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Date: 24th September 2014

Dear Sir/Madam,

A meeting of the **Policy and Resources Scrutiny Committee** will be held in the **Sirhowy Room, Penallta House, Tredomen, Ystrad Mynach** on **Tuesday, 30th September, 2014** at **5.30 pm** to consider the matters contained in the following agenda.

Yours faithfully,

A handwritten signature in blue ink that reads 'Chris Burns'.

Chris Burns
INTERIM CHIEF EXECUTIVE

A G E N D A

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

To approve and sign the following minutes: -

- 3 Special Policy and Resources Scrutiny Committee held on 29th July 2014 (minute nos. 1 - 4).
- 4 Policy and Resources Scrutiny Committee held on 5th August 2014 (minute nos. 1 - 10).
- 5 Consideration of any matter referred to this Committee in accordance with the call-in procedure.

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To receive and consider the following Cabinet reports*:-

- 6 Disposal of HRA Land Adjacent to Former Greenhill Primary School - 30th July 2014.
- 7 Cabinet Forward Work Programme - 30th July 2014.
- 8 Provisional Outturn 2013-2014 - 30th July 2014.
- 9 Outcome Agreements Year End Self-Assessment of the 2013-2016 Agreements - 3rd September 2014.
- 10 Christmas Closedown Arrangements - 3rd September 2014.
- 11 Cabinet Forward Work Programme - 3rd September 2014.
- 12 Reforming Local Government - Welsh Government Response to Williams Commission Report - 3rd September 2014.

**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 Rebecca Barrett, 01443 864245, by 10.00 a.m. on Monday, 29th September 2014.*

- 13 To receive a verbal report by the Cabinet Member(s).

To receive and consider the following Scrutiny reports:-

- 14 Welfare Reform - Update on the activities to support residents (With Presentation).
- 15 Housing Solutions: Social Lettings Agency.
- 16 Caerphilly County Borough Council Partnerships and Collaborations.
- 17 Review of Asset Management (Land and Property) Strategy - Progress Update.
- 18 Handling of Damp and Condensation Complaints.
- 19 To record any requests for an item to be included on the next available agenda.

To receive and note the following information items*:-

- 20 Discretionary Rate Relief Applications.
- 21 WAO Customer Services Review.
- 22 Corporate Services and Miscellaneous Finance 2014/15 - Budget Monitoring Report (Period 4).
- 23 Caerphilly Homes Task Group Minutes - 3rd July 2014.
- 24 Caerphilly Local Service Board Minutes - 7th May 2014.
- 25 Corporate Health and Safety Minutes - 16th June 2014.
- 26 Summary of Members' Attendance - Quarter 1 - 8th May 2014 to 30th June 2014.

**If a member of the Scrutiny Committee wishes for any of the above information items to be brought forward for review at the meeting please contact Rebecca Barrett, 01443 864245, by 10.00 a.m. on Monday, 29th September 2014.*

Circulation:

Councillors L.J. Binding, C.J. Cuss, H.W. David (Chair), Miss E. Forehead, J.E. Fussell, D.M. Gray, C. Hawker, Ms J.G. Jones, G. Kirby, A. Lewis, C.P. Mann, S. Morgan (Vice Chair), D. Rees, R. Saralis, Mrs J. Summers and J. Taylor

And Appropriate Officers

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SPECIAL POLICY AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD AT ST DAVID'S COMMUNITY CENTRE, RHYMNEY ON TUESDAY 29TH JULY 2014 AT 5.30PM

PRESENT:

Councillor H.W. David - Chair
Councillor S. Morgan - Vice Chair

Councillors:

L. Binding, C.J. Cuss, Miss E. Forehead, C. Hawker, Ms J.G. Jones, G. Kirby, A. Lewis,
D. Rees, Mrs J. Summers,

Cabinet Members:

Mrs B. Jones (Corporate Services) and G. Jones (Housing)

Together with:

P. Davy (Head of Programmes), S. Couzens (Chief Housing Officer), J. Roberts-Waite
(Strategic Co-ordination Manager), C. Forbes-Thompson (Scrutiny Research Officer),
J. Jones (Democratic Services Manager and E. Sullivan (Democratic Services Officer).

By Invitation:

A. Lewis (Chair, Caerphilly Homes Task Group) and C. Davies (Tenant Representative,
Caerphilly Homes Task Group).

1. APOLOGIES

Apologies for absence were received from Councillors J.E. Fussell, D.M. Gray, C.P. Mann,
R. Saralis, J. Taylor and Mrs C. Forehead (Cabinet Member for HR and Governance/Business
Manager) and N. Scammell (Acting Director of Corporate Services and Section 151 Officer).

2. DECLARATIONS OF INTEREST

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

REPORTS OF OFFICERS

Consideration was given to the following reports.

3. PERFORMANCE MANAGEMENT IMPROVEMENT OBJECTIVE 5 - INVESTMENT IN COUNCIL HOMES TO TRANSFORM LIVES AND COMMUNITIES.

The Head of Programmes introduced the report which outlined the progress made against Improvement Object IO5 - Investment in Council homes to transform lives and communities.

Members were referred to Appendix 1 of the report and the key actions were explained and achievements highlighted. It was noted that 600 properties had benefited from internal improvements however some slippage was reported on the properties added to the original 2013/14 programme. Reference was made to the Savills stock condition database and that the past 12 months had proven that only limited reliance could be placed upon this data. Individual property surveys being the only accurate means to determine the full scope of the works required. The timing of these surveys was therefore critical to maintaining the continuity of work for both the in-house work force and contractors.

Customer Satisfaction was noted to have reached 92% over the year, well above the target of 80%. A small number of complaints had been received with regard to the disruption caused by the works but, once completed, tenants were very happy with the end result. The surveys recorded the standard of the workmanship provided by the In-House Team as 'very good'.

The Officer confirmed that the supply partner contract with Robert Price Ltd was critical to the success of the programme and, although there had been some initial problems, the contract was working effectively and running smoothly. Reference was made to the Environmental Programme which had originally been scheduled to run parallel to the Internal Works Programme. The Environmental Programme had now been deferred to 2019/20 in order to secure a saving against the general fund and contribute to the Council's Medium Term Financial Plan (MTFP). Members were advised that the Officer Project Board were currently reviewing this decision with the purpose of identifying strategies for bringing forward the Environmental Programme.

The Chair thanked the Officer for his report and full discussion ensued.

Members referred to the Improvement Objective relating to the number of houses that had achieved WHQS Standard in the year, having noted that figures would not be available until July 2014 they queried if this data was now available. The Head of Programmes outlined the process used to extract this data from the asset data base and confirmed that due to a mixture of staffing and technical issues they were currently unable to provide the information. The Officer also confirmed that properties often fell in and out of compliance at different times and would only be fully compliant when both the interior and exterior works had been completed.

This Improvement Objective also noted an intervention figure of 800 properties and clarification was sought as to the nature of this intervention and the affect on tenants. The Officer confirmed that this figure referenced the anticipated profile of achievement and advised that during the early years of the programme achievement would be low but numbers would dramatically increase during the middle of the programme. Assurances were given that progress would be appropriately managed to ensure targets were met. Members were advised that some slippage had occurred due to issues with the procurement process for the internal and external works contracts but this would be closely monitored.

Clarification was sought on the number of training and employment opportunities that had been provided as part of the WHQS programme. The Head of Programmes confirmed that this referred to Targeted Recruitment and Training (TR&T) clauses written into contracts. It was noted that currently only the Robert Price supply partner contract had commenced. The TR&T clauses will be delivered over the lifetime of the contact. Members were advised that specific numbers of jobs, training places, work experience etc had to be provided.

Further clarification was sought on the monitoring and collation of the data in terms of community benefits. The Chair of the Caerphilly Homes Task Group confirmed that they received regular updates on Community Benefits and monitored the progress being made.

Members requested that an updated report on Community Benefits (Targeted Recruitment and Training) be included on the forward work programme of the Policy and Resources Scrutiny Committee.

Reference was made to the Customer Satisfaction Surveys and clarification sought as to any common issues arising. The Officer confirmed that one of the main issues related to the management of tenant expectation. As the Council had continued to invest in its property portfolio prior to the start of WHQS programme many components were already in compliance with the standard. Some tenants residing in properties that had benefitted from some improvement works prior to the start of the WHQS programme had been disappointed that their properties would not receive the same kitchens and bathroom improvements being rolled out as part of the WHQS programme. Members were advised that this had been perceived as unfairness amongst certain tenants and complaints had arisen as a result. The surveys had also show dissatisfaction levels with regard to a reduction in bath sizes (in some properties), noise and the level of disturbance experienced during the refurbishment works.

Clarification was sought as to whether any savings could be achieved as a result of the previously completed works. The Officer confirmed that the costs involved in the WHQS programme were huge and were subject to significant movement. For example, when the works commenced there had been no provision made for decorating works following fitment of new kitchens and bathrooms. However it became apparent that without decoration the improvement works appeared unfinished. Following consultation with tenants and looking at the works undertaken by other social landlords the decision was taken to add the decorating element to the programme, however, this came at an additional cost of £2.5m. Similarly the allocation for the works at Rowan Place was originally budgeted at £600,000 but due to the issues found when surveyed this would now be closer to £4.2m. Such big budgetary movements were understandably difficult to manage.

Members acknowledged that similar themes had been referred to them with regard to tenant expectation and echoed the need for this to be appropriately managed and tenants supported. The Officer confirmed that it would have been a far easier process had it started with a blank sheet. However, tenants were being offered advice and support on the nature of the improvements they could expect. The Chair of the Caerphilly Homes Task Group confirmed that the majority of tenants were pleased to have some work done and did understand that full refurbishment would not be an option for everyone but this did not prevent them looking at works being carried out elsewhere.

Members queried if this meant there was an underlying communication issue and were advised that improvements had been made under the new Tenant Communication Strategy and the work of the Communication and Engagement Officer was to provide continuous information to tenants through a variety of different media.

Further clarification was sought with regard to the 92% satisfaction rate achieved and how this data was collated. The Head of Programmes confirmed that the figures were derived from survey forms posted out to tenants on the completion of works. This was supplemented by the work of the CSIMs group where surveys were conducted face-to-face. Members were assured that the data presented was a fair reflection of the levels of satisfaction achieved and advised that a good response rate had been received. The Officer confirmed that satisfaction rates did fluctuate during the works process with tenants being least satisfied at the commencement of the works. It was noted that 80% of works were completed on time but there were instances where works had over run or delays have been experienced because of materials delivery issues. There had also been instances where tenants had themselves requested that works be delayed.

The deadline for the completion of the WHQS programme was noted and clarification sought as to whether this timeframe was achievable given the slippage issues. The Officer confirmed that there are significant risks to the deliverability of the programme. The risks are kept under review and mitigation measures are actively pursued. The completion of the programme by 2019/20 was not negotiable with Welsh Government and the Council has to submit a viable business plan each year that demonstrates the programme will be delivered by this date. The annual Major Repairs Allowance (MRA) is dependant on this. It was noted that the assumptions behind the business plan could be reworked, for example increasing the amount of borrowing against the Housing Revenue Account (HRA), but there would be a limit on how much borrowing could be supported by the HRA.

It was also noted that a report had been presented to Council on 22nd July 2014 regarding the need to change the funding arrangements for the programme so that it becomes fully funded by the HRA lifting the borrowing from £39m to £55m. (The original business plan had involved a General Fund Contribution)

Clarification was sought in relation to the challenges facing the procurement processes and the implications of any delays on the programme.

The Officer confirmed that high value contracts could be subject to challenge primarily from unsuccessful tenders and would be appropriately dealt with going forward. However issues had arisen with the procurement timeline for the internal and external works contracts. Members were advised that the tendered rates received had raised concerns about value for money and affordability. Following dialogue with the internal works contractors a revised set of rates were secured but these had been above the estimated costs within the business plan. A report was then submitted to Cabinet in this regard and the decision taken to proceed with the award of the internal contracts but a delay of six months had been incurred. The external works tender rates were subject to the same value for money issues, together with irregularities between the OJEC notice and the ITT. It was therefore decided to retender these contracts. As a result it was expected that the external works in the Upper Rhymney Valley would be delayed until April 2015.

Members queried how far into the process had the irregularities been discovered. The Officer confirmed that they had arisen during the tender evaluation stage but given the potential risk of challenge the Council could not proceed to the award of contract.

Clarification was sought as to how this slippage could be recouped and the Officer confirmed that as the internal works programme was designed to run over several years it was anticipated that the 6 months slippage would be caught up. For the external works, Members were assured that some flexibility had been built in to the back end of the programme which would ensure the works would still be capable of being delivered within the period to 2019/2020.

Clarification was sought as to the nature of the legal challenges that have been experienced to date. The Officer advised that a number of issues were still ongoing and that it would not be possible to give further information until they had been resolved. Members were assured that given the complex nature of public procurement law appropriate legal advice had been sought.

Members referenced the condition of the Rowan Place properties and the impact the revised works would have on the business plan and sought assurances that should these issues arise in other areas they could be accommodated within the business plan. The Officer confirmed the potential for this to happen in other areas and advised that until properties had been individually surveyed the true extent of the works required would not be known. It was noted that the programme had achieved some savings in the last financial year and Members were assured that funding would be closely monitored in order to ensure the deliverability of the whole programme. Assurances were also given that the specification and quality of the work undertaken would be of the same high standard throughout the length of the programme.

Members requested a report on damp issues and were advised that this would be presented at the September meeting of the Policy and Resources Scrutiny Committee.

Members requested further information with regard to the actions taken when tenants were dissatisfied with the standard of works or where works had gone wrong. Concern was also expressed with regard to the lack of applications to the Community Improvement Fund and the number of applications being rejected.

The Officer confirmed that applications to the Fund had been rejected or were unable to be awarded for a number of reasons. These included lack of information; some had required planning or landlord permissions and for some the fund was providing only part of the full funding requirement for the project. It was noted that the fund had been well publicised including a promotional launch to highlight it to the Voluntary Sector and Community Groups but unfortunately the level of take-up had not been high.

The role of the Voluntary Sector and Communities First in assisting groups to make applications was discussed at length and it was noted that not all areas had the same level of support. The Chair of the Caerphilly Homes Task Group commended Jane Roberts-Waite and the Team for the assistance they were providing but felt that community groups required more help from organisations such as GAVO if their applications were to be successful.

Clarification was sought with regard to the environmental programme and tenant consultation. The Head of Programmes confirmed that the residents of the different estates would determine the nature of the environmental improvements. For example improved street lighting, the installation of CCTV, improved access, playgrounds etc. Residents would identify their priorities through a planned consultation process which it was hoped would commence no later than 2016.

Reference was made to the improvement objective to 'transform lives and communities' which was about achieving added value to the WHQS Programme.

The Officer acknowledged that this was a very ambitious objective but advised that the WHQS programme had always been viewed as a catalyst to achieve much more than just the physical improvement of the Council's housing stock. This included linking with other support mechanisms that could facilitate a successful outcome for the individual and the community. Members were advised that part of the Welsh Housing Quality Standard designated the adaption of properties to support specific needs and to this end an Occupational Therapist (OT) had been appointed. The OT provided tenants with individualised intervention plans and assessed any adaptation needs. As an example reference was made to the works completed that allowed a partially sighted tenant to safely use her own kitchen again by tailoring the units and colour schemes to her specific needs. These works had greatly improved her quality of life and extended her ability to live independently.

The Cabinet Member for Housing reiterated the ambitious nature of the commitment made to Council tenants and welcomed the challenge and opportunity to make a dramatic difference to residents and communities. He recognised the contribution of the Tenant Liaison Officers and the excellent standard of work and quality of service provided by the In-House team. Reference was also made to the small lots exemption and the very real benefits this could bring to local businesses.

The Chair thanked Kate Issacs, Tenant Liaison Officer for the Upper Rhymney Valley for her assistance during today's site meeting and acknowledged the vital role of the Tenant Liaison Officer as the tenants advocate before, during and after the refurbishment process.

The Policy and Resources Scrutiny Committee noted the report and the evidence relating to Improvement Objective IO5.

4. WHQS MONITORING REPORT 2013-14 (END OF YEAR)

The Head of Programmes introduced the report which provided an overview of the performance of the WHQS Team during the financial year 2013/14 along with details of the 2013-16 Outcome Agreement with Welsh Government on the expected progress to WHQS compliance.

Members were referred to the table in section 4.14 of the report which detailed the internal works compliance per contract lot and the extent to which they were achieving compliance. It was noted that where the percentages listed were low some slippage had been involved with the works progress for example in Rowan Place and Ty Coch. Section 4.17 and 4.19 outlined the make up of the works completed. The Officer confirmed that the level of refusals had been reduced from 38% to 4% and the work of the TLO's in achieving this improvement was recognised.

Tenant satisfaction was addressed in section 4.21 of the report and Members were assured that the process was as independent as possible with a proportion of the surveys completed with tenants in their homes by trained tenant representatives. To date 14% of the completed surveys have been carried out by the CSIMs. The survey process was detailed and it was noted that a response rate of 45% had been achieved, this was approximately 10-15% above the typical return rate achieved within the housing service. The completed forms are analysed and any specific concerns identified are tracked, followed up and the appropriate action taken to ensure they were resolved and the outcome fed back to the CSIMs. Members were advised that one of the specific concerns that had arisen related to ensuring that staff carrying out the internal works appreciated and respected that they were working within someone's home. The Officer confirmed that more work would be done to ensure that both the in house workforce and external contractors worked to the standards of the Charter for Trust. The latter had been jointly developed with tenants.

The Welsh Government Outcome Agreement was detailed in section 4.33 of the report and noted that taking account of the previous achieved works, tenant refusals and contract slippage around 600 Council homes had benefitted from internal improvements in 2013/14 with an overall tenant satisfaction level with the work of 92%. It was noted that the Council would be unlikely to ever achieve 100% WHQS compliance as at any point in time its was likely that one or more components in the housing stock would have reached the end of its lifecycle and require replacement.

The capital expenditure programme for the 2013-14 works was outlined and Officers confirmed that the volume of work would significantly increase during 2014/15 with close to 3,000 properties scheduled into the programme.

The Chair thanked the Officer for his report and full discussion ensued.

Clarification was sought in relation to the Rowan Place contracts had how quickly the works could be completed.

The Officer confirmed that there 72 units on the Rowan Place estate requiring approximately £4m of works both internal and external which he estimated would take 2 years, this included the sub contract of certain elements. The main contractor would be the in house team (DLO) but some elements of work such as the roofing would be sub contracted.

Members referenced the Tenant Surveys and queried the length of time between the completion of the works and the posting out of the surveys. The Officer confirmed that the distribution of the forms was triggered by the completion of the block contract, so the timeliness of receipt would vary depending on the position of the property within the block. Members were advised that the current survey format was being reviewed in line with responses from tenants and the CSIMs group. It was noted that the survey did not prevent tenants from raising issues at any point during the works or from making a complaint via the Council's complaints process.

Some of the issues arising from the CSIMs interviews were discussed and noted to include the time wasted on small things, inconsistent approach, comparison with other tenants and external works delays and queries with regard to the extent to which over cladding would be carried out. The Officer confirmed that the extent of the external works would very much depend on the construction of the property, for example non-traditional builds would benefit from certain energy efficiency schemes, including over cladding that would not be available to other properties.

Strengthening communication in relation to the tenant's expectations was discussed and the requirement that a careful explanation of the extent and nature of the works a tenant can expect was emphasised.

Clarification was sought with regard to the transfer of the housing stock and whether the same standard would have been met. The Officer confirmed that the Council in the addendum document had pledged like for like delivery against the Castell Mynydd Offer Document and confirmed that an enhanced specification had been achieved on certain components. Concerns were raised in relation to unexpected works and the ability of the programme to cope with the additional costs. The Officer explained this was a major challenge in managing the programme but it was impossible to foresee all the issues which may arise.

Clarification was sought as to the possible implementation of an inspection programme to ensure that having made these improvements, tenants were keeping-up the properties to an appropriate standard. The Chief Housing Officer confirmed that an Inspection Policy was currently being developed. This would allow Officers to check that properties were being looked after and was in-line with current practice with both private and social registered landlords.

Concerns were expressed by the Chair of the Caerphilly Homes Task Group that inspections would be a breach of tenants' privacy and they had the right to live as they chose and this was echoed by a Committee Member. Ms Lewis was also mindful that Council tenants were usually on low incomes and might not be economically able to live up to a standard that others might deem as acceptable. She sought clarification as to what would constitute the inspection standard and whether this was even required given that the Council already implemented a recharge policy and re-let standard.

The Chief Housing Officer reassured Members that it was not the intention of the policy to 'check up' on a tenants way of life but there was a need to check that the works undertaken were holding up and that materials were sustainable under use. It was also noted that there had been instances where Officers had returned to a property 6 months after a new kitchen had been fitted to find it in a state of disrepair. Such instances could be avoided with a regular inspection process. It was also stated that such inspections could assist in determining the status of the household i.e. if there had been any changes to the tenancy or if the tenant had any support needs, as face to face visits by the existing Tenancy Support Officers had proved very beneficial.

Members agreed that they would welcome an inspection policy and requested that a report on the progress made be presented to the next appropriate Policy and Resources Scrutiny Committee. Members also requested a report on the Recharge Policy and Re-Let Standards.

The meeting closed at 19.30pm

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 30th September 2014 they were signed by the Chair.

CHAIR

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POLICY AND RESOURCES SCRUTINY COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH ON
TUESDAY, 5TH AUGUST 2014 AT 5.30 P.M.

PRESENT:

Councillor H.W. David - Chair
Councillor S. Morgan - Vice Chair

Councillors:

Miss E. Forehead, J.E. Fussell, D.M. Gray, C. Hawker, Ms J.G. Jones, G. Kirby, A. Lewis,
C.P. Mann, D. Rees, Mrs J. Summers

Cabinet Members:

Mrs C. Forehead (Cabinet Member for HR and Governance/Business Manager), Mrs B. Jones
(Corporate Services)

Together with:

N. Scammell (Acting Director of Corporate Services and Section 151 Officer), G. Hardacre
(Head of Workforce and Organisation Development), J. Jones (Democratic Services
Manager) and R. Barrett (Committee Services Officer)

Also present:

G. Enright (Unison Branch Secretary)

1. APOLOGIES

Apologies for absence were received from Councillors L. Binding, C.J. Cuss, R. Saralis and
J. Taylor, together with Cabinet Member G. Jones (Housing).

2. DECLARATIONS OF INTEREST

Councillor Ms J. Jones declared an interest in Agenda Item 7(1) - Workforce Flexibilities.
Details are minuted with the respective item.

Councillor Miss E. Forehead declared an interest in Agenda Item 7(2) - Six Month Progress
update of Improvement Objectives - Caerphilly Passport Programme Update. Details are
minuted with the respective item.

3. MINUTES – 27TH MAY 2014, 3RD JUNE 2014 AND 17TH JUNE 2014

RESOLVED that the minutes of the Policy and Resources Scrutiny Committee meetings held on 27th May 2014 (minute nos. 1 - 3, on page nos. 1 - 3), 3rd June 2014 (minute nos. 1 - 14, on page nos. 1 - 9) and 17th June 2014 (minute nos. 1 - 8, on page nos. 1 - 6) 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. CABINET REPORTS

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

6. REPORT OF THE CABINET MEMBERS

Councillor Mrs C. Forehead, Cabinet Member for HR and Governance/Business Manager, presented her report to the Committee and advised Members that the collective Trade Unions had recently balloted for industrial action as a result of the ongoing pay dispute. The first of a number of anticipated strike days took place on 10th July 2014.

The Authority recently received notification that Trade Unions have arranged for further industrial action to take place on 14th October 2014. Arrangements have been put in place to ensure that essential services are provided during the period of industrial action. Members were advised that they would be kept informed of any progress with regards to the pay dispute.

The Cabinet Member also advised that the Authority had recently received a press enquiry with regards to workforce flexibilities and the number of staff made redundant by the Authority over the past year, and was pleased to announce that with 4 voluntary redundancies and 1 compulsory redundancy made, the total number was very low.

Councillor Mrs B. Jones, Cabinet Member for Corporate Services, advised Members that work was currently being undertaken by Officers on the next stage of the public consultation exercise regarding the Medium Term Financial Plan.

Members raised a query regarding Caerphilly Council's annual Big Cheese event amidst rumours that it could be cancelled as part of savings relating to the Medium Term Financial Plan. The Cabinet Member replied that all savings options were currently up for discussion, and that whilst she was hopeful that the event would continue, it was dependant on the results of the public consultation exercise.

REPORTS OF OFFICERS

Consideration was given to the following reports.

7. WORKFORCE FLEXIBILITIES

Councillor Ms J. Jones declared a personal interest in this item, in that she has a family member who is employed by the Authority. Clarification was provided in regards to Members'

declarations of interests and as the interest was of a personal and not prejudicial nature, Councillor Jones was not required to leave the room during discussion of this item.

The Chair introduced the item and it was arranged that Gareth Hardacre, Head of Workforce and Organisational Development, would present the report, followed by a response from Gary Enright, Unison Branch Secretary, on behalf of the collective Trade Unions. Questions and discussion by Members on the schemes would then follow, prior to individual consideration of each of the report recommendations.

Mr Hardacre presented the report, which sought the view of Members on a range of schemes to allow workforce flexibility. It was explained that these schemes were being proposed in order to meet the challenges of the Medium Term Financial Plan (MTFP). Members were reminded that the financial predictions previously provided by the Welsh Government had significantly worsened, with the subsequent impact likely to be that the Council would need to downsize the workforce in greater numbers than previously estimated and within a shorter timescale.

It was explained that this situation presented a number of challenges and considerations for the Authority, including the reduction of the workforce in the most cost-effective way, delivering savings within realistic timelines, the cost of releasing staff versus savings achieved, the impact of such reductions on employee morale, and consideration of the Wales Audit Office and public views of severance payments and packages.

With the aid of a slide presentation, Mr Hardacre explained to Members the current workforce demographic, which showed that a significant proportion of the Authority's workforce were over the age of 55 (22% excluding school employees). He then outlined a number of initial options to increase savings within the workforce, many of which had already been utilised, including the review of agency workers, the review of fixed term contracts and the consideration of reductions to contract hours, the redesigning of service provision as employees leave, and cross-matching/redeployment measures. It was explained that whilst these measures had worked well as initial efficiency savings, the financial situation had worsened and subsequently more strategic measures were now required.

A number of options and related draft proposals were outlined to Members, including the existing 85 Year Application, the Early Retirement Scheme (previously considered by the Policy and Resources Scrutiny Committee on 3rd June 2014), a Flexible Retirement Scheme, Voluntary Severance Scheme and Redundancy Scheme (including both Voluntary and Compulsory Redundancy situations). During presentation of these options, the costs, benefit to employees, benefit to the Council, and considerations (including any associated risk) of each of the proposals were outlined to Members.

In summarising the schemes, Mr Hardacre stated that it was likely that a combination of measures would be required to achieve the required savings. He explained to Members the importance in considering the cost of such schemes to the Authority versus achievable savings, and the impact of the latter schemes on employment morale. It was explained that whilst introducing some of the strategies would be straightforward, other measures incorporated long-term strategies and that Members needed to be mindful of the need to deliver savings in a timely manner.

It was explained that the consultation process was ongoing with the Trade Unions and that further consultation would take place with them following recommendations from Members. Following this process, the final schemes would be drawn up and reported to Cabinet on 29th October 2014. The schemes would then be presented at Full Council and, subject to Members' approval of these schemes, the Greater Gwent (Torfaen) Pension Scheme would then require one month's notice to implement the relevant changes.

It was arranged for a copy of the presentation to be provided to Members.

Mr Gary Enright, Unison Branch Secretary, was then invited to respond to the report on behalf of the collective Trade Unions and to highlight their position regarding these proposals.

Mr Enright referred to the workforce demographics included in the presentation, in that the Trade Unions had requested data regarding the number of CCBC employees aged 60 and over (as opposed to 55 and over), and stated that it would be helpful for a further breakdown of the ages of staff within the workforce to be provided i.e. those aged 55-60, 60-65 and over 65. The Trade Unions were also seeking information on the number of employees that were eligible to retire under the 85 Year Rule.

Mr Enright made reference to paragraph 2.3 of the report, which outlined the recent Wales Audit Office review of severance packages and payments, and the duty of the Council as a public body to ensure that the severance arrangements and costs are proportionate and defensible against public scrutiny. Mr Enright asked Members to be mindful of this during their consideration of the proposals.

Members were advised that following extensive consultation, the Trade Unions were supportive of all the proposed schemes detailed within the report, with the exception of Compulsory Redundancies. However, there were a number of options and recommendations contained within the report where amendments were proposed by the Trade Unions and these were detailed therein by Mr Enright.

In relation to the proposals regarding Voluntary Severance, the Trade Unions favoured the offer of 60% of an employee's salary (as opposed to the 50% recommended in the report) in order to make the scheme more attractive, and proposed that this level be reviewed in a periodic manner. The Trade Unions supported the recommendation in principle to cap the voluntary severance payment at the top of the Hay Grade C scale. With regards to the Redundancy Scheme, the Trade Unions supported the revised wording within the scheme, and also supported consultation of a proposed review of the Redundancy Selection Criteria.

Mr Enright referred to the timeframes indicated within the proposals, with the Trade Unions proposing that the implementation date of the schemes be brought forward from 1st January 2015 to December 2014. The Trade Unions were in agreement that a 6 month period of flexible retirement was prudent, but highlighted several of the application processing times indicated within the schemes and proposed that they be reviewed and shortened.

Reference was made to paragraph 29 of the Draft Flexible Retirement Scheme detailing the payment of a loyalty bonus to former Rhymney Valley District Council employees. It was the view of the Trade Unions that this paragraph bore no relevance to the rest of the scheme and that it should be removed from the document.

In closing, and as indicated in the draft proposals and report recommendations, Mr Enright called for further discussions between the Trade Unions and CCBC Officers to finalise the details contained within the draft proposed schemes and to prepare them for implementation.

Detailed discussion followed regarding the report and the draft workforce flexibility schemes detailed within, with Officers and Mr Enright responding to Members' queries.

The possible impact of the Flexible and Early Retirement and Voluntary Severance Schemes on various Service Areas was queried, with it confirmed that Heads of Service would be required to complete a Business Case to demonstrate that the Service Area was able to accommodate such requests both operationally and financially. Such Business Cases would be applied to both those requests made by individual employees and groups of employees within a Service Area. Officers explained that a number of competency frameworks would be used in the assessment of these Business Cases.

