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For all enquiries relating to this agenda please contact Julie Lloyd
(Tel: 01443 864246 Email: lloydj4@caerphilly.gov.uk)

Date: 21st June 2023

To Whom it May Concern,

A multi-locational meeting of the **Policy and Resources Scrutiny Committee** will be held in Penallta House, and via Microsoft Teams on **Tuesday, 27th June, 2023 at 5.30 pm** to consider the matters contained in the following agenda. Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days. A simultaneous translation will be provided on request.

Members of the public or Press may attend in person at Penallta House or may view the meeting live via the following link: <https://civico.net/caerphilly>

This meeting will be live-streamed and a recording made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals speaking will be publicly available to all via the Council's website at www.caerphilly.gov.uk

Yours faithfully,

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

Christina Harrhy
CHIEF EXECUTIVE

AGENDA

	Pages
1 To receive apologies for absence.	

A greener place Man gwyrddach



2 Declarations of Interest.

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

To approve and sign the following minutes: -

- 3 Policy and Resources Scrutiny Committee held on 4th April 2023. 1 - 4
- 4 Consideration of any matter referred to this Committee in accordance with the call-in procedure.
- 5 Policy and Resources Scrutiny Committee Forward Work Programme. 5 - 16
- 6 To receive and consider the following Cabinet Reports*: -
1. Strategic Equality Plan Annual Reports 2021-2022 – 22nd March 2023;
 2. Publication of Gender Pay Gap Data 2022 – Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 – 22nd March 2023.

**If a member of the Scrutiny Committee wishes for any of the above Cabinet reports to be brought forward for review at the meeting please contact Julie Lloyd, 01443 864246, by 10.00 a.m. on Monday, 26th June 2023.*

To receive and consider the following Scrutiny reports:-

- 7 Notice of Motion - Democracy and Accountability. 17 - 20
- 8 Update Report on the Community Empowerment Fund. 21 - 32
- 9 Mobilising Team Caerphilly. 33 - 42

Circulation:

Councillors M.A. Adams, Mrs E.M. Aldworth, C.J. Cuss, G. Enright, D. Ingram-Jones, G. Johnston (Chair), C.P. Mann, B. Miles (Vice Chair), A. McConnell, D.W.R. Preece, J. Reed, J. Taylor, C. Thomas, A. Whitcombe, L.G. Whittle and C. Wright

And Appropriate Officers

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POLICY AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD IN PENALLTA HOUSE AND VIA MICROSOFT TEAMS ON TUESDAY 4TH APRIL 2023 AT 5.30 P.M.

PRESENT:

Councillor G. Johnston – Chair

Councillors:

M. Adams, Mrs. E.M. Aldworth, C. Cuss, G. Enright, D. Ingram-Jones, C.P. Mann, A. McConnell, D. Preece, J. Reed, J. Taylor, C. Thomas, A. Whitcombe, and L. G. Whittle.

Cabinet Members:

Councillors N. George, and Mrs. E. Stenner.

Together with:

Officers: R. Edmunds (Corporate Director of Education and Corporate Services), L. Lucas (Head of Customer and Digital Services), K. Williams (Customer Services Digital Hub Manager), C. Forbes-Thompson (Scrutiny Manager), and J. Lloyd (Committee Services Officer).

Also in attendance: Councillor J. Pritchard.

RECORDING ARRANGEMENTS

The Chair reminded those present that the meeting was being live-streamed, and a recording would be made available to view via the Council's website, except for discussions involving confidential or exempt items. [Click Here to View](#).

1. APOLOGIES FOR ABSENCE

Apologies received from Councillors B. Miles (Vice Chair) and C. Wright.

2. DECLARATIONS OF INTEREST

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

3. MINUTES – 21ST FEBRUARY 2023

It was moved and seconded that the minutes of the meeting held on 21st February 2023 be approved as a correct record and by way of Microsoft Forms and verbal communication (and in noting there were 12 for, 0 against, and 1 abstention) this was agreed by the majority present.

RESOLVED that the minutes of the Policy and Resources Scrutiny Committee held on 21st February 2023 be approved as a correct record and signed by the Chair.

4. CALL-IN PROCEDURE

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

5. POLICY AND RESOURCES SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

The Scrutiny Manager presented the report which outlined the reports planned for the period April 2023 to April 2024 and included all reports that were identified at the Policy and Resources Scrutiny Committee meeting held on Tuesday 21st February 2023. Members were asked to consider the Forward Work Programme, alongside the Cabinet Forward Work Programme, prior to publication on the Council's website.

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

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

6. CABINET REPORTS

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

REPORTS OF OFFICERS

Consideration was given to the following reports.

7. DIGITAL UPDATE – THE IMPACT OF AUTOMATION – PRESENTATION.

The Head of Customer and Digital Services introduced the presentation, which was given by the Customer Services Digital Hub Manager. Members were informed of the 'Robotic Process Automation in Caerphilly' and were given an in-depth view of the system which started in 2019, with Caerphilly being one of the first authorities in Wales to introduce this system.

Members were advised that the RPA software technology helps to automate repetitive tasks in business processes, and can operate 24 hours a day, 365 days a year. Members were informed of the volume of repetitive work that could be undertaken, at various times of the year, which can assist residents of the borough by speeding up application processes, such as Free School Meals, College Transport, Grants and Blue Badge applications.

Members were also provided with information on cost avoidance by using the automated service instead of officers' time and were invited to make suggestions on any areas which could be used or improved with the use of the RPA.

Members noted thanks for the work being undertaken and the effect on residents' lives and circumstances.

A Member queried the costs of the RPA, future plans for numbers, and possible income generation. Members were advised that 5 'bots' cost approximately £80,000 per annum with additional yearly costs for support and training with the Davies Group.

A Member queried whether the RPA could devise a system or rota to include every drain cover within the Authority. Members were advised that this could be possible with 'sensors' to notify CCBC when bins are full and when drains need cleaning.

A Member queried whether automation was planned for all administrative areas of the Authority and whether traffic management could also be covered with rotas. Members were advised that where automation needed any human intervention, the automation is able to stop and start again when required. It was suggested to Members that the presentation could be referred to Heads of Service to incorporate this throughout the authority in the future. The Chair also suggested that the presentation could be held as a seminar for all Members to attend. Members were advised that this would be looked into, as a good proposal for all Members to be involved.

A Member sought clarification on the application process for Blue Badges. Members were advised that each Local Authority deals with their own residents' applications, which are then forwarded to a central office for the issue of the Blue Badges.

A Member queried the Union involvement in this process and Members were advised that the Union had been fully involved and fully supported the system. It was noted that the system supports staff to do their jobs but doesn't replace jobs or staff.

A Member sought clarification on what happens if the virtual working process goes wrong. Members were advised that notifications are received, and staff are always aware of the processes, which are then rectified as soon as possible.

The Chair sought clarification on whether the RPA would make decisions in the future, to mimic the human element. Members were advised that RPA is only currently used for mundane, repetitive tasks to 'free up' staff to complete other areas of their jobs. Members were also advised that the complaints system is currently being looked at with a view to develop a system that would cover the whole authority.

The Policy and Resources Scrutiny Committee noted the content of the presentation.

The meeting closed at 7.04 pm.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 27th June 2023, they were signed by the Chair.

CHAIR

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POLICY AND RESOURCES SCRUTINY COMMITTEE – 27TH JUNE 2023

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

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

1. PURPOSE OF REPORT

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

2. SUMMARY

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

3. RECOMMENDATIONS

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

4. REASONS FOR THE RECOMMENDATIONS

4.1 To improve the operation of scrutiny.

5. THE REPORT

5.1 The Policy and Resources Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on Tuesday 4th April 2023. The work programme outlines the reports planned for the period June 2023 to April 2024.

5.2 The forward Work Programme is made up of reports identified by officers and members. Members are asked to consider the work programme alongside the cabinet work programme and suggest any changes before it is published on the

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

5.3 The Policy and Resources Scrutiny Committee Forward Work Programme is attached at Appendix 1, which presents the current status as at 5th June 2023. The Cabinet Work Programme is attached at Appendix 2. A copy of the prioritisation flowchart is attached at appendix 3 to assist the scrutiny committee to determine what items should be added to the forward work programme.

