p>

	work in an alternative vein, building on recent developments, will accrue from the disposal of a building that at present provides too fixed and inflexible options for delivery.
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## 6. Well-being of Future Generations (Wales) Act 2015

<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Prosperous Wales</b>  <i>An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work</i></p>	<p>Efficient use of resources, skilled, educated people generates wealth and provides jobs  <b>The release of the use of this building reduces the Authority's carbon footprint, freeing youth workers from being bound to a particular site and thereby cutting waste in terms of heating, lighting and other energy-wasteful practices associated with the use of an old and non-ecologically friendly location.</b></p>
<p><b>A Resilient Wales</b>  <i>A nation which maintains and enhances a biodiverse natural environment healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for climate change)</i></p>	<p>Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)</p>
<p><b>A Healthier Wales</b>  <i>A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood</i></p>	<p>People's physical and mental well-being is maximised and health impacts are understood  <b>The removal of a financially wasteful and fixed location for the delivery of youth work, with all its attendant inflexibilities in terms of educational delivery, allows for the wider delivery of the service's curriculum, most especially its Health education aspect: Furthermore, youth workers will engage more with young people in outdoor locations across the County Borough, taking advantage of appropriate opportunities for engaging young people in physical and sporting activities.</b></p>

<p><b>A More Equal Wales</b>  <i>A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio-economic background and circumstances)</i></p>	<p>People can fulfil their potential no matter what their background or circumstances. This includes the protected characteristics listed in Q2 above. Also consider the cumulative impacts.</p> <p><b>The Youth Service carries specific responsibilities in terms of assisting young people to reach their potential and challenges socio-economic challenges, enabling young people to thrive more educationally, be more integrated into their communities and to make a successful transition to adulthood: The flexibilities realised via the removal of this building from the service’s asset portfolio will allow a more fair form of access by young people to youth workers for these purposes.</b></p>
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<u>Well-being Goals</u>	Does the proposal maximise our contribution to the Well-being Goal and how?
<p><b>A Wales of Cohesive Communities</b>  <i>Attractive, viable, safe and well-connected communities</i></p>	<p>Communities are attractive, viable, safe and well connected.</p> <p><b>Yes. Community cohesion is a discrete aspect of youth work delivery, including with specific regard to crime and anti-social behaviour reduction. The youth club currently located in these premises performs well for a limited number of young people (there are over 50 members) but the wider youth population in the area, including in the communities of Newbridge and Oakdale, are unable to access the premises for reasons of travel limitations, poor lighting/safety considerations, lack of willingness to travel and lack of access to transport. Relocating youth work support from Crumlin Institute will allow for the greater and more positive influence of youth workers in the wider area by means of either ‘detached’ work (where they will work with residents, the Police and others to identify locations of need), ‘virtual’ work (utilising social media and other online opportunities for engagement with young people) or occasional building based work in shared locations such as Libraries and community centres, thereby making the wider community a safer place for young people and other residents.</b></p>
<p><b>A Wales of Vibrant Culture and Thriving Welsh Language</b>  <i>A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation</i></p>	<p>Culture, heritage and the Welsh language are promoted and protected. People are encouraged to participate in sport, art and recreation.</p> <p><b>The financial advantages represented by a withdrawal from this expensive lease arrangement includes the expansion of the Welsh Youth Work offer – this will enable the positioning of Youth Workers with related skills to be present in more communities than is currently the case.</b></p>
<p><b>A Globally Responsible Wales</b>  <i>A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being</i></p>	<p>Taking account of impact on global well-being when considering local social, economic and environmental well-being.</p> <p><b>The membership and mechanisms of the Youth Service’s Junior and Youth Forums, especially active via the adoption of related annual priorities, will be more available to more young people and in more locations than is currently the case, due to the opportunities for peripatetic youth work that will arise from a release from the currently fixed location of youth work in Crumlin.</b></p>

## 7. Welsh Language (Wales) Measure 2011 and Welsh Language Standards

*(The Welsh Language Measure 2011 and the Welsh Language Standards require the Council to have 'due regard' for the positive or negative impact a proposal may have on opportunities to use the Welsh language and ensuring the Welsh language is treated no less favourably than the English language) [insert link to WL Commissioners Policy Making Standards Guidance](#)*