Queries were raised regarding the information contained within the workforce demographics and Officers confirmed that it was possible that further cross-matching exercises regarding

this data would be carried out in the future. It was explained that the figure of 1754 employees over the age of 55 referred to a headcount of posts and not individuals in that some employees held multiple posts across the Authority, and therefore the actual number of individuals employed within the Authority was less than the figure presented in the demographics.

Discussion turned to the draft Flexible Retirement Scheme which detailed the payment of a loyalty bonus to former Rhymney Valley District Council employees upon leaving the Authority. It was confirmed by Officers that this related to an ever-decreasing band of employees (131 across the Authority) and represented minimal cost, with a maximum of £1000 added to the pensionable payment upon leaving the Authority. In addition, employees were only entitled to this payment in a 'no fault' situation, in that the payment would be waived in a number of circumstances, including if the individual left the Authority to work for another employer.

Officers advised that the reference to the loyalty payment be retained within the draft Flexible Retirement Scheme, as queries were regularly received from staff regarding this payment and it was important that the payment continued to be acknowledged within the Authority's corporate schemes.

Members queried the time limits relating to the proposed Flexible Retirement Scheme, and Officers confirmed that a period of 6 months was felt to be reasonable in view of the revised financial position of the Authority, in that a shorter retirement period equated to reduced cost to the Council. Members also queried the monetary impact to employees regarding the Flexible Retirement proposal to reduce an individual's salary by two grades without the need for a reduction in hours. Officers provided a number of scenarios as examples and clarified that the required reduction was a minimum of two grades, with the boundaries flexible dependant on the employee's substantive post and Service Area.

A query was raised regarding the reasoning for capping voluntary severance payments at the top of the Hay Grade C, with it confirmed by Officers that the payments needed to be cost-effective to the Authority in view of the required efficiency measures arising from the MTFP.

Members queried the methods by which these schemes would be introduced and Officers confirmed that this was dependent on the future situation relating to the MTFP, with a number of decisions due to be made in the autumn of 2014 to determine savings and efficiencies within individual service areas. It was explained that rather than a blanket introduction of all the schemes across the Authority, a review would take place to determine the appropriate schemes to be utilised within service areas affected by the outcomes of the MTFP.

The effectiveness of the proposed schemes in meeting the challenges of the MTFP was queried and Officers reiterated that this was subject to a number of decisions that had yet to be made, and that it was likely that a combination of measures would be required to achieve the required savings

Having fully discussed the report and the proposed workforce flexibility schemes, Members discussed and considered each of the report recommendations in turn.

An amendment to recommendation 9.1 of the report was moved and seconded, in that instead of 29th October 2014, the final schemes be reported to Cabinet as soon as reasonably possible. By a show of hands, this was unanimously agreed and the amendment was declared carried.

An amendment to recommendation 9.6 of the report was moved and seconded, in that the voluntary severance payment be 60% of an employee's salary with the cap set at the top of the Hay Grade C scale, and that this payment be reviewed in a periodic manner. By a show of hands, this was agreed by the majority present and the amendment was declared carried.

In accordance with Rule of Procedure 15.5, Councillor C.P. Mann wished it recorded that he had abstained from voting on this amendment.

Following discussion on the content of the report, and taking into account the amendments carried, it was moved and seconded that the following recommendations be referred to Cabinet for consideration. By a show of hands, these was unanimously agreed.

RECOMMENDED to Cabinet that:-

- (i) The final schemes be drawn up and reported to Cabinet as soon as reasonably possible;
- (ii) With regards to the Flexible Retirement Scheme, the reduction in hours be a minimum of 40% of the employee's contractual hours;
- (iii) With regards to the Flexible Retirement Scheme, there be a reduction of two grades without the need for a reduction in hours;
- (iv) The revised wording in the draft Redundancy Scheme be supported with regard to the payments to those employees who are over 60 and can access their pension at an unreduced rate, without a cost to the Authority;
- (v) Consultation with the Trade Union be supported to clarify their concerns with regard to the Redundancy Selection Criteria and negotiate an agreed criteria for reference to Cabinet;
- (vi) Officers consult with the Trade Unions and draw up options for alternative levels of payment for redundancy to support the MTFP.

In that the recommendations were taken individually, it was moved and seconded that the following recommendations be referred to Cabinet for consideration. By a show of hands, these were agreed by the majority present.

RECOMMENDED to Cabinet that:-

- (i) The recommendation for the period of flexible retirement be 6 months (with a 3 month extension in exceptional circumstances);
- (ii) The voluntary severance payment be 60% of an employee's salary with the cap set out at paragraph 4.25 of the report. In accordance with Rules of Procedure 15.5, Councillors C.P. Mann and J.E. Fussell wished it noted that they had abstained from voting on this recommendation;
- (iii) The voluntary severance payment be capped at the top of the Hay Grade C scale i.e. £53,533. In accordance with Rules of Procedure 15.5, Councillor J.E. Fussell wished it noted that he had abstained from voting on this recommendation.

8. 6-MONTH PROGRESS UPDATE OF IMPROVEMENT OBJECTIVES – CAERPHILLY PASSPORT PROGRAMME UPDATE

Councillor Miss E. Forehead declared a personal interest in this item, in that she has a family member who is employed within the Passport Programme. Clarification was provided in regards to Members' declarations of interests, and as the interest was of a personal and not prejudicial nature, Councillor Forehead was not required to leave the room during discussion of this item.

The report provided Members with an update of the Improvement Objectives relating to the Caerphilly Passport Programme, and also provided a wider Passport update in line with reporting requirements.

Members were informed that good progress is continuing with the Passport Programme, with a large number of positive outcomes and 559 young people referred into the scheme to date. 176 work placement opportunities were delivered as at 31st March 2014, together with the creation of 25 apprenticeship and 68 employment opportunities, which met or exceeded the targets set as part of the Improvement Objectives. When asked at their final review, all participants felt that the scheme had enabled them to become 'more work-ready'. Of those completing the scheme, 77% gained employment or returned to full-time education.

Members were informed that Wavehill Ltd is currently undertaking an independent evaluation of the programme, assessing the satisfaction levels of participants and employers involved with the scheme. The majority of feedback received to date has been positive, with only one employer issue raised regarding the paperwork involved in the scheme. The Passport Programme has also been selected for an ESF National Team Audit in Spring 2014, and all audits of the scheme to date in terms of paperwork and record-keeping have been completed successfully with just two minor issues picked up.

In terms of future challenges, Members were informed that the most significant would be to secure future funding for the Passport Programme. There is the possibility that there could be no funding available from January 2015 for up to 12 months, due to delays with the next round of European Social Fund (ESF) funding. It was hoped that the Passport Programme could be a part of the bigger regional activity for the 2015-20 ESF funding round

In regards to other challenges, a number of additional ESF placements had been secured from the Welsh Government and needed to be used by the end of September 2014. A number of Job Growth Wales placements have also been awarded to support young people living in Community First clusters. This allocation needs to be managed differently to the Passport Programme, but concerns have been raised by the Welsh Government that in doing so, there is a risk of treating participants within the two schemes differently, and Officers are currently assessing the best course of action to take.

A number of meetings have been held with other local authorities to explore the regional opportunities for Passport, with a draft paper for Torfaen and Blaenau Gwent produced to consider support for a Passport pilot in these areas. If this commences, additional Jobs Growth Wales placements will be requested for these projects. The model has also been cited as the case study for a section in the Welsh Government document on the Youth Engagement and Progression Framework.

Officers responded to Members' queries regards to the differing types of funding involved in the Passport Programme and the processes involved in the allocation of these funds. Members queried the possible funding shortfall due to the delays in ESF funding and it was confirmed that whilst difficult to differentiate between the funding pots due to a mixture of regulations, combined funding from the European Social Fund and Job Centre Plus totalled in the region of £400,000. Reference was made to the recent special Scrutiny meeting to discuss options relating to the Medium Term Financial Plan, including the discretionary budget of £485,000 cited in the report, with it confirmed that this amount was still factually correct. It was confirmed that the cost of the independent evaluation by Wavehill was included as part of the original funding for the Passport Programme.

Officers confirmed that they worked closely with other departments, including Communities First, in regard to monitoring the relationship and satisfaction levels between Passport Programme participants and external employers. It was arranged for a further breakdown of information regarding placements (such as occupation and residential location of participants) to be provided to Members.

Members were in agreement that the self-assessment of the success of the Passport Programme against the Improvement Objective was accurate, and noted the progress made to date.

9. REQUESTS FOR REPORTS TO BE INCLUDED ON THE NEXT AVAILABLE AGENDA

1. Councillor D. Rees requested a report on the feasibility of investing in Compulsory Purchase Orders of empty properties within CCBC, suggesting that apprenticeships could be created and re-sale profits of properties could assist in funding the MTFP shortfall. He advised that a similar scheme is already operated by Birmingham City Council.

10. INFORMATION ITEMS

The Committee noted the following items for information, full details of which were included within the Officers reports. There were no items brought forward for review.

- (1) Workforce Information Report;
- (2) Treasury Management and Capital Financing Prudential Indicators Outturn Report for 2013/14;
- (3) Fairtrade Products;
- (4) Discretionary Rate Relief Applications;
- (5) Caerphilly Local Service Board Minutes - 12th February 2014;
- (6) Pensions/Compensation Committee Minutes - 3rd June 2014;
- (7) Pensions/Compensation Committee Minutes - 1st July 2014;
- (8) Caerphilly Homes Task Group Minutes - 16th April 2014;
- (9) Caerphilly Homes Task Group Minutes - 22nd May 2014;
- (10) Policy and Resources Scrutiny Committee Forward Work Programme.

The meeting closed at 7.33 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 30th September 2014, they were signed by the Chair.

CHAIR



POLICY AND RESOURCES SCRUTINY COMMITTEE – 30TH SEPTEMBER 2014

SUBJECT: WELFARE REFORM - UPDATE ON THE ACTIVITIES TO SUPPORT RESIDENTS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To update Members on the progress of the activities that the Authority has put in place to support residents in adjusting to the changes introduced by the Welfare Reform.

2. SUMMARY

- 2.1 The changes in benefits introduced by the UK Government via the Welfare Reform Act 2012 and Local Government Finance Act 2012 have been seen as a priority by CCBC.
- 2.2 A Programme Board of senior officers and a steering group of officers from key service areas was established in July 2012 to oversee projects that would prepare the Authority and its residents for the changes.
- 2.3 This report is providing information on the relevant activities to-date.
- 2.4 All projects and activities have ensured and continue to ensure that the residents and our authority staff are prepared for the changes introduced by the Welfare Reform Act 2012 and the Local Government Finance Act 2012.
- 2.5 New support services, described in the report, have been introduced and are being monitored to ensure that residents, particularly the more vulnerable ones, have access to the advice and support needed in order to adjust to the changes.
- 2.5.1 In particular the identification and referral mechanisms to support social housing and private housing tenants with multiple debt, that was introduced as part of the Universal Credit Local Authority Led Pilot, has highlighted the need for even closer partnership working to ensure effective support is provided. The officers involved will provide a presentation on the outcomes and the level of partnership working involved.

3. LINKS TO STRATEGY

- 3.1 This report provides an update on some of the Authority support activities directly linked to CCBC Corporate Priorities, Improvement Objectives and the Caerphilly Delivers – Single Integrated Plan in relation to tackling poverty and improving standards of living.

4. THE REPORT

4.1 This report follows up on previous ones to this committee on the same subject, and in particular the one presented on 4th March 2014 that provided background and information around the main work-streams included in this programme of work, namely:

- § Welfare Reform Act and Council Tax Reduction Scheme Awareness
- § Local Council Tax Reduction Scheme
- § Under-occupation (removal of spare room subsidy)
- § Other benefits changes (Benefit Cap, Personal Independence Payment, Discretionary Assistance Fund)
- § Universal Credit Local Authority Led Pilot
- § Local Support Services Framework
- § Gwent Money Advice Service Project

4.2 The present report, as well as providing an update on those projects (paragraphs 4.3), will focus on particular support activities that are showcasing the partnership approach in tackling the impact of the welfare reform for our residents (paragraphs 4.4 to 4.9 included). The partnership working specifically supporting residents with debt will also be illustrated in the relevant presentation at the scrutiny meeting.

WORK-STREAMS UPDATE

4.3 In the paragraphs below a high-level update is provided for each of the work-streams included in the programme.

4.3.1 The activities to ensure **awareness** of the changes and their impact both with partners and in the community that started in July 2012 have continued as part of the authority's day-to-day front-line service activity and with special events, such as the LSB standing conference on 13/06/2014. Specific training for staff is organised regularly and includes topics such as awareness of the Illegal Money Lending Unit activities (tackling loan sharks in the area), how to support residents in applying for a Discretionary Assistance Fund and awareness on other Welsh Government anti-poverty programmes such as Families First, Communities First and Supporting People.

4.3.2 On 5th June 2014 the Welsh Government announced that the current national arrangements for the **Council Tax Reduction Scheme**, which Caerphilly Council have adopted, will continue for at least two more years. This will give some much needed stability for CCBC residents.

4.3.3 In relation to the **under-occupation (or Removal of Spare Room Subsidy)**, the Tenancy Support Officers (TSOs) have completed home visits to all council tenants affected by the reduction in benefits and provided wide ranging support (the support is further described in the paragraphs 4.5.2 below and in the presentation that will follow). The officers are now undertaking repeat visits and are visiting other tenants identified as in need of support, e.g. because they are in rent arrears or through referral from other services.

4.3.4 Since April 2013, when the change was introduced, there has been a slight reduction in the numbers of tenants affected by under-occupancy – from 2,834 tenants (of which 2,181 were Caerphilly Homes Tenants and 653 were Housing Associations tenants) to 2,527 tenants (2,025 Caerphilly Homes tenants and 502 Housing Associations tenants) in April 2014.

4.3.5 Our local authority is one of ten areas across the UK providing information for a Department for Work and Pensions (DWP) assessment on the impact of this change in benefits. An interim report, based on the early findings, has been published on the DWP website and it is available at <https://www.gov.uk/government/publications/removal-of-the-spare-room-subsidy-interim-evaluation-report>. A further review is expected to be undertaken at the end of September and the final report expected to be published by DWP in 2015.

- 4.3.6 The Wales Audit Office Improvement Study mentioned in our previous report to this committee, commissioned by Welsh Government on the impact of welfare reform specifically in housing, has not yet been published.
- 4.3.7 Caerphilly provided evidence to the UK Governments Work and Pensions Committee report entitled Support for Housing Costs in the Reformed Welfare System. The report was published on 2nd April 2014 and provides recommendations from evidence provided on how the impacts of the reform could be mitigated. The evidence provided by Caerphilly is referred to in the section on mitigating the effects of the social sector size criteria. The report can be found on the Work and Pension Committee website on the following link - <http://www.publications.parliament.uk/pa/cm201314/cmselect/cmworpen/720/720.pdf>
- 4.3.8 With regards to **other benefit changes**, support for the limited number of tenants affected by the benefit cap is being provided as part of the Tenancy Support Officers' activities. There has been no further update on when existing Disability Living Allowance (DLA) claimants in Caerphilly will be migrated to the new Personal Independence Payment (PIP). However initial reviews of Supporting People providers' clients on Employment Support Allowance (ESA) and DLA have shown significant declines in benefit, it is known that many appeals have been successful and Supporting People and Disability CANDO are both initiating projects to assist people with the appeal process. Frontline staff have received awareness sessions on the new Discretionary Assistance Fund (DAF). During the first quarter of this financial year Caerphilly had a 69% success rate with DAF applications, the highest success rate in Wales.
- 4.3.9 Following submission to the Department for Work and Pensions (DWP) of our final evaluation report of the **Universal Credit Local Authority Led Pilot** in February 2014, publication of the final DWP composite document around the learning from all 12 pilots has now been scheduled for October 2014.
- 4.3.10 In respect of the **Local Support Service Framework**, Blaenau Gwent Council and Carmarthenshire Council have been selected in Wales as two of nine pilot areas to robustly trial elements of the framework. The trials commenced on 1st September and are to last for 12 months. To build on the work already carried out, Caerphilly will continue liaising with DWP and will remain involved in the learning via regular meetings with the newly appointed DWP Universal Credit Local Support Service Lead Officer and relevant partners.
- 4.3.11 Funded by the Welsh Government, the **Gwent Money Advice Service Project** has 3 main aims: (a) to map the money advice services currently available across Gwent, look at need for these services and produce a gap analysis; (b) develop a signposting tool for professionals to offer informed information; (c) raise awareness of the benefits of financial inclusion with frontline staff across the Gwent Local Service Boards. The dedicated staff, governed by a project board group with representation from all five local authorities from the Gwent area, has established a baseline of current money advice services and are undertaking detailed research. A questionnaire for frontline staff has recently been piloted in 3 services of CCBC and roll out of this will be proceed during the next stage of the project. This will identify training requirements across the 5 Local Service Boards' partners and form a base for a suitable training package. The development of a responsive website as a signposting tool to provide staff with detailed accurate information on national, regional and county money advice support services has recently been agreed and will be developed over the coming months.

SUPPORT ACTIVITIES FOR RESIDENTS AND PARTNERSHIP WORKING

- 4.4 Since July 2012 a cross-departmental steering group, directed by a senior management Programme Board, has come together to ensure that our residents are supported in adjusting to the changes introduced by Welfare Reform, by revising existing services and introducing new ones as required. The Group works with key partners such as Citizen Advice Bureau (CAB) and JobCentre Plus (JCP) as described in the paragraphs below.

4.5 Support provided to Residents in Council Housing

4.5.1 Caerphilly Homes offer a range of support and assistance to residents. We have embedded financial inclusion initiatives within our core service delivery including provision of money and debt advice, in partnership with CAB, signposting to key agencies, the water assist scheme and ensuring maximisation of tenants income. The following key support mechanisms are provided.

4.5.2 The **Tenancy Support Officers** (TSO), a specific role created in October 2012, visit tenants in their homes and carry out needs assessments. The officers have so far visited and engaged with 3026 tenants (October 2012 to July 2014). They provide immediate support through advice and make referrals to partner agencies where appropriate. A breakdown of the referral, customer satisfaction and a detail of savings generated and additional benefits entitlement identified is provided in *Table 1*, *Table 2* and *Table 3* further below. The advice and support is provided on a range of issues including:

- § HOUSING: the TSOs discuss the impacts of the benefits changes and choices available to the tenants providing them with the relevant support. Tenants who wish to move to a smaller property, for example, are helped to register with Homeswapper or apply for a housing transfer.
- § FINANCE: the TSOs complete an income and expenditure assessment to identify if the tenants might be eligible for a discretionary housing payment (DHP). From April 2013 to the end of July 2014, the TSOs have assisted 979 council tenants to claim DHP with a positive outcome in 87% (849) of the applications. The completion of the income expenditure assessment in some cases is instrumental in identifying savings a tenant may be able to achieve by making some small changes in the handling of some expenses. In other cases, where debt is highlighted, the tenants are offered an appointment with a specialist Citizen Advice Bureau debt advisor. The Officers have also supported numerous tenants to access additional welfare benefits where appropriate.

Tab. 1 – Council tenants breakdown of referral for support 2013-2014

Agency the tenants were referred to	No. of Council Tenants Referred
Referral for energy advice (customers of Swalec referred to Swalec Smart Service, customers of other providers referred to Groundwork)	1,366
Referral to employment support (JCP/Bridges into Work)	302
Registration to Homeswapper website	451
Referral to CAB for debt support	381
Issued with Foodbank vouchers (in some instances with home delivery of the parcels)	124

4.5.3 As explained in the previous paragraphs the Tenancy Support Officers are currently re-visiting tenants and at the same time are carrying out a satisfaction survey in relation to their initial visit. The tenants are asked to score their satisfaction of the visit and service received on a scale of 1 (poor) to 5 (excellent). The current result is shown in *Table 2* below.

Tab.2 – Tenants visited by TSOs Satisfaction Survey

Agency Tenant was referred to	No. who responded	Percentage scoring 3 or above
Welsh Water (for water assist)	56	91%
Welsh Water (for water meter)	25	84%
Energy Advice	69	81%
Citizens Advice Bureau	39	84%
Overall satisfaction with visit by the TSO	96	98%

- 4.5.4 All Rents officers provide basic **welfare benefits advice** which aims to ensure that entitlement to benefits is identified for our tenants, contributing to sustaining their tenancy. Two officers are specialised welfare benefits advisors and are able to assist tenants in making claims for Personal Independence Payment (PIP). Employment Support Allowance (ESA) etc. The Rents department also works in partnership with Disability CANDO and Citizens Advice Bureau (CAB) in supporting our tenants. The savings and additional benefits generated for our tenants as a result of the team work in 2013/2014 are highlighted in *Table 2* below.

Tab. 3 –Savings/additional benefits for tenants via Caerphilly Homes support/advice 2013-2014

	Q1	Q2	Q3	Q4	Total 2013/2014
Water Assist	£13,433	£13,433	£20,163	£91,283	£138,312
Water Meter	£11,500	£15,100	£9,200	£4,700	£40,500
Additional benefits entitlement identified(*)	£61,765	£70,168	£112,428	£35,537	£279,898
total	£86,698	£98,7001	£141,791	£131,520	£458,710

Note to Tab. 3

(*) includes welfare benefits, housing benefits and council tax reduction

- 4.5.5 At the signing up of the tenancy, **new tenants** are offered advice and support to ensure their tenancy will be sustained. The advice and assistance is on financial matters, particularly where tenants may have experienced difficulty with rent payments in the past. A “financial health assessment” is completed which includes an assessment of welfare benefits, possible financial savings and assistance is also provided to complete the online Housing Benefits application (e-Claim) if appropriate. From April 2014 to the end of August 2014, 350 tenants were interviewed and provided with assistance at sign-up.
- 4.5.6 Our **floating support officers** are specially trained to provide help and advice to older people in their homes. The floating support is a flexible support service that helps tenants manage their affairs and live as independently as possible.
- 4.5.7 The **Tenant Liaison Officers** (TLOs) are the primary interface between the tenant and workforce/contractor for the council Welsh Housing Quality Standard (WHQS) programme; providing support and advocacy for tenants before, during and after WHQS works. Alongside supporting tenants through the upheaval of having physical improvements carried out in their homes, TLOs take a holistic approach to assisting tenants by identifying any additional needs they may have and making referrals to appropriate departments/agencies. TLOs work in partnership with a number of other departments/agencies, such as Tenancy Support Officers, Communities First, Social Services, etc to ensure a broad range of tenants’ needs can be met effectively. The team also includes a specialist TLO/Occupational Therapist who undertakes individual assessments with tenants and identifies adaptations or aids necessary to ensure homes meet the specific needs of individual households, e.g. designing improvements to meet the needs of visually impaired tenants.

4.6 Support provided to Residents in other Social Housing

- 4.6.1 In partnership with United Welsh Housing Association, Caerphilly council has developed a new building providing short term supported accommodation for homeless family units. Every family unit housed at Ty'r Fesen is allocated a Support Worker, who works with the family to achieve agreed targets. For example, families who need support with budgeting and how to cook could be provided with sessions on cooking healthy food on a budget; other families with particular health needs could be supported to register with the local Doctors/Dentist or, in more complex cases, they could be supported to address mental health, alcohol or drug related issues. A joint needs assessment and support plan is developed, which identifies the unmet needs a service user has, which require additional intervention to enable them to sustain their home and to live more independently. The support available to the family at the facility includes debt/budgeting advice, welfare benefits advice, digital skills training, health care service, cooking and health eating, advocacy, household led food Co-Op, free gym and swimming session at the local leisure centre, CV writing, and events offering help to get back into work.
- 4.6.2 The Housing Associations providing social housing across the borough also employ officers that provide their tenants with a similar level of support to that which council tenants receive.
- 4.6.3 Housing Association officers also sit on a Discretionary Housing Payments (DHP) working group to ensure that the procedure in place for the award of DHP is consistent across the sectors.
- 4.6.4 Work is also on-going to launch a Common Housing Register and Common Allocation policy for those seeking affordable housing within our County Borough. This will provide a more consistent approach to housing allocations. Consultation with local people and organisations on the draft policy is currently being undertaken.
- 4.6.5 In July 2013, Housing Strategy bid for Social Housing Grant funding made available by Welsh Government to facilitate the development of smaller units of accommodation. Housing Strategy worked with the Seren Group and United Welsh Housing Association and successfully secured £1,583,095. This funding was allocated to the following developments
- § A development in Tynywern Terrace, Trethomas is currently on site and will deliver 22 units of 1 and 2 bedroom accommodations. The Social Housing Grant allocated for this development is £1,173,000 and the homes will be managed by United Welsh Housing Association
 - § A development near Waun Borfa Road is in the process of being handed over and will deliver 6, 2 bed 4 person homes. The Social Housing Grant allocated for this development was £410,095 and the homes will be managed by the Seren Group.

There are two further tranches of funding being made available by Welsh Government and guidance on the bidding criteria is due shortly.

4.7 Support provided to Resident in Private Sector Housing

- 4.7.1 The local authority has a statutory requirement to provide accommodation for priority groups who are homeless, however there is a significant proportion of homeless or those at risk of becoming homeless that currently fall outside of the statutory provision. Caerphilly is actively supporting those to enable them to secure accommodation and move forward with their lives. Support is provided to access private sector rented properties with the various barriers and financial requirements preventing a resident taking on a private tenancy being addressed. A financial assessment of the tenant's circumstances is carried out and a payback agreement put in place. Where required and agreed with the tenant a Credit Union account maybe opened to encourage saving/budgeting and a direct payment for rent to the landlord is set up with the council paying the £5 monthly fee, if required, for the first 6 months. This was initially set up as part of a pilot with the Wales Cooperative Centre to prepare for the introduction of Universal Credit. The pilot work with the Wales Cooperative Centre also recognised that

residents in the private sector had little advice and access to support to maintain their tenancies. In response to this a new initiative has been introduced whereby a support worker through the Supporting People programme is allocated to the tenant to assist with other issues that may impact on maintaining the tenancy. The Landlord is also supported with setting up the tenancy and the associated financial barriers (first month's rent, bond, guarantor etc.) are tackled.

4.7.2 With the implementation of the **Housing (Wales) Bill** early in 2015 the training of landlords and agents in the private rented sector will become a formal requirement. At the same time the Local Authority's homelessness team will be able to discharge its statutory re-housing duty into the private rented sector. In the past 2 years there has been a Wales wide move towards social lettings opportunities whereby private landlords who do not wish to go through the necessary training and licensing requirements 'hand over' their properties to social landlords to let them on their behalf. There is a report being considered at this (30th September 2014) Policy and Resources Scrutiny Committee proposing the development of such a social letting agency

4.8 **Support to all residents**

4.8.1 Discretionary Housing Payments (DHP) is a temporary payment towards rent that each local authority can pay to residents who are already in receipt of housing benefit but need more help with their housing costs over and above their benefit award. Like any other council, Caerphilly has been given a fixed amount by the Department for Work and Pensions to fund these payments which for the current year (2014/2015) is £382,715. Criteria are used to allocate these payments. An unforeseen influx of new claims has put a strain on this year's fund and it has become apparent that the allocation is not adequate for 2014/15 if criteria set at the start of the financial year are consistently applied. Therefore the current award criteria will be reviewed in time for the new financial year allocation to ensure there is no overspend moving forward.

4.8.2 Our Libraries, in partnership with other organisations and council services, provide a venue for events and training sessions aimed at improving the employment prospects of our residents and improve skills useful in everyday life such as computer/digital skills. For example **Bridges into Work**, a project for economically inactive and unemployed people in South Wales funded by the European Social Fund, has been holding events in Caerphilly, Bargoed and Risca libraries to offer free job advice and access to a range of courses to improve access to employment. These sessions were attended by about 700 residents.

4.8.3 Since their inception **Get Caerphilly Online**, which is a partnership between initiatives supported by the Welsh Government Communities 2.0 programme, Caerphilly County Borough Council and Get IT Together (a nationwide digital inclusion programme run by national charity Citizens Online with support from BT, Nominet Trust, Communities 2.0 and a variety of local partners), has supported 4000 residents to "get online" and improve their digital and IT skills.

4.8.4 The support described in this document compliments work carried out on the key Welsh Government funded programmes tackling poverty and vulnerability. Residents are signposted to **Communities First** (supporting the most disadvantaged people in the most deprived areas of Wales), **Families First** (a preventative and early intervention programme providing support for families throughout the borough, incorporating Team Around the Family), **Supporting People** (providing housing-related support to help vulnerable people to live as independently as possible) and **Flying Start** (Early Years programme for families with children under 4 years of age in some of the most deprived areas in Wales) projects which are the subject of regular dedicated reports authored by colleagues responsible for these programmes. The key poverty programmes, Families First, Communities First and Flying Start work collaboratively together to complement each other, plug gaps in provision, and avoid duplication.

4.9 Focus on partnership working

- 4.9.1 Debt has been identified as a key issue amongst our residents. The provision of neutral and independent advice and support with debt has been seen as a priority across service areas including Caerphilly Homes, Families First and Supporting People and various referral mechanisms to **Caerphilly Citizens Advice Bureau (CAB)** specialist debt workers have been developed. For the residents referred via these methods, CAB currently provide full casework support including contacting creditors on clients behalf, obtaining information for formal debt remedy from creditors, challenging debts and negotiating repayments on behalf of the client. *Table 4* below provides key figures of the amount of debt identified for those referred.
- 4.9.2 Numerous council tenants in rent arrears are found facing multiple debts and complex personal and financial difficulties. These problems may appear to be insurmountable to the tenant and, in this situation, they may feel overwhelmed and avoid taking action to try resolving or improving their situation. Since 2008 **Caerphilly Homes** have worked in partnership with CAB in the provision of debt and money advice to tenants, which includes surgeries being held at various locations within the county borough. Rent staff maintain the appointment lists and offer appointments to tenants who are experiencing difficulties in maintaining their tenancies due to debt of budgeting issues. Since March 2013, the TSOs have completed income and expenditure forms with the tenants affected by under-occupancy as part of the application for a Discretionary Housing Payment. This has led to the identification of significant levels of debt and the need for a more enhanced support in dealing with the issue. In view of this a new casework support service was developed, in partnership with CAB, to ensure that the tenants received support from a debt specialist who provides an in depth supported service. The new service commenced in October 2013 as part of the Universal Credit Pilot and has continued beyond the pilot with close monitoring being carried out to ascertain the long term impacts of the support. The levels of debt identified through this process are indicated in *Table 4* below.