5.4 **Conclusion**

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

6. **ASSUMPTIONS**

6.1 No assumptions are necessary.

7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

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

8. **FINANCIAL IMPLICATIONS**

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

9. **PERSONNEL IMPLICATIONS**

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

10. **CONSULTATIONS**

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

11. **STATUTORY POWER**

11.1 The Local Government Act 2000.

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

Consultees: Richard Edmunds, Corporate Director for Education and Corporate Services
Robert Tranter, Head of Legal Services and Monitoring Officer

Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer,
Legal Services
Councillor Gary Johnston, Chair Policy and Resources Scrutiny
Committee
Councillor Brenda Miles, Vice Chair Policy and Resources Scrutiny
Committee

Appendices:

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

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Forward Work Programme - Policy and Resources

Appendix 1

Date	Title	Key Issues	Author	Cabinet Member
27/06/2023 17:30	Notice of Motion - Democracy and Accountability	Call on the council to fully engage with all elected members and stakeholders of the County Borough in regard to any changes or amendments to procedures at Scrutiny committees and Full Council. This is in the interest of openness and transparency of Team Caerphilly. This is to be completed prior to any changes in September.	Cllr. Etheridge, Kevin;/ Cllr. Whittle, L.G;	Cllr. George, Nigel;
27/06/2023 17:30	Mobilising Team Caerphilly		Harrhy, Christina;/ Edmunds, Richard (Ed);	Cllr. Stenner, Eluned;
27/06/2023 17:30	Community Empowerment Fund		Richards, Sue;	Cllr. Stenner, Eluned;
27/06/2023 17:30	Information Item - Welsh Language Standards Annual Report		Cullinane, Anwen;	Cllr. George, Nigel;
27/06/2023 17:30	Information Item - Minutes of the Gwent PSB Scrutiny Committee – 29th March 2023		Forbes-Thompson, Cath;	
26/09/2023 17:30				
07/11/2023 17:30				
09/01/2024 17:30				
20/02/2024 17:30				

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Cabinet Forward Work Programme – 20th June 2023

Meeting date:	Report title:	Key issue:	Report author:	Cabinet Member:
28/06/2023 13:00	Supplementary Payment for Residential/Nursing Care Homes to Support Increased Costs of Amenities and Food Costs.	To propose the reuse of the previous WG allocation for driving lessons/ driving test and electric vehicles to provide a one-off payment to assist with heating bills.	Viv Daye/Jo Williams	Cllr. Elaine Forehead
28/06/2023	Sustainable Communities for learning band B programme – Phase 3 Proposal	To agree the first phase of the place-shaping plan for the North of the county borough which focuses upon 21st Century schools.	Ed/(Sue Richards on leave)/ Andrea West	Cllr. Carol Andrews
28/06/2023	Caerphilly Town 2035 - Pentrebane Street Redevelopment Scheme	The report updates Cabinet on the Pentrebane Street redevelopment project and seeks approval for a preferred Development option to be pursued out of three that are presented in the report.	Rhian Kyte/Allan Dallimore	Cllr. James Pritchard
28/06/2023	Regeneration Project Board - Non-Community Council Infrastructure Levy Allocation: Pontllanfraith Ward	To recommend the allocation of £25,776 of the Non-Community Council Community Infrastructure Levy funding for the Pontllanfraith Ward to the Engineering Projects Group to create off-street parking on council land at Gelli Lane, Pontllanfraith.	Rhian Kyte//Dave Lucas/Paul Hudson	Cllr. James Pritchard
12/07/2023 13:00	Court House Car Park, Blackwood – variation of parking charges	To seek Cabinet approval to vary the parking charges in Courthouse Car Park, Blackwood to allow up to 1 hour parking free of charge for all users.	Dean Smith/Marcus Lloyd	Cllr. Nigel George
12/07/2023	Collaboration and Members Agreement (the CAMA)	To seek Cabinet approval to revise the South East Wales Education Achievement Service Collaboration and Members Agreement (the CAMA)	Keri Cole	Cllr. Carol Andrews

Cabinet Forward Work Programme – 20th June 2023

Meeting date:	Report title:	Key issue:	Report author:	Cabinet Member:
12/07/2023	Support for pupils unable to attend school (formerly “Tuition” report).	To seek Cabinet approval of proposals for revising the model of support for pupils accessing tuition.	Keri Cole	Cllr. Carol Andrews
12/07/2023	Caerphilly Interchange Proposal – Funding Requirements	For Cabinet to approve the request for CCBC funding contribution.	Clive Campbell	Cllr. Nigel George
12/07/2023	Annual Corporate Safeguarding Report plus the Annual Safeguarding Management Information Report.	To seek approval of the Annual Safeguarding reports.	Gareth Jenkins	Cllr. Elaine Forehead
12/07/2023	Exempt item - George Street Rear Walls, Cwmcarn	Exempt item subject to Public Interest Test	Claire Davies/Fiona Wilkins/Nick Taylor-Williams	Cllr. Shayne Cook
12/07/2023	Exempt item - Proposed Mineral Working and Restoration of Bedwas Tips - extension of exclusivity agreement.	Exempt item subject to Public Interest Test.	Marcus Lloyd	Cllr. Nigel George
26/07/2023 13:00	Covid 19 - Economic Recovery Framework, Monitoring report	To provide Cabinet with an update on progress in respect of the Council’s economic recovery framework.	Rhian Kyte/Allan Dallimore	Cllr. James Pritchard
26/07/2023	Default speed limit consultation on restricted roads across the county borough from 30mph to 20mph	To review proposed 30mph exemptions within the County Borough as a result of the change in the default restricted road speed limit to 20mph.	Marcus Lloyd	Cllr. Nigel George
26/07/2023	Day Services	For Cabinet to consider the new proposed Day Services Model.	Jo Williams	Cllr. Elaine Forehead

Cabinet Forward Work Programme – 20th June 2023

Meeting date:	Report title:	Key issue:	Report author:	Cabinet Member:
26/07/2023	Review of Licensing fees for Dog Breeders, Scrap Metal Dealers and Activities involving Animals (Pet sales) 2023.	To seek approval of licensing fees following the funding review.	Lee Morgan/Rob Hartshorn	Cllr. Philippa Leonard
26/07/2023	Provisional Revenue Budget Outturn for 2022/23	To provide Cabinet with details of the provisional revenue budget outturn for the 2022/23 financial year prior to the completion of the external audit by Audit Wales.	Stephen Harris	Cllr. Eluned Stenner
26/07/2023	Waste Route Map	To agree the waste route map which will inform the development of the Council's Waste Strategy.	Marcus Lloyd	Cllr. Chris Morgan
20/09/2023 13:00	Natural Resources Wales (NRW) CCBC Collaboration Agreement - Cwmcarn Forest Drive	To allow Cabinet to review the outcome of the 2-year pilot in respect of the CCBC management of the Cwmcarn Forest Drive and consider whether or not to extend the collaboration agreement for the continued management of the drive with Natural Resources Wales for a further 5 year period.	Antony Bolter/Allan Dallimore	Cllr. James Pritchard
20/09/2023	Local Housing Market Assessment and the Welsh Government Prospectus	For Cabinet to discuss and approve the Local Housing Market Assessment and the Welsh Government Prospectus.	Nick Taylor-Williams/Jane Roberts-Waite	Cllr. Shayne Cook
20/09/2023	Development and Governance Strategy - Housing	For Cabinet to consider the establishment of the development strategy which details the principles, practices and governance arrangements which are needed to facilitate enable and support the new build objectives of Caerphilly Homes now and in the future.	Nick Taylor-Williams/Jane Roberts-Waite	Cllr. Shayne Cook

Cabinet Forward Work Programme – 20th June 2023

Meeting date:	Report title:	Key issue:	Report author:	Cabinet Member:
20/09/2023	Corporate Performance Assessment	To provide Cabinet with an update with the Corporate Performance Assessment.	Sue Richards/Ros Roberts	Cllr. Eluned Stenner
20/09/2023	Public Protection Enforcement Annual report for 2022/23	For Cabinet to agree progress and performance.	Rob Hartshorn	Cllr. Philippa Leonard
04/10/2023 13:00	Caerphilly Homes – Re-development of the Former Oakdale Comprehensive School	To seek Cabinet approval for the signing of a delivery agreement (DA) via SCAPE with Willmott Dixon to deliver an 85 new home mixed tenure scheme.	Jane Roberts-Waite	Cllr. Shayne Cook
04/10/2023	Caerphilly Homes – Re-development of the Former Ty Darran Care Home, Risca	To seek Cabinet approval for the signing of a delivery agreement (DA) via SCAPE with Willmott Dixon to deliver a 46 new, affordable home later living scheme which will set the ambition for the future of later living accommodation in the county borough.	Jane Roberts-Waite	Cllr. Shayne Cook
04/10/2023	Corporate Plan (including Well-Being Objectives) 2023 to 2028	To consider the Councils Corporate Plan and Well-being Objectives 2023 to 2028	Christina Harrhy/Sue Richards/Jo Pearce	Leader/ Cllr. Eluned Stenner
18/10/2023 13:00	Exempt item - Ness Tar	Exempt item subject to Public Interest Test	Rhian Kyte	Cllr. James Pritchard