Requirement	Does the proposal have any positive, negative or neutral impacts on the following and how?	If there are negative impacts how will these be mitigated?	What evidence has been used to support this view? <i>e.g the WESP, TAN20, LDP, Pupil Level Annual School Census</i>
<p><b>Links with Welsh Government's <a href="#">Cymraeg 2050 Strategy</a> and CCBC's <a href="#">Five Year Welsh Language Strategy 2017-2022 and the Language Profile</a></b></p>	<p>Positive: The service will benefit financially from the release of the building, in turn allowing for the expansion of its Welsh language youth work arrangements that are currently more limited in scope.</p>		
<p><b>Compliance with the <a href="#">Welsh Language Standards</a>.</b> <i>Specifically Standards 88 - 93</i></p>	<p>In supporting the expansion of the Service's Welsh language youth work offer, the proposal complies with Welsh language standards, not limited to standards 88-93 in terms of widening opportunities for young people to enhance their Welsh language skills via the release of financial capacity that supports practice for this purpose</p>	<p>Ensure correspondence and details on the website is bilingual even if the proposal has no impact on the Welsh language e.g road resurfacing works</p>	
<p><b>Opportunities to promote the Welsh language e.g. status, use of Welsh language services, use of Welsh in everyday life in work / community</b></p>	<p>Actively encourage and promote the use of our services in Welsh to see an increase in demand over time An expansion of Welsh youth work provision will widen opportunities</p>		

	for the use of Welsh in an educational context.		
<b>Opportunities for persons to use the Welsh language</b> <i>e.g. staff, residents and visitors</i>	<p>The rights of Welsh speakers to use Welsh when dealing with the council and for staff to use Welsh at Work</p> <p>As above – the Welsh language and related aspects will have the opportunity to feature more prominently in the delivery youth work than is currently the case should service delivery widen as a consequence of disposing of the current building lease and accompanying financial burden. However, should a Welsh language class, previously delivering from these premises, wish to be reinstated, it will necessarily need to locate an alternative site – assistance with this will be provided as necessary</p>		
<b>Treating the Welsh language no less favourably than the English language</b>	As above		

**7a. Having considered the impacts above, how has the proposal been developed so that there are positive effects, or increased positive effects on (a) opportunities for persons to use the Welsh language, and b) treating the Welsh language no less favourably than the English language.**

Yes – this proposal supports the wider delivery of youth work in the medium of Welsh.

**8. Data and Information**

*(What data or other evidence has been used to inform the development of the proposal? Evidence may include the outcome of previous consultations, existing databases, pilot projects, review of customer complaints and compliments and or other service user feedback, national and regional data, academic publications and consultants' reports etc.)*

<b>Data/evidence</b> <i>(Please provide link to report if appropriate)</i>	<b>Key relevant findings</b>	<b>How has the data/evidence informed this proposal?</b>
<p>What data / evidence was used? Provide links to any reports if appropriate e.g. Household Survey 2017</p> <p><b>Previous consultation. Youth Service staff and young people had previously commented on the need to expand youth work delivery methodology in order to reach young people – that consultation was not specific to the use or otherwise of this building but is linked to the inflexibilities of being operationally tied to fixed locations.</b></p> <p><b>Data – The youth work accessed at this site is of good quality though is limited in terms of the % of local youth population reached from the surrounding area.</b></p> <p><b>A recent pilot delivery of youth work in a nearby location has proven the efficacy of moving delivery away from a fixed locations-only approach to one that has greater inbuilt flexibility.</b></p>	<p>What were the key findings? What did the data / evidence used tell you?</p>	<p>How has the data / evidence available helped inform the proposal? Did it support the proposal and how? If the data / evidence didn't support the proposal why was this?</p>

**Were there any gaps identified in the evidence and data used to develop this proposal and how will these gaps be filled?**

*Details of further consultation can be included in Section 9.*

Are there any gaps in the existing data and how will you go about filling these gaps?