The partnership work with CAB was recently recognised as an example of good practice and showcased on the national Citizens Advice Bureau website (<http://www.citizensadvice.org.uk/index/policy/welfareproject/mwwl-case-study-showcase.htm>).

- 4.9.3 **Supporting People** have also developed a debt service to support residents. Between October 2013 and June 2014 the service was delivered in CAB office with the support officer accompanying the resident to the appointment, however due to falling attendance rates from June 2014 a joint visiting service has been trialled with CAB and the support worker attending the residents home. This enables those residents who may have difficulties in leaving their house to receive the support. This ensures that residents with additional support needs are not excluded from the debt support. Key figures relevant to these referrals are also included in *Table 4* below.

Tab. 4 – Debt Referrals - From Oct. 2013 to Aug 2014.

Referral source	No. people referred	No. appointments attended	% attendance rate	No. with Rent arrears	No. with Council Tax arrears	Total of priority(*) debts	Total of non-priority(**) debts	Total Debts
Tenancy Support Officer	294	166	56%	135	75	£316,262	£1,162,764	£1,479,026
Supporting people	153	96	63%	Not recorded	Not recorded	£147,522	£902,618	£1,050,140
Total	447	262	59%	n/a	n/a	£463,784	£2,065,382	£2,529,166

Notes to Tab. 4

(*) Priority debts, according to CAB definition, are those that can threaten serious legal action if left unpaid, for example mortgages, rent, secured loans, council tax and utility bills.

(**) Non-priority debts, according to CAB definitions, include credit card and store card arrears, catalogue debts, bank overdrafts and unsecured personal loans.

- 4.9.4 A new financial inclusion project called “Confident with Cash” delivered through CAB is being piloted by **Families First**. The caseworker will visit the family in their home to address the immediate debt issue which will then be followed by longer term specialist financial capability support to ensure that the clients understand priority debts, the importance of maintaining payments and gain the ability to budget effectively to avoid debt problems arising in the future.
- 4.9.5 The local **JobCentre Plus** (JCP) has developed partnership arrangements with a number of council departments to support residents with reducing barriers to employment. The JCP local offices refer job-seekers to digital support provided by CCBC in libraries and for support with developing skills at Communities First job clubs and through the Bridges into Work programme. Discussions have taken place with jobcentre staff in regard to the sanctioning of vulnerable clients resulting in reduction of their benefits, agreement has been reached that jobcentre staff will liaise with support workers to clarify clients circumstances and mitigate the effect of sanctions.
- 4.9.6 During the Universal Credit Local Authority Led Pilot Project, a new referral procedure to JCP was tested. It provided under-occupying tenants the opportunity to receive additional support to improve their employment prospects. A total of 260 tenants were referred to this support during the Pilot. Changes in working practice introduced by JCP have resulted in this service no longer being an option, but officers are currently working closely to develop a new support mechanism which will target specific groups. Meanwhile the Tenancy Support Officers continue to offer employment support to tenants and refer directly to the Bridges into Work programme or signpost to Communities First job clubs.
- 4.9.7 At a more strategic level, CCBC, JCP and DWP continue to work closely to ensure support mechanisms are in place for residents when the new Universal Credit is introduced in the area (the precise time has not been announced yet) through the development of a Local Support Service.

5. EQUALITIES IMPLICATIONS

- 5.1 Support activities described in this report are contributing to ensure that those residents who are adversely affected by Welfare Reform have the information and opportunities to access the range of support available via the council or other third sector organisations.
- 5.2 It is recognised that the impact of Welfare Reform can be significantly greater on the more vulnerable groups in society who already face different barriers to leading independent lives - people of all ages with disabilities for example.
- 5.3 In order to help staff understand these links and to help those in society manage their finances in better ways, the Council’s Equalities and Welsh Language Team have worked with various teams across the council and the CAB to provide relevant training. This has included sessions on the impact of Welfare Reform, Financial Capability and Maximising Income. The sessions have been run in the council for staff and in the community for residents.

6. FINANCIAL IMPLICATIONS

- 6.1 The support activities described in the report are all currently funded for the financial year 2014/15.

7. PERSONNEL IMPLICATIONS

- 7.1 A number of the initiatives by both the Authority and specific grants require fixed term contracts or secondments.

8. CONSULTATIONS

8.1 This report includes all consultations as listed below.

9. RECOMMENDATIONS

9.1 That the report is noted for information.

10. REASONS FOR THE RECOMMENDATIONS

10.1 To ensure that members of the Policy and Resources Scrutiny Committee are kept abreast of the work-streams being undertaken by the Authority and its partners to mitigate against the effects of the Welfare Reform changes.

11. STATUTORY POWER

11.1 This report is for information only. The programme activities described in this report are to comply with the Welfare Reform Act 2012 and the Local Government Finance Act 2012.

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Background Papers:

- Programme Working Documents
- *Welfare Reform Programme update*, report to Policy and Resources Scrutiny Committee – 04/03/2014,
- *Welfare Reform Programme update*, report to Policy and Resources Scrutiny Committee – 27/07/2013



POLICY AND RESOURCES SCRUTINY COMMITTEE – 30TH SEPTEMBER 2014

SUBJECT: HOUSING SOLUTIONS: SOCIAL LETTINGS AGENCY

REPORT BY: INTERIM CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 To report on the implications associated with the changes to homelessness prevention duties and to seek Members' support in respect of the creation of a Social Lettings Agency. A Cabinet decision is required in respect of the options outlined in the report and consequently the views of Policy and Resources Scrutiny Committee are first being sought.

2. SUMMARY

- 2.1 This report considers the Housing (Wales) Bill and its implications for the Authority in respect of its responsibilities for homelessness prevention, registration and licensing of Private Sector landlords and the options available for the utilisation of some of the Authority's public and private sector empty properties.
- 2.2 In relation to the activities already in place to address the forthcoming legislation the report puts into context the pressures on the Authority to provide a safe, affordable home and proposes the widening of housing options to include a Social Lettings Agency.
- 2.3 The new legislative requirements will place pressures on the Authority when discharging its statutory homelessness duties. The report provides a local context in which the opportunities and threats to this sector are presented.
- 2.4 In relation to empty properties in the private sector the report makes reference to the report presented to the Caerphilly Homes Task Group on 13th March 2014 in which the extent of the problem together with the Authority's activities and performance in respect of any direct action with empty homes was detailed.
- 2.5 Access to affordable housing has become hampered by the reduction in housing supply and the implementation of the Welfare Reform Act for many of the residents in Caerphilly where home ownership is not an affordable option. The report also considers the impact of welfare reform and the limitations it presents for access to the private rented sector.
- 2.6 The report, in attempting to address the issues outlined above, provides Members with options as follows:
- Making Incentive payments to Letting Agents and Private Landlords.
 - Utilising the Services of an External Lettings Agency
 - Creating an In House Social Lettings Agency.

3. LINKS TO STRATEGY

3.1 In tackling homelessness we aim to improve access to suitable and affordable housing and this links to the following strategies:-

- Caerphilly Delivers, Single Integrated Plan (Prosperous Caerphilly - P2) - Improve standards of housing and communities, giving appropriate access to services across the County Borough.
- Caerphilly CBC Corporate Plan 2014/15 – Improvement Object 6: - *“We want to prevent homelessness wherever possible by working collaboratively with a range of partners to provide a holistic homelessness prevention service”.*
- Local Housing Strategy Aim 1: To reduce the incidences of homelessness and repeat homelessness, and to eliminate rough sleeping &
- Local Housing Strategy Aim 10: To promote the growth of a private housing sector that is healthy, vibrant and well managed.
- 2014/15 Caerphilly Homes Service Plan.
- Caerphilly CBC Private Sector Housing Renewal Policy

4. DEVELOPING A HOUSING SOLUTIONS MODEL

4.1 THE HOUSING (WALES) BILL

4.1.1 Welsh Government announced in the Homes for Wales white paper that it will be developing a new joined up approach across the whole housing sector which will introduce new legislation, market interventions and new statutory housing responsibilities for Wales. The new approach will introduce duties to collaborate and cooperate across all housing sectors and a substantial change will come with the enactment of the Housing (Wales) Bill, anticipated to become law in April 2015.

4.1.2 The Housing Bill, laid before the Assembly in November 2013, includes proposals to:

- Regulate the private rented sector by introducing landlord registration and accreditation with associated penalties for failure to do so.
- Take all reasonable steps to prevent or relieve homelessness for anyone at risk of homelessness within 56 days.
- Provide local authorities with a power to discharge its homelessness duties into the Private Rented Sector (PRS).
- End the ‘intentionality’ test for homeless households with children by 2019
- Remove the duty of housing owed to ex-offenders on release from prison who have no fixed abode, unless they are vulnerable
- Introduce a new duty to house rough sleepers

4.1.3 The new homelessness legislation intends to introduce a ‘Housing Solutions’ approach that will ensure that homeless households will have suitable accommodation available to them for at least 6 months. The Chartered Institute of Housing (CIH) acknowledges that with a lack of social housing and new development, there is an increasing demand for private rented properties and that Wales will continue to depend on the PRS to meet the growing need for housing. In their recent paper, the CIH reminds local authorities of the need to recognise the contribution of the PRS locally and to ensure that it is embedded into Local Housing Strategies. This focus should include the work on wasted empty homes and the measures that are needed to bring them back into use.

4.1.4 The legislative changes due to be introduced with the enactment of the Housing Bill in April 2015 will also bring about a change to the definitions of the national statistics for homelessness. Authorities in Wales have been made aware through the national Homelessness Network that the new performance indicators will require Authorities to report on the number of cases where the risk of homelessness has been prevented i.e. where the Authority has assisted the client to remain in suitable housing or to access suitable, affordable

accommodation prior to the client actually becoming homeless.

4.2 **HOMELESSNESS AND THE PRIVATE RENTED SECTOR**

- 4.2.1 In a report published by Shelter Cymru (Feb 2014) concerns were raised about the ability of the PRS to meet the needs of homeless households once the power to discharge the homelessness duty into the PRS becomes available. According to the Shelter report, the ending of a PRS tenancy is the second highest cause of statutory homelessness in Wales and via wider research into the discharge of homelessness duty into the PRS in England, they suggest there are worrying implications for the changing homelessness policy in Wales.
- 4.2.2 Some of the key problems identified in the Shelter report concerned the lack of tenancy support when things had gone wrong with a PRS tenancy. Homeless households receive varying levels of support whilst in receipt of homelessness services but once duty is discharged, the support provision invariably ends, largely due to financial constraints. Vulnerable people whose housing duty had been discharged into the PRS who were already facing specific social and health challenges found it harder to cope with a PRS tenancy. Homeless households who were housed in the PRS found the sector expensive to access and perceived that their PRS tenancy could be ended at short notice.
- 4.2.3 Shelter Cymru support a series of measures to ensure that the new power to discharge a homelessness duty into the PRS should be underpinned by core values if tenancies in the PRS are to be sustainable:
- Tenancies need to be a minimum of 12 months in length to ensure that some measure of stability is given to the household
 - PRS properties must be free of all Category 1 Hazards. This means that local authorities must inspect before it is offered to a homeless household
 - Support for tenants accessing the PRS must be improved; the needs of the service user must be considered and support must be accessible should it be needed for longer than 6 months
 - Where possible, re-engagement with households should be in place to ensure the accommodation continues to be suitable
 - Households should be able to access assistance to get essential furnishings, such as through the use of the Discretionary Assistance Fund
 - Wider access to financial assistance should be provided such as through homeless prevention funds. (We currently deploy some £25k/annum by way of loans)
 - Authorities should ensure PRS accommodation is affordable: homeless households should not be housed into properties with unaffordable rent and household bills.

4.3 **THE LOCAL PRIVATE RENTED SECTOR**

- 4.3.1 Over the past 7 years, the Caerphilly Private Landlord Forum has been active within the county borough, with the aim of sharing information and advice for landlords with rental properties in our area. The Authority supports the Forum and its Chair is an experienced local landlord and resident. Many partnerships have developed over the course of the Forum's life that have resulted in better lines of communication between landlords and our Housing Benefits Section, Environmental Health and Housing Advice Teams.
- 4.3.2 In the 2011 census, it was reported that 48% of PRS tenants in the Caerphilly borough were in receipt of housing benefit and we know anecdotally that rent levels in the sector have increased in line with general housing costs, but also through market forces of supply and demand. There is also limited access to the PRS for single persons under 35 in particular as it is not an affordable option.
- 4.3.3 There is currently no legal requirement for private landlords to register themselves or details of their properties with the Authority. However, over the past few years, communication through newsletters, accreditation training events and most recently a new Caerphilly Private Landlord website has improved access arrangements. The Housing (Wales) Bill will introduce

the requirement for all PRS landlords to register and those landlords and agents who intend undertaking management responsibilities must be licensed. However, until this becomes a legal requirement there will be no reliable data on the number of PRS landlords and properties in the County Borough.

- 4.3.4 Whilst we know that approximately half of the PRS tenants in the borough are in receipt of housing benefit, the Data Protection Act prevents the sharing of landlords' details with other departments. Unfortunately many landlords come to the attention of the Authority following complaints from tenants and it is evident that many landlords continue to be ignorant of the laws on tenancies, housing conditions and their responsibilities as landlords. Whilst the new powers to register/license landlords will assist us in working with landlords ignorant of their responsibilities, there is also the possibility that PRS landlords may exit the rental market should they consider their new liabilities as being burdensome.
- 4.3.5 Affordability is a major barrier to access the PRS: whilst rent levels vary across the county borough area, depending on location and property size, the majority of landlords and letting agents require one month's rent in advance and an equal amount for a bond/deposit (lettings agencies also charge an administration fee in advance, approximately £200). For a tenant to secure a typical £500pcm rental property, at least £1000 is payable in advance. If the tenant is in receipt of housing benefit, payment may take some weeks to process and, therefore, the rent account will be in arrears at the very start of the tenancy.
- 4.3.6 Assisting tenants to access the PRS through rent in advance payments and through the Caerphilly Bond Scheme has been the practice for several years. However, our Homelessness Prevention officers are increasingly reporting that local letting agents are less likely to grant a tenancy to a household in receipt of housing benefit without a guarantor. Although no research has been carried out, it is likely that the reduction of the Local Housing Allowance rates generally, plus the reduction of benefit for single people under 35yrs has exacerbated this problem.
- 4.3.7 From 2008 PRS landlords were no longer entitled to receive housing benefit payments directly unless their tenant had either become over 2 months in arrears or was considered to be vulnerable and less able to manage their financial affairs. In order to continue to support both landlords and tenants a partnership with the Caerphilly Private Landlord Forum, Smart Money Credit Union and the Housing Benefits section has been set up to facilitate direct payments with the agreement of tenants to PRS landlords. Take up by landlords to date has, however, been limited.

4.4 **ORGANISATIONAL THREATS AND OPPORTUNITES**

- 4.4.1 Through partnership working with Supporting People and other local social housing providers the Authority has been proactive in developing interim accommodation for homeless families, homeless single people and homeless young people. The expectation of these service users is that social housing will be made available for them in the area and property type of their choice, either within the Authority's stock or through the nominations process with the partner social landlords. There is already existing pressure on all social housing landlords demonstrated by long general housing needs waiting lists, without the additional burden of the numbers of homeless households who are owed a duty of housing by the Authority.
- 4.4.2 Without an additional source of housing available to the Authority, those temporarily accommodated in emergency B&B and interim accommodation will remain in their respective accommodations for lengthy periods. To illustrate this there are currently 25 homeless single people in emergency B&B emergency accommodation, and whilst not all of them will be owed a duty of housing, the Authority does have a duty to provide them with emergency accommodation whilst statutory homeless investigations are undertaken. Even when homelessness investigations have been completed, until such time that a suitable social housing property becomes available, service users will remain in B&B. The same delay described here is replicated for every service user housed in our various other temporary accommodation units. In addition, where the Authority gives preference in its allocation of

social housing to priority groups such as homelessness service users, the general needs waiting list service users are also detrimentally affected by the resultant longer waiting times.

- 4.4.3 For a number of months, a dedicated Homelessness Prevention officer has been assisting households threatened with homelessness to remain in their existing accommodation or to access PRS accommodation through the provision of advice and assistance. Financial assistance has been given through our Homelessness Prevention Fund (a repayable rent in advance scheme) and referral to the Caerphilly Bond Scheme. Through this approach, the Authority can help to prevent households presenting as homeless and subsequently requiring the emergency accommodation as described above. However, it has become apparent that some of the households initially assisted and prevented from becoming homeless are returning for our assistance because they are again under threat of homelessness. It is apparent, therefore, that to achieve realistic housing sustainability in the PRS, tenancy support is essential.
- 4.4.4 The WLGA in association with the Homelessness Network in Wales have developed a series of PRS toolkits to enable local authorities to prepare for a new housing solutions approach to make the best use of the PRS. It is felt that the partnerships already in place and described in previous sections of this report give the Authority's Homelessness Prevention team a strong starting point to take advantage of the PRS Toolkits. However, it is also felt that alternative housing solutions now need to be developed.

4.5 **SOCIAL LETTINGS AGENCIES**

- 4.5.1 Social Lettings Agencies (SLA) already exist across Wales, operated either by in-house Local Authority Teams, Housing Associations or Third Sector Organisations. Research into the effectiveness of existing SLAs was undertaken by the WLGA in 2013 and an Advice Note has been published to assist strategic housing authorities in developing SLA's in areas where such a housing need has been identified. The WLGA report identified the following essential features of a successful SLA:

- Provision of affordable accommodation with rents set at local housing allowance rates or below
- Being free to tenants at the point of access (no administration fees)
- Affording priority to people in housing need or on low incomes
- Providing good quality accommodation
- Promoting sustainability for both tenants and landlords
- Providing a responsive and supportive management service to tenants
- Being geared to access higher levels of support for tenants where needed

To secure the above features, Authorities considering developing an SLA should also:

- Be market aware
- Recognise the PRS as a valuable resource to assist in the delivery of housing services
- Be able to source property in the right areas to meet housing need
- Have a clear social purpose
- Be open and transparent

- 4.5.2 However hard the Authority tries to promote the use of the PRS as a realistic housing opportunity, there are preconceptions held by both landlords and tenants. For PRS landlords the changes to the housing benefit system of direct payments, reduction in actual housing benefit amounts paid, plus the forthcoming requirement to become accredited and licensed may be a "bridge too far" and there is concern that some PRS landlords may cease providing tenancies to benefit dependant tenants, or even leave the sector all together. As previously suggested, local intelligence informs us that certain letting agencies within the County Borough will no longer accept benefit dependant tenants without a guarantor. This, together with agency fees and the need to have finance available in advance creates serious barriers for many households attempting to access the PRS.

4.5.3 For many people the PRS provides flexibility and choice but those seeking social housing want security of tenure, which is only currently available through home-ownership or via a social housing tenancy. Unfortunately, the Authority has found many instances reported by PRS tenants where, through their lack of awareness of tenants' rights, their lack of understanding about security of tenure and protection from eviction tenancies have ended needlessly. Many tenants reporting to the Housing Advice Centre have left PRS tenancies owing rent, without giving proper notice to the landlord and have failed to report repairs in a timely manner. There is, therefore, as much ignorance in respect of tenants' responsibilities to their landlords as there is of landlords' responsibilities towards their tenants. Some of these issues will, however, be addressed by the forthcoming Renting Homes Bill. The Renting Homes Bill is scheduled for introduction in 2015 and will provide a clearer, simpler and more straightforward legal framework for renting a home.

4.6 **OPTIONS**

4.6.1 In going some way to address the problem of an undersupply of affordable housing within the private rented sector there are potentially 3 options for Members consideration:

1. Provide incentive payments to existing Letting Agents and Private Landlords.
2. Utilise the Services of an External Social Lettings Agency.
3. Develop an In-House Social Lettings Agency.

4.6.2 **Option 1 - Incentive Payments**

The Authority has never undertaken any activity whereby incentive payments have been made to private sector landlords or Letting Agencies in an effort to secure affordable accommodation for tenants in need. Indeed, to do so when the quality of accommodation, management capabilities of a landlord and level of ongoing tenant support are unknown is questionable. Also, to consider an option such as this would warrant the creation of a funding source adequate for the purpose. There is currently no budget provision to support an initiative such as this, nor is there scope to redeploy funding from other areas of the General Fund budget for Homelessness/Housing Advice to support such activity.

4.6.3 **Option 2 - External Social Lettings Agency**

Seren Living, a branch of Charter Housing operates an external Social Lettings Agency. The Agency is based in Newport and, having operated reasonably successfully in the Newport area for several years extended their scheme to operate within the Caerphilly County Borough area in 2012. Notwithstanding the efforts made by Seren Living, factors such as their Newport location, their operating practices and the different characteristics of the private sector in the Newport area, have seen the Organisation achieving only limited success within our County Borough.

As part of a wider investigative study into the private rented sector, the WLGA in 2013 commissioned housing consultants Anne Delaney and Associates to undertake a specific review of Social Lettings Agencies across Wales. Their findings were critical of many external Social Lettings Agencies, particularly in respect of their operating practices. Many created significant barriers on affordability grounds by charging administration fees, and at others the protection of the landlord often appeared to take priority over the needs of the tenant. Quality of accommodation is also an issue as Local Authorities do not have control over the accommodation utilised by External Social Lettings Providers.

In a local context, the Consultant's report showed Seren Living having only acquired some 8 properties for social letting within Caerphilly whilst Cartrefi Hafod Housing Association also had limited success, having secured just 1 property for social letting within the County Borough. The performance of external Social Lettings Agencies, with certain exceptions, has been shown, therefore, to be extremely inconsistent and in many cases fails to deliver the affordable housing services demanded by Local Authorities.

4.6.4. **Option 3 - In-House Social Lettings Agency**

The development of an In-House SLA can provide opportunities for existing PRS landlords and property owners wishing to become landlords (such as owners of empty property) to rent out their properties through the Authority. The Agency would provide an additional supply of housing, matched to tenants' needs and affordability, with a property management service to facilitate appropriate discharge of the Authority's duty to house those in need. The Agency would cater for service users unable to access traditional PRS properties supplied by letting agents and other PRS landlords where currently barriers exist.

Through the existing Caerphilly Private Landlord Forum we already know there is a desire from landlords to work more closely with the Authority and provide such a service. For owners of empty properties, an In-House Agency option would provide a mechanism for property owners to become landlords through the Authority at arm's length. For prospective tenants, such as those threatened or who are actually homeless, the Agency would provide a wider choice of property type often in areas not traditionally used for social housing.

An In-House, Caerphilly Social Lettings Agency would operate in a similar manner to a traditional high street agent, however, its services would be tailored to ensure that the agency operates for the benefit of would-be social housing tenants in that:

- The agency would be operated on a not for profit basis and income generated would be used to offset operational running costs and/or be reinvested back into the service.
- Rent levels would in all cases be set at Local Housing Allowance rate, based on the number of bedrooms. This is to ensure that prospective tenants in receipt of benefits will be able to afford the rent and sustain the tenancy.
- The Council would advertise available properties initially on standard 6 month assured short-hold tenancy agreements, which will have the option to extend.
- Administration fees usually paid by prospective tenants would not be charged.
- A tenancy support service would be provided for each new tenant and would continue for as long as the support is needed to ensure the tenancy is sustainable.
- Credit Union accounts would be opened for each new tenant to facilitate direct benefit payment to the Agency and to promote access to all facilities offered to Credit Union members.
- Landlords from the PRS would be registered with the Council and would be assured of a full tenancy management service at a cost of 8% of the rental income. Landlords with properties managed by the Council's Social Lettings Agency would not be required to become accredited/licensed landlords: the Social Lettings Agency will be the accredited/licensed Agency as required by the Housing (Wales) Bill 2015.
- The Agency would operate in compliance with the Equalities Act 2010 and guidance there under to ensure that any practices currently observed in the PRS that may be unfair and discriminatory towards tenants do not prevail.

A model such as this has already been developed at Carmarthenshire County Council and in the 5 years since its inception has built up a portfolio that currently stands at some 153 properties.

5. EQUALITIES IMPLICATIONS

- 5.1 No Equality Impact Assessment has been undertaken on this report however the Agency would operate in compliance with the Equalities Act 2010 legislation and guidance, to ensure practices currently observed in the PRS that are unfair and discriminatory towards tenants do not prevail.
- 5.2 Where possible adverse impacts are identified, such as where disability issues and the numbers of bedrooms in the property are a factor, the Social Lettings Agency will be able to assist such potentially disadvantaged groups with the opportunity to access appropriate and affordable housing options, given the expertise that will be immediately available or via

signposting to prospective tenants.

- 5.3 The Principal Housing Officer (Housing Portfolio) has worked with the Senior Policy Officer (Equalities and Welsh Language) and private landlords to develop a set of Equalities guidance that is currently being consulted upon that will help landlords and tenants understand the relationship between the two areas.

6. FINANCIAL IMPLICATIONS

- 6.1 **Option 1** – There is currently no budget provision to support an initiative such as this, nor is there scope to redeploy funding from other areas of the General Fund budget for Homelessness/Housing Advice. To pursue this option, therefore, would require a new funding source to be identified.
- 6.2 **Option 2** – There are normally no financial implications for the Authority in respect of this option. However, there is the potential for certain prospective tenants to need assistance with funding for bonds and/or rent in advance which in appropriate cases the Authority would support.
- 6.3 **Option 3** - The creation of an In House Social Lettings Agency would necessitate the appointment of a Manager together with Clerical Support. Tenancy Support can be provided from within existing resources by way of support from staff currently undertaking tenancy support within Public Sector Housing.
- 6.4 The Agency would also need an ICT database, which would cost approximately £10,000 per year (for the software, design, licence and support) although the final costs would be subject to the outcome of procurement processes. The IT system would provide an Account Management tool, website advertising for prospective tenants, produce maps and information on transport links and have a system of recording satisfaction surveys and property maintenance reports.
- 6.5 The actual financial implications would, therefore, be in respect of a Grade 9 Manager post (£40,598 inclusive of on costs), Clerical post (£20,323 inclusive of on costs) and ICT database (£10k). Totalling approximately £71,000.
- 6.6 Welsh Government has, however, announced that Transitional funding will be available from April 2015, (albeit reducing year on year for 3 financial years) to help Local Authorities discharge the additional Homelessness duties brought about by the Housing (Wales) Bill. Indications as far as CCBC is concerned suggest funding of some £290k will be available in year 1, £190k in year 2 and approximately £110k in year 3. Participating Landlords will also be asked to pay the Authority 8% of their rental income as a contribution towards the full tenancy management service provided by the SLA.

The Transitional funding will be sufficient to cover the setting-up costs of the Agency and this, together with the income from the establishment of a comprehensive housing portfolio, is such that the Agency could expect to be self-financing by year 3 of its operation.

7. PERSONNEL IMPLICATIONS

- 7.1 The scheme would warrant the appointment of a Manager and Clerical Assistant as outlined above. The Manager would probably need to be recruited by way of advert but other staff requirements could be met from within existing teams and the redeployment pool. Staff would, however, be appointed initially on a fixed term basis to allow for a review of the Agency service to ensure it successfully meets its objectives. A further report will then be submitted to determine the future of the service.

8. CONSULTATIONS

- 8.1 All comments from consultees have been incorporated into the report.

9. RECOMMENDATIONS

- 9.1 That Policy and Resources Scrutiny Committee considers this report and recommends to Cabinet that Option 3. i.e. the development of an In-House Social Lettings Agency as outlined in para 4.6.4 above be implemented.
- 9.2 That a further report outlining progress to date and the performance of the Social Lettings Agency be submitted to Policy and Resources Scrutiny Committee within 12-18 months of its commencement.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 In consideration of the options outlined in para 4.6 officers consider that;

Option 1 – There are currently no funding opportunities to support this Option and the opportunities to develop such an initiative to a level whereby it would form a useful, strategic element of the Homelessness/Housing Advice service, capable of assisting the Authority in adequately discharging its future housing duties are extremely limited.

Option 2 - Recent research and first hand experience in respect of current working arrangements with External Social Lettings Agencies indicate that this option would not deliver sufficient numbers of properties to assist the Authority in adequately discharging its future housing duties.

Option 3 – This Option offers a strategically planned, affordable, tried and tested model in which private sector landlords could have confidence. It would ensure the Council could comply with the additional burden of the Housing (Wales) Bill 2015, once enacted, by providing sufficient additional units of suitable, affordable housing for residents who are homeless or at risk of becoming homeless.

11. STATUTORY POWER

- 11.1 Housing Act 1996 as amended by the Homelessness Act 2002.