Scrutiny Committee Forward Work Programme Prioritisation



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POLICY AND RESOURCES SCRUTINY COMMITTEE – 27TH JUNE 2023

**SUBJECT: NOTICE OF MOTION – DEMOCRACY AND
ACCOUNTABILITY**

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

1. PURPOSE OF REPORT

- 1.1 The Policy and Resources Scrutiny Committee is asked to consider the Notice of Motion as set out in paragraph 5.1 of the report and make an appropriate recommendation to Council. In accordance with Rule 11(3) of the Constitution.

2. SUMMARY

- 2.1 A Joint Notice of Motion has been received from Councillor K. Etheridge and Councillor L. Whittle and is supported by Councillors A. Angel, C. Bishop, D. Cushing, N Dix, G. Ead, G. Enright, C. Elsbury, M. James, A. Farina-Childs, J. Jones, S. Kent, C. Mann, B. Owen, T. Parry, J.A. Pritchard, H. Pritchard, J. Reed, J. Scriven, J. Roberts, J. Taylor.
- 2.2 The Notice of Motion meets the criteria set out in the Council's Constitution and in accordance with the Council's Rules of Procedure is now referred to the Policy and Resources Scrutiny Committee for consideration, prior to its consideration by Council if supported.

3. RECOMMENDATION

- 3.1 The Policy and Resources Scrutiny Committee are asked to consider the Notice of Motion as outlined in paragraph 5.1 and make an appropriate recommendation to Council.

4. REASONS FOR THE RECOMMENDATION

- 4.1 In accordance with the Council's Constitution.

5. THE REPORT

- 5.1 **Notice of Motion**

In their Notice of Motion Councillor Etheridge and Councillor Whittle call on the Council to fully engage with all Elected Members and Stakeholders of the County Borough in regard to any changes or amendments to procedures at Scrutiny Committees and Full Council. This is in the interest of openness and transparency of Team Caerphilly. This is to be completed prior to any changes in September.

6. ASSUMPTIONS

- 6.1 As a notice of motion is a procedural matter and must be dealt with in accordance with Council's Constitution, no assumptions have been made.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 This report does not require an Integrated Impact Assessment as it relates to a procedural matter under the Councils Constitution.
- 7.2 The procedural rules regarding a Notice of Motion are contained within Council's Constitution as adopted in May 2002. The Council's Constitution sets out the framework for the decision-making roles and responsibilities.
- 7.3 However the outcome of the Notice of Motion and any subsequent reports arising from it may require an Integrated Impact Assessment.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications associated with this report.

9. PERSONNEL IMPLICATIONS

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

10. CONSULTATIONS

- 10.1 As this is a procedural notice of motion, there has been no consultation undertaken.

11. STATUTORY POWER

- 11.1 Local Government Act 2000

Author: Emma Sullivan (Senior Committee Services Officer)

Appendices: Appendix 1 Signed copy of Notice of Motion.

NOTICE OF MOTION – DEMOCRACY AND ACCOUNTABILITY

To consider the undersigned Notice of Motion standing in the names of County Borough Councillor K. Etheridge and Councillor L. Whittle and supported by the Members listed.

We the undersigned Elected Members call on the council to fully engage with all Elected Members and Stakeholders of the County Borough in regard to any changes or amendments to procedures at Scrutiny committees and Full Council. This is in the interest of openness and transparency of Team Caerphilly. This is to be completed prior to any changes in September.

Signed:



Cllr K. Etheridge



Cllr L. Whittle

Supported by Councillors A. Angel, C. Bishop, D. Cushing, N Dix, G. Ead, G. Enright, C. Elsbury, M. James, A. Farina-Childs, J. Jones, S. Kent, C. Mann, B. Owen, T. Parry, J.A. Pritchard, H. Pritchard, J. Reed, J. Scriven, J. Roberts, J. Taylor.

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POLICY AND RESOURCES SCRUTINY COMMITTEE – 27TH JUNE 2023

SUBJECT: UPDATE REPORT ON THE COMMUNITY EMPOWERMENT FUND

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to update the Committee on the operation of the Community Empowerment Fund since it was approved by Cabinet in July 2021.

2. SUMMARY

- 2.1 This report will provide a summary of the delivery of the Community Empowerment Fund following Cabinet approval in July 2021. It will detail the total funding allocated by ward in 2021/22 and 2022/23 and outline the minor changes to be made for 2023/24. It will also highlight some of the issues experienced in the delivery of the grant scheme and explain the processes for dealing with end of year underspends.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Committee scrutinise the contents of the report.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 So that the Committee examines the delivery of the Community Empowerment Fund.

5. THE REPORT

- 5.1 On 21st July 2021, Cabinet considered a report on the establishment of a new Community Empowerment Fund. The report recognised that the Council's 'Team Caerphilly – Better Together' transformation strategy highlights the importance of effective community engagement, and the 'Consultation and Engagement Framework 2020-25' commits to promoting and supporting the principles of community empowerment and building resilient communities. In the Council's 2021 resident survey 'The Caerphilly Conversation', 78% of respondents to the survey felt it was a positive suggestion to make a community budget available to residents, to enable them to do more things for themselves in the future. 89% of respondents also agreed that offering incentives to communities would likely encourage them to take greater pride in their area.

- 5.2 In the Council's budget setting process for 2021/22, Members approved a £328,000 funding allocation to establish the Community Empowerment Fund, to support community-led initiatives that complement and support those provided by public services within the county borough. As part of the Cabinet report, it was agreed that the funding be split equally between the 73 Members (at that time) across the county borough, which equated to an amount of £4,490 per Member in the first year of operation. Therefore, wards with more Members would have a higher allocation i.e. a single member ward (e.g. Maesycwmmmer) would have an allocation of £4,490, whereas a multi-Member ward (e.g. Penyrheol) would have an allocation of £17,960 (4 x £4,490).
- 5.3 The grant scheme aims to support communities to:
- Build community capacity
 - Better understand and identify local aspirations and priorities
 - Make good use of existing assets, with projects having the support of local communities
 - Increase active inclusion and develop opportunities for enhanced engagement for groups that are more valuable and harder to reach
 - Develop local assets, services and projects that respond to the needs of people in local communities
 - Develop projects that are capable of becoming sustainable community projects
 - Complement existing services in an area by providing additional activity
- 5.4 Projects must be managed by a non-profit organisation based within the county borough e.g. a voluntary group, community organisation, charity or social enterprise. One of the key differences of this grant scheme to other Council grant schemes operated for the sector is that all projects must be 'sponsored' by one or more Members, and projects are supported from the relevant ward funding pot. Members can also choose to pool their pots to fund larger projects and can also jointly fund projects which cross ward boundaries. Therefore, the grant scheme offers a level of flexibility that is not available from other Council grant schemes. Applicants also have the option of seeking match funding from other sources and their own funds, in order to deliver their chosen projects.
- 5.5 As stated previously, 'The Caerphilly Conversation' residents' survey sought views on what the Community Empowerment Fund could be spent on and eight priority areas emerged, which formed the basis of the application criteria for projects:
- Environmental projects, including awareness of biodiversity and increasing community activity
 - Projects that support greater community cohesion
 - Projects that aim to tackle isolation and loneliness across the community
 - Digital inclusion projects
 - Projects to encourage greater physical and mental well-being
 - Activities for young people/educational activities (non-statutory)
 - Initiatives that promote and encourage community safety
 - Supporting community groups to establish
- 5.6 Following Cabinet approval to establish the grant scheme, information was published on the Council website ([Caerphilly - Caerphilly County Borough](#)) to inform potential applicants of the grant scheme criteria and how to make an application. A formal application form must be completed for each project, and applicants must seek the sponsorship of the relevant Member(s) before making an application for funding. The grant scheme was designed to have a number of application rounds per year (depending on the funding available at a ward level), with only two being held in 2021/22 due to the late approval of the grant scheme and the need to finalise the application pack and processes. The first round closed in October 2021.