**There are no perceived gaps with regards to any further evidence required to further this proposal**

## 9. Consultation

*(In some instances, there is a legal requirement to consult. In others, even where there is no legal obligation, there may be a legitimate expectation from people that a consultation will take place. Where it has been determined that consultation is required, [The Gunning Principles](#) must be adhered to. Consider the [Consultation and Engagement Framework](#). Please note that this may need to be updated as the proposal develops and to strengthen the assessment.*

**Briefly describe any recent or planned consultations paying particular attention to evidencing the Gunning Principles.**

Who was consulted?

The consultation process is largely complete. The relevant youth work teams who operate from the building have been met with. More formalised communication has also taken place with the following stakeholders –

- Coleg Gwent – this institution had, previous to lockdown, operated a Welsh class from the building. There is no intention to resume.
- A local cardiac rehabilitation group. The Youth Service has good links with this group and has discussed the overall position regarding the building but the group has since moved on to an alternative venue.
- A local exercise class that had operated for an hour per week previous to lockdown has been contacted but with no response – it is believed that there is no intention to resume class delivery at the site.

Young people who had, previous to lockdown, attended the provision and are still being engaged with by alternative means are currently being engaged with on this matter by blended means – via face to face meetings indoors, via the use of outreach work, and online.

How have the consultation findings been taken into account?

## 10. Monitoring and Review

How will the implementation and the impact of the proposal be monitored, including implementation of any amendments?	<p><i>For example, what monitoring will be used? How frequent?</i></p> <p>Via the Youth Service's internal Quality Performance management system and the Education Directorate's Service Improvement Plan monitoring processes and Corporate Performance management measures.</p>
What are the practical arrangements for monitoring?	<p><i>For example, who will put this in place? When will it start?</i></p> <p>Alternative Youth Work delivery will be subject to statistical measure and observation of quality of delivery.</p>
How will the results of the monitoring be used to develop future proposals?	Experiences arising from the implementation of this proposal may inform any other similar arrangements in other parts of the County Borough.
When is the proposal due to be reviewed?	N/A
Who is responsible for ensuring this happens?	N/A

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## 11. Recommendation and Reasoning

<input type="checkbox"/>	Implement proposal with no amendments
<input checked="" type="checkbox"/>	Implement proposal taking account of the mitigating actions outlined
<input type="checkbox"/>	Reject the proposal due to disproportionate impact on equality, poverty and socio-economic disadvantage

Have you contacted relevant officers for advice and guidance?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
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## 12. Reason(s) for Recommendation

*(Provide below a summary of the Integrated Impact Assessment. This summary should be included in the "Summary of Integrated Impact Assessment" section of the Corporate Report Template. The Integrated Impact Assessment should be published alongside the Report proposal).*

Crumlin Institute is no longer a facility that is viable financially or operationally, nor is its retention in the best interests of young people and the wider community. The financial review of the building conducted this year, which includes anticipated costs for the next 5 years if retained (£500,000-£700,000) is, taken in isolation, sufficiently conclusive to support CCBC's removal from the current lease arrangement – for example, these costs compare very disfavouredly with other locations within and without the youth service's asset portfolio.

Given the building's size and type, relatively small amounts of usage remain, given that services have gradually withdrawn from the premises over the course of the past decade – this does not represent good value for money nor the efficient use of space – given the age and design of the building, it's use is increasingly challenging to manage and this is a diversion of managerial resources from the business of youth work.

## 13. Version Control

*(The IIA should be used in the early stages of the proposal development process. The IIA can be strengthened as time progresses to help shape the proposal. The Version Control section will act as an audit trail to evidence how the IIA has been developed over time)*

Version No.	Author	Brief description of the amendments/update	Revision Date

### Integrated Impact Assessment Author

Name:	Paul O'Neill
Job Title:	Senior Youth Service Manager
Date:	15/3/21

### Head of Service Approval

Name:	Paul Warren
Job Title:	Lead Officer for School Improvement.

<b>Signature:</b>		<b>Date:</b>	
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