Author: Suzanne Cousins, Principal Housing Officer (Housing Portfolio)
cousis@caerphilly.gov.uk

Consultees: Cllr Gerald Jones - Deputy Leader & Cabinet Member for Housing
Cllr Hefin David – Chair Policy and Resources Scrutiny Committee
Cllr Sean Morgan – Vice-Chair Policy and Resources Scrutiny Committee
Nicole Scammell - Acting Director of Corporate Services.
Shaun Couzens - Chief Housing Officer
Graham North – Public Sector Housing Manager
Kenyon Williams - Private Sector Housing Manager
Paul Smythe - Housing Repair Operation Manager
Rhys Lewis - Systems & Performance Manager
Lesley Allen - Principal Accountant
Fiona Wilkins - Principal Housing Officer (Private Sector)
Allan Elliott - Principal Housing Officer (Agency)
Malcolm Topping - Supporting People Manager
Mark Jennings - Housing Strategy Officer
Gail Williams – Interim Head of Legal Services

Sandra Isaacs – Rents Manager
Area/Neighbourhood Housing Managers
David A. Thomas, Senior Policy Officer (Equalities and Welsh Language)

Background papers:

The report to the Caerphilly Homes Task Group on Empty Homes (13th March 2014)

WLGA Report on Social Lettings Agencies – available on the WLGA Website

Appendices:

Appendix 1 Equality Impact Assessment Form – The Creation of A Social Lettings Agency



EQUALITY IMPACT ASSESSMENT FORM

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

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

NAME OF NEW OR REVISED POLICY / FUNCTION / PROCEDURE	The Creation of a Social Lettings Agency
DIRECTORATE	Corporate Services
SERVICE AREA	Private Sector Housing
CONTACT OFFICER	Kenyon Williams
DATE POLICY WILL BE REVIEWED / REVISED NEXT	30 th September 2014 – Report to Policy and Resources Scrutiny Committee

PURPOSE OF THE POLICY / FUNCTION / PROCEDURE

1.	<p>What is the policy / function / procedure intended to achieve? <i>(Please give a brief description of the purpose of the new or updated policy / function / procedure)</i></p> <p>The report asks members of the Policy and Resources Scrutiny Committee to consider the creation of a Social Lettings Agency and, if supportive, to recommend to Cabinet the creation of the same.</p> <p>It considers the Housing (Wales) Bill 2015 and its implications for the Authority in respect of its responsibilities for homelessness prevention, registration and licensing of Private Sector landlords and the options available for the utilisation of some of the Authority’s public and private sector empty properties.</p>
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2.	<p>Who are the service users for whom the policy / function / procedure has been developed? <i>(Who will be directly affected by the delivery of this policy / function / procedure? e.g. staff members, the public generally, or specific sections of the public i.e. youth groups, carers, road users, people using country parks, people on benefits etc.)</i></p> <p>Persons requiring rented housing accommodation, therefore will include people who fall under the protected characteristics of the Equalities Act 2010.</p>
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IMPACT ON THE PUBLIC AND STAFF

<p>3.</p>	<p>Does the policy / function / procedure ensure that everyone has an equal access to all the services available? <i>(What has been done to examine whether or not these groups have equal access to the service, or whether they need to receive the service in a different way from other people?)</i></p> <p>The Social Lettings Agency would operate in compliance with the Equalities Act 2010 legislation and guidance, to ensure practices currently observed in the PRS that are unfair and discriminatory towards tenants do not prevail.</p> <p>Where possible adverse impacts are identified, such as where disability issues and the numbers of bedrooms in the property are a factor, the Social Lettings Agency will be able to assist such potentially disadvantaged groups with the opportunity to access appropriate and affordable housing options, given the expertise that will be immediately available or via signposting to prospective tenants.</p> <p>The Principal Housing Officer (Housing Portfolio) has worked with the Senior Policy Officer (Equalities and Welsh Language) and private landlords to develop a set of Equalities guidance that is currently being consulted upon that will help landlords and tenants understand the relationship between the two areas.</p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> • Once the final Option choice from the report has been agreed, any operational documents/forms etc will be made available in different languages and formats as required and will be consulted upon in line with the Council's Public Engagement Strategy and the Equalities Consultation and Monitoring Guidance. • The Landlords guidance will be completed and published in October 2014 and is being presented for information to the Caerphilly Homes Task Group on 30th October 2014.
<p>4.</p>	<p>What are the consequences of the policy for particular groups? <i>(Has the service delivery been examined to assess if there is any indirect affect on any groups? Could the consequences of the policy differ dependent upon people's disability, race, gender, sexuality, age, language, religion/belief?)</i></p> <p>There are no adverse consequences/implications for any particular groups.</p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> • The operation of the Lettings Agency will be monitored to ensure that any adverse consequences/implications that emerge are anticipated and dealt with promptly.

INFORMATION COLLECTION

<p>5.</p>	<p>Is full information and analysis of users of the service available? <i>(Is this service effectively engaging with all its potential users or is there higher or lower participation of uptake by one or more groups? If so, what has been done to address any difference in take up of the service?)</i></p> <p>No – Service not, as yet, created</p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> • Service users will be monitored by Equalities data to ensure any trends are identified quickly.

CONSULTATION

<p>6.</p>	<p>What consultation has taken place? <i>(What steps have been taken to ensure that people from various groups have been consulted during the development of this policy / function / procedure? Has the Council's Equalities groups/staff been consulted?)</i></p> <p>The Council's Senior Policy Officer (Equalities and Welsh Language) has been consulted in respect of this report, as have numerous other officers and Elected Members as named in the Consultees listing.</p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> • Once the final Option choice from the report has been agreed, any operational documents/forms etc will be consulted upon in line with the Council's Public Engagement Strategy and the Equalities Consultation and Monitoring Guidance.

MONITORING AND REVIEW

<p>7.</p>	<p>How will the policy be monitored? <i>(What monitoring process has been set up to assess the extent that the service is being used by all sections of the community? Are comments or complaints systems set up to record issues by Equalities category?)</i></p> <p>If created, the service will be the subject of ongoing monitoring and a further report within 12-18 months of its creation.</p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> • Further progress/performance report in 12-18 months time.

8.	<p>How will the policy be evaluated? <i>(What methods will be used to ensure that the needs of all sections of the community are being met?)</i></p> <p>The progress report will reflect any comments/issues/suggestions encountered during the initial period.</p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> Any equalities-related issues identified in the above progress report will be discussed with the Senior Policy Officer (Equalities and Welsh Language) and processes/forms etc will be adjusted as necessary.

9.	<p>Have any support / guidance / training requirements been identified? <i>(Has the EIA or consultation process shown a need for awareness raising amongst staff, or identified the need for Equality training of some sort?)</i></p> <p>No training as yet identified</p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> Awareness raising training on dealing with customers with different needs can be offered to the Social Lettings Agency staff once the service is in place, via the Equalities and Welsh Language team's existing training provision for CCBC staff.

10.	<p>What wider use will you make of this Equality Impact Assessment? <i>(What use will you make of this document i.e. as a consultation response, appendix to approval reports, publicity etc. in addition to the mandatory action shown below?)</i></p>
	<p><u>Actions required</u></p> <ul style="list-style-type: none"> The EIA will be attached as an appendix to the Policy and Resources Scrutiny Committee report for information. The EIA, when completed, will be published on the Council's website as part of the publication of all committee reports.

Completed By:	Kenyon Williams
Date:	11 th September 2014
Position:	Private Sector Housing Manager
Name of Head of Service:	Shaun Couzens

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POLICY AND RESOURCES SCRUTINY COMMITTEE - 30TH SEPTEMBER 2014

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

1. PURPOSE OF REPORT

1.1 The purpose of the report is twofold:

- to inform the Scrutiny Committee of the work undertaken around the Council's partnerships and collaborative work and,
- to seek the Committee's endorsement for the proposed Collaboration and Partnership Protocol with action plan for delivery, and the proposed Partnership Governance Toolkit for referral to Cabinet for decision.

2. SUMMARY

- 2.1 Following recommendations made by the Wales Audit Office on the partnership and collaborative work of the Council, an exercise commenced last October to identify the Council's partner organisations, significant partnerships and collaborations. The total number of significant partner organisations for the Council is 146, with 35 formal partnerships, 25 collaborations, and the Council the lead in 8 of the collaborative arrangements. This report presents the proposed Collaboration and Partnership Protocol with action plan for delivery, and the proposed Partnership Governance Toolkit for the effective management of these partnerships for endorsement, before referral to Cabinet for a decision and implementation.
- 2.2 The proposed Collaboration and Partnership Protocol sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve month action plan for embedding a robust structure for partnership working. Responsibility for forming and terminating partnerships and collaborations is set at Heads of Service level, with quarterly review of the list of partnerships and collaborations, and the updated list published for staff reference on the Intranet.
- 2.3 The intention of the proposed Partnership Governance Toolkit is to provide partnership leads with guidance on ensuring effective and purposeful partnership, achieving intended outcomes, with robust scrutiny and governance arrangements in place, which is also called for in the Wales Local Government White Paper on Reforming Local Government.
- 2.4 By identifying all of its partnerships the Council has already met the recommendation of the Commission on Public Service Governance and Delivery on developing a single register of partnerships, with clear alignment with national and local priorities.

3. LINKS TO STRATEGY

- 3.1 Compliance with recommendations of the Wales Audit Office under the Council's Improvement Plan, and requirements of the Annual Governance Review Panel on the partnership and collaborative working of the Council.

4. THE REPORT

- 4.1 Following recommendations made by the Wales Audit Office on the partnership and collaborative work of the Council, an exercise commenced last October to identify the Council's partner organisations, significant partnerships and collaborations. The total number of significant partner organisations for the Council is 146, with 35 formal partnerships, 25 collaborations, and the Council the lead in 8 of the collaborative arrangements. Working definitions on collaborations and significant partnerships were used as a guide, based on references from Audit Commission, Wales Audit Office and Welsh Local Government Association publications. Appendix 1 provides an overview of the Council's formalised partnerships and collaborative working, and the key data concerning the arrangements for the partnership work. This report presents a proposed protocol for the Council in managing partnerships and collaborations, and accompanying guidance toolkit for ensuring effective collaborative and partnership working.
- 4.2 The proposed Collaboration and Partnership Protocol (see Appendix 2) sets out the importance of collaborative work, as well as the pitfalls, so clearly highlighted by the Commission on Public Service and Delivery, and subsequent White Paper on Reforming Local Government, and accompanying Welsh Government paper *Improving Public Services in Wales*, and The Well-being of Future Generations (Wales Bill). The protocol sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve month action plan for embedding a robust structure for partnership working. Responsibility for forming and terminating partnerships and collaborations is set at Heads of Service level, with quarterly review of the list of partnerships and collaborations, and the updated list published for staff reference on the Intranet.
- 4.3 The current Welsh Government policy context is clearly one that encourages both greater and better collaboration. The Local Government White Paper notes – "We want to see a renewed drive amongst Local Authorities for greater collaboration and partnership working with each other, with other parts of the public service, and with the Third Sector, where this represents the best way of delivering for communities" (p13). The White Paper calls for a "greater pace and commitment in progressing collaborative initiatives" contending "we do not believe partners have taken all the opportunities available. It is the role of Government to set the strategic outcomes, and for partnerships then to deliver these outcomes" (p17). The Welsh Government are currently commissioning an evaluation of funding streams which support collaborative working, and also consider impact, which is due for publication in December 2015.
- 4.4 The intention of the proposed Partnership Governance Toolkit (see Appendix 3) is to provide partnership leads with guidance on ensuring effective and purposeful partnership, achieving intended outcomes, with robust scrutiny and governance arrangements in place, which is also called for in the Local Government White Paper. The White Paper notes the Welsh Government "want to see Local Authorities taking full responsibility for the performance of their service...with scrutiny committee providing effective challenge to how their Authority performs" (p19). The Welsh Government notes it is its intention to review the Local Government (Wales) Measure 2009 to see if there is scope "for it to be changed so as more effectively to support service improvement, and to ensure the relationship between self assessment and external inspection is made clear" (p19).
- 4.5 By identifying all of its partnerships the Council has already met the recommendation of the Commission on Public Service Governance and Delivery on developing a single register of partnerships, with clear alignment with national and local priorities. It is considered that the

proposed collaboration and partnership protocol, twelve month action plan for delivery, and partnership governance toolkit will meet the needs of recent Welsh Government direction around proactively considering the benefits of partnership and collaborative working, and potential for securing community benefits, and in improving partnership performance, and robustness of governance and scrutiny arrangements.

- 4.6 The work around the Council's partnerships and collaborative working has been directed by the Council's Corporate Governance Review Panel and Improving Governance Programme Board, with the Corporate Management Team supporting the draft protocol and action plan. Updates on the work have been presented to the Audit Committee on 11th December 2013 (see Appendix 4), 5th March 2014 (see Appendix 5), and 11th June 2014 (see Appendix 6). In addition the Improving Governance Programme Board action plan updates have been delivered to Cabinet regularly. All Members comments have been taken on board in designing a method for identifying partnerships, and developing a protocol and toolkit for managing partnership and collaborative working.

5. EQUALITIES IMPLICATIONS

- 5.1 The Council's partnerships and collaborative working take into consideration the Equalities Act 2010 (Statutory Duties) (Wales) Regulations 2011, and the Welsh Language (Wales) Measure 2011.

6. FINANCIAL IMPLICATIONS

- 6.1 The table under Appendix 1 notes whether financial information is provided for the Council's partnerships and collaborations. Further details on financial information provided is available in the full report of CCBC's partnerships and collaborations, copies of which can be obtained through the report's author.

7. PERSONNEL IMPLICATIONS

- 7.1 Significant staff time is invested in partnership and collaborative working by the Council.

8. CONSULTATIONS

- 8.1 The Collaboration and Partnership Protocol and Action Plan for Delivery, together with accompanying Partnership Governance Toolkit, were issued for a 4 week consultation. Consultees included: the Corporate Management Team, all Heads of Service, partnerships and collaborative leads, the Caerphilly Delivers Single Integrated Plan delivery group (CCBC staff only), and all officers who provided information on CCBC partnerships and collaborations. Six responses were made, which were generally supportive of the proposed documents with a couple of minor additions suggested, which will be incorporated into the finalised Protocol and Governance Toolkit, together with any other further comments received on the documents following the Policy and Resources Scrutiny committee meeting of 30th September 2014, and the Cabinet meeting of 15th October 2014 (see Appendix 7 on the consultation responses).

9. RECOMMENDATIONS

- 9.1 For the Committee to endorse both the Collaboration and Partnership Protocol and action plan for delivery, and Partnership Governance toolkit subject to minor changes following the consultation, comments from the Policy and Resources Scrutiny Committee, and Cabinet, and updating with reference to the recently published White Paper on Reforming Local Government, and accompanying Welsh Government paper *Improving Public Services in Wales*, and The Well-being of Future Generations (Wales Bill).

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 For the protocol setting out the 12 month action plan for delivery and Partnership Governance toolkit to be endorsed by the Committee for referral to Cabinet for decision on approval and subsequent implementation.

11. STATUTORY POWER

- 11.1 Local Government Act 2000, and the Local Government (Wales) Measure 2009 (Part 2) Community Strategies.

Author: Jackie Dix – Policy and Research Manager
Consultees: Nicole Scammell - Acting Director of Corporate Services & S151
Colin Jones - Head of Performance and Property Services
Gail Williams – Interim Head of Legal and Democratic Services
Richard M Harris - Internal Audit Manager
Alessandra Veronese – Programme Manager
Joanne Jones - Corporate Information Governance Manager

Appendices:

Appendix 1 Caerphilly County Borough Council Partnerships Overview
Appendix 2 Proposed Collaboration and Partnership Protocol and Action Plan for Delivery
Appendix 3 Proposed Partnership Governance Toolkit
Appendix 4 Audit Committee Report 11th December 2013
Appendix 5 Audit Committee Report 5th March 2014
Appendix 6 Audit Committee Report 11th June 2014
Appendix 7 Consultation Responses on proposed Collaboration and Partnership Protocol and Action Plan for Delivery, and Partnership Governance Toolkit

Appendix 1 Caerphilly County Borough Council Partnerships Overview

Formal Partnerships (number 35)	Collaborations (number 25)
<p>Blaenau Gwent Youth Offending Service Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Statutory Partnership Comments:</p>	<p>Caerphilly Passport Programme Lead: Head of People Management & Development Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: This Caerphilly Local Service Board project is funded by a successful Welsh Government bid to access European Social Fund (ESF) funding. Comments:</p>
<p>Caerphilly and Blaenau Gwent Citizens Advice Bureau Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Federation Disability Sport Wales Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Caerphilly Business Forum Lead: Group Manager Business Enterprise Support Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: States 'There are no formal reporting processes in place. However, ongoing reporting and</p>	<p>Gwent Collaboration on Recreation and Leisure Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place through board structure.</p>

<p>governance focuses on their individual contributions to the CCBC's strategic objectives.'</p> <p>Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Monitoring/Evaluation: In place Financial Information: provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Caerphilly Community Strategy Standing Conference Lead: Policy & Research Manager, and Programme Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes under community planning guidance. Comments:</p>	<p>Gwent Frailty Programme (joint committee) Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Lead Commissioner Comments:</p>
<p>Caerphilly Local Service Board Lead: Chief Executive Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Mechanism for gaining Welsh Government, and European Social Fund funding. No direct financial implications. Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Voluntary arrangement, although Local Service Boards to become statutory in 2016.</p>	<p>Gwent Multi Agency Missing Children Project Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information Welsh Govt instruction to collaborate: Comments:</p>

Comments:	
<p>Compact Partners (to the Compact Agreement with the Voluntary Sector in the borough) Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Voluntary arrangement but considered good practice with Welsh Government reserving right to make mandatory in the future. Comments:</p>	<p>Gwent Trading Standards Project (potential collaboration Public Protection) Lead: Trading Standards & Licensing Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Plans for putting in place across the five Gwent Authorities. Monitoring/Evaluation: Yes Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Trading Standards is a service identified within 'A Compact for Change' between the Welsh Government and Welsh Local Government as one that should be considered for collaborative service delivery. Comments:</p>
<p>Communities First Programme Lead: Community Regeneration Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes this is a Welsh Government funded Anti Poverty Programme. Comments:</p>	<p>Gwent Wide Adult Safeguarding Board Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Not in receipt of funding. Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Statutory Partnership Comments:</p>
<p>Cwm a Mynydd Partnership Lead: Partnership and Multi Agency Relationship Officer Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place</p>	<p>Gwent wide Integrated Community Equipment Service Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place</p>

<p>Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: The Partnership manages the Rural Development Programme in the Caerphilly borough funded by the EU and managed by the Welsh Government. Comments:</p>	<p>Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information provided. Welsh Govt instruction to collaborate: Yes Comments:</p>
<p>Early Years Service Areas Partnerships Initiatives – comprising of Flying Start, Early Years and Childcare, the Family Information Services and Family Support Lead: Early Years Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes through the Welsh Government’s Flying Start Programme. Comments:</p>	<p>In One Place (under development) Lead: Principal Private Sector Housing Officer & Service Manager (Mental Health and Substance Misuse) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: Will be in place Financial Information: Provided Alignment local/regional/national priorities: No information provided Welsh Govt instruction to collaborate: Comments:</p>
<p>Families First Board Lead: Families First and Children and Young People's Coordinator and Lead Director for Children and Young People Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: States ‘There is no cash value to the Families First Board apart from officers’ time’. However, the Board oversees the Families First Programme of £3.1m. Alignment local/regional/national</p>	<p>Prosiect Gwyrdd Lead: Head of Community and Leisure Services (technical lead) and Contracts Manager (procurement lead) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Scrutiny lead Comments:</p>

<p>priorities: Yes Welsh Govt instruction to collaborate: through the Welsh Government's Families First Programme, Flying Start, Communities First. Comments: Note the Families First Board is an interim measure anticipated to continue until Families First is extended throughout the Single Integrated Plan.</p>	
<p>Football Association of Wales Trust Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan with National Body. Monitoring/Evaluation: In place Financial Information: Notes 'no cash value to this apart from officers' time.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Local Investment Fund Lead: Group Manager Business Enterprise Support Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: EU funded regional project. Comments:</p>
<p>Glamorgan Archives (joint committee) Lead: Glamorgan Archivist, Cardiff Council Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Mitigating Welfare Reform Across Gwent Lead: Customer Services Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: No information Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No CCBC Lead: host employer of staff Comments:</p>
<p>Greater Gwent Crematorium (Joint Committee)</p>	<p>Monmouthshire Farm School Endowment Collaboration</p>

<p>Lead: Head of Law & Standards, Newport City Council Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Crematorium self financing Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Lead: Not provided Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: No information Financial Information: Provided Alignment local/regional/national priorities: No information. Welsh Govt instruction to collaborate: No Comments:</p>
<p>Gwent Archives (joint committee) Lead: Gwent Archivist, Gwent Archives Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>Shared Legal Services Lead: Head of Legal and Democratic Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided (notes limited cashable savings). Alignment local/regional/national priorities: No information provided. Welsh Govt instruction to collaborate: Comments:</p>
<p>Gwent Association of Voluntary Organisations Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>South East Wales Adoption Service Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information provided. Welsh Govt instruction to collaborate: Yes to meet the requirements and implementation of the Social Services and Well-being (Wales) Act 2014. Comments:</p>

<p>Gwent Local Resilience Forum Lead: Emergency Planning Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes this is a UK Government requirement. Comments:</p>	<p>South East Wales Adult Placement Scheme Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: No information provided Welsh Govt instruction to collaborate: Covered by statutory legislation. CCBC Lead: Hosts regional service Comments:</p>
<p>Heads of the Valleys Organics (agreement to be finalised) Lead: Head of Procurement Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	<p>South East Wales Biodiversity Records Centre Lead: Countryside & Landscape Services Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place but no detail provided Monitoring/Evaluation: States 'Not applicable' Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Health Challenge Caerphilly Lead: Health Challenge Wales Team Leader Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: To be developed through Single Integrated Plan process. Financial Information: Provided</p>	<p>South East Wales Community Economic Development Programme Lead: Group Manager Business Enterprise Support Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided</p>

<p>Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes Comments:</p>	<p>Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: EU funded regional project. Comments:</p>
<p>Hockey Wales Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with National Body. Monitoring/Evaluation: In place Financial Information: States 'There is no cash value to this apart from officers' time.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>South East Wales Emergency Duty Team Lead: Assistant Director, Adult Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Host and provided by CCBC Comments:</p>
<p>Job Centre Plus Flexible Service Delivery Points Lead: Senior Management Library Services Clarity of purpose/aims: Original purpose stated for 2005-6, but possibly now superseded Reporting/Governance/Scrutiny Arrangements: Stated 'little formal scrutiny takes place either through the Council or in direct contact with Department of Work and Pensions and Job Centre Plus' Monitoring/Evaluation: None undertaken 'since their early inception.' Financial Information: All costs covered by Job Centre Plus. Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No</p>	<p>South Wales Waste Management Group Lead: Head of Community and Leisure Services (technical lead) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: CCBC Lead: Procuring authority for the regional WEEE (waste electrical and electronic equipment) Comments:</p>

Comments:	
<p>Joint Supplies Service (County Borough Supplies) (under development) Lead: Head of Procurement Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes Comments:</p>	<p>South East Wales Safeguarding Children Board Lead: Assistant Director, Children Services Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Yes Statutory Partnership CCBC Lead: Hosts the Business Unit that supports the Board Comments:</p>
<p>Monmouth and Brecon Canals Regeneration Group Lead: Funding Officer Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: No Financial Information: States 'Without any collective funding, or strategy this is dictated by the activities of its partners, although there are ambitions to take advantage of any funding opportunities.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	<p>South East Wales SWIFT Consortium Lead: Team Manager, SEW Consortia Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: No information Financial Information: Provided Alignment local/regional/national priorities: No information provided Welsh Govt instruction to collaborate: Yes CCBC Lead: Host employer of staff Comments:</p>
<p>Safer Caerphilly Deliver Group Lead: Community Safety Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny</p>	<p>Valleys Regional Park Lead: Countryside & Landscape Services Manager Clarity of purpose/aims: Yes</p>

<p>Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Statutory Partnership Comments:</p>	<p>Reporting/Governance/Scrutiny Arrangements: States 'Periodic reports are provided to CCBC primarily by the Welsh Government.' Monitoring/Evaluation: In place Financial Information: States 'There is no direct value of working in partnership but grants associated.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>
<p>South East Wales Specialist European Team Lead: Group Manager, Strategy and Funding Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	<p>Welsh Netball Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with National Body. Monitoring/Evaluation: In place Financial Information: States 'There is no cash value to this apart from officers' time.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>
<p>Sport Wales Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place through board structure Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No</p>	

Comments:	
<p>Street Games Lead: Community Regeneration Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with Sport's Governing Body. Monitoring/Evaluation: In place Financial Information: States 'Should any grant be received for any projects there will be an agreement outlining the funding offer as well as reporting procedures that CCBC's Finance Department reports on.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	
<p>Tell Us Once Lead: Superintendent Registrar Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: States 'cash value of working in partnership has not been assessed locally to date.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Implementing Tell Us Once was part of the Outcome Agreements Improvement Objectives of 2011-12, and aligned to Welsh Government's objectives of joined up government. Comments:</p>	

<p>Voluntary Sector Liaison Committee Lead: Policy & Research Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Voluntary arrangement but considered good practice. Comments:</p>	
<p>Welsh Purchasing Consortium (joint committee) Lead: Head of Procurement Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	
<p>Welfare Reform Programme/Universal Credit Pilot Lead: Project Manager & Coordinator and Senior Rents Officer Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: In place Monitoring/Evaluation: In place Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	

<p>Welsh Rugby Union Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan in place with Sport's Governing Body. Monitoring/Evaluation: In place Financial Information: Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No Comments:</p>	
<p>Youth Services (CCBC) Partnership with Statutory Sector (with Communities First and Families First) Lead: Community Education manager (Participation and Inclusion) Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Via Communities First structures (Welsh Government) and CCBC Families First Board. Monitoring/Evaluation: Through standard Communities First and Families First governance structures. Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	
<p>Youth Services (CCBC) Partnership with Voluntary Sector (with Gwent Association of Voluntary Organisations, Ystrad Mynach Boy's and Girl's Club, Urdd Gobiath Cymru) Lead: Senior Community Education Manager</p>	

<p>Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: No formal governance arrangements other than via usual Youth Service scrutiny. Monitoring/Evaluation: Partnership arrangements are monitored via line management arrangements. Financial Information: Provided Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: No instruction, although guidance to work in partnership with the voluntary sector is contained in local and national Youth Service Strategies. Comments:</p>	
<p>Ystrad Mynach College Lead: Sport & Leisure Development Manager Clarity of purpose/aims: Yes Reporting/Governance/Scrutiny Arrangements: Action Plan on deploying students and students training in place Monitoring/Evaluation: In place Financial Information: States 'There is no cash value to this apart from officers' time.' Alignment local/regional/national priorities: Yes Welsh Govt instruction to collaborate: Comments:</p>	

Table Notes:

1. The total number of partner organisations is 146
2. CCBC is the collaborative lead in 8 of the ventures
3. The following delivery groups are currently being established under Caerphilly Delivers the Single Integrated Plan 2013-17 replacing former community planning thematic partnerships and have not been included in the total number of partnerships for this report. Prosperous Caerphilly, Learning Caerphilly, Healthier Caerphilly and Greener Caerphilly.

INTRODUCTION

Local government faces increasingly demanding and complex community need and expectations, and with limited resources effective collaborations and partnerships are ways that councils can respond to these challenges. Partnership and collaborative working can bring real benefits in achieving more with better use of resources than organisations can deliver alone. The power of partnerships in achieving community benefits is recognised by both the Welsh Government, and the Commission on Public Service Governance and Delivery. However, it is also acknowledged by the Commission on Public Service Governance and Delivery that the current system of collaborative working is complex, burdensome and is in need of an overhaul to ensure purposeful and effective partnerships with clear remits for delivery¹.

Caerphilly County Borough Council is proactively responding to the challenge to ensure its partnerships and collaborations are fit for purpose. This Protocol sets a partnerships and collaborations framework to ensure there is a clear structure for partnership work, and provides a twelve month action plan for ensuring a robust structure for partnership working (see Appendix 1). A separate toolkit is provided for building and maintaining effective partnership governance arrangements, and in achieving a high level of partnership performance².

IDENTIFYING PARTNERSHIPS AND COLLABORATIONS

A comprehensive review has been undertaken of Caerphilly County Borough Council's (CCBC's) partnerships and collaborative working.³ The total number of significant partner organisations for CCBC is 146, with 35 formal partnerships, 25 collaborations, and CCBC the lead in 8 of the collaborative arrangements. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales footprint.

DEFINING PARTNERSHIPS AND COLLABORATIONS

Despite the plethora of literature on effective partnership working there are limited definitions on what is meant by 'partnerships'. The literature, does however, tend to make a distinction between 'formal' partnerships, and 'informal' partnerships. An Audit Commission report⁴ in making this distinction also excludes networks of professional relationships and contractual relationships from its analysis of partnerships. This has been the approach used in defining partnerships by CCBC.

For collaborations the following Wales Audit Office⁵ definition has been adhered to:-

Collaborative working can be defined as seeking to maximise efficiency gains through the scale in economies of more effective co-operation and co-ordination between agencies across the whole of the public sector, not excluding the independent, voluntary and private sectors. By using co-ordination rather than competition, users and producers of public services are enabled to be on the same side. As a consequence, the best outcomes are obtained when those who use and those who provide services work together in collaboration (p4).

While a universally agreed list of the types of model of collaborative working does not exist the Welsh Local Government Association⁶ has identified six main models of partnership working. The following models are used by CCBC in identifying collaborations:-

- **Delegation of functions** – a delegation of functions (based on statutory powers rather than contract) to another authority. It should not be categorised or documented in the same way as a contractual arrangement.
- **Joint committee** – this model usually involves one authority hosting the service with the other collaborating partners contributing to costs incurred.

The following are NOT covered by this work in the identification of collaborations:-

- **Informal arrangements**
- **Shared appointment/secondment**
- **Contractual arrangements** – with one authority providing goods or services under contract to another authority either on a cost recovery or for profit basis.
- **Corporate/Joint Venture** – where two or more authorities establish a corporate vehicle (usually a company) either as the vehicle for providing services back to themselves and/or to trade with a view to generating additional income.

FRAMEWORK FOR PARTNERSHIPS AND COLLABORATIONS

The following two factors are to be considered at Head of Service level in both agreeing and continuing to work in partnership, for ensuring a consistent approach across the CCBC, and that the anticipated collaborative benefits are being reaped:

1. **Clear reasons to be determined for why there is a need to work in partnership or collaboration, or continuation with the venture** - for example the Audit Commission⁷ gives five main reasons for working in partnership:-
 - to deliver co-ordinated packages of services to individuals;
 - to tackle so-called 'wicked issues';
 - to reduce the impact of organisational fragmentation and minimise the impact of any perverse incentives that result from it;
 - to bid for, or gain access to new resources; and
 - to meet a statutory requirement (p9)

It can be further added:

- to add value in improving range and quality of services for the public
- for cost benefits and improving value for money.

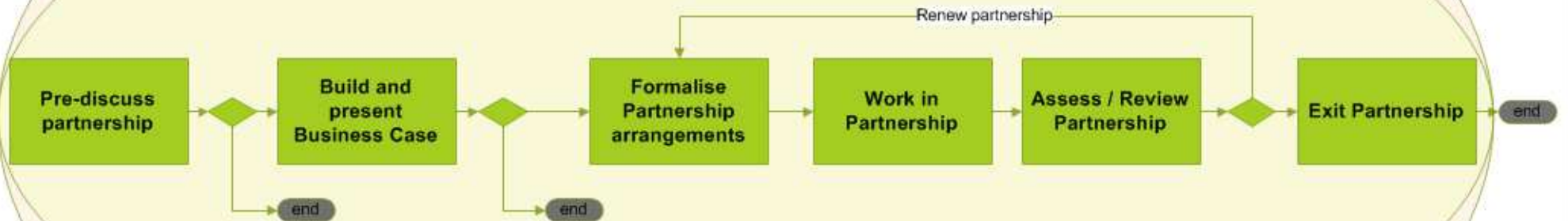
2. **Consideration of the essential components to build in to collaborative arrangements for ensuring effective partnership working**, such as:-
 - Defining clarity and purpose and benefits of collaboration;
 - Determining outcomes with a realistic plan and timetable for reaching those outcomes;
 - Consideration of risk and positively managing risk;
 - Assessment of value for money;
 - Establishing clear and robust partnership arrangements with defined lines of accountability and scrutiny for accessing partnership performance;

- Establishing commitment and ownership and level of trust between partners, and mechanism for dispute resolution;
- Process for monitor, review, assessment and audit with defined ways of measuring the partnership's achievements;
- Process for disbanding collaborations and partnerships and agreeing exit strategy.