- 5.7 In order to raised awareness of the fund with Members, Officers have held a series of information/awareness raising sessions for Members (both when the scheme was originally launched and following the Local Government Elections. In addition, Officers have attended community surgeries that Members have held to raise awareness of the fund with potential applicants. A communications pack containing posters and information leaflets has also been produced and there is a dedicated webpage on the Council's website with a wealth of information about the Fund Caerphilly - Caerphilly County Borough.
- 5.8 During 2021/22 a total of thirty-two applications were supported and a total of £98,461.78 funding was allocated. A list of the projects supported is included at Appendix 1. As the total budget for the year was £328,000, this meant that there was an amount remaining of £229,538 at the end of the financial year. In the original Cabinet report it was suggested that any underspends would be ringfenced at a ward level for one year – this meant that those Members and wards that had not fully allocated their funding pot during the year would have the remaining amount added to their new allocation in 2022/23.
- 5.9 As Members will be aware, the Local Government Elections were held in May 2022. This had a direct impact on the Community Empowerment Fund in the following ways:
- There were changes to the ward boundaries due to a Boundary Commission review
 - The number of Members reduced from 73 to 69
 - A number of Members did not stand in the election, so there would undoubtedly be some change in the Members representing each ward
- 5.10 Due to these changes, CMT agreed that rather than ringfencing any underspend to the relevant Members individually, any remaining funding would be pooled at a ward level and an equal amount allocated to each Member within the relevant ward, which would then be added to their new allocation in 2022/23.
- 5.11 In the Council's budget setting process for 2022/23, Members approved a £341,120 funding allocation for the Community Empowerment Fund, which was split equally between each of the 69 Members, resulting in an allocation per Member of £4,940. For those Members with an underspend from 2021/22, the underspend was added to their new allocation for 2022/23 (£4,940) to give their individual funding pot for 2022/23.
- 5.12 Whilst there was a late start to allocations in the 2022/23 financial year due to the Local Government Elections and the other changes detailed in 5.9, four application rounds were undertaken during the year and a total of 81 projects were supported and £414,784 allocated to these projects, including a number of projects across ward boundaries. A full list of approved projects is included at Appendix 2. This means that at the end of 2022/23 there was an underspend of £155,874 (£341,120 plus £229,538 2021/22 underspend, less £414,784 2022/23 allocations).
- 5.13 In the Council's budget setting process for 2023/24, Members approved a £250,000 funding allocation for the Community Empowerment Fund. In addition to this amount there is a small amount of £501.22 which has been carried forward from Member allocations in 2021/22 and 2022/23. This means that the funding pot available per Member for 2023/24 will be £3,630.
- 5.14 With regard to the 2022/23 underspend (£155,874), the Leader and Cabinet Member for Finance & Performance have agreed that this will remain ringfenced to the individual Members that it relates to, so these Members will have additional funding available to them in 2023/24.
- 5.15 The Leader and Cabinet Member for Finance & Performance have also undertaken a review of the grant scheme and have agreed a minor change so that from 2023/24, all community groups will be able to bid to the Community Empowerment Fund in consecutive years, but

only for a maximum of three years. However, each application should relate to a new project, as groups should not become reliant on the grant funding.

5.16 Conclusion

This report summarises the delivery of the Community Empowerment Fund since its inception in 2021/22 and details the minor changes that will be put in place from the 2023/23 financial year.

6. ASSUMPTIONS

- 6.1 There are no assumptions applicable to this report. The carry forward amount for 2022/23 detailed in the report has been approved, as has the new budget for 2023/24.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 An IIA was completed for the Community Empowerment Fund as part of the budget setting process for 2023/24 and a copy of this is available on this link [Community Empowerment Fund IIA](#). The IIA relates to the budget setting process for 2023/2024. Following consultation responses the budget was reduced rather than removed.

8. FINANCIAL IMPLICATIONS

- 8.1 As the carry over of £155,874 from 2022/23 has been agreed and the budget for 2023/24 (£250,000) has been approved, there are no other financial implications.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no personnel implications.

10. CONSULTATIONS

- 10.1 The views of consultees have been incorporated into the report as appropriate.

11. STATUTORY POWER

- 11.1 Equality Act 2010 and Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011. One of the specific duties covers matters of engagement.

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Background Papers:

Cabinet report – 21st July 2021

Agenda for Cabinet on Wednesday, 21st July, 2021, 10.30 am (group.local)

Appendices:

Appendix 1 Summary of CEF grants awarded in 2021/22

Appendix 2 Summary of CEF grants awarded in 2022/23

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Summary of Community Empowerment Fund Grants Awarded 2021/22

REF No.	Name of organisation	Description	Ward	Amount Awarded
CEF21-ABN001	Taekwon Do ARC Wales	Purchase of training equipment and uniforms	Abercarn	£1,270.53
CEF21-ARG001	Salvaged Creations Wales	Equipment for a skate club in Markham	Argoed	£1,703.88
CEF21-ARG003	Manmoel Welfare Association	Purchase of picnic benches, parasols and bases	Argoed	£1,940.60
CEF21-BLK001	Blackwood RFC	Replace existing 2G surface and repairs to caged barrier	Blackwood	£4,490.00
CEF21-BLK002	Blackwood Little Theatre	Electrical repairs, improvements and enhancements	Blackwood	£2,247.76
CEF21-BLK003	Blackwood Town Walking Football Club	Purchase of playing kit and equipment	Blackwood	£2,386.73
CEF21-BLK004	Blackwood Town Boys & Girls FC	Purchase of replacement and new equipment	Blackwood	£3,345.51
CEF21-BLK005	Chartist Help 4 All Mental Peer Support (Champs)	Purchase of craft equipment & materials plus travel expenses for speaker	Blackwood	£1,000.00
CEF21-BTM001	Bedwas Workman's Hall	Creation of a 'Men's Shed' project - shed and foundations	BTM	£4,444.67
CEF21-BTM002	Machen Recreation CIO	Removal and replacement of changing room floor	BTM	£3,500.00
CEF21-BTM003	Auntie Heathers Forest Friends	Purchase of meeting shelter	BTM	£5,100.00
CEF21-BTM004	Bridgend Allotment Association, Bedwas	Convert existing building to hub for activities	BTM	£3,349.19
CEF21-CEF001	Cefn Fforest Miners Welfare Hall	Replacement of 3 windows	Cefn Fforest	£2,436.00
CEF21-GIL001	Bargoed YMCA	LED lighting, replacement window and new shower valves	Gilfach	£1,226.98
CEF21-LLA001	Llanbradach & Pwllpant Community Council (on behalf of local community)	Installation of defibrillator and lockable cabinet at Cwm Las Estate	Llanbradach	£2,249.02
CEF21-MAE001	Maesycwmmmer Community Centre	Various workshops for the community (see app form for details)	Maesycwmmmer	£4,006.77
CEF21-MOJ001	Pontygwindy Allotment Association	Creation of patio area with bench and installation of windows to shed	Morgan Jones	£1,021.62
CEF21-MOJ002	Menter Iaith Sir Caerffili	Provision of stage and sound plus decorating resources for Ffilifest 2022	Morgan Jones	£8,980.00
CEF21-MOR001	Abertyswg RFC Mini & Junior Section	Purchase of clothing and playing kit	Abertyswg	£4,050.00
CEF21-NEL001	Friends of Llanfabon Infants School	Equipment for new Eco Outdoor Learning Project	Nelson	£4,490.00
CEF21-NEL003	Nelson RFC Mini & Juniors	Purchase of playing kit for 120 players	Nelson	£4,000.00
CEF21-NEW001	Tabernacle Baptist Church, Newbridge	Purchase of a wooden potting shed and storage unit for allotment project	Newbridge	£1,064.51
CEF21-NEW002	Newbridge Labour Club & Institute Ltd	Installation of french door in place of window and alterations to floor	Newbridge	£4,490.00
CEF21-NEW003	Pentwynmawr Athletic AFC Juniors	Football Leaders Award x 6 and various equipment	Newbridge	£2,844.90
CEF21-NWT001	New Tredegar Residents Association	Provide concrete bench seating areas (2 in total funded by grant)	New Tredegar	£1,560.00
CEF21-REA001	TLC Café (TLC Risca Ltd)	Employment of Landscaper to design nature trail and purchase of trees	Risca East	£4,103.50
CEF21-STJ001	Van Community Centre	Set up costs for weekly coffee morning club, hall hire etc	St James	£1,042.97
CEF21-STJ002	Van Ward Allotment	Installation of solar panels and battery storage	St James	£4,800.00
CEF21-YN001	Lower Sirhowy Valley Communities Partnership	Purchase of 16 Xmas Lights display kits for Cwmfelinfach	Ynysddu	£5,385.60
CEF21-YN002	Wattsville and Brynawel Residents Association	Electrical infrastructure for Christmas lights in Wattsville and Brynawel	Ynysddu	£2,500.00
CEF21-YSM001	The Melody Makers	Purchase of equipment and costs of charity concert	Ystrad Mynach	£2,180.30
CEF21-YSM002	Ystrad Mynach Male Choir	Purchase of blazers and trousers	Ystrad Mynach	£1,250.74

Total **£98,461.78**

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Summary of Community Empowerment Fund Grants Awarded 2022/23

Ref No.	Organisation	Project description	Ward	Amount Awarded
22-ABB001	Aberbargoed Community Action Team (ACAT)	Christmas meal and activities for elderly isolated individuals	Aberbargoed & Bargoed	£1,302.40
22-ABB002	Bargoed Gardening Club	Various IT equipment, DVDs and guest speakers	Aberbargoed & Bargoed	£2,843.82
22-ABB003	Aberbargoed Buds Football Club	Purchase of stadium rotary mower	Aberbargoed & Bargoed	£12,241.53
22-ABB004	Bargoed Labour Club & Institute Ltd	Installation of 2 roller shutter doors and reupholstery of fixed seating	Aberbargoed & Bargoed	£7,620.00
22-ABB005	Bargoed Community Centre	Install audio loop system and wall mounted sound system	Aberbargoed & Bargoed	£2,202.47
22-ABB006	Thriving Communities CIC	Nordic walking training and purchase of walking poles	Aberbargoed & Bargoed	£2,149.76
22-ABB008	Arthur Balfour Conservative Club	Reupholstering existing furniture, 120 x new chairs and installation of projector & screen	Aberbargoed & Bargoed	£8,909.02
22-ABE001	The Gwyddon Valley Group	Various equipment for voluntary work, community based events & website hosting (3 years)	Abercarn	£7,921.85
22-ABV001	Abertridwr Community Church	Replace vinyl flooring and purchase of various toys	Aber Valley	£2,885.36
22-ABV002	Aber Valley YMCA	Pottery tutor for 40 weeks	Aber Valley	£1,600.00
22-ABV003	Aber Valley Heritage Group	Freelance marketing post plus winter plants	Aber Valley	£4,649.83
22-ABV004	Senghenydd Youth Drop-in Centre	Specialist youth worker - 5 hours per week for one year plus on costs	Aber Valley	£4,621.50
22-ABV005	Aber Valley FC Foodbank	Improvements to building and new equipment	Aber Valley	£2,335.38
22-ARG001	Markham Darts Academy	Purchase of equipment	Argoed	£3,371.19
22-ARG002	Markham Miners Welfare Scheme	Various expenditure	Argoed	£2,413.81
22-BED001	St John Ambulance Wales - Bedwas Division	Installation of broadband at premises and purchasing laptops	Bedwas & Trethomas	£1,729.56
22-BLK001	Blackwood Musical Theatre Society	Purchase of sound equipment, room hire, musical director and technician fees	Blackwood	£3,853.99
22-BLK002	277 (Blackwood) Squadron ATC	Purchase of two drones and training courses	Blackwood	£1,735.30
22-BLK003	Libanus Lifestyle Wales CIC	Luncheon club (staff costs and food costs), Management fee, marketing, monitoring & evaluation, Marriage Venue licence	Blackwood	£3,180.00
22-BLK004	Helping Caring Team	12 week pilot scheme for young people to access friendship	Blackwood	£5,540.00
22-CEF001	Friends of the Eco Park	Provision of solar panels on cabin and pathway improvements	Cefn Fforest & Pengam	£16,616.85
22-CEF002	Britannia Cwtch Community	Coach hire for trip to St Fagan's for whole community	Cefn Fforest & Pengam	£840.00
22-CRM001	Valleys Gymnastics Academy	Fit and Fed sessions for 12 weeks holiday sessions	Crumlin	£1,940.16
22-CRM002	Crumlin Cricket Club	Purchase of defibrillator and cricket equipment	Crumlin	£1,404.00
22-CRM003	Crumlin Rugby Football Club	New kitchen for rugby club building	Crumlin	£3,950.00
22-CRM004	Treowen Village Hall	Cost of decorating hall and purchase of stepladder and kettles	Crumlin	£2,971.98
22-CRS001	Crosskeys Welfare Bowling Club	Purchase of playing kit, storage shed and various equipment	Crosskeys	£4,463.92
22-DAV001	Fochriw Allotment Association	Purchase of various equipment and replacement roof on shed	Darren Valley	£1,750.00
22-DAV002	Fochriw Community Centre Management Committee	Purchase of 200 chairs, 30 folding tables and gas hob	Darren Valley	£2,864.40
22-DAV003	Fruity Fridays Club	Hall rental, crafting equipment, bus hire and entry tickets for NEC trip	Darren Valley	£904.65

Ref No.	Organisation	Project description	Ward	Amount Awarded
22-DAV005	Fochriw Old Age Association	Hall rental, bingo machine & tickets, Easter buffet, coach trip to Weston and Eastborne trip	Darren Valley	£386.11
22-GIL001	1st Gilfach (St Margaret's) Scout Group	Installation of fencing around scout hut	Gilfach	£5,503.00
22-GIL002	Caerphilly People First	Activities, travel costs, room hire, refreshments, tutor fees	Gilfach	£2,700.00
22-HEN001	Bethel Evangelical Baptist Church	Installation of new AV and livestreaming equipment	Hengoed	£5,610.60
22-HEN002	Friends of Hengoed Primary School	Creation of allotment in school grounds	Hengoed	£3,474.45
22-HEN002	Derwendeg Primary School PTA	Creation of radio station within school	Hengoed	£3,700.00
22-LLA001	Llanbradach AFC	Installation of solar panels on clubhouse	Llanbradach	£6,587.00
22-MAC001	Machen Parents Association	Purchase of wooden train and climbing frame for school	Machen & Rudry	£4,923.00
22-MAC002	Graig y Rhacca Community Association	Improvement of area around community fridge	Machen & Rudry	£8,200.00
22-MAE001	Mount Pleasant Baptist Church	Replacement of timber floor in schoolroom	Maesycwmmmer	£5,423.00
22-MOJ001	Caerphilly Uniform Exchange CIC	Rent, rates, insurance, accountancy costs, mobile phone etc.	Morgan Jones	£10,407.23
22-MOJ002	Caerphilly Athletic	Venue hire, playing kit and equipment for younger age groups	Morgan Jones	£3,080.77
22-MOJ003	Caerphilly Rugby Club	Gym equipment	Morgan Jones	£4,800.00
22-NEL001	Hollybush Allotment Society	Purchase of compostable toilet for allotment	Nelson	£3,594.00
22-NEW001	Newbridge Cricket Club	Upholster furniture, new shower cubicle, new kitchen area	Newbridge	£5,090.00
22-NEW002	Light Up Newbridge	Purchase of new christmas lighting	Newbridge	£1,174.44
22-NEW003	Newbridge Branch, Royal British Legion	Purchase of defibrilators, cabinets and poppy benches x 6	Crumlin	£6,071.20
22-NEW003	Newbridge Branch, Royal British Legion	Purchase of defibrilators, cabinets and poppy benches x 6	Newbridge	£9,106.80
22-NTR002	New Tredegar Rugby Club	Internal and external work to toilets	New Tredegar	£10,247.00
22-NTR003	New Tredegar Bowls Club	Purchase of set of match and function day Centennial Kit	New Tredegar	£5,080.00
22-PEM001	Oakdale Rugby Club - Minis & Juniors Section	Purchase of playing kit	Penmaen	£8,259.92
22-PEM002	Rhiw Syr Dafydd Allotments Society	Purchase of sheds, water butts and scaffolding boards	Penmaen	£4,459.58
22-PEM003	Penmaen Allotment Society	Materials for seating area, pathway repairs and purchase of polytunnel and equipment	Penmaen	£3,376.75
22-PEM004	Presbyterian Church of Wales, Oakdale	Various repair work and replacement of main entrance door	Penmaen	£1,150.00
22-PEY001	Sparkle (South Wales)	Nintendo Switch and games, craft materials & staff uniform for Caerphilly Children's Club	Penyrheol	£526.94
22-PEY002	Trecenydd Community Centre Management Committee	New safety flooring to toilets, kitchen, lounge & foyer	Penyrheol	£5,400.00
22-PEY003	Bowls Allotment Association	Install compost toilet with disabled access	Penyrheol	£6,070.00
22-PEY004	Penyrheol Community Centre	Provision of pathway around 'Tree of Life' and new bench	Penyrheol	£4,300.00
22-PEY005	Aber Valley Wolves Rugby League Club	Purchase of equipment for recording matches	Penyrheol	£2,635.20
22-PON001	Penllwyn Community Partnership	Installation of 4G camera at play area in Penllwyn	Pontllanfraith	£11,954.00
22-REA001	RCV UK (Risca Community Volunteers)	Cost of transport, food & drink for residents and installation of a digital screen	Risca East	£7,736.80
22-REA002	Cymdeithas Twmbarlwm Society	Updated management plan, reseeding and creating paths	Risca East	£7,402.00
22-RWE001	Risca Senior Citizens Club	Replacement of outdoor paving, fire door and hatch doors	Risca West	£4,560.00
22-RWE002	Risca RFC Mini & Juniors	Replacement electric box for floodlights	Risca West	£4,464.00
22-RWE003	Pontymister and Crosskeys Cricket Club	Upgrade toilets outside pavilion and provide women's toilets inside pavilion	Risca West	£7,959.26
22-RWE004	Oxford House Industrial History Society	Purchase of specialist parts for printer and information boards	Risca West	£1,876.74
22-STC001	Neuadd St Cattwg Community Hall	Purchase of ceiling projector and cage	St Cattwg	£1,517.17
22-STC002	Michael Climer Legacy Fund	Purchase of transit van for Food Co-op	Hengoed	£6,000.00