The partnership and governance life cycle is displayed in the following diagram:-

Partnerships and Collaborations Life-cycle

Monitoring and reporting



Communicating

The Corporate Management Team (CMT) has endorsed this protocol, which will be implemented through the accompanying twelve month action plan (see Appendix 1). Regular review and monitoring of progress will be undertaken by the Corporate Governance Review Panel and the Improving Governance Programme Board, with reports made to the CMT. An annual summary report will be made on CCBC's partnership work to the Council's Audit Committee.

REFERENCES

1. **Commission on Public Service Governance and Delivery** (January 2014) Crown Copyright
2. **Caerphilly County Borough Council** (June 2014) **Partnership Governance Toolkit** Policy Unit
3. **Caerphilly County Borough Council Partnerships and Collaborations** (May 2014) Policy Unit
4. **Audit Commission** (1998) **A Fruitful Partnership**
5. **Wales Audit Office** (2013) **Collaboration Caerphilly County Borough Council**
6. **Welsh Local Government Association** (2012) **Legal Guidance for Collaboration** Trowers & Hamlins LLP
7. **Audit Commission** (1998) **A Fruitful Partnership**

APPENDIX 1 - COLLABORATION AND PARTNERSHIP PROTOCOL ACTION PLAN FOR DELIVERY JULY 2014 - JUNE 2015

Activity	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Develop Partnership Governance Toolkit - with Collaboration and Partnership Protocol and Action Plan for Delivery (to be issued for consultation until 15 th August 2014). The finalised Protocol and Toolkit, with Partnerships and Collaborations List to be circulated to Management Network												
Consideration of how best to build in service users assessments into process/demonstrating how partnerships are making a difference to local people – for discussion with Corporate Governance Review Panel 18 th July 2014												
Report to Policy and Resources Scrutiny Committee 30th September 2014												
Report to Cabinet 15th October 2014												
Review list of partnerships and collaborations through Heads of Service – with updated list reported to Corporate Governance Review Panel and Improving Governance Programme Board. Reviews to be undertaken on quarterly basis, with latest list to be place for continual staff reference on CCBC's intranet												
Corporate Governance Review Panel to select partnerships for governance arrangements check - to review robustness of governance arrangements, and ability for the partnership to be hold to account through scrutiny. Initial discussions held at 18 th July 2014 meeting												
Undertaking governance arrangements check – including report write up for Corporate Governance Review Panel and Improving Governance Programme Board and Corporate Management Team culminating in full report for 3 th December 2014 Audit Committee												
Review list of partnerships and collaborations through Heads of Service – with updated list reported to Corporate Governance Review Panel and Improving Governance Programme Board												
Review list of partnerships and collaborations through Heads of Service – with updated list reported to Corporate Governance Review Panel and Improving Governance												

Programme Board												
For the Council's Constitution to be reviewed to incorporate any necessary changes as a result of the collaborative and partnership arrangements in place												
Annual Governance Statement - for the partnership and collaboration work to inform the Annual Governance Review Panel in its preparation of the Statement in June 2015												
Annual summary report made on the Council's partnership work to the Council's Audit Committee												
Full report on 12 month action plan for delivery – to Corporate Governance Review Panel and Improving Governance Programme Board identifying whether further action plan needed, or if work to become business as usual												

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APPENDIX 3 PROPOSED CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIP GOVERNANCE TOOLKIT

INTRODUCTION

This Partnership Governance Toolkit is designed to ensure that Caerphilly County Borough Council has purposeful and effective partnerships with clear remits for delivery. The toolkit provides guidance for building and maintaining effective partnership governance arrangements, and in achieving a high level of partnership performance.

A review of Caerphilly County Borough Council's partnerships and collaborations reveals the total number of significant partner organisations for the Council is 146, with 35 formal partnerships, 25 collaborations, and the Council as the lead in 8 of the collaborative arrangements¹. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales footprint. A list of current partnerships and collaborations, including governance arrangements, alignment with local and national priorities, and lead officer is available on the Council's Intranet.

Alongside this guidance is a **Caerphilly County Borough Council Collaboration and Partnership Protocol**, which introduces quarterly reviews of the Council's partnerships and collaborations at Head of Service level, and checks on governance arrangements. Responsibility for forming new partnerships, and terminating existing partnership arrangements resides with the Head of Service responsible for the area. There will be an annual summary report made on the Council's partnership work to the Council's Audit Committee.

DEFINING PARTNERSHIPS AND COLLABORATIONS

Partnerships falling under the scope of this guidance and the Council's **Collaboration and Partnership Strategy** are defined as 'formal' partnerships, with 'formal accountability' built in, for effective working relationships at operational levels in achieving better outcomes for local people. This is distinct from 'informal' partnerships, such as knowledge/information sharing, and networks of professional relationships, which do not have to involve organisational commitment. The Council has decided to exclude contractual relationships from its analysis of partnerships, as these arrangements are mutually beneficial and so different in focus from joint work around shared objectives. However, it is noted that contractual arrangements can have partnership characteristics.

For collaborations the following Wales Audit Office² definition has been adhered to:-

Collaborative working can be defined as seeking to maximise efficiency gains through the scale in economies of more effective co-operation and co-ordination between agencies across the whole of the public sector, not excluding the independent, voluntary and private sectors. By using co-ordination rather than competition, users and producers of public services are enabled to be on the same side. As a consequence, the best outcomes are obtained when those who use and those who provide services work together in collaboration (p4).

While a universally agreed list of the types of model of collaborative working does not exist the Welsh Local Government Association³ has identified six main models of partnership working. The following models are used by CCBC in identifying collaborations:-

- **Delegation of functions** – a delegation of functions (based on statutory powers rather than contract) to another authority. It should not be categorised or documented in the same way as a contractual arrangement.
- **Joint committee** – this model usually involves one authority hosting the service with the other collaborating partners contributing to costs incurred.

The following are NOT covered by this work in the identification of collaborations:-

- **Informal arrangements**
- **Shared appointment/secondment**
- **Contractual arrangements** – with one authority providing goods or services under contract to another authority either on a cost recovery or for profit basis.
- **Corporate/Joint Venture** – where two or more authorities establish a corporate vehicle (usually a company) either as the vehicle for providing services back to themselves and/or to trade with a view to generating additional income.

The Commission on Public Service Governance and Delivery⁴ has recommended that Local Service Boards maintain a single register of local partnerships, and overhaul partnerships to ensure they are ‘radically streamlined and made more effective’ and align with local and national outcomes, with partnerships that compound complexity, or do not add value disbanded (p88-90).

FRAMEWORK FOR PARTNERSHIPS AND COLLABORATIONS

The following two factors will be considered at Head of Service level in both agreeing and continuing to work in partnership, for ensuring a consistent approach across CCBC, and that the anticipated collaborative benefits are being reaped:

1. **Clear reasons to be determined for why there is a need to work in partnership or collaboration, or continuation with the venture** - for example the Audit Commission⁵ gives five main reasons for working in partnership:-
 - to deliver co-ordinated packages of services to individuals;
 - to tackle so-called ‘wicked issues’;
 - to reduce the impact of organisational fragmentation and minimise the impact of any perverse incentives that result from it;
 - to bid for, or gain access to new resources; and
 - to meet a statutory requirement (p9).

It can be further added:-

- to add value in improving range and quality of services for the public;
- for cost benefits and improving value for money.

2. **Consideration of the essential components to build in to collaborative arrangements for ensuring effective partnership working**, such as:-
 - Defining clarity and purpose and benefits of collaboration;
 - Determining outcomes with a realistic plan and timetable for reaching those outcomes;
 - Consideration of risk and positively managing risk;
 - Assessment of value for money;

- Establishing clear and robust partnership arrangements with defined lines of accountability and scrutiny for accessing partnership performance;
- Establishing commitment and ownership and level of trust between partners, and mechanism for dispute resolution;
- Process for monitor, review, assessment and audit with defined ways of measuring the partnership's achievements;
- Process for disbanding collaborations and partnerships and agreeing exit strategy.

CREATING NEW PARTNERSHIPS

To create new partnership arrangements a report must be prepared for the appropriate Head of Service detailing a business case for establishing the partnership or collaboration. This should cover:-

- Project rational/justification for the partnership such as:-
 - to meet organisational priorities that cannot be achieved by the Council working alone
 - using resources more effectively and achieving value for money.
- Remit, aims and outcomes for the partnership working and intended partnership's lifespan;
- Assessment of ways in which to gauge/capture the partnership's achievements;
- Consideration of associated risk;
- Cost benefits analysis including resources available for the partnership's work/future resource implications/whether potential project benefits outweigh associated costs;
- Proposed membership of partnership;
- Accountability and scrutiny arrangements, including monitoring, reporting, review to who and when;
- Consideration of ways to gather local peoples' views on the effectiveness of the partnership working, and how it is delivering to meet citizen and community needs.

In considering the business case the Head of Service will decide whether there is a need for establishing the partnership or collaboration.

GOVERNANCE ARRANGEMENTS

Governance is all about the arrangements partnerships put in place to ensure it is undertaking the right tasks, in the correct manner, delivering to the target group, in a timely and accountable fashion. For new and existing partnerships and collaborations the following governance arrangements need to be in place:-

- Clear partnership purpose with set aims, objectives and outcomes;
- Nomination of lead officer;
- Explicit lines of accountability (including partners' areas of responsibility) with set transparent decision making processes and scrutiny arrangements;
- Partnership's procedures and rules, such as in declaring conflict of interests;
- Protocols for information sharing;
- A consideration of any implications arising from the Equalities Act 2010, and the statutory General Duty placed on public authorities.

The Council's Corporate Governance Review Panel will from time to time select partnerships and collaborations to ensure good governance arrangements are in place. Details of the review will be included as part of the annual partnership report to the Council's Audit Committee (see Appendix 1 for Partnership Governance Check Discussion Guide).

ANNUAL PARTNERSHIPS ASSESSMENTS

Annual partnership *health checks* should be undertaken reconsidering and revising if necessary the partnership's aims, outcomes and working arrangements.

Guidance for helping a local authority and its partners improve the accountability and performance of partnerships has been produced by the Commission on Good Governance in Public Services⁶ providing the following six core principles of good governance:-

- 1. Good governance means focusing on the organisation's purpose and on outcomes for citizens and service users**
 - clear purpose and intended outcomes for citizens and service users;
 - ensuring high quality service;
 - making sure taxpayers receive value for money.

- 2. Good governance means performing effectively in clearly defined functions and roles**
 - clear about the functions of the governing body;
 - clear about the responsibilities of non-executives and the executive and making sure that those responsibilities are carried out;
 - clear about relationships between governors and the public.

- 3. Good governance means promoting values for the whole organisation and demonstrating the values of good governance through behaviour**
 - putting organisational values into practice;
 - individual governors behaving in ways that uphold and exemplify effective governance.

- 4. Good governance means taking informed, transparent decisions and managing risk**
 - being rigorous and transparent about how decisions are taken;
 - having and using good quality information, advice and support;
 - making sure that an effective risk management system is in operation.

- 5. Good governance means developing the capacity and capability of the governing body to be effective**
 - making sure that appointed and elected governors have the skills, knowledge and experience they need to perform well;
 - developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group;
 - striking a balance, in the membership of the governing body, between continuity and renewal.

- 6. Good governance means engaging stakeholders and making accountability real**
 - understanding formal and informal accountability relationships;
 - an active and planned approach to dialogue with and accountability to the public;
 - an active and planned approach to responsibility to staff;
 - engaging effectively with institutional stakeholders.

For a detailed account of the six core principles of good governance visit – http://www.cipfa.org/-/media/Files/Publications/Reports/governance_standard.pdf

Another useful guide in undertaking governance health checks has been published by the Chartered Institute of Public Finance and Accountancy (CIPFA)⁷ which identifies the following six core principles of good governance, and a means for partnership evaluation of the principles:

- **Principle 1** - focusing on the purpose of the partnership and on outcomes for the citizens and service users and the partnership vision.
- **Principle 2** - working effectively together with clearly defined roles and responsibilities.
- **Principle 3** - promoting values for the partnership and demonstrating the values of good governance through high standards of conduct and behaviour.
- **Principle 4** - taking informed and transparent decisions which are subject to scrutiny and managing risk.
- **Principle 5** - developing the capacity and capabilities of the members and officers of the partnership to be effective.
- **Principle 6** - engaging with local people and other stakeholders and making accountability real.

For further details refer to the full publication:-



Partnership
Governance checklist.c

The Office of the Deputy Prime Minister⁸ has developed a useful partnership assessment tool based on the following six partnership principles:-

- Principle 1** – Recognise and accept the need for partnership.
- Principle 2** – Develop Clarity and Realism of Purpose.
- Principle 3** – Ensure Commitment and Ownership.
- Principle 4** – Develop and Maintain Trust.
- Principle 5** – Create Clear and Robust Partnership Arrangements.
- Principle 6** – Monitor, Measure and Learn.

The tool enables a quick appraisal to identify any problem areas in partnership working, and for those just setting up partnerships, provides a checklist of what to ensure and what to avoid. For further information visit –

<http://webarchive.nationalarchives.gov.uk/20120919132719/http://www.communities.gov.uk/documents/localgovernment/pdf/135112.pdf>

ENDING PARTNERSHIPS ARRANGEMENTS

In managing partnerships effectively when the partnership has achieved its purpose the lead officer must alert the responsible Head of Service for the arrangements to be formally terminated. This could be because:-

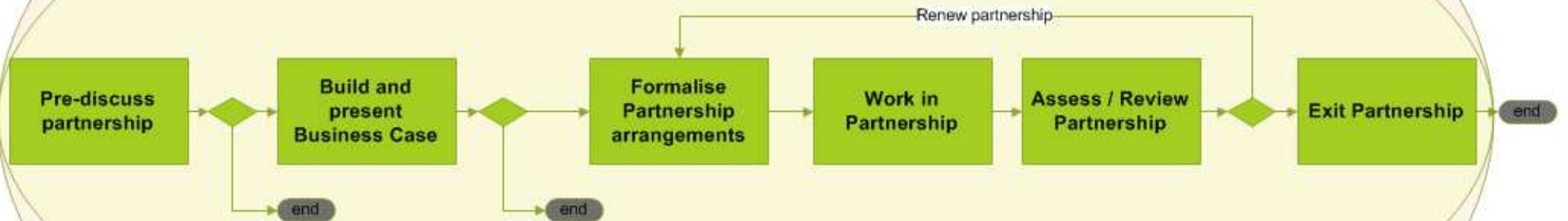
- Outcomes of the joint work have been achieved;
- Funding/resources available for the venture have ceased;
- The focus for the work has been superseded/priorities have changed/a new approach has been formed for tackling the issue;
- Assessment had revealed the partnership is not meeting its objectives and can no longer deliver the envisaged outcomes.

PARTNERSHIPS AND COLLABORATIONS LIFE CYCLE

The following diagram displays the partnership and collaboration life cycle:-

Partnerships and Collaborations Life-cycle

Monitoring and reporting



Communicating

For detail on the key stages in the partnership and collaboration framework see Appendix 2.

Further help in ensuring effective partnership arrangements are in place is available from:- Internal Audit Services, Performance Management Unit, Corporate Information Governance (on information sharing protocols) and the Policy Unit.

REFERENCES

1. **Caerphilly County Borough Council Partnerships and Collaborations** (May 2014) Policy Unit
2. Wales Audit Office (2013) **Collaboration Caerphilly County Borough Council**
3. Welsh Local Government Association (2012) **Legal Guidance for Collaboration** Trowers & Hamlins LLP
4. **Commission on Public Service Governance and Delivery** (January 2014) Crown Copyright
5. Audit Commission (1998) **A Fruitful Partnership**
6. Commission on Good Governance in Public Services (2004) **The Good Governance Standard for Public Services** Office of Public Management and Chartered Institute of Public Finance and Accountancy
7. Chartered Institute of Public Finance and Accountancy **Partnerships – A Governance Healthcheck**
8. Office of the Deputy Prime Minister (2003) **Assessing Strategic Partnership – The Partnership Assessment Tool**

APPENDIX 1 - PARTNERSHIP GOVERNANCE CHECK DISCUSSION GUIDE

This proforma provides the key areas that will be reviewed during a partnership governance check assessment with the partnership/collaboration lead officer, although this is not intended to be a definitive list. The lead officer is expected to prepare for the visit in advance, and provide evidence to demonstrate the robustness of governance arrangements. A write up of the assessment will be provided after the visit, with an opportunity for further discussion before a report of the assessment is made to the Council's Audit Committee. The aim of the check is to secure assurance that appropriate governance arrangements are in place, and the partnership is meeting its intended purpose in an effective, timely manner.

- **Clarity of purpose and intended outcomes of partnership working:**
 - links made with local/regional/national priorities
 - statutory partnership, Welsh Government instruction to collaborate?
 - set timescales for delivery
 - exit strategy in place.

- **Clear partnership lines of responsibility and accountability:**
 - informed and transparent decision making processes
 - laws and regulations complied with
 - information sharing protocols
 - scrutiny arrangements in place
 - means of communicating partnership work for public accountability.

- **Financial information and value for money:**
 - Details of full budget available for the partnership work, including staff resources and pooling of budgets from partners
 - Cost benefits analysis of working in partnership including mechanisms for monitoring resources
 - Savings and other benefits from the partnership working
 - Financial, and value for money information informs partnership decisions
 - Taxpayers receive value for money.

- **Arrangements for assessing and managing partnership risks:**
 - financial/operational/compliance/risk controls/organisational reputation/conflict resolution
 - risk management system in place.

- **Performance management arrangements:**
 - ability to judge quality of performance/monitoring/evaluation
 - commitment of partners
 - evidence of partnership self assessments/annual health checks
 - views of local people in assessing benefits of the partnership working – what the citizen/community wants/needs
 - performance management framework.

- **Conclusion:**
 - Is there anything further that the Council can be doing to improve governance arrangements and performance of partnership?

APPENDIX 2 - KEY STAGES IN THE PARTNERSHIP AND COLLABORATION FRAMEWORK

Maintaining and Updating Partnerships and Collaborations List

- Quarterly reviews of list by Head of Service (see Collaboration and Partnership Protocol)
- List published on Intranet
- Defining partnerships and collaborations (see Partnership Governance Toolkit).

Forming New Partnerships

- Business Case submitted to Head of Service with justification for partnership (see Partnership Governance Toolkit)
- On approval of new partnership full details of venture to be built including: governance arrangements, allocation of resources, legal and regulation issues, risk management, information sharing protocols, monitoring and evaluation, timescales and exit strategy (see Partnership Governance Toolkit).

Communicating the work of partnerships

- to key stakeholders and citizens for public accountability
- building in service users assessments into process demonstrating how partnerships are making a difference to local people.

Assessment

- Partnerships required to do annual self assessment *health check* (see Partnership Governance Toolkit)
- The Corporate Governance Review Panel will select partnerships for assessing governance arrangements and effectiveness of partnership working (see Partnership Governance Check Discussion Guide).

Exiting Partnerships

- Exit strategy to be built into all partnership arrangements
- Head of Service to be presented with request to terminate partnership arrangements for approval (see Partnership Governance Toolkit).

Reporting

- Partnerships Governance Check Assessment Reports to Corporate Governance Review Panel, Improving Governance Partnership Board, Corporate Management Team and Audit Committee
- Input to Annual Governance Statement
- To inform annual review of Council's Constitution
- Annual Summary Partnership Report to Audit Committee.



AUDIT COMMITTEE - 11TH DECEMBER 2013

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR CORPORATE SERVICES & SECTION 151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To update Members on work being undertaken to meet both the requirements of the Wales Audit Office, and of the Annual Governance Review Panel on the partnership and collaborative working of the Council.

2. SUMMARY

- 2.1 Work has commenced with the Senior Management Teams at the Council on addressing the following Wales Audit Office recommendations:
- P1 Improving how the Council monitors and evaluates the effectiveness of partnerships to ensure they are contributing to delivery of corporate priorities;
 - P2 Ensure there are robust and effective governance arrangements in place when creating integrated services and collaborations which are subject to regular evaluation of their impact.
- 2.2 The work will be concluded by February 2014, with a final report coming to the Audit Committee in March 2014.

3. LINKS TO STRATEGY

- 3.1 Compliance with recommendations of the Wales Audit Office under the Council's Improvement Plan, and requirements of the Annual Governance Review Panel on partnerships and collaborative working of the Council.

4. THE REPORT

- 4.1 Work is currently being undertaken through the Improving Governance Programme Board and the Annual Governance Review Panel to deliver on the Wales Audit Office (WAO) recommendations under the Council's Improvement Plan. The WAO recommendations are:
- P1 Improving how the Council monitors and evaluates the effectiveness of partnerships to ensure they are contributing to delivery of corporate priorities;
 - P2 Ensure there are robust and effective governance arrangements in place when creating integrated services and collaborations which are subject to regular evaluation of their impact.

- 4.2 To generate an up to date list of both key partners, and partnerships an email was sent to key contacts across the Council work areas involved with partnership working, which has identified 272 partners, excluding partnership links of a commercial nature.
- 4.3 Senior Management Teams have been consulted on the list generated, and are currently defining their most important partnership arrangements in order to:
1. Provide a brief synopsis of the partnership work for the directorate
 2. Provide for the partnership working reporting and governance mechanisms at the Council
 3. Provide for the partnership working any monitoring and evaluation arrangements to assess the effectiveness of partnerships to ensure they are contributing to the delivery of corporate priorities
 4. Details of any Service Level Agreement in place for progressing partnership work/or any grants awarded.
 5. Approximate cash annual value of working in partnership.
- 4.4 The deadline for acquiring the information is Friday 10th January 2014, with a report on the findings going to a January Improving Governance Programme Board meeting. A final report will be presented to the Audit Committee in March 2014, with the intention of demonstrating that enough progress has been made to satisfy both the Wales Audit Office and the Audit Committee.

5. EQUALITIES IMPLICATIONS

- 5.1 The Council's partnerships and collaborative working take into consideration the Equalities Act 2010 (Statutory Duties) (Wales) Regulations 2011, and the Welsh Language (Wales) Measure 2011.

6. FINANCIAL IMPLICATIONS

- 6.1 The work will attempt to draw some initial costings on partnership and collaborative working by the Council.

7. PERSONNEL IMPLICATIONS

- 7.1 Significant staff time is invested in partnership and collaborative working by the Council.

8. CONSULTATIONS

- 8.1 As noted under consultees.

9. RECOMMENDATIONS

- 9.1 For the Audit Committee to note the contents of this report.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 The report is for information only.

11. STATUTORY POWER

11.1 Local Government Act 2000, and the Local Government (Wales) Measure 2009 (Part 2) Community Strategies

Author: Jackie Dix – Policy & Research Manager

Consultees: Nicole Scammell - Acting Director of Corporate Services & S151

Dan Perkins – Head of Legal and Democratic Services

Richard M Harris - Internal Audit Manager

Alessandra Veronese – Programme Manager

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AUDIT COMMITTEE - 5TH MARCH 2014

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES & S.151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To provide Members with a progress report on the partnership and collaborative working of the Council with the intention of:
- meeting the requirements of the Wales Audit Office
 - informing the Annual Governance Review Panel in its preparation of the draft Annual Governance Statement in June.

2. SUMMARY

- 2.1 Following reporting to the Audit Committee on 11th December 2013 on the first stage of work identifying the partners the Council works with, this is a progress report focusing on the Council's formal partnerships and collaborations.
- 2.2 The list of formal partnerships and collaborations will be reviewed every October commencing this October. At this time the Corporate Governance Review Panel will direct a risk appraisal to be carried out to identify high risk collaborations (as well as medium and low risk ones) as it is likely that they (the high risk) would form the basis of the number of partnerships and collaborations to be visited to check there are robust governance arrangements in place. This will also meet the 3 recommendations of the Commission on Public Service Delivery for Local Service Boards around ensuring streamlined and effective partnership arrangements, with good governance and scrutiny are in place. Local Service Boards are tasked with delivering this work within one year.

3. LINKS TO STRATEGY

- 3.1 Compliance with recommendations of the Wales Audit Office under the Council's Improvement Plan, and requirements of the Annual Governance Review Panel on partnerships and collaborative working of the Council.

4. THE REPORT

- 4.1 In a review of Caerphilly County Borough Council's (CCBC's) partnership working: 142 significant partner organisations, 35 formal partnerships and 19 collaborations have been identified, as having meaningful and important relationships for the Council's directorates, with CCBC playing a leading role in 6 of the collaborations (see Table 1).

4.2 Patterns are emerging in these partnership relationships with collaborations on a Gwent wide basis being particularly important accounting for 7 of the partnerships. These arrangements bring together the 5 Gwent Councils with the Aneurin Bevan Health Board with a mix of other partners. This is followed by 7 collaborations on a South East Wales/South Wales/Mid Wales basis. The Welsh Government provides regional collaboration funding for some of these initiatives. The Wales Audit Office plays an important role in the inspection of a number of the arrangements.

4.3 In the collaborative arrangements CCBC has a leading role in 6 of the collaborations (South East Wales Emergency Duty Team (host and provider) Gwent Frailty Programme (lead commissioner) South East Wales Safeguarding Children Board (hosts business unit) Prosiect Gwyrdd (scrutiny lead) South Wales Waste Management Group (lead procuring authority for the regional WEEE – waste electrical and electronic equipment)) and Mitigating Welfare Reform Across Gwent (hosting the project staff).

4.4 Table 1 below provides a breakdown on the Council's partnership working.

Table 1 Caerphilly County Borough Council Partnerships

Formal Partnership (35)	Collaboration (19)	CCBC Collaboration Lead (6)
Blaenau Gwent and Caerphilly Youth Offending Service (YOS)	South East Wales Emergency Duty Team (SEWEDT)	South East Wales Emergency Duty Team (SEWEDT) – hosted and provided by CCBC
Welsh Housing Quality Standard (WHQS)	Gwent Frailty Programme*	Gwent Frailty Programme – CCBC lead commissioner
Caerphilly Local Service Board	Gwent Wide Adult Safeguarding Board (GWASB)	South East Wales Safeguarding Children Board (SEWSCB) -CCBC hosts the Business Unit that supports the Board
Caerphilly Community Strategy Standing Conference	South East Wales Safeguarding Children Board (SEWSCB)	Prosiect Gwyrdd - CCBC scrutiny lead
Compact Partners (to the Compact Agreement with the Voluntary Sector in the borough)	Gwent Wide Integrated Community Equipment Services (GWICES)	South Wales Waste Management Group (SWWMG) - CCBC is the lead procuring authority for the regional WEEE – waste electrical and electronic equipment
Voluntary Sector Liaison Committee (bringing together the Compact Partners in partnership)	In One Place housing initiative	Mitigating Welfare Reform Across Gwent - host employer of staff
Gwent Association of Voluntary Organisations (GAVO)	Prosiect Gwyrdd	
Groundwork Caerphilly	South Wales Waste Management Group (SWWMG)	
Caerphilly and Blaenau Gwent Citizens Advice Bureau	Shared Legal Services South East and Mid Wales	
Joint Supplies Service (County Borough Supplies)	Mitigating Welfare Reform Across Gwent	
Heads of the Valleys Organics (agreement to be finalised)	Gwent Trading Standards Project (potential collaboration Public Protection)	
Welsh Purchasing Consortium*	Gwent Collaboration on Recreation and Leisure	
Job Centre Plus Flexible Service Delivery Points	Caerphilly Passport Programme	
Youth Service (CCBC)	Welsh Netball	
Partnership with Voluntary Sector (with Gwent Association of Voluntary Organisations, Ystrad Mynach Boy's and Girl's Club,	South East Wales Community Economic Development Programme	
	South East Wales Biodiversity Records Centre	

Urdd Gobaith Cymru)	Local Investment Fund	
Youth Service (CCBC) Partnership with Statutory Sector (with Communities First and Families First)	Valleys Regional Park Personal Information Sharing Project	
Welfare Reform Programme / Universal Credit CCBC Led Pilot		
South East Wales Transport Alliance (Sewta)*		
Gwent Local Resilience Forum		
Health Challenge Caerphilly		
Football Association of Wales (FAW) Trust		
Sport Wales		
Street Games UK		
Hockey Wales		
Welsh Rugby Union		
Ystrad Mynach College		
Caerphilly Business Forum		
Cwm Y Mynydd Partnership		
South East Wales Specialist European Team		
Communities First Programme		
Families First		
Early Years Service Areas Partnerships initiatives – comprising of Flying Start, Early Years and Childcare, the Family Information Service and Family Support		
Gwent Archives*		
Glamorgan Archives*		
Greater Gwent Crematorium Joint Committee*		

NOTES:

*Indicates also a CCBC Joint Committee.

1. The following delivery groups are currently being established under ***Caerphilly Delivers the Single Integrated Plan 2013-17*** replacing former community planning thematic partnerships and have not been included in the total number of partnerships for this report: Prosperous Caerphilly, Safer Caerphilly, Learning Caerphilly, Healthier Caerphilly and Greener Caerphilly.

4.5 Despite the plethora of literature on effective partnership working there are limited definitions on what is meant by 'partnerships'. The literature, does however, tend to make a distinction between 'formal' partnerships, and 'informal' partnerships. An Audit Commission report (1998) **A Fruitful Partnership** in making this distinction also excludes networks of professional relationships and contractual relationships from its analysis of partnerships. This has been the approach used in defining partnerships in this report.

4.6 The Local Government 2009 and 2011 Measures provide local authorities with the tools to pursue collaboration for improving public services. For collaborations the following Wales Audit Office (2013) **Collaboration Caerphilly County Borough Council** definition has been adhered to:

Collaborative working can be defined as seeking to maximise efficiency gains through the scale in economies of more effective co-operation and co-ordination between agencies across the whole of the public sector, not excluding the independent, voluntary and private sectors. By using co-ordination rather than competition, users and producers of public services are enabled to be on the same side. As a consequence, the best outcomes are obtained when those who use and those who provide services work together in collaboration

4.7 Since work on the report commenced, an important Commission reported on 20th January 2014 on Public Service Governance and Delivery in Wales. The Commission, established in April 2013 by the First Minister and chaired by Sir Paul Williams, was tasked with examining all aspects of public services in Wales and making recommendations on their future direction. The Commission makes 62 recommendations, three of which are pertinent to this work as they relate to partnerships and collaborations.