Ref No.	Organisation	Project description	Ward	Amount Awarded
22-STC002	Michael Climer Legacy Fund	Purchase of transit van for Food Coop	St Cattwg	£7,441.83
22-STC003	Glan-y-Nant Allotments	Groundworks to allotments to deal with drainage issues	St Cattwg	£15,000.00
22-STC004	Cascade Methodist Church	Repairs to building; speaker & loop system; baby changing unit and signage	St Cattwg	£4,331.00
22-STM001	Caerphilly Miners Centre for the Community	Electrical works and extraction equipment	St Martin's	£8,274.12
22-STM002	Van Road United Reformed Church	Upgrading of lift and external decoration	St Martin's	£4,795.00
22-TWC001	Islwyn Ministry Area (Rhymney Valley Foodbank)	Purchase of vehicle for Food Coop and fuel cost for one year	Moriah & Pontlottyn	£18,148.66
22-TWC001	Islwyn Ministry Area (Rhymney Valley Foodbank)	Purchase of vehicle for Food Coop and fuel cost for one year	Twyn Carno	£9,074.34
22-YNV001	Sirhowy Valley Hub CIC	Purchase of various equipment to provide services for community	Ynysddu	£3,956.57
22-YST001	Caerphilly Veterans Support Hub	Transport costs for visit to National Arboretum	Ystrad Mynach	£1,000.00
22-YST002	Vicarage Allotment Association, Ystrad Mynach	Replacement of outdoor portable toilet	Ystrad Mynach	£1,096.80
22-YST003	Michael Climer Legacy Fund	Fitting out of van, road tax & AA membership	Ystrad Mynach	£1,626.98
22-YST004	Ystrad Mynach Bowls Club	Construction of brick storage container	Ystrad Mynach	£4,850.00
22-YST005	Penallta RFC	Purchase of new rugby balls and training poles	Ystrad Mynach	£2,468.00
22-YST006	Tredomen Allotments Association	Replacement of security access gates	Ystrad Mynach	£1,980.00
N/A	Dealt with via internal procurement	Installation of memorial bench	Penyrheol	£5,900.00
N/A	Internally procured via Parks Department	Installation of outdoor gym equipment	Llanbradach	£9,221.00

Total

£414,783.99

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POLICY AND RESOURCES SCRUTINY COMMITTEE – 27TH JUNE 2023

SUBJECT: MOBILISING TEAM CAERPHILLY

REPORT BY: CORPORATE DIRECTOR EDUCATION AND CORPORATE SERVICES

1. PURPOSE OF REPORT

- 1.1 To seek Scrutiny Committee support to access additional external capability from time to time to ensure the successful delivery of the Council's Team Caerphilly Transformation Programme.

2. SUMMARY

- 2.1 As part of the 2023/24 Budget Proposals Report approved by Council on 23 February 2023, Members were made aware of the unprecedented financial pressures that the Council is facing over the coming two financial years.
- 2.2 Taking into consideration the high levels of inflation, the current economic outlook, and the range of temporary budget measures proposed for the 2023/24 financial year, the Council will need to identify potential savings of £48.335m for the two-year period 2024/25 to 2025/26.
- 2.3 The use of the term unprecedented is a clear indication of the challenge facing the Council not just in terms of the size of the savings that need to be made, but also the pace with which those savings need to be delivered.
- 2.4 A financial strategy that seeks to continuously salami slice our services and deplete our reserves is clearly not a sustainable approach, especially when the demands upon those services are far higher than ever and as our communities continue to present far greater and increasingly complex needs to us.
- 2.5 The Council has been successful over the past ten years or so at driving out cost savings and has done so to the tune of over £100m. It will not be possible, however, for the Council to deliver savings of half that scale in a fifth of the timeframe while seeking to protect existing core services, without the need to bring in some additional support.

- 2.6 It is worth noting that the Council is structured and resourced to deliver only its core services. Even though successful recruitment practices in the last twelve months have seen a net gain of around 200, does not change this fact.
- 2.7 The size and scale of the transformation challenge we are now facing means that without additional support beyond the agreed establishment, the Council will ultimately need to make some stark choices about what it will deliver and what it will need to switch off.
- 2.8 Being able to call upon additional temporary capacity or specific skills, innovation, capabilities and approaches from time to time, will enable core services to be maintained while also implementing the necessary change to ensure those services remain sustainable over the long term.
- 2.9 This report sets out two immediate asks for additional support but there will be others over time. The first is linked to the Council's Support Services Review and the second is aimed at building and enhancing the capability, skills, innovation and approaches necessary to drive the underpinning Service Reviews.
- 2.10 These two specific pieces of work will be delivered by two separate organisations who will work with the Council for between six and twelve weeks to help us build at pace an explicit programme of change.
- 2.11 The programme will be designed to drive out significant costs over the coming two years and will be shared with Council in the Autumn. The one-off costs associated with the work will be met from the Council's existing Invest to Save Reserve.

3. RECOMMENDATIONS

- 3.1 That the Policy and Resources Scrutiny Committee:
- 1) Note the content of the report on the next steps of the transformation process and the need for additional resources to be engaged in various aspects of the programme
 - 2) Consider the specific proposals to engage specific external support set out in 5.28 and 5.29-5.34

And, should the Scrutiny Committee be minded, recommend to Cabinet:

- 3) Their support for the proposals
- 4) That £221k of the current balance of £862k on the Council's Invest to Save Reserve be used to fund the specific external support set out in 5.28 and 5.29-5.34, with the residual balance of £641k being repurposed to provide additional one-off support to the ongoing transformation programme
- 5) That delegated authority on the use of the Invest to Save Reserve residual balance of £641k be granted to the Chief Executive in consultation with the Leader, relevant Cabinet Member and Section 151 Officer.
- 6) That the outcome and findings of the external support be shared with a meeting of all Scrutiny Committees in the Autumn

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The Policy and Resources Scrutiny Committee is being asked to consider and offer a view on two specific proposals to procure fixed term external support for the Council's transformation programme prior to the onward submission of the report to Cabinet.