Recommendation 21 - Local partnership structures must be radically streamlined and made more effective. To do so:

- All local service boards (LSBs) must ensure that they themselves fulfil and manifest the criteria we set out for effective partnership working;
- LSBs should maintain a single register of local partnerships;
- LSBs must overhaul local partnership structures to bring them into line with those criteria and with the clearer national and local priority outcomes which we also propose. This should begin immediately and conclude within one year of those priorities being articulated.
- Partnerships which compound complexity or do not add value should be disbanded; and
- Single Integrated Plans must also reflect these outcomes and identify the main cross-sectoral pressures and pinch points which need to be addressed; they must set out clearly the actions which need to be undertaken, by whom and by when (pp337-338)

Recommendation 36 – The Welsh Government, in consultation with LSB members, must reform LSBs so that:

- They have clear, ambitious and realistic purpose and vision;
- By 2015, there is a national single, robust, governance model in place which is equitable and transparent and which ensures that decisions are based on identifiable responsibilities and actions and joint rights and obligations, creating clear accountability for delivery;
- They are empowered to take significant and meaningful decisions which will contribute to attaining their purpose and vision;
- They comprise senior representatives from each organisation who have relevant authority and influence (p341)

Recommendation 37 - Considering the importance of the role that the LSB has in analysing need and determining a plan of multi-agency delivery, it is imperative that the thinking behind single integrated plans is open to constructive challenge. LSBs must therefore be subject to effective scrutiny by a specific scrutiny programme which must consider whether the analysis of needs has been robust; whether the plan will effectively tackle those needs, is adequately resourced; and whether it is being effectively implemented (p341)

- 4.8 This work has been discussed by both the Improving Governance Programme Board and the Corporate Governance Review Panel, and it has been recommended that the list of formal partnerships and collaborations will be reviewed every October commencing this October. At this time the Corporate Governance Review Panel will direct a risk appraisal to be carried out to identify high risk collaborations (as well as medium and low risk ones) as it is likely that they (the high risk) would form the basis of the number of partnerships and collaborations to be visited to check there are robust governance arrangements in place. This will also meet the 3 recommendations of the Commission on Public Service Delivery for Local Service Boards around ensuring streamlined and effective partnership arrangements, with good governance and scrutiny are in place. Local Service Boards are tasked with delivering this work within one year.
- 4.9 This work in progress is also subject to further considerations by the Annual Governance Review Panel in preparing the draft Annual Governance Statement in June, and by the Improving Governance Programme Board. A final report of work undertaken will be reported to the 9th June meeting of the Audit Committee.
- 4.10 The report details information for the following five areas of enquiry on partnership working:
1. Brief synopsis of the partnership work for the directorate
 2. Partnership working reporting and governance mechanisms at the Council
 3. Details for the partnership working of any monitoring and evaluation arrangements to assess the effectiveness of partnerships to ensure they are contributing to the delivery of corporate priorities
 4. Details of any Service Level Agreement in place for progressing partnership work/or any grants awarded.
 5. Approximate cash annual value of working in partnership.
- 4.11 As part of this exercise the Council's Constitution will be reviewed to incorporate any necessary changes as a result of the collaborative arrangements in place. The outcome of this review will be reported to Council at the AGM.
- 4.12 A report on the information collated from the Council's Directorates is given in Appendix 1.

5. EQUALITIES IMPLICATIONS

- 5.1 The Council's partnerships and collaborative working take into consideration the Equalities Act 2010 (Statutory Duties) (Wales) Regulations 2011, and the Welsh Language (Wales) Measure 2011.

6. FINANCIAL IMPLICATIONS

- 6.1 The report contains details of funding arrangements in place for partnership and collaborative working by the Council.

7. PERSONNEL IMPLICATIONS

- 7.1 Significant staff time is invested in partnership and collaborative working by the Council.

8. CONSULTATIONS

- 8.1 As noted under consultees.

9. RECOMMENDATIONS

9.1 For the Audit Committee to note progress undertaken in:

- meeting the requirements of the Wales Audit Office, and of the Annual Governance Review Panel
- informing the Annual Governance Review Panel in its preparation of the draft Annual Governance Statement in June.

10. REASONS FOR THE RECOMMENDATIONS

10.1 For the Audit Committee to be satisfied that the work in progress is on track for meeting the requirements of the Wales Audit Office, and of the Annual Governance Review Panel on the Council and its partnership working.

11. STATUTORY POWER

11.1 Local Government Act 2000, and the Local Government (Wales) Measure 2009 (Part 2) Community Strategies

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Colin Jones - Head of Performance and Property Services
Dan Perkins – Head of Legal and Democratic Services
Gail Williams – Interim Monitoring Officer
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Appendices:
Appendix 1 Information Collated from Council's Directorates

AUDIT COMMITTEE - 11TH JUNE 2014

SUBJECT: CAERPHILLY COUNTY BOROUGH COUNCIL PARTNERSHIPS AND COLLABORATIONS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES & S151 OFFICER

1. PURPOSE OF REPORT

- 1.1 To provide Members with a final report on the partnership and collaborative working of the Council with the intention of:
- Noting the progress made with regard to this issue
 - to seek the views of the Audit Committee on whether they are satisfied that work undertaken indicates that sufficient progress has been made in relation to this issue such that collaboration and partnerships may be considered as 'business as usual' and taken off the Annual Governance Statement.

2. SUMMARY

- 2.1 A comprehensive review has been undertaken of Caerphilly County Borough Council's (CCBC's) partnerships and collaborative working. The total number of significant partner organisations for CCBC is 146, with 35 formal partnerships, 24 collaborations, and CCBC the lead in 8 of the collaborative arrangements. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales foot print.
- 2.2 Next steps for the partnership work include:
- Drafting a 'CCBC Collaboration and Partnership Strategy' and 12 month action plan
 - For the partnership data to be subject to quarterly review by Heads of Service
 - For the partnership work to be reflected within the Council's Constitution, with review of the information to be incorporated annually and reported to Council at the AGM
 - Assessment tool to be devised in aiding improving the performance and accountability of partnerships through utilising best practice from existing assessment tools.

3. LINKS TO STRATEGY

- 3.1 Compliance with recommendations of the Wales Audit Office under the Council's Improvement Plan, and requirements of the Annual Governance Review Panel on partnerships and collaborative working of the Council.

4. THE REPORT

- 4.1 Since October 2013 a comprehensive review has been undertaken of Caerphilly County Borough Council's (CCBC's) partnerships and collaborative working under the direction of the Council's Corporate Governance Review Panel and Improving Governance Programme Board. Updates on this work have been presented to the Audit Committee on 11/12/13 and 5/03/14. This report presents a definitive overview of CCBC's partnerships and collaborations and their governance arrangements, and presents next steps in ensuring good governance and performance management in partnership arrangements through regular review and monitoring, and quarterly updating the database of partnership working.
- 4.2 The total number of significant partner organisations for CCBC is 146, with 35 formal partnerships, 24 collaborations, and CCBC the lead in 8 of the collaborative arrangements. It is to be noted that 25 of the partnerships/collaborations are either statutory/deemed as good practice/in receipt of Welsh Government collaboration funding. There is a strong base of working in partnership in a Gwent wide/South Wales/South East Wales foot print. Appendix 1 provides an at a glance overview of CCBC formalised partnerships and collaborative working, and the key data concerning the arrangements for the partnership work.
- 4.3 Through the data gained on partnership working the Corporate Governance Review Panel is currently selecting partnerships/collaborations to review the robustness of governance arrangements, and ability for the partnerships to be held to account through scrutiny. The following two factors will be considered in identifying CCBC partnerships and collaborations with risk element or in need of special attention:
1. Lack of/poor governance and scrutiny arrangements including insufficient accountability.
 2. Whether there is a robust performance management framework in place, including value for money considerations.

Random spot checks will also be undertaken on partnerships and collaborations.

- 4.4 Next steps for the partnership work include:
- Drafting a 'CCBC Collaboration and Partnership Strategy' and 12 month action plan the proposed content of which was approved by CCBC's Corporate Management Team (CMT) on 1st May 2014
 - For the partnership data to be subject to quarterly review by Heads of Service
 - To date the partnership work has been reflected within the Council's Constitution, with review of the information to be incorporated annually and reported to Council at the AGM held in May
 - Devise assessment tool to aid improving the performance and accountability of partnerships through utilising best practice from existing assessment tools.
- 4.5 All Welsh Councils have been contacted for a copy of any partnership and collaboration strategy. It transpires that Torfaen County Borough Council is in the process of developing a collaboration framework, and Denbighshire has developed a Partnership Governance Toolkit. However, it appears that no Council has yet been able to compile a single register of partnerships due to the difficulties of the high level of subjectivity in clearly defining partnerships and collaborative work. Developing a single register of partnerships is one of the recommendations of the Williams Commission on Public Service Governance and Delivery. The CCBC approach has used an Audit Commission definition of 'formal' partnerships contained in their 1998 report **A Fruitful Partnership** and the Wales Audit Office 2013 definition of collaborative working. A number of the local authorities contacted indicated they would like to have a copy of any subsequent partnership and collaboration strategy developed by CCBC, and the details of the approach followed in generating a list of partnerships/collaborations.

5. EQUALITIES IMPLICATIONS

- 5.1 The Council's partnerships and collaborative working take into consideration the Equalities Act 2010 (Statutory Duties) (Wales) Regulations 2011, and the Welsh Language (Wales) Measure 2011.

6. FINANCIAL IMPLICATIONS

- 6.1 The table under Appendix 1 notes whether financial information is provided for the Council's partnerships and collaborations. Further details on financial information provided is available in the full report of CCBC's partnerships and collaborations, copies of which can be obtained through the report's author.

7. PERSONNEL IMPLICATIONS

- 7.1 Significant staff time is invested in partnership and collaborative working by the Council.

8. CONSULTATIONS

- 8.1 The report reflects the views of the consultees.

9. RECOMMENDATIONS

- 9.1 For the Audit Committee to note progress made with regard to this issue.
- 9.2 To seek the views of the Audit Committee on whether they are satisfied that work undertaken indicates that sufficient progress has been made in relation to this issue such that collaboration and partnerships may be considered as 'business as usual' and taken off the Annual Governance Statement.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 For the Audit Committee to be satisfied that sufficient progress has been made in meeting the requirements of the Wales Audit Office, and of the Annual Governance Review Panel on the Council and its partnership working.

11. STATUTORY POWER

- 11.1 Local Government Act 2000, and the Local Government (Wales) Measure 2009 (Part 2) Community Strategies.

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Consultees: Nicole Scammell - Acting Director of Corporate Services & S151
Colin Jones - Head of Performance and Property Services
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Alessandra Veronese – Programme Manager
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Appendices
Appendix 1 - Overview

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APPENDIX 7 Consultation Responses on proposed

Caerphilly County Borough Council Collaboration and Partnership Protocol and Action Plan for Delivery, and Partnership Governance Toolkit

Introduction

The Collaboration and Partnership Protocol and Action Plan for Delivery, together with the accompanying Partnership Governance Toolkit, were issued for a 4 week consultation. Consultees included: the Corporate Management Team, all Heads of Service, partnerships and collaborative leads, the Caerphilly Delivers Single Integrated Plan delivery group (Council staff only), and all officers who provided information on Caerphilly County Borough Council partnerships and collaborations.

Six responses were received covering: Education and Leisure, and Families First, Community, Youth and Adult Education, Community and Leisure Services, Legal and Democratic Services, and Regeneration and Planning.

Consideration of consultation responses

- 1 *I am a very strong advocate of partnership working and this protocol is really useful. I would recommend however that we have a model template for Service Level Agreements which accompany the attached. This SLA needs to go into detail on the expectations of both partners...*

It is felt that including a model Service Level Agreement (SLA) would be too much detail to include in the Partnership Governance Toolkit. However, the suggestion has been passed to Internal Audit for consideration of drafting a standardised SLA with a model delivery plan.

2. *For info, please find attached a piece of work that Ricardo AEA were commissioned to do for the WLGA on partnership working (in the context of waste management). They produced an initial draft toolkit (attached) which you may want to take a look at...*

The consultancy was contacted and the final report for the WLGA on collaboration in waste management obtained. The report proved to be complementary to the direction taken with this piece of work around the Council's partnerships and collaborations.

3. *You may be interested to know that we have engaged Cardiff Business School to research and develop a handbook for collaborative scrutiny... This has been funded by Welsh Government Scrutiny Development Fund and we are working with Monmouthshire and Blaenau Gwent to manage the project. This handbook will be aimed at scrutiny practitioners across Wales to help them determine if they need to set up joint scrutiny and also provide case studies and templates for the governance etc. part of the research they have done will include LSB partnerships and scrutiny. It is hoped to have this available as a draft by early*

September for a launch in the Autumn, probably at the Centre for Public Scrutiny Wales conference in November.

The finalised Handbook for Collaborative Scrutiny will be used as a point of reference in undertaking the future auditing and inspection of partnerships and collaborations by the Council.

- 4. **Collaboration and Partnership Protocol** - Yes it was clear and concise. The provision of up to date references are useful too. Under the section "Clear reasons to be determined for why there is a need to work in partnership..." after cost benefits and improving value for money (page 2) a further point to be added could be: To minimise/ eradicate duplication.*

Action Plan – clear template for delivery.

Partnership Governance Toolkit – clear and concise and the check list is very helpful. Would the inclusion of Terms of Reference under partnership lines of responsibility and accountability be helpful?

These comments will be incorporated into the finalised Collaboration and Partnership Protocol and Partnership Governance Toolkit, together with any other further comments received on the documents following the Policy and Resources Scrutiny committee meeting of 30th September 2014, and the Cabinet meeting of 15th October 2014.

- 5. By and large the contents seem logical and understandable. I would stress that it should not become a drag on operations as whilst no doubt beneficial it could become a significant time hindrance. Broad headings yes but need flexibility for e.g. size and remit of partnership, what external partners/funders specify, ability for partnership to be amended.*

Comment noted, and the need not to over complicate the Protocol and Toolkit for officers was taken into account in development. This is the reason why it has been decided not to include a standardised Service Level Agreement into the documentation as suggested in the consultation response noted in 1 above.

- 6. I would ask a general question... does this include partnerships with other Councils; and if so, how does the timetable for local government reorganisation influence what is done?*

Yes the Partnership Protocol and Guidance does include partnerships with other Councils. This piece of work is seen as a priority by both the Welsh Government and the Commission on Public Service and Delivery, and so will not be governed by the timetable for local government reorganisation.



POLICY AND RESOURCES SCRUTINY COMMITTEE – 30TH SEPTEMBER 2014

**SUBJECT: REVIEW OF ASSET MANAGEMENT (LAND AND PROPERTY)
STRATEGY – PROGRESS UPDATE**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
OFFICER**

1. PURPOSE OF REPORT

- 1.1 To inform Scrutiny members of progress against recommendations for improvement flowing from a review of the council's Asset Management (Land & Property) Strategy: September 2013 by the Auditor General for Wales.
- 1.2 The Auditor General's review was presented to Audit Committee on the 6th November 2013.

2. SUMMARY

- 2.1 The Auditor General concluded the review by making 5 Proposals for improvement. They were:

P1: Develop a robust Asset Management Strategy for its property and associated infrastructure. The strategy should:

- Set out a vision for each type of asset that shows how it contributes to the delivery of the council's priorities
- Set targets for assessing progress, including the condition and suitability of each asset
- Describe an overall plan for implementing the Strategy
- Be approved by Members

P2: Ensure that the individual service asset management plans are developed as soon as possible and are used to inform the Council's financial planning process.

P3: Finalise its current review of property performance data and agree which data should be monitored and reported at an officer and member level

P4: Develop and implement arrangements to monitor the delivery of the strategy

P5: Formalise the role of the Asset Management Group to improve governance and accountability. This should include:

1. Reviewing the membership of the Group
2. Developing terms of reference to include responsibility for:
 - Leading on all corporate asset management issues
 - Leading on decisions around individual assets
3. Ensuring that meetings are recorded appropriately

3. LINKS TO STRATEGY

- 3.1 Asset Management is a key component of the council's forthcoming Medium Term Financial Plan deliberations.

4. THE REPORT

- 4.1 The planned delivery dates, as agreed with Audit Committee, of the 5 Proposals for Improvement described above are:

P1: March 2014

P2: January – March 2014

P3: April 2014

P4: April 2014

P5: October 2013

- 4.2 The current state of completeness is:

P1: Develop a robust Asset Management Strategy for its property and associated infrastructure - Partially Complete

The development was making reasonable progress and reference was made to such strategies published by leading local authorities in England and Scotland such as, for example, West Lothian Council. It became clear that a Strategy as described by the Auditor General under P1 was much wider than the current council Land & Property Strategy and work was undertaken to analyse the various "associated infrastructure" elements that should contribute to a whole authority Asset Management Strategy.

A comprehensive Asset Management Strategy should include:
Property (Land & buildings) including Community & Leisure
Highways & Related Assets
Education (Schools Asset Management Plan)
Caerphilly Homes
Fleet
ICT
Human Resources

Although some of the above are already in place they were written at a time when local government finances were more stable. Members will be more than aware that the council is facing unprecedented budget pressures and current strategies will inevitably be touched by future cuts in services. Consequently it is submitted that progress on the development of a revised Asset Management Strategy be delayed until such time that the council's financial position becomes clearer, a revised MTFP is agreed, and services can better plan. In essence the MTFP will become the driver for the development of the Asset Management Strategy

P2: Ensure that the individual service asset management plans are developed as soon as possible and are used to inform the council's financial planning process – Partially Complete

Discussions have been held with various services but as in P1 above the financial position is preventing meaningful progress being made. The financial climate is such that rather than service asset management plans being "used to inform the council's financial planning process" the situation is reversed where it is the financial planning process that will have to inform service asset management plans!

P3: Finalise its current review of property performance data and agree which data should be monitored and reported at an officer and member level – Complete

A report identifying a number of properties that are “candidates for disposal” has been circulated to officers and will be presented to Scrutiny as part of the proposed Asset Rationalisation Programme. The candidate sites have been identified based upon condition, running cost, useage, efficiency etc.

P4: Develop and implement arrangements to monitor the delivery of the strategy - **Incomplete.**

This recommendation cannot be completed until P1 and P2 are fully developed.

P5: Formalise the role of the Asset Management Group to improve governance and accountability - **Complete**

5. EQUALITIES IMPLICATIONS

5.1 The local Government Measure defines fairness and access as one of the criteria that constitutes ‘improvement’ within the Wales Programme for Improvement 2009.

6. FINANCIAL IMPLICATIONS

6.1 There are no financial implications associated with this report.

7. PERSONNEL IMPLICATIONS

7.1 There are no personnel implications associated with this report.

8. CONSULTATIONS

8.1 All consultation responses have been incorporated into this report.

9. RECOMMENDATIONS

9.1 It is recommended that Scrutiny Committee note the progress made to date and in particular the reasons for delay of progress described in paragraph 4.1 P1.

10. REASONS FOR THE RECOMMENDATIONS

10.1 To ensure Regulator reviews are appropriately managed and monitored across the Authority.

11. STATUTORY POWER

11.1 Local Government measure 2009, Wales Programme for Improvement 2010.

Author: Colin Jones: Head of Performance Management & Property Services
Consultees: N. Scammell. Acting Director of Corporate Services
Cllr David Hardacre: Cabinet Member for Performance, Property & Asset Management
Asset Management Group
CMT

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POLICY AND RESOURCES SCRUTINY COMMITTEE – 30TH SEPTEMBER 2014

SUBJECT: HANDLING OF DAMP AND CONDENSATION COMPLAINTS

REPORT BY: INTERIM CHIEF EXECUTIVE

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide information on the handling of housing related damp complaints including those raised by tenants and Councillors. Additionally it provides information on the number and type of reports of dampness in the Council's housing stock and how these are dealt with operationally.

2. SUMMARY

- 2.1 The report considers the incidence of damp and condensation in the Council's housing stock and is based on data for the last six years. Additionally the report outlines how such repair requests are handled by Housing Repair Operations and also considers Members enquiries on such matters.
- 2.2 Although a stock condition survey was commissioned by the Council, the external consultants report submitted in 2008 was based on a 15% survey of the housing stock. The main purpose of the survey was to identify the improvements required to achieve the delivery of the WHQS programme, which included the replacement of key components. The survey did not identify specific damp related problems.
- 2.3 The BRE Report *Tackling Condensation 1991* defines damp as "*Water where it is unwanted, in quantities that are unsightly or cause deterioration.*" In this way it encompasses damp in all its forms. Tenants when they report dampness seldom differentiate between penetrating damp and condensation, unless there is an obvious leak and so tenant reports also encompass damp in all its forms.
- 2.4 Following complaints of dampness, the report also explains how the complaints are investigated and the measures taken by the Council to date aimed at reducing the incidences of dampness/condensation.

3. LINKS TO STRATEGY

- 3.1 The response Repair Policy will assist the council in meeting the aims and priorities detailed in the following strategies:
- 3.2 **National Housing Strategy:** The Welsh Assembly Government's National Housing Strategy 'Better Homes for People in Wales' (2001) has key themes of quality and choice. The WAG vision for housing "*wants everyone in Wales to have the opportunity to live in good quality, affordable housing*".

- 3.3 **Single Integrated Plan** (Prosperous Caerphilly – P2) “Improve standards of housing and communities, giving appropriate access to services across the County Borough”
- 3.4 **Local Housing Strategy:** Property Theme: “Providing the opportunity for everyone to live in affordable, sustainable, good quality housing, regardless of tenure.”

And links specifically to Strategic Aim 6: Housing Management, “To provide good quality, well-managed homes in communities where people want to live, and offer people housing choices which meet their needs and aspirations.”

4. THE REPORT

- 4.1 Since 2008 the Council’s housing Surveyors have visited 3,568 individual properties carrying out 6,759 inspections. For 1,971 (55%) of these properties it has been a once only visit.
- 4.2 Of the remaining 1,597 properties Table 1 sets out how many visits have been made to properties over the time period being considered in this report whilst Table 2 provides a breakdown of the total number and type of calls related to dampness which have been received.

Table 1:

Visits	Properties	%ge
2	815	51.03%
3	375	23.48%
4>	407	25.48%

Table 2:

	Damp report
Chimney	99
Damp/Condensation	6079
CWI	7
Door/window	371
Rising damp	65
Roof Leak	138
Grand Total	6759

- 4.3 Resolving damp and condensation issues can be a difficult process; however in the majority (78%) of cases we are able to resolve issues by the second visit.
- 4.4 It will be noted from Table 2 that damp/condensation issues are reported most frequently. Damp calls encompass chimney leaks and roof leaks and these are also reported separately. The same holds true for rising damp calls, which, following investigation may be determined as condensation related. Damp related to leaks from the plumbing in the property or other types of leak e.g. gas leaks have been removed from the data in order to provide as clear a picture as is possible. Table 3 provides a breakdown of complaints based on ward.

Table 3:

Count of Repair Number Ward	Year							Grand Total
	2008	2009	2010	2011	2012	2013	2014	
ST JAMES	79	92	34	61	88	99	63	516
BEDWAS TRETDOM								
MACHN	62	50	25	75	104	99	73	488
PENYRHEOL	81	57	19	70	72	63	63	425
TWYN CARNO	50	52	22	57	88	81	61	411
BARGOED	61	63	26	58	77	54	50	389
ST CATTWG	47	35	25	65	60	70	53	355
NEW TREDEGAR	40	46	25	46	75	72	49	353
MORIAH	60	48	14	58	63	56	36	335
PONTLLANFRAITH	34	43	16	52	62	59	68	334
CEFN FFOREST	41	42	18	40	40	39	35	255
NEWBRIDGE	28	24	11	40	50	47	26	226
BLACKWOOD	30	37	21	28	35	44	29	224
MORGAN JONES	37	24	9	43	35	42	28	218
HENGOED	28	16	12	27	43	37	40	203
ABERBARGOED	36	32	14	27	28	26	23	186
ABERCARN	18	16	14	25	43	46	23	185
RISCA EAST	19	17	6	23	26	54	38	183
PONTLOTTYN	30	27	17	21	33	29	21	178
ABER VALLEY	27	31	5	27	36	27	12	165
CRUMLIN	23	16	6	22	38	21	22	148
DARREN VALLEY	23	23	10	31	27	10		124
ARGOED	12	14	10	16	25	13	12	102
RISCA WEST	2	4	5	14	26	26	24	101
PENGAM	15	9	5	13	19	15	16	92
NELSON	15	12	6	17	16	14	9	89
MAESYCWMMER	14	13	3	9	17	17	7	80
ST MARTINS	9	8	3	10	18	11	13	72
GILFACH	13	8	7	11	16	8	7	70
CROSSKEYS	8	8	4	8	17	12	12	69
YNYSDDU	14	5	2	14	11	14	7	67
PENMAEN	4	6	1	5	8	13	6	43
LLANBRADACH	8	9	1	9	5	4	5	41
YSTRAD MYNACH	2	1	1	8	6	5	8	31
TONYFELIN				1				1
Grand Total	970	888	398	1030	1307	1227	939	6759

4.5 Data Analysis

- 4.5.1 Appendix 1 provides a further breakdown of data based on street and area level. This assists in further analysing the information to establish if there are particular problems being highlighted within certain streets or estates.

- 4.5.2 The data needs to be treated with caution however, as whilst the percentage of repairs undertaken against properties may seem high in some cases, a low number of properties within an individual street will inflate this percentage.
- 4.5.3 When the data has been analysed on a street basis, it is clear that damp associated problems affect a range of construction types including traditional and non-traditional, and are not restricted to certain areas, they occur across the borough.
- 4.5.4 From the data it has not been possible to determine common causes of dampness, other than those identified within Table 2. This has identified an area for improvement within the service area and is a matter that will be addressed.
- 4.5.5 Further analysis has identified a problem on a number of our estates, although some streets within these estates appear to have been affected more than others – examples of estates include Gelligaer, Gilfach (Phase I & II), Lansbury Park, Panside and Phillipstown.
- 4.5.6 Parts of Gelligaer, Gilfach Phase I and Panside have recently benefitted from an external wall insulation and render system which will alleviate the majority of problems in those properties that were previously affected by damp.
- 4.5.7 Lansbury Park has been identified as requiring an overclad system and this has already been allowed for within the WHQS external works programme.
- 4.5.8 We have also recently submitted a bid to the Welsh Government for grant funding which includes Phillipstown, to carry out energy efficiency works, which again will include overcladding. We are however, currently awaiting a decision on this.
- 4.5.9 The remainder of the properties in Gelligaer are also included for an overclad system as part of the WHQS external works programme.
- 4.5.10 In relation to Gilfach Phase II, these are all traditionally constructed properties and there are no plans to overclad these. Where the cause of the problem has been identified as a defect, the remedial works have been undertaken. If more major works are required, then where possible an interim repair would have been carried out and the issue identified for inclusion in a future WHQS programme of work.

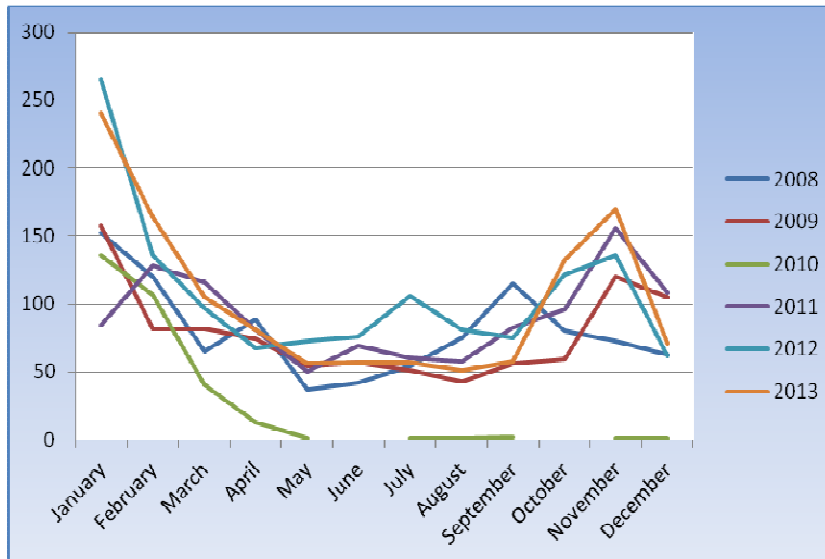
4.6 Reporting process

- 4.6.1 Initial repair requests are handled by the Area and Neighbourhood offices or the Central Repairs Team and passed to the area surveyor to visit. The Surveyor will investigate the complaint, determine the cause of the problem and where appropriate arrange for the necessary remedial works.
- 4.6.2 Where the problem is determined as one of condensation due to the life style of the household, then appropriate advice will be provided to the tenant, together with an information leaflet on damp and condensation (See Appendix 2). If deemed necessary assistance will be provided in cleaning off severe mould growth to put the property back into a manageable condition for the tenant.
- 4.6.3 If the Surveyor requires technical support or further advice, or the tenant challenges the area surveyor's diagnosis, the repair request is then passed to the Senior Surveyor. The Senior Surveyor will visit and conduct a more detailed investigation and produce a report. The report may identify a number of jobs to be completed or a note of advice given to the tenant in how to control condensation issues. Should the tenant not accept the Senior Surveyor's opinion then the matter is referred to an external damp consultant or an Environmental Health Officer.
- 4.6.4 Where the tenant feels they have not had a satisfactory resolution to the problem they may contact their local ward member. These repair requests are often sent to the Chief Housing Officer who passes them either to the area office or the Housing Repairs Team or they may

be pursued directly with the Area/Neighbourhood Housing Manager. In either case they are then dealt with, by the Senior Surveyor, but the resulting report is forwarded to the Chief Housing Officer who passes the information to the relevant ward member. If a Member requests that he/she accompanies the Senior Surveyor on the visit, then a copy of the report sent to the Chief Housing Officer is also sent direct to the Member if requested.

- 4.6.5 Repairs identified are then entered on Capita as a works order and prioritised accordingly. They are undertaken either by the in-house workforce or by a contractor.

Condensation Damp is seasonal



- 4.6.6 The chart shows the “damp/condensation season” September when damp calls start to rise to March when numbers have almost levelled out. In order to diagnose damp problems the surveyor has a variety of instruments, which can be used to confirm what can be seen and felt.