5. THE REPORT

Context

- 5.1 The Council must reduce its operating costs by around £48m over the next two financial years. As part of this work, the Council's Senior Leadership Team have been attempting to refocus the Team Caerphilly Transformation Programme.
- 5.2 The approach, which was set out within the 2023/24 Budget Proposals Report to full Council on 23 February 2023, distils down the Transformation Programme to three distinct elements with a view to maximising impact and prioritising collective efforts. These three elements are set out below:

5.3 Corporate Reviews

These are whole authority, wide ranging reviews that are designed to transform the way the Council operates, reduce operating expenditure and ultimately improve the customer experience. They are as follows:

- Agile Review – Increasing workplace flexibility and reducing the cost of our building portfolio
- Support Services Review – Understanding and developing the most effective configuration of Support Services
- Customer Journey Review – Enhancing the physical (face to face) and virtual (online and telephony) customer experience of engaging the Council
- Demand Management Review – How can the Council and its partners seek to mitigate the rising demand on Health and Social Care
- Commercialisation – What can the Council do to drive up levels of income and offset other areas of spend

Underpinning all of these significant reviews will be the principles of centralisation, rationalisation, standardisation and automation.

- 5.4 Each member of Corporate Management Team will be responsible for leading a Corporate Review and, while the reviews are separate, there are significant overlaps and interconnections between them that will require strong Portfolio and Programme Management arrangements to be in place.

5.5 Service Reviews

The second of the elements is a set of Service Reviews that will each be led by one or more Heads of Service. Heads of Service have been meeting as a collective over the last three months with a view to identifying and prioritising a set of reviews that they can take forward. Again, these reviews will seek to transform services, reduce costs and improve the customer experience, but will likely be cross service or team rather than whole organisation.

5.6 These reviews are currently being developed by Leadership Team with challenge and support having been provided to date on an ad-hoc basis by an external provider. Leadership Team are looking to identify and develop business cases in support of a number of impactful reviews that will ultimately support a reduction in the Council's operating costs.

5.7 **PlaceShaping Programme**

The third element of the Transformation Programme is the Council's PlaceShaping Programme. PlaceShaping is an integrated capital investment programme, that is using circa £30m of Council funding to lever in significant additional investment with the impact spanning the county borough. This will improve the economic, environmental and social prosperity of our county borough and the communities within it. Some of the current examples include:

- New Secondary, Primary and Welsh Medium schools provision with integrated leisure, library and community use.
- New strategic leisure facility located at Caerphilly
- New build passive social housing, creating new communities.
- Repurposing existing Council assets into community hubs, providing one-stop shop access to the Council and wider public services.
- Integrated public service hub with health and education.
- New Centre for Vulnerable Learners
- New Respite Centre
- A469 Troedrhifwuch strategic highway improvement
- New bus/rail transport interchange.
- New enhanced tourism destination at Cwmcarn forest drive
- Improved trains and more frequent rail travel along the Rhymney Valley line.
- New active travel cycle provision across the county borough.
- New market and wider town centre regeneration.
- Enhancement of recycling centres.

The specialist nature of these capital works often requires the Council to procure external specialist resources to support various aspects of delivery.

5.8 The size and scale of the Transformation Programme set out above gives an insight into the breadth of Programmes and Projects that the Council is currently attempting to progress. These are a combination of internally focused change programmes as well as the external physical transformation of the County Borough.

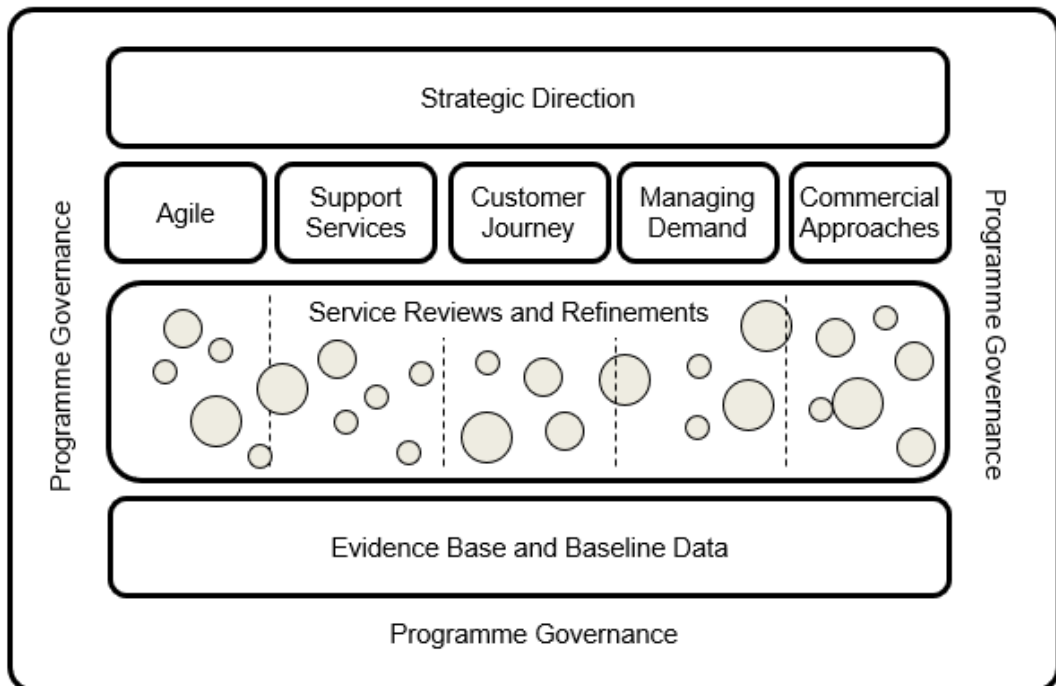
5.9 Beyond the internal and Borough wide transformation referenced above, the Council is also seeking to drive down costs while maintaining services across every aspect of its business. These 'service refinements' are being developed and led by Heads of Service in consultation with relevant Corporate Directors with a view to providing further recurring savings over the coming years.

5.10 Aside from the collective effort being put into the transformation programme, the Council continues to deliver core services to its 180,000 residents. The need for, and expectations of, these services are much higher now than they were pre pandemic. The Council has also had to introduce and resource additional services in that time such as Caerphilly Cares and the Ukrainian and Refugee Resettlement response.

- 5.11 With resources stretched, the Council's ability to save £48m, transform its core services and deliver its transformation programme will clearly need to be bolstered by some additional external resource from time to time.
- 5.12 Sometimes this additional resource will relate to meeting a short-term need for additional capacity and sometimes it will relate to the need to access specific skills and capabilities to complement internal resources that are simply not currently available within the Council.
- 5.13 It is proposed that the Council makes use of its Invest to Save Reserve, which currently has a balance of £862k to support the acquisition of the necessary resources and additional support.
- 5.14 Delegated authority is also being sought that enables decisions to be made on the use of the Reserve by the Chief Executive in consultation with the Leader, relevant Cabinet Member and Section 151 Officer.
- 5.15 All such decisions will be made in accordance with the Council's Standing Orders and Financial Regulations.

The Programme

- 5.16 With so much transformation work being planned and delivered over the next few years, it is important that it is extremely well organised and managed. Conceptually, this is the transformation ecosystem that is being developed:



- 5.17 The five Corporate Reviews set out in the model and previously described, aim to transform and modernise the organisation as a whole. Moving forward the Council will need less buildings; will need to ensure support services are delivered as efficiently and effectively as possible; will provide improved customer experiences; better manage its demand and develop its overall commercial acumen.