4.7 The equipment

All Surveyors are equipped with a Protimeter Moisture meter and have received training in the correct use of the instrument. The Senior Surveyor carries a Protimeter Survey Master Moisture meter, a Flir B60 thermal imager, and an Extech Psychrometer/thermometer. These instruments enable the likely cause of the dampness to be determined in more difficult cases.

- 4.7.1 The Senior Surveyor has been on an external training course in the use of the thermal imager. This instrument will reveal heat loss/gain indicating where cavity wall or loft insulation may not be adequate. By pre-arrangement with the tenant, the thermal imager can also be used to conduct a thermal survey of a property, which will reveal deficiencies in the cavity insulation providing there is a 10° difference in external and internal temperature to give meaningful results. In addition, by entering the relative humidity and temperature from the Psychrometer the thermal imager can also be used to detect condensation risks.

4.8 The causes of damp and condensation in homes.

4.8.1 Causes of Damp

- Leaking pipes, wastes or overflows.
- Rain seeping through the roof where a tile or slate is missing, defective roofing felt, spilling from a blocked gutter, penetrating around window frames, or leaking through a cracked pipe.
- Rising damp due to a defective damp course or because there is no damp course or because the damp course has been bridged.

- Existence of wet CWI.
- Leaking chimneys.
- Builder's debris in the cavity.

4.8.2 Causes of Condensation

- Cooking.
- Washing and drying clothes especially on radiators.
- Incorrectly installed tumble dryers.
- Other clothes drying apparatus.
- Showering and bathing.
- Calor gas heaters.
- Lack of adequate heating and ventilation.

4.8.3 Whilst it is easy to list the main causes, there are other factors, which can lead to complaints of damp in the Council's housing stock.

4.8.4 A common problem is cold bridging which highlights damp conditions. This occurs when part of the structure is directly linked to cold external components and warm internal ones with no insulation between. This provides a ready area for mould growth. Typical of this situation is the concrete lintels over the windows of many of the Council's properties these often pass right through the wall.

4.8.5 Other problems encountered are cavities which are blocked with builder's rubble, often bridging the DPC. Dirty wall ties allowing moisture to cross the cavity often exacerbated by the presence of cavity wall insulation. Inadequate cavity insulation leading to voids which in turn create cold spots on the wall.

4.9 Insulation Issues

Typical of the problems faced in some of our properties is damp Cavity Wall Insulation which has to be extracted, additionally problems with loft insulation which has become dislodged or missing and other uninsulated areas causing black mould to appear. Common areas in this category include sloping soffits in bedrooms where there is insufficient space for fibre insulation and so they are left empty when the loft insulation is upgraded. Additionally cavity wall insulation has been found to have voids in it, which produce similar patches of mould as missing loft insulation.

4.10 The cost of heating the home

With the introduction of Welfare Reform and rising energy bills, many of our tenants are in financial hardship and struggling to meet day to day living costs. Tenants often cannot afford to leave the heating on low to warm up the fabric of the building and only boosting it when needed. Failure to adequately heat a property will result in the internal temperature dropping to such a level that any moisture laden air within the property, will condense. This can then show itself as moisture on windows, walls, ceilings, furnishings and clothes, with resultant mould growth.

4.11 Modernisation

Modernisation programmes have involved replacing old draughty windows and doors with weather-stripped windows and doors. The replacement of the coal fire, with a modern combi boiler with the resultant loss of the fire place and flue, arguably the best natural ventilator we have had in our homes, have meant that homes have become more and more airtight. Unless the tenant regularly ventilates the home, then with no means of escape the moisture in the air condenses on the walls, windows and soft furnishings and produces mould. This is further exacerbated if the heating system is not utilised as explained above.

4.12 Government initiatives

- 4.12.1 Over the years various Government initiatives have been implemented; all aimed at reducing the carbon footprint of the UK and Caerphilly as a local government area has played its part. The first of these initiatives was the injection of cavity wall insulation, whilst beneficial in the majority of homes this has in a minority of cases been detrimental to the property and the lives of the occupants. Of over 6,000 properties with cavity insulation in the borough some 480 have been subject to extraction and where deemed suitable, re-insulation with alternative means.
- 4.12.2 Since then there have been a number of other government funding schemes such as ARBED, ECO, CESP, etc., which have all attempted to improve the insulation and energy efficiency of homes. With this insulation has come other problems relating to the way in which insulation is installed in an attic or cavity, which have been covered previously in this report.
- 4.12.3 Similarly cavity wall insulation installers also face problems ensuring the cavity is full. They will rely on experience and calculation based on wall areas to know how much fill a cavity should take before it is truly full. Checks with thermal imagers are not carried out due to the limitations of these instruments, which are especially apparent in the summer. Experience has shown that voids in the cavity are a common cause of mould in the house.
- 4.12.4 Insulated render schemes have also been carried out on hard to insulate properties. This has had some success because where properties have received an insulated render system the incidence of damp calls has dropped off significantly. Estates such as Gelligaer, Panside and Graig Y Rhacca have been so treated to great effect and this has also significantly reduced our tenants' energy costs.

4.13 WHQS and other Council improvement programmes

- 4.13.1 The WHQS Programme is based on the Savills stock condition survey undertaken during 2008. The survey was primarily concerned with component renewal e.g. roofs, windows, doors, kitchens, bathrooms etc., required to achieve the standard. At the time of the survey the main areas of failure related to the lack of internal modernisation to the properties and issues concerning the environment around the properties.
- 4.13.2 The stock includes around 3000 properties of non traditional construction. Half of these are the Laing Easyform and Wimpey No Fines properties. These properties were noted as being prone to suffer dampness. Other than this specific reference the Savills survey provides no quantification of the extent of damp problems. Therefore it is not possible to provide any correlation between the survey data and the number of damp related requests/complaints received by Housing Repair Operations.
- 4.13.3 The Savills survey was a 15% sample to identify the investment requirements for WHQS. In order to develop a detailed works schedule every property has to be individually surveyed for both internal and external works. It is a primary requirement of WHQS that all homes must be structurally stable, free from damp and disrepair. The location, extent, and duration of any dampness are therefore key factors to be identified during the property survey and appropriate remedial works scheduled. Dampness not only affects the physical fabric of the property but can be a threat to mental health and social well being which may be caused by living with the presence of damp, damp staining and/or mould growth. Members will be aware of the damp problems identified at Rowan Place which will be addressed as part of the WHQS Programme and it is possible that other estates may have similar problems.
- 4.13.4 During previous re-wiring programmes and as part of the WHQS works the ventilation in homes is being improved through the installation of fans. There has been some tenant resistance and a recent survey has revealed a number of units are turned off as they are considered by tenants too expensive to run, noisy or cold

- 4.13.5 The standard fan in use with the WHQS programme is the Nuaire Cyfan. Running costs for two units, one in the bathroom and one in the kitchen, according to the Nuaire information leaflet, is less than £6 per annum, that amounts to around 50p per month to control condensation related dampness – much less than the cost of redecorating an affected room.
- 4.13.6 Housing Repair Operations have a number of options to tackle condensation problems ranging from simply providing advice to fitting specialised ventilation equipment such as the Cyfan fans and Drimaster positive input ventilation units. This latter is subject to tenant resistance to the use of electrical devices due to a perception that the running costs are excessive. As noted above the fans are cheap to run and the Drimaster units equally so, typically costing 1p per day to run according to the manufacturers data.

5. EQUALITIES IMPLICATIONS

- 5.1 An Equalities Impact Assessment is not needed because the issues covered are for information purposes only, therefore the Council's full EIA process does not need to be applied.

6. FINANCIAL IMPLICATIONS

- 6.1 The response repair budget over the last 3 years has been set £7.8m. Over the past 10 years it has fluctuated to address demands on various priorities, but overall has increased by 5% since 2004/5 to 2014/15.

7. PERSONNEL IMPLICATIONS

- 7.1 There are no direct personnel implications.

8. CONSULTATIONS

- 8.1 Consultation has taken place with relevant officers, Cabinet Member for Housing, Chair and Vice Chair of P&R Scrutiny and the Repairs and Improvement Group, all views and opinions have been included in the report.

9. RECOMMENDATIONS

- 9.1 This report is for information purposes only and advises Members of the Policy and Resources Committee on the progress being made to tackle damp and condensation issues to the Council's housing stock.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 The purpose of this report is to provide information on the handling of housing related damp complaints including those raised by tenants and Councillors.

11. STATUTORY POWER

- 11.1 Section 80 – Environmental Protection Act 1990, Housing Health and Safety Rating System.

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Consultees: Chris Burns – Interim Chief Executive
Nicole Scammell – Interim Director of Corporate Services & Section 151 Officer
Cllr Gerald Jones - Deputy Leader and Cabinet Member (Housing)
Cllr Hefin David – Chair of Policy & Resources Scrutiny Committee
Cllr Sean Morgan – Vice-Chair of Policy & Resources Scrutiny Committee
Phil Davy – Head of Programmes
Graham North - Public Sector Housing Manager
Paul Smythe – Housing Repair Operations Manager
Kenyon Williams – Private Sector Housing Manager.
Andrew Jeffries – Senior Surveyor
Repairs & Improvement Group Tenant Representatives

Appendices:

Appendix 1: Data Analysis based on Street and Area level
Appendix 2: Keeping your Home Free from Damp & Condensation leaflet

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DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
BEDWELLY ROAD	ABERBARGOED	4	2	1	25.00
BRYN Y PWLL	ABERBARGOED	10	9	5	50.00
BYRON ROAD	ABERBARGOED	5	4	4	80.00
CHURCH STREET	ABERBARGOED	2	2	2	100.00
COEDYMOETH ROAD	ABERBARGOED	17	5	3	17.65
COMMERCIAL STREET	ABERBARGOED	15	3	2	13.33
COMMIN ROAD	ABERBARGOED	9	5	3	33.33
CWRT COCH STREET	ABERBARGOED	8	6	4	50.00
DUFFRYN STREET	ABERBARGOED	11	17	7	63.64
HEATHFIELD WALK	ABERBARGOED	11	10	7	63.64
HIGHFIELD CRESCENT	ABERBARGOED	27	8	5	18.52
LEWIS STREET	ABERBARGOED	60	9	9	15.00
MILTON CLOSE	ABERBARGOED	7	2	2	28.57
NEUADDWEN STREET	ABERBARGOED	20	19	8	40.00
PANT STREET	ABERBARGOED	4	2	2	50.00
PANTYFID ROAD	ABERBARGOED	20	14	10	50.00
RHIWAMOTH STREET	ABERBARGOED	5	9	4	80.00
ROCKLEIGH AVENUE	ABERBARGOED	11	3	3	27.27
SANNAN STREET	ABERBARGOED	18	18	7	38.89
SHELLEY CLOSE	ABERBARGOED	12	5	3	25.00
THOMAS STREET	ABERBARGOED	16	6	4	25.00
TREDEGAR TERRACE	ABERBARGOED	4	5	2	50.00
WILLIAM FORBES BUNGALOWS	ABERBARGOED	30	19	12	40.00
YEW STREET	ABERBARGOED	8	4	2	25.00
ACACIA TERRACE	ABERCARN	6	3	3	50.00
CLYTHA SQUARE	ABERCARN	8	2	2	25.00
HIGH MEADOW	ABERCARN	42	5	4	9.52
PENRHIW TERRACE	ABERCARN	11	17	6	54.55
PERSONDY TERRACE	ABERCARN	4	13	3	75.00
RAILWAY TERRACE	ABERCARN	11	3	3	27.27
THE RANKS	ABERCARN	27	19	12	44.44
TWYN PLACE	ABERCARN	5	4	2	40.00
BRIDGEFIELD STREET	ABERTRIDWR	1	3	1	100.00
BRONMYNYDD	ABERTRIDWR	16	2	2	12.50
BRYNGELLI TERRACE	ABERTRIDWR	1	7	1	100.00
CEFN ILAN	ABERTRIDWR	28	31	15	53.57
DAN Y GRAIG	ABERTRIDWR	4	5	2	50.00
GRAIG Y FEDW	ABERTRIDWR	7	15	4	57.14
GREENFIELD PLACE	ABERTRIDWR	13	2	2	15.38
ILAN ROAD	ABERTRIDWR	48	23	13	27.08
PLAS NANT	ABERTRIDWR	8	7	4	50.00
THOMAS STREET	ABERTRIDWR	1	1	1	100.00
WILLIAM STREET	ABERTRIDWR	2	1	1	50.00
ALEXANDER STREET	ABERTYSSWG	2	4	1	50.00
GREENSWAY	ABERTYSSWG	37	13	8	21.62
PROSPECT PLACE	ABERTYSSWG	30	12	6	20.00
WARNS TERRACE	ABERTYSSWG	7	2	2	28.57
GREENFIELD TERRACE	ARGOED	5	3	1	20.00
LOWER JAMES STREET	ARGOED	1	4	1	100.00
PENYLAN ROAD	ARGOED	24	19	8	33.33
HEOLDDU AVENUE	BARGOED	5	5	3	60.00
HEOLDDU CRESCENT	BARGOED	21	15	6	28.57
HEOLDDU DRIVE	BARGOED	4	2	1	25.00
HEOLDDU GREEN	BARGOED	6	5	3	50.00
HEOLDDU GROVE	BARGOED	49	3	2	4.08
HEOLDDU ROAD	BARGOED	1	1	1	100.00
MOORLAND ROAD	BARGOED	5	3	2	40.00
MOUNT PLEASANT	BARGOED	10	11	6	60.00
ST GWLADYS AVENUE	BARGOED	33	8	5	15.15
ST GWLADYS COURT	BARGOED	21	1	1	4.76
BRYNAWEL	BEDWAS	17	6	5	29.41
BRYNCANOL	BEDWAS	15	3	2	13.33

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
BRYNFEDW AVENUE	BEDWAS	26	21	10	38.46
BRYNGLAS	BEDWAS	21	9	6	28.57
BRYNGOLEU	BEDWAS	12	4	3	25.00
BRYNHEOL	BEDWAS	25	12	8	32.00
BRYNTEG	BEDWAS	8	1	1	12.50
BRYNTIRION	BEDWAS	15	6	5	33.33
EAST AVENUE	BEDWAS	10	10	7	70.00
GLEBE STREET	BEDWAS	4	7	2	50.00
GREENACRE DRIVE	BEDWAS	45	24	13	28.89
HILLSIDE TERRACE	BEDWAS	10	15	6	60.00
NEWPORT ROAD	BEDWAS	6	6	3	50.00
THE CRESCENT	BEDWAS	8	10	4	50.00
THE WILLOWS	BEDWAS	29	19	11	37.93
ADDISON STREET	BLACKWOOD	17	8	6	35.29
ALBANY ROAD	BLACKWOOD	14	5	3	21.43
ALDERMAN CLOSE	BLACKWOOD	16	4	3	18.75
APOLLO WAY	BLACKWOOD	23	25	12	52.17
ATLEE ROAD	BLACKWOOD	12	6	3	25.00
BEDWELTY ROAD	BLACKWOOD	3	1	1	33.33
BEVAN CRESCENT	BLACKWOOD	4	3	2	50.00
CEFN ROAD	BLACKWOOD	2	1	1	50.00
CHARTIST WAY	BLACKWOOD	40	22	14	35.00
COEDCAE WALK	BLACKWOOD	2	7	2	100.00
CORONATION ROAD	BLACKWOOD	14	9	3	21.43
CROESO SQUARE	BLACKWOOD	14	8	4	28.57
DAVID STREET	BLACKWOOD	1	1	1	100.00
FROST PLACE	BLACKWOOD	5	13	3	60.00
GIBBS CLOSE	BLACKWOOD	23	5	3	13.04
GREENWOOD ROAD	BLACKWOOD	14	14	7	50.00
LEWIS LEWIS AVENUE	BLACKWOOD	21	16	11	52.38
MONTCLAIRE AVENUE	BLACKWOOD	19	9	5	26.32
MORRISON STREET	BLACKWOOD	21	10	7	33.33
PALMERS PLACE	BLACKWOOD	16	6	4	25.00
PARFITT PLACE	BLACKWOOD	15	7	6	40.00
PARK TERRACE	BLACKWOOD	#N/A	2	1	#N/A
PLEASANT VIEW	BLACKWOOD	3	1	1	33.33
TREE TOPS AVENUE	BLACKWOOD	8	14	6	75.00
TWYNYFFALD ROAD	BLACKWOOD	15	14	9	60.00
TY ISHA TERRACE	BLACKWOOD	6	1	1	16.67
WAUN LLWYN CRESCENT	BLACKWOOD	18	12	7	38.89
WHEATLEY PLACE	BLACKWOOD	10	2	1	10.00
BRISTOL TERRACE	BRITHDIR	8	3	2	25.00
HEOL YR ONEN	BRYNCENYDD	9	11	5	55.56
PLAS PHILLIPS	BRYNCENYDD	6	5	3	50.00
CAEBRAGDY	CAERPHILLY	24	15	8	33.33
CLAUDE ROAD	CAERPHILLY	70	56	31	44.29
HEOL GLEDYR	CAERPHILLY	13	4	3	23.08
HEOL TRECASTELL	CAERPHILLY	34	15	9	26.47
MORGAN JONES PARK	CAERPHILLY	#N/A	1	1	#N/A
NANTDDU	CAERPHILLY	52	16	13	25.00
NANTGARW ROAD	CAERPHILLY	1	1	1	100.00
PLAS THOMAS	CAERPHILLY	8	6	3	37.50
TONYFELIN ROAD	CAERPHILLY	#N/A	1	1	#N/A
WAUNFACH STREET FLATS	CAERPHILLY	16	10	8	50.00
BEDWELTY ROAD	CEFN FFOREST	25	7	3	12.00
BRYN ROAD	CEFN FFOREST	1	1	1	100.00
BRYNGOLEU STREET	CEFN FFOREST	10	4	4	40.00
CEFN FFOREST AVENUE	CEFN FFOREST	21	6	4	19.05
CENTRAL AVENUE	CEFN FFOREST	4	9	4	100.00
CRAIGLAS CRESCENT	CEFN FFOREST	10	14	7	70.00
DAVIES STREET	CEFN FFOREST	7	3	2	28.57
DERWENDEG AVENUE	CEFN FFOREST	13	6	4	30.77

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
DYLAN AVENUE	CEFN FFOREST	27	24	14	51.85
MARIANWEN STREET	CEFN FFOREST	1	1	1	100.00
PENCOED AVENUE	CEFN FFOREST	66	56	29	43.94
PENYBRYN AVENUE	CEFN FFOREST	24	21	10	41.67
PWLLGLAS ROAD	CEFN FFOREST	8	4	3	37.50
ST MARGARETS AVENUE	CEFN FFOREST	27	9	7	25.93
TWYN GARDENS	CEFN FFOREST	37	28	15	40.54
TY BEDWELLY	CEFN FFOREST	25	2	2	8.00
WAUNBORFA ROAD	CEFN FFOREST	8	8	2	25.00
BIRCH CRESCENT	CEFN HENGOED	23	26	14	60.87
GELLIGAER ROAD	CEFN HENGOED	11	9	4	36.36
HENGOED AVENUE	CEFN HENGOED	5	5	3	60.00
HENGOED HALL CLOSE	CEFN HENGOED	10	16	8	80.00
HENGOED HALL DRIVE	CEFN HENGOED	4	6	2	50.00
HEOL Y FELIN	CEFN HENGOED	16	8	7	43.75
LANSBURY AVENUE	CEFN HENGOED	76	53	36	47.37
THREE ELMS CLOSE	CEFN HENGOED	9	6	3	33.33
WOODLAND PLACE	CEFN HENGOED	5	8	2	40.00
CEIRIOG DRIVE	CHURCHILL PARK	5	2	2	40.00
DAVIES DRIVE	CHURCHILL PARK	9	8	4	44.44
DYFED DRIVE	CHURCHILL PARK	9	3	2	22.22
DYLAN DRIVE	CHURCHILL PARK	19	14	6	31.58
EMLYN DRIVE	CHURCHILL PARK	3	1	1	33.33
GLYN DERW	CHURCHILL PARK	32	25	14	43.75
GRUFFYDD DRIVE	CHURCHILL PARK	16	16	7	43.75
GWYN DRIVE	CHURCHILL PARK	3	3	1	33.33
HOWARD DRIVE	CHURCHILL PARK	14	15	8	57.14
ISLWYN DRIVE	CHURCHILL PARK	4	1	1	25.00
LEWIS DRIVE	CHURCHILL PARK	39	36	16	41.03
LLEWELLYN DRIVE	CHURCHILL PARK	7	5	4	57.14
STANLEY DRIVE	CHURCHILL PARK	14	21	9	64.29
BONT CLOSE	COMMERCIAL STREET	9	7	5	55.56
BYRON PLACE	CROESPENMAEN	14	5	5	35.71
PANDY ROAD	CROESPENMAEN	6	5	3	50.00
SHELLEY CLOSE	CROESPENMAEN	8	5	3	37.50
TY MELIN	CROESPENMAEN	33	5	5	15.15
RISCA ROAD	CROSSKEYS	36	12	7	19.44
TREDEGAR STREET	CROSSKEYS	13	1	1	7.69
WAUNFAWR GARDENS	CROSSKEYS	47	8	8	17.02
WAUNFAWR HOUSE	CROSSKEYS	22	5	3	13.64
PARRY TERRACE	CRUMLIN	1	2	1	100.00
ABERCARN FACH	CWMCARN	23	12	7	30.43
EDWARDSVILLE	CWMCARN	15	26	8	53.33
GEORGE STREET	CWMCARN	41	70	25	60.98
NANTCARN ROAD	CWMCARN	20	10	8	40.00
TRIBUTE AVENUE	CWMCARN	5	1	1	20.00
GLYN DERW	DERI	5	8	3	60.00
YSGWYDDGWYN	DERI	24	14	7	29.17
THOMASVILLE	ENERGLYN	31	6	5	16.13
ANEURIN AVENUE	FAIRVIEW	15	14	6	40.00
CWRT Y WAUN	FAIRVIEW	14	22	10	71.43
EDWARD STREET	FAIRVIEW	13	9	5	38.46
COUNDLEY CLOSE	FLEUR DE LYS	6	1	1	16.67
FRANCIS STREET	FLEUR DE LYS	1	2	2	200.00
HAFOD CLOSE	FLEUR DE LYS	11	1	1	9.09
SUMMERFIELD TERRACE	FLEUR DE LYS	9	1	1	11.11
WARNE STREET	FLEUR DE LYS	2	1	1	50.00
BEILI GLAS ROAD	FLEUR-DE-LYS	9	4	4	44.44
BRYN NANT	FOCHRIW	12	7	4	33.33
CAE GLAS NEWYDD	FOCHRIW	19	11	7	36.84
CORONATION CRESCENT	FOCHRIW	20	10	5	25.00
GLANYNANT	FOCHRIW	40	18	11	27.50

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
HEOL IAGO	FOCHRIW	7	2	2	28.57
HEOL Y BRYN	FOCHRIW	24	17	8	33.33
HILLSIDE	FOCHRIW	9	1	1	11.11
PONTLOTTYN ROAD	FOCHRIW	13	20	8	61.54
RHODFA GANOL	FOCHRIW	8	11	3	37.50
THE GROVE	FOCHRIW	4	5	2	50.00
ANEURIN BEVAN AVENUE	GELLIGAER	51	50	22	43.14
CHURCH ROAD	GELLIGAER	10	4	3	30.00
CLAERWEN	GELLIGAER	62	53	24	38.71
DAN Y GAER	GELLIGAER	7	2	1	14.29
GAER PLACE	GELLIGAER	11	2	2	18.18
GREENHILL PLACE	GELLIGAER	38	66	26	68.42
HAMAN PLACE	GELLIGAER	17	17	9	52.94
HEOL CATTWG	GELLIGAER	11	10	5	45.45
HEOL EDWARD LEWIS	GELLIGAER	42	33	19	45.24
HEOL PENALLTA	GELLIGAER	2	6	2	100.00
HEOL Y WAUN	GELLIGAER	21	17	10	47.62
OAKS END CLOSE	GELLIGAER	6	2	1	16.67
PENYBRYN TERRACE	GELLIGAER	2	2	2	100.00
PENYWRLOD	GELLIGAER	2	5	2	100.00
ST CATTWGS AVENUE	GELLIGAER	41	15	11	26.83
WAUN RHYDD	GELLIGAER	31	24	15	48.39
AERON COURT	GILFACH	20	5	3	15.00
AERON PLACE	GILFACH	1	2	1	100.00
ANDREWS CLOSE	GILFACH	29	13	9	31.03
ASH PLACE	GILFACH	29	40	21	72.41
BEECH COURT	GILFACH	16	29	11	68.75
BRYNTEG	GILFACH	12	20	7	58.33
GWERTHONOR ROAD	GILFACH	4	2	2	50.00
HEOL BRYCHAN	GILFACH	18	12	7	38.89
HEOL CAE DERWEN	GILFACH	29	13	6	20.69
HEOL CARADOC	GILFACH	36	15	10	27.78
HEOL COEDCAE	GILFACH	22	3	3	13.64
HEOL FACH	GILFACH	3	4	2	66.67
HEOL FARGOED	GILFACH	14	14	9	64.29
HEOL PENGARREG	GILFACH	9	1	1	11.11
HEOL Y MYNYDD	GILFACH	24	8	7	29.17
HILLSIDE VIEW	GILFACH	8	7	4	50.00
LEWIS CRESCENT	GILFACH	12	12	8	66.67
OAK PLACE	GILFACH	17	29	13	76.47
OAKLANDS	GILFACH	31	18	13	41.94
PARK ROAD	GILFACH	1	1	1	100.00
PARK VIEW	GILFACH	73	83	37	50.68
ST ANNES CRESCENT	GILFACH	1	2	1	100.00
SYCAMORE COURT	GILFACH	30	45	18	60.00
THE AVENUE	GILFACH	5	1	1	20.00
THE CLOSE	GILFACH	6	4	3	50.00
THE DRIVE	GILFACH	5	7	2	40.00
VALE VIEW	GILFACH	10	2	2	20.00
VERE PLACE	GILFACH	20	9	6	30.00
VERE STREET	GILFACH	4	2	2	50.00
WESTERN DRIVE	GILFACH	5	2	2	40.00
BURNS CLOSE	GRAIG Y RHACCA	16	9	2	12.50
COLERIDGE GARDENS	GRAIG Y RHACCA	18	19	8	44.44
DICKENS COURT	GRAIG Y RHACCA	49	17	10	20.41
GRAYS GARDENS	GRAIG Y RHACCA	57	20	10	17.54
KEBLE COURT	GRAIG Y RHACCA	93	39	24	25.81
LONGFELLOW GARDENS	GRAIG Y RHACCA	62	28	20	32.26
MILTON PLACE	GRAIG Y RHACCA	47	21	12	25.53
SHELLEY COURT	GRAIG Y RHACCA	43	22	11	25.58
ACACIA AVENUE	HENGOED	2	3	1	50.00
ASHGROVE	HENGOED	10	16	6	60.00

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
BEECH DRIVE	HENGOED	9	14	6	66.67
CHAPEL TERRACE	HENGOED	16	10	7	43.75
HAWTHORNE AVENUE	HENGOED	20	2	2	10.00
HEOL CELYN	HENGOED	4	4	2	50.00
HEOL DERW	HENGOED	6	1	1	16.67
HEOL DEWI	HENGOED	6	1	1	16.67
HEOL UCHAF	HENGOED	1	1	1	100.00
HILL VIEW	HENGOED	10	1	1	10.00
MYRTLE GROVE	HENGOED	2	2	2	100.00
THE BUNGALOWS	HENGOED	14	11	7	50.00
LLWYNBACH TERRACE	HOLLYBUSH	1	1	1	100.00
ALEXANDER COURT	LANSBURY PARK	64	54	30	46.88
ATLEE COURT	LANSBURY PARK	54	53	21	38.89
BUXTON COURT	LANSBURY PARK	57	51	21	36.84
GRAHAM COURT	LANSBURY PARK	64	69	29	45.31
GREENWOOD COURT	LANSBURY PARK	20	9	7	35.00
HALDANE COURT	LANSBURY PARK	23	15	9	39.13
HARTSHORN COURT	LANSBURY PARK	42	32	16	38.10
MAXTON COURT	LANSBURY PARK	51	54	22	43.14
SNOWDEN COURT	LANSBURY PARK	75	46	23	30.67
TREVELYAN COURT	LANSBURY PARK	36	26	12	33.33
WEDGEWOOD COURT	LANSBURY PARK	37	45	19	51.35
GARDEN STREET	LLANBRADACH	16	1	1	6.25
PLAS CAE LLWYD	LLANBRADACH	26	6	5	19.23
SCHOOL STREET	LLANBRADACH	25	18	9	36.00
THOMAS STREET	LLANBRADACH	1	1	1	100.00
WOODLANDS	LLANBRADACH	#N/A	9	3	#N/A
BRYNHYFRYD TERRACE	MACHEN	5	2	1	20.00
CHATHAM PLACE	MACHEN	4	8	4	100.00
FFWRWM ROAD	MACHEN	18	12	6	33.33
GRAIG VIEW	MACHEN	7	9	6	85.71
MOUNTAIN VIEW	MACHEN	2	5	2	100.00
SUNNYBANK TERRACE	MACHEN	3	1	1	33.33
THE CRESCENT	MACHEN	13	8	6	46.15
CHAVE TERRACE	MAESYCWMMER	1	2	1	100.00
GLEN VIEW	MAESYCWMMER	4	1	1	25.00
GLENCOED	MAESYCWMMER	16	20	9	56.25
GWERNA CRESCENT	MAESYCWMMER	13	7	4	30.77
HILL VIEW	MAESYCWMMER	13	10	7	53.85
PARK ROAD	MAESYCWMMER	12	2	2	16.67
PLEASANT VIEW	MAESYCWMMER	5	8	4	80.00
THE CRESCENT	MAESYCWMMER	6	9	4	66.67
VALE VIEW	MAESYCWMMER	5	8	3	60.00
Y GLYN	MAESYCWMMER	37	13	9	24.32
COMMIN CLOSE	MARKHAM	13	6	5	38.46
JAMES STREET	MARKHAM	19	10	6	31.58
JOHN STREET	MARKHAM	3	1	1	33.33
MONMOUTH WALK	MARKHAM	40	11	9	22.50
MOUNTAIN VIEW	MARKHAM	54	47	28	51.85
BRYNCELYN	NELSON	36	7	5	13.89
CHURCH LANE	NELSON	20	6	3	15.00
HEOL ISLWYN	NELSON	32	29	14	43.75
HEOL LLYSWEN	NELSON	8	5	3	37.50
LAN Y PARC	NELSON	28	5	4	14.29
LLWYN YR EOS	NELSON	35	13	9	25.71
MAES YR ONEN	NELSON	17	7	4	23.53
PRIMROSE CLOSE	NELSON	6	1	1	16.67
RHIWFER	NELSON	1	1	1	100.00
TAI SIRIOL	NELSON	11	1	1	9.09
YNYS LAS	NELSON	34	14	9	26.47
GLYNSYFI	NEW TREDEGAR	32	18	11	34.38
GREENFIELD STREET	NEW TREDEGAR	24	39	14	58.33