- 5.18 The Councils Agile Review is well underway, and the associated policies, practices, buildings and approaches are being redesigned to support these new ways of working. The use of Ty Penallta as a core hub for Council staff and a reduction in external estate has been previously agreed by Cabinet and works have begun.
- 5.19 The Council's approach to commercialisation is also developing with a Transformation Manager (Commercial) now in post and a number of projects and ideas being developed for forthcoming consideration.
- 5.20 The Corporate Reviews that cover Support Services, Managing Demand and the Customer Journey, however, are less well developed and will benefit from some specific external support over the coming months. If this proves possible, the Reviews can be developed at sufficient pace and scale to provide the necessary confidence in their eventual impact.
- 5.21 The Service Reviews and Service Refinements will collectively seek to reduce operating costs over time and should also improve the processes and services that the Council provides to its customers.
- 5.22 At present, there are a multitude of suggested projects and ideas in this space that are being developed in to costed business cases. These business cases will ultimately need to be prioritised, programmed, resourced and supported. Some of this developmental work has already been supported on an ad-hoc basis through additional external capability. This has proven extremely beneficial in terms of defining the art of the possible and providing a high level of challenge in relation to existing practice and approaches.
- 5.23 Driven by the principles of centralisation, rationalisation, standardisation, automation and digital first and managed through a new portfolio and programme management office, this work will ultimately help deliver the necessary transformation at pace and scale and with a high degree of visibility in terms of overall progress.
- 5.24 With Member support for the proposals set out within this report, the Council should, by the Autumn, have a well defined transformation programme that includes a prioritised set of projects underpinned by a range of comprehensive business cases, supported by the necessary evidence to give Council the confidence to support implementation.
- 5.25 In a nutshell, the Council will have an established set of proposals that set out:
- what changes we intend to implement and by when
 - how the customer will be impacted
 - what resources will be required to deliver the change
 - how much the change will cost
 - how much money the change will ultimately save
- 5.26 To get there, however, we will need some additional support and this ask is set out below:
- 5.27 Proposal 1 – Mobilising Team Caerphilly

The Council would like to access three months of dedicated support from an external provider. The organisation the Council would like to engage have been assisting the Leadership Team in this guise over the last couple of months but on an ad-hoc basis.

The company are a Welsh SME with proven capability in digital strategy, innovation, delivery and communications and with over 15 years of hands-on digital transformation experience. The company has extensive public sector experience and with a reputation for delivery, pace, strategic thinking and hands on support and experience.

5.28 The specific support being sought from is designed around the following four pillars:

5.28.1 Programme Mobilisation and Definition

To help Caerphilly:

- Develop a change portfolio
- Create and support the implementation of a change control approach
- Identify potential costs and benefits of each proposed change
- Understand the 'effort' to deliver that change
- Create a high-level understanding of people and service impacts in the context of the political and organisational landscape
- Create a governance approach that supports transparency and manages risk and delivery
- Develop a road map to delivery of £48m including timelines and dependencies

5.28.2 Creating the Environment to Succeed

To help Caerphilly:

- Develop an agreed strategic narrative through a series of workshops with the leadership team and members
- Design a communications campaign to support the programme, including an approach to working in the open and ensuring visibility
- Design an approach to engage on the 'Top 50' ideas developed
- Create an approach to engaging members and staff with the change

5.28.3 Team Leadership, Coaching and Support

To facilitate team sessions to:

- Establish the current position
- Identify opportunities for change
- Understand skills and capability gaps
- Create an action plan

5.28.4 Portfolio Management and Project Delivery

To help Caerphilly to:

- Develop and embed a Portfolio office management including governance, reporting, risk, assurance and benefits management
- Oversee individual project delivery
- Ensure Skills transfer to CCBC staff for onward management

5.29 Proposal 2 – Baseline Assessment

In order to specifically support the Support Services Corporate Review and to help provide the evidence base for a wide range of other change projects, the Council wishes to undertake a detailed baseline analysis of its resources and the time and effort currently being deployed in support of the Council's different functions.

5.30 This baseline assessment looks at the organisation through a broad range of lenses and will help us address a number of questions:

- Strategy:

Is there alignment between key strategic documents?

Is there a clear direction of travel which is embedded across the organisation?

- Service user interaction and engagement:

Is it easy for people to contact and engage with the council?

Are local communities actively listened to?

- Outcome delivery:

Are service offers tailored to local profiles and needs?

Is there clear measurement of how effective support is?

- Capabilities and enablers:

Are ways of working aligned to our future vision?

Are enabling functions, e.g. HR, Finance, IT, effective?

Is data, insight and technology used to enable the organisation?

- Governance and leadership:

How effective is leadership and governance across the organisation?

Are organisational structures, including spans and layers, effective?

- Financial sustainability:

What is the MTFP and associated targets?

Are income generation and service change options maximised?

5.31 The baseline analysis will be supported by a rapid six week activity analysis that will take place across the Council as a whole. The analysis will identify any areas of possible duplication, over and under resourcing, chances to streamline our approaches, areas where the application of technology could free up capacity as well as providing the opportunity to compare and contrast our current structures and approaches to those of other organisations, sectors and against industry standards.

5.32 Ultimately, the Council will have a detailed assessment of the Full Time Equivalent effort being deployed across all 37 areas of its business. This will provide the evidence base for the ensuing Support Services review that will consider how the organisation can best deploy such services to deliver high quality, professional services at the lowest possible cost.

- 5.33 The Council has identified a provider that can carry out this work. The provider has previous experience of leading this specific analysis across a number of other Local Authorities within Gwent, as well as across Wales and the wider UK.
- 5.34 The work would take six weeks from start to finish and would ensure that any proposals for change developing over the next three months can be based on actual evidence of the current resource expenditure as well as the opportunities to drive savings while sustaining service delivery.
- 5.35 The Council currently has a balance of £862k in its Invest to Save Reserve. It is proposed that this external support be procured using a portion of that reserve with the aim being to reduce Council spend in these areas while maintaining services.

5.36 **Conclusion**

The Council is facing a period of significant change as it bids to modernise its approaches to service delivery and meet the unprecedented financial challenges it needs to overcome in the next two years. The emphasis at this point is on ensuring the Council has sufficient resources at its disposal to meet this change at the necessary pace and scale.

- 5.37 This can be done, either by accepting that from time to time additional resources will need to be engaged to assist our efforts or, by collectively agreeing which groups of resources can be redeployed, trained and focused on the transformation effort. The latter will of course require significant aspects of core service delivery over extended periods.
- 5.38 The resource available within the Council's Invest to Save Reserve provides an ideal budget from which external support, as and when required, can be funded. With members support to dedicate this reserve to transformation efforts and to recognise the need and benefits of adding external resource and capability to our efforts, the Council will give itself the best chance of meeting the challenges ahead.

6. **ASSUMPTIONS**

- 6.1 None.

7. **SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

- 7.1 No Integrated Impact Assessment is required for this report as it simply seeking support from Scrutiny to bring in some additional external resources to assist the Council in further developing its already agreed Transformation Programme.

8. **FINANCIAL IMPLICATIONS**

- 8.1 The proposed cost of funding the three month engagement set out in 5.28 is £126k.
- 8.2 The proposed cost of funding the six week baseline activity analysis set out in 5.29-5.34 is circa £95k
- 8.3 It is proposed that the cost of funding both proposals will be met from the Council's Invest to Save Reserve which currently has a balance of £862k, which would leave a residual balance of £641k

8.4 It is also proposed that delegated authority on the use of the Invest to Save Reserve residual balance of £641k be granted to the Chief Executive in consultation with the Leader, relevant Cabinet Member and Section 151 Officer.

8.5 All spend will be subject to the Councils Standing Orders and Financial Regulations

9. PERSONNEL IMPLICATIONS

9.1 There will be no specific personnel implications related to supporting these proposals but there will be opportunities for skills transfer into the organisation as a result of their delivery.

10. CONSULTATIONS

10.1 The consultees set out in the list below have received a copy of the draft report and all feedback has been included in the content of the report.

10.2 The report has also been shared with Opposition Group Leaders and our Trade Union colleagues from UNISON, GMB and UNITE.

11. STATUTORY POWER

11.1 Local Government Act 1998 and 2003

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Dave Street, Deputy Chief Executive,
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Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer,
Lynne Donovan, Head of People Services,
Stephen Harris, Head of Financial Services and S151 Officer
Liz Lucas, Head of Customer and Digital Services
Sue Richards, Head of Transformation
Cllr Sean Morgan, Leader of the Council
Cllr Jamie Pritchard, Deputy Leader of the Council and Cabinet Member for Prosperity, Regeneration and Climate Change
Cllr Eluned Stenner, Cabinet Member for Finance and Performance
Cllr Nigel George, Cabinet Member for Corporate Services, Property and Highways
Cllr Carol Andrews, Cabinet Member for Education and Communities
Cllr Shayne Cook, Cabinet Member for Housing
Cllr Chris Morgan, Cabinet Member for Waste, Leisure and Green Spaces
Cllr Phillipa Leonard, Cabinet Member for Planning and Public Protection
Cllr Elaine Forehead, Cabinet Member for Social Care
Cllr Gary Johnson Chair of the Policy and Resources Scrutiny Committee