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
JUBILEE ROAD	NEW TREDEGAR	28	31	16	57.14
LONG ROW	NEW TREDEGAR	29	28	16	55.17
QUEENS ROAD	NEW TREDEGAR	8	9	5	62.50
RHOSYN GWYN	NEW TREDEGAR	20	7	5	25.00
AEL Y BRYN TERRACE	NEWBRIDGE	5	1	1	20.00
ASHFIELD ROAD	NEWBRIDGE	6	5	3	50.00
BLAENBLODAU STREET	NEWBRIDGE	16	13	6	37.50
BRYNDERI TERRACE	NEWBRIDGE	2	1	1	50.00
HIGH STREET	NEWBRIDGE	#N/A	6	3	#N/A
MARTINSFIELD	NEWBRIDGE	20	17	10	50.00
MEREDITH TERRACE	NEWBRIDGE	5	5	3	60.00
PANTEG TERRACE	NEWBRIDGE	3	10	2	66.67
PENYLAN TERRACE	NEWBRIDGE	3	2	1	33.33
CENTRAL AVENUE	OAKDALE	7	6	3	42.86
FARM CLOSE	OAKDALE	19	9	7	36.84
GROVESIDE ROAD	OAKDALE	6	3	2	33.33
HIGHTREE RISE	OAKDALE	3	2	1	33.33
PENMAEN CORNER	OAKDALE	11	2	2	18.18
UNDERWOOD ROAD	OAKDALE	15	14	7	46.67
WEST VIEW CRESCENT	OAKDALE	1	2	1	100.00
CARLYON ROAD	PANTSIDE	14	14	5	35.71
CENTRAL AVENUE	PANTSIDE	30	5	2	6.67
CLAREMONT ROAD	PANTSIDE	12	11	6	50.00
CORONATION CRESCENT	PANTSIDE	14	8	6	42.86
ELM COURT	PANTSIDE	6	1	1	16.67
GLANSHON COURT	PANTSIDE	13	6	3	23.08
HAZELWOOD ROAD	PANTSIDE	9	1	1	11.11
HILARY ROAD	PANTSIDE	11	2	2	18.18
HILLTOP CRESCENT	PANTSIDE	15	3	2	13.33
LIME COURT	PANTSIDE	9	13	6	66.67
LINDEN COURT	PANTSIDE	11	20	8	72.73
NEWLYN ROAD	PANTSIDE	18	5	3	16.67
OAK TREE COURT	PANTSIDE	13	9	7	53.85
OLD PANT ROAD	PANTSIDE	22	3	2	9.09
PANT VIEW	PANTSIDE	16	6	5	31.25
PENYCAEAU COURT	PANTSIDE	5	4	3	60.00
ROSE COURT	PANTSIDE	8	6	5	62.50
ST PETERS CLOSE	PANTSIDE	11	11	5	45.45
STONERWOOD VIEW	PANTSIDE	5	2	2	40.00
TIR Y PWLL TERRACE	PANTSIDE	18	5	5	27.78
WILLOW COURT	PANTSIDE	11	6	4	36.36
BRITANNIA WALK	PENGAM	15	4	3	20.00
FARM VIEW	PENGAM	12	5	4	33.33
HODGES CRESCENT	PENGAM	4	2	2	50.00
ISLWYN CLOSE	PENGAM	19	6	4	21.05
ORCHARD LANE	PENGAM	22	19	11	50.00
SALWAY AVENUE	PENGAM	30	16	10	33.33
PARK VIEW BUNGALOWS	PENMAEN	2	1	1	50.00
IVY BUSH COURT	PENMAEN CORNER	8	2	2	25.00
LLWYN ONN	PENPEDAIRHEOL	18	11	7	38.89
CAERBRYN	PENTWYNMAWR	16	9	5	31.25
COED DUON VIEW	PENTWYNMAWR	3	4	1	33.33
GLANBRYNNAR	PENTWYNMAWR	4	7	1	25.00
MAESGWYN	PENTWYNMAWR	6	3	1	16.67
MAESTEG	PENTWYNMAWR	27	6	4	14.81
BRYNGLAS	PENYRHEOL	42	23	10	23.81
BRYNHEULOG	PENYRHEOL	5	3	2	40.00
BRYNTEG	PENYRHEOL	12	8	3	25.00
BRYNTIRION	PENYRHEOL	3	4	2	66.67
GELLI DEG	PENYRHEOL	20	5	4	20.00
GLAN FFRWD	PENYRHEOL	33	10	6	18.18
HEOL ANEURIN	PENYRHEOL	64	36	19	29.69

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
HEOL FAWR	PENYRHEOL	18	20	12	66.67
HEOL PENTWYN	PENYRHEOL	#N/A	10	7	
HEOL TIR BACH	PENYRHEOL	8	6	5	62.50
HEOL TIR GIBBON	PENYRHEOL	28	2	1	3.57
PENYBRYN	PENYRHEOL	66	29	19	28.79
PENYGROES	PENYRHEOL	32	7	3	9.38
PLEASANT PLACE	PENYRHEOL	31	9	6	19.35
RHIW FACH	PENYRHEOL	4	1	1	25.00
TROED-Y-BRYN	PENYRHEOL	11	10	5	45.45
TY ISAF BUNGALOWS	PENYRHEOL	7	10	4	57.14
TY NANT	PENYRHEOL	29	15	8	27.59
Y CILGANT	PENYRHEOL	60	13	8	13.33
CEFN RHYCHDIR ROAD	PHILLIPSTOWN	4	4	1	25.00
CROFT STREET	PHILLIPSTOWN	6	8	4	66.67
DAVALOG TERRACE	PHILLIPSTOWN	14	15	5	35.71
DERLWYN STREET	PHILLIPSTOWN	18	19	10	55.56
FERNHILL TERRACE	PHILLIPSTOWN	16	24	7	43.75
FIELD TERRACE	PHILLIPSTOWN	6	12	2	33.33
JONES STREET	PHILLIPSTOWN	43	29	16	37.21
MEADOW TERRACE	PHILLIPSTOWN	15	30	9	60.00
ORCHARD STREET	PHILLIPSTOWN	6	3	2	33.33
PENRHYN TERRACE	PHILLIPSTOWN	6	7	4	66.67
PRITCHARDS TERRACE	PHILLIPSTOWN	21	26	10	47.62
ALDER RISE	PONTLLANFRAITH	6	1	1	16.67
BEECH AVENUE	PONTLLANFRAITH	4	3	2	50.00
BEECH CROFT	PONTLLANFRAITH	2	2	1	50.00
BROADMEAD	PONTLLANFRAITH	11	3	3	27.27
BROOKFIELD ROAD	PONTLLANFRAITH	34	5	4	11.76
BRYNGLAS AVENUE	PONTLLANFRAITH	20	24	12	60.00
BRYNGOLEU TERRACE	PONTLLANFRAITH	1	3	1	100.00
BRYNTEG AVENUE	PONTLLANFRAITH	33	48	21	63.64
EDGEHILL	PONTLLANFRAITH	8	6	2	25.00
FLEUR DE LYS AVENUE	PONTLLANFRAITH	31	31	15	48.39
GELLIGROES ROAD	PONTLLANFRAITH	28	9	6	21.43
GLAN ISLWYN	PONTLLANFRAITH	3	1	1	33.33
HEOL TRELYN ROAD	PONTLLANFRAITH	16	9	6	37.50
HIGHLAND CRESCENT	PONTLLANFRAITH	5	1	1	20.00
HIGHMEAD	PONTLLANFRAITH	36	8	7	19.44
HILL VIEW	PONTLLANFRAITH	34	37	16	47.06
LLANOVER AVENUE	PONTLLANFRAITH	10	14	7	70.00
MANOR ROAD	PONTLLANFRAITH	8	4	3	37.50
MEADOW ROAD	PONTLLANFRAITH	32	9	7	21.88
MILL ROAD	PONTLLANFRAITH	18	12	7	38.89
MILLBROOK ROAD	PONTLLANFRAITH	36	13	11	30.56
MUSSELWHITE COURT	PONTLLANFRAITH	14	11	6	42.86
MYNYDDISLWYN CLOSE	PONTLLANFRAITH	15	8	5	33.33
NEWBRIDGE ROAD	PONTLLANFRAITH	#N/A	1	1	#N/A
OAKFIELD	PONTLLANFRAITH	3	1	1	33.33
PEMBREY GARDENS	PONTLLANFRAITH	11	4	2	18.18
PENLLWYN LANE	PONTLLANFRAITH	#N/A	2	1	#N/A
PENYMEAD	PONTLLANFRAITH	12	2	2	16.67
SIRHOWY VIEW	PONTLLANFRAITH	16	3	3	18.75
ST MARYS ROAD	PONTLLANFRAITH	21	10	6	28.57
ST SANNANS ROAD	PONTLLANFRAITH	27	17	10	37.04
THE GROVE	PONTLLANFRAITH	7	5	3	42.86
TREOWEN AVENUE	PONTLLANFRAITH	8	16	5	62.50
TY MYNYDDISLWYN	PONTLLANFRAITH	30	3	4	13.33
UPLAND ROAD	PONTLLANFRAITH	10	6	4	40.00
WOODLAND ROAD	PONTLLANFRAITH	13	2	2	15.38
BOARD STREET	PONTLOTTYN	9	8	2	22.22
BRYNGLAS	PONTLOTTYN	20	18	5	25.00
BRYNHYFRYD	PONTLOTTYN	69	32	17	24.64

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
CHAPEL STREET	PONTLOTTYN	4	1	1	25.00
DANYGRAIG	PONTLOTTYN	31	31	13	41.94
FARM ROAD	PONTLOTTYN	15	8	5	33.33
HEOL EVAN WYNNE	PONTLOTTYN	5	2	2	40.00
HILL ROAD	PONTLOTTYN	5	12	4	80.00
MERCHANT STREET	PONTLOTTYN	3	8	2	66.67
MOUNT STREET	PONTLOTTYN	12	14	7	58.33
QUEEN STREET	PONTLOTTYN	9	19	6	66.67
RIVER ROAD	PONTLOTTYN	8	6	3	37.50
SOUTHEND TERRACE	PONTLOTTYN	2	1	1	50.00
SUNNYVIEW	PONTLOTTYN	13	9	6	46.15
WINE STREET	PONTLOTTYN	10	9	4	40.00
CASTLE CLOSE	PONTYWAUN	15	6	2	13.33
CASTLE COURT	PONTYWAUN	41	10	9	21.95
GARDEN SUBURBS	PONTYWAUN	20	23	12	60.00
NORTH ROAD	PONTYWAUN	1	4	1	100.00
COED CAE	PORSET PARK	43	7	5	11.63
COED MAIN	PORSET PARK	35	6	6	17.14
COED PWLL	PORSET PARK	29	7	4	13.79
GWAUN NEWYDD	PORSET PARK	46	30	12	26.09
LON YR ODYN	PORSET PARK	19	4	2	10.53
CASTLE VIEW	PWLLYPANT	7	1	1	14.29
CENTRAL STREET	PWLLYPANT	26	3	3	11.54
MOUNTAIN VIEW	PWLLYPANT	2	1	1	50.00
NEW STREET	PWLLYPANT	3	1	1	33.33
ANEURIN TERRACE	RHYMNEY	10	2	1	10.00
BROOKFIELD AVENUE	RHYMNEY	12	5	4	33.33
BRYN CARNO	RHYMNEY	38	20	11	28.95
BRYNHYFRYD	RHYMNEY	10	6	4	40.00
DUFFRYN VIEW	RHYMNEY	14	11	6	42.86
EGLWYS FAN	RHYMNEY	15	9	7	46.67
EGLWYS FAN	RHYMNEY	15	1	7	46.67
FORGE CRESCENT	RHYMNEY	12	13	6	50.00
GARDEN CITY	RHYMNEY	5	2	2	40.00
GLAN YR AFON	RHYMNEY	30	28	14	46.67
GLANYNANT	RHYMNEY	24	37	11	45.83
GOLWG Y MYNYDD	RHYMNEY	19	26	12	63.16
HAFODYMYNYDD	RHYMNEY	28	30	13	46.43
HAVARDS ROW	RHYMNEY	20	4	2	10.00
HEOL UCHAF	RHYMNEY	13	31	8	61.54
HEOLYTWYN	RHYMNEY	24	34	16	66.67
HIGH STREET	RHYMNEY	1	2	1	100.00
IDRIS DAVIES PLACE	RHYMNEY	12	18	7	58.33
ISFRYN	RHYMNEY	19	17	6	31.58
MAERDY VIEW	RHYMNEY	55	32	16	29.09
MAES YR HAF	RHYMNEY	3	6	2	66.67
MOUNTBATTEN	RHYMNEY	11	9	4	36.36
NURSERY CRESCENT	RHYMNEY	31	13	11	35.48
PENYDRE	RHYMNEY	33	9	5	15.15
PHILLIPS WALK	RHYMNEY	50	64	25	50.00
PLANTATION TERRACE	RHYMNEY	14	12	6	42.86
RAMSDEN STREET	RHYMNEY	9	16	6	66.67
ROWAN PLACE	RHYMNEY	72	126	44	61.11
ST CLARES	RHYMNEY	32	5	5	15.63
SUNNYHILL	RHYMNEY	12	1	1	8.33
TANYBRYN	RHYMNEY	123	43	27	21.95
THOMAS FIELDS	RHYMNEY	6	3	2	33.33
TY COCH	RHYMNEY	72	43	22	30.56
WELLINGTON WAY	RHYMNEY	21	37	12	57.14
BRITANNIA CLOSE	RISCA	30	4	3	10.00
CHANNEL VIEW	RISCA	37	21	13	35.14
CHARTIST COURT	RISCA	9	6	4	44.44

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
CLYDE STREET	RISCA	28	33	12	42.86
CRESCENT ROAD	RISCA	8	3	3	37.50
CROMWELL ROAD BUNGALOWS	RISCA	10	5	4	40.00
CROMWELL ROAD	RISCA	10	2	1	10.00
DANYGRAIG BUNGALOWS	RISCA	5	2	1	20.00
EXCHANGE ROAD	RISCA	3	1	1	33.33
FERNLEA	RISCA	14	2	2	14.29
FIELDS ROAD	RISCA	10	3	2	20.00
GROVE ROAD	RISCA	16	4	3	18.75
HAFOD Y BRYN	RISCA	29	2	1	3.45
ISLWYN COURT	RISCA	6	6	4	66.67
MACHEN CLOSE	RISCA	4	5	2	50.00
NEWPORT ROAD	RISCA	17	2	2	11.76
RAGLAN STREET	RISCA	9	8	5	55.56
SEVERN CLOSE	RISCA	12	3	3	25.00
SPRINGFIELD ROAD	RISCA	30	9	6	20.00
ST MARYS COURT	RISCA	33	3	2	6.06
TANYBRYN	RISCA	13	2	2	15.38
TY ISAF COMPLEX	RISCA	12	1	1	8.33
TY ISAF CRESCENT	RISCA	5	2	2	40.00
TY ISAF PARK AVENUE	RISCA	31	5	4	12.90
TY ISAF PARK CIRCLE	RISCA	4	2	1	25.00
TY ISAF PARK ROAD	RISCA	22	6	4	18.18
TYNYCWM ROAD	RISCA	7	1	1	14.29
WOODVIEW CRESCENT	RISCA	22	4	3	13.64
WOODVIEW ROAD	RISCA	20	2	2	10.00
EDWARD THOMAS CLOSE	RUDRY	10	6	4	40.00
TRAPWELL	RUDRY ROAD	10	2	1	10.00
ALEXANDER TERRACE	SENGHENYDD	2	1	1	50.00
CENYDD TERRACE	SENGHENYDD	2	6	2	100.00
COMMERCIAL STREET	SENGHENYDD	6	8	2	33.33
HIGH STREET	SENGHENYDD	4	5	3	75.00
PARC COTTAGES	SENGHENYDD	8	8	4	50.00
PLAS CWM PARC	SENGHENYDD	59	16	11	18.64
TAN Y BRYN TERRACE	SENGHENYDD	36	24	12	33.33
BIRCHGROVE	TIRPHIL	23	20	11	47.83
CEFN Y MYNYDD	TIRPHIL	16	21	9	56.25
CHURCHFIELD CLOSE	TIRYBERTH	30	15	12	40.00
ORCHID CLOSE	TIRYBERTH	14	21	9	64.29
EAST AVENUE	TRECENYDD	17	19	9	52.94
FIRST AVENUE	TRECENYDD	42	54	19	45.24
GRANGE CLOSE	TRECENYDD	33	10	7	21.21
PEN Y FFORDD	TRECENYDD	3	4	3	100.00
SECOND AVENUE	TRECENYDD	30	30	15	50.00
TEGFAN	TRECENYDD	12	3	3	25.00
THE CRESCENT	TRECENYDD	30	32	13	43.33
THIRD AVENUE	TRECENYDD	23	42	18	78.26
WEST AVENUE	TRECENYDD	9	4	4	44.44
AELYBRYN	TRETHOMAS	18	10	6	33.33
ASHGROVE	TRETHOMAS	3	8	2	66.67
BEVAN CLOSE	TRETHOMAS	17	22	11	64.71
BEVAN RISE	TRETHOMAS	8	4	2	25.00
BRYN Y FRAN AVENUE	TRETHOMAS	13	13	8	61.54
GROVE ESTATE	TRETHOMAS	62	45	21	33.87
HAZEL GROVE	TRETHOMAS	4	1	1	25.00
REDBROOK AVENUE	TRETHOMAS	4	6	3	75.00
STANDARD STREET	TRETHOMAS	3	3	2	66.67
THE BRYN	TRETHOMAS	7	2	2	28.57
UPPER GLYN GWYN STREET	TRETHOMAS	1	1	1	100.00
BELVEDERE CLOSE	TRINANT	12	2	2	16.67
CEDAR ROAD	TRINANT	11	16	6	54.55
CHARLES STREET	TRINANT	3	2	1	33.33

DATA ANALYSIS BASED ON STREET AND AREA LEVEL

Street	Area	Properties	Repairs	Properties repaired	Percentage
CONWAY ROAD	TRINANT	21	14	8	38.10
HOREB COURT	TRINANT	20	3	3	15.00
LLANERCH ROAD	TRINANT	27	17	10	37.04
MARSHFIELD ROAD	TRINANT	6	1	1	16.67
OSBOURNE ROAD	TRINANT	4	2	2	50.00
PENTWYN TERRACE	TRINANT	12	6	4	33.33
PENYFAN CLOSE	TRINANT	6	5	3	50.00
PENYWAUN ROAD	TRINANT	24	12	4	16.67
PHILIP STREET	TRINANT	11	5	4	36.36
PRINCE ANDREW ROAD	TRINANT	11	2	2	18.18
PRINCESS CRESCENT	TRINANT	19	10	9	47.37
THORNLEIGH ROAD	TRINANT	2	3	2	100.00
TRINANT TERRACE	TRINANT	50	22	13	26.00
ALMOND AVENUE	TY-SIGN	19	4	2	10.53
ELM DRIVE	TY-SIGN	79	28	16	20.25
FAIRVIEW AVENUE	TY-SIGN	17	6	4	23.53
FORSYTHIA CLOSE	TY-SIGN	31	14	9	29.03
HOLLY ROAD	TY-SIGN	83	47	26	31.33
MANOR COURT	TY-SIGN	4	2	2	50.00
MANOR WAY	TY-SIGN	64	28	18	28.13
MAPLE AVENUE	TY-SIGN	7	2	1	14.29
SYCAMORE CRESCENT	TY-SIGN	8	3	2	25.00
THISTLE WAY	TY-SIGN	2	1	1	50.00
ADELAIDE COURT	UPPER TRELYN	10	1	1	10.00
BRISBANE COURT	UPPER TRELYN	13	10	4	30.77
MELBOURNE COURT	UPPER TRELYN	14	5	4	28.57
PERTH COURT	UPPER TRELYN	15	6	4	26.67
SYDNEY COURT	UPPER TRELYN	13	8	5	38.46
ISLWYN ROAD	WATTSVILLE	28	30	15	53.57
MORRISVILLE	WATTSVILLE	11	14	5	45.45
NEW ROAD	WATTSVILLE	#N/A	3	2	#N/A
WOODLAND VIEW	WATTSVILLE	21	5	5	23.81
ALEXANDRA COURT	YNYSDDU	19	1	1	5.26
GRAIG VIEW	YNYSDDU	8	5	2	25.00
HIGH STREET	YNYSDDU	5	1	1	20.00
ISLWYN CLOSE	YNYSDDU	6	6	3	50.00
JOHN STREET	YNYSDDU	1	2	1	100.00
BRYNMYNACH AVENUE	YSTRAD MYNACH	11	4	4	36.36
COED YR HAF	YSTRAD MYNACH	12	7	4	33.33
HILL STREET	YSTRAD MYNACH	6	3	2	33.33
PANTYCELYN STREET	YSTRAD MYNACH	15	17	6	40.00
Grand Total			6759		

KEEPING YOUR HOME FREE FROM DAMP AND CONDENSATION



Is your home damp?

Damp is caused by

- Leaking pipes, wastes or overflows.
- Rain seeping through the roof where a tile or slate is missing, spilling from a blocked gutter, penetrating around window frames, or leaking through a cracked pipe.
- Rising damp due to a defective damp course, because there is no damp course or because the damp course has been bridged by gardening activities.

These causes of damp often leave a 'tidemark'.

If you do not think the damp comes from any of these causes, it is probably condensation.

What is condensation?

The most common cause of damp is condensation. This leaflet explains how condensation forms and how you can keep it to a minimum, so reducing the risk of dampness and mould growth.

There is always some moisture in the air, even if you cannot see it. If the air gets colder it cannot hold all the moisture and tiny drops of water appear. This is condensation. You will notice it when you see your breath on a cold day, when the windows steam up whilst cooking, or the mirror mists over when you have a bath or shower.

The moisture that forms condensation comes from normal daily activities such as cooking, washing and drying clothes, washing dishes, showering and simply breathing.

Condensation occurs at any time but mainly during cold weather, it does not matter whether it is raining or dry. It does not leave a 'tidemark'. It appears on cold surfaces and in places where there is little movement of air. Look for it in corners, on or near windows, in or behind wardrobes and cupboards. Persistent condensation can result in mould growth, which will show up as patches of black spots on walls and ceilings. Mould can also affect clothing, furniture and shoes where it will often turn them green.

First steps against condensation

You will need to take proper steps to deal with the condensation, but meanwhile there are some simple measures you can take right away.

- Open the windows to ventilate the room and let fresh air in.
- Wipe down the windows and sills every morning and wring out the cloth.
- Avoid drying clothes on the radiators in your home.

First steps against mould

First treat the mould already in your home. If you deal with the basic problem, mould should not reappear.

To kill and remove mould:

- Wipe down walls and window frames with a fungicidal wash that carries a Health and Safety Executive 'approval number'. Follow the manufacturer's instructions precisely.
- Ensure all the mould is thoroughly cleaned and cleared before redecorating and the wall is allowed to dry out for at least a week.
- After treatment redecorate using a good quality fungicidal paint to help prevent mould. Note that this paint is not effective if overlaid with ordinary paints or wallpaper. When wallpapering, use a paste containing a fungicide to prevent further mould growth.

***The only lasting way of avoiding severe mould
is to eliminate condensation***

How to avoid condensation

These four steps will help you reduce the condensation in your home.

1. Produce less moisture

Some ordinary daily activities produce a lot of moisture very quickly.

- To reduce the amount of moisture when cooking, cover saucepans and do not leave kettles boiling.
- Do not use paraffin and portable flue less bottled gas heaters as these heaters put a lot of moisture into the air – one gallon of gas or paraffin produces about a gallon of water.
- Put washing outdoors to dry if you can. Or put it in the bathroom with the door closed and the window open or fan on. If you have a tumble dryer make sure you vent it to the outside (unless it is the self-condensing type). DIY kits are available for this.

2. Ventilate to remove the moisture

You can ventilate your home without making draughts. Ventilation is necessary to get rid of moisture being produced all the time, including that from people's breath.

- Keep a small window ajar or trickle ventilator open when someone is in the room.
- Open the windows for a short while every day to 'turn the air over' and remove stale air.
- Ventilate the kitchen and bathroom when in use. This means opening the windows wider and using an extract fan if you have one fitted. Leave the windows open, or the fan on for as long as possible after you have finished, or until the condensation has cleared.
- Close the kitchen and bathroom doors when these rooms are in use. Doing this will help stop the moisture reaching other rooms like bedrooms that are often colder and more likely to get condensation.
- Allow space for the air to circulate in and around your furniture,

open doors to ventilate cupboards and wardrobes, leave space between the backs of wardrobes and the wall. Position wardrobes and furniture against internal walls rather than against outside walls, where ever possible.

- Do not block permanent ventilators they are there for a purpose.
- Use the trickle ventilators in the top of your windows as much as possible.

3. Insulating your home and draught proofing of windows and outside doors

Insulation in the loft, cavity wall insulation and draught proofing of windows and outside doors will help keep your home warm and you will have lower fuel bills as well. When the whole home is warmer, condensation is less likely.

4. Heat your home a little more

In cold weather, the best way to keep rooms warm enough to avoid condensation is to keep low background heating on all day, even when there is no one at home. This is very important in flats and bungalows and other dwellings where the bedrooms are not above a warm living room. Remember to provide background ventilation at the same time.

The council is committed to improving the energy efficiency of tenants' homes as part of the Welsh Housing Quality Standard (WHQS) programme. This is being done via a mixture of measures such as insulation and heating upgrades, along with the provision of extractor fans. If you have not yet had this work done it will be programmed as part of the delivery to achieving WHQS.

Points to remember

Produce less moisture:

- Cover saucepans.
- Dry clothes outdoors.
- Ventilate your tumble dryer to the outside.
- Avoid using paraffin or flue-less bottled gas heaters.

Ventilate to remove moisture:

- Ventilate all the time, especially when someone is in.
- Increase ventilation of the kitchen and bathroom when in use and shut the door.
- Ventilate cupboards and wardrobes.
- Do not block permanent vents.
- Keep trickle ventilators open as much as possible.

Heat your home a little more

- If possible, keep low background heat on all day, with background ventilation.
- Find out about benefits, rebates and help with fuel bills.

Further information and help with costs

For further advice please contact the Councils Energy Advisor on Free phone 0800 0854145 who will be able to advise you about your entitlement to grant aid for improving the energy efficiency of your home.

If you are a council tenant and are aware of a defect which is causing a damp problem you should report the matter to your local area or neighbourhood housing office without delay.

Contact details for all the housing offices are provided below.

Area Housing Offices

Upper Rhymney Valley Area Housing Office

Gilfach House

William Street

Gilfach

CF81 8ND

Tel: 01443 873535

urvaho@caerphilly.gov.uk

Eastern Valleys Area Housing Office

Pontllanfraith House

Blackwood Road

Pontllanfraith

NP12 2YW

Tel: 01495 235229

Fax: 01495 235036

eastvalleyaho@caerphilly.gov.uk

Lansbury Park Neighbourhood Housing Office

45 Attlee Court

Lansbury Park

Caerphilly

CF83 1QU

Tel: 02920 860917

Fax: 02920 881815

lansburyparknho@caerphilly.gov.uk

Graig-y-Rhacca Neighbourhood Housing Office
Grays Gardens
Graig-y-Rhacca
Machen
CF83 8TW
Tel: 02920 853050
Fax: 02920 868997
graigyrhaccanho@caerphilly.gov.uk

This publication is available in other languages and formats on request.



POLICY AND RESOURCES SCRUTINY COMMITTEE - 30TH SEPTEMBER 2014

SUBJECT: DISCRETIONARY RATE RELIEF APPLICATIONS

REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151 OFFICER

1. PURPOSE OF REPORT

1.1 This report sets out details of an application for discretionary rate relief and notes the decision proposed by the Interim Head of Corporate Finance under delegated powers.

2. SUMMARY

2.1 The Council is able to assist a wide range of voluntary and sporting organisations by granting rate relief. This report contains details of applications received for discretionary rate relief and the proposals for the determination of the applications to be formally implemented on the 7th day of October 2014.

3. LINKS TO STRATEGY

3.1 The granting of rate relief is a very cost effective way in which the Council can pursue its Regeneration objective by giving financial assistance to local organisations.

4. THE REPORT

4.1 BACKGROUND

4.1.1 Under the Council's Scheme of Delegation applications for discretionary rate relief submitted to the Council are determined by the Council's Head of Corporate Finance.

4.1.2 The determination is exercised following consideration of the Council's Policy on discretionary rate relief supplemented by guidance from Welsh Government and Central Government.

4.2 THE APPLICATIONS

Media Force Marketing Ltd

4.2.1 An application for discretionary rate relief has been received from the above social enterprise company limited by guarantee in respect of its premises at Unit 12C (First Floor) Greenway, Bedwas House Industrial Estate, Bedwas from 1st June 2014 onwards.

4.2.2 The organisation is currently in receipt of some Small Business Rate Relief (SBRR); however, if it is awarded discretionary rate relief, the SBRR will be replaced by the discretionary relief in accordance with rating legislation.

- 4.2.3 Members should be aware that currently the Authority would bear 10% of any discretionary rate relief awarded, with the Welsh Government Pool bearing the remaining 90%.
- 4.2.4 To be eligible for discretionary rate relief, the organisation must satisfy the following conditions:
- a) the organisation or institution occupying the premises must not be established or conducted for profit; and
 - b) each of the organisation's main objects must be charitable, or otherwise philanthropic or religious, or concerned with education, social welfare, science, literature, or fine arts.
- 4.2.5 The objects of Media Force Marketing Limited is to:
- Help and support disadvantaged personnel/ long-term injured/ veterans who are interested in working in the world of Design, Print and Web IT, getting back into work or starting a new career with recognised training programs.
- 4.2.6 The Company's Memorandum and Articles of Association state that the income and property of the Company shall be solely applied towards the promotion of the objects and no part shall be paid by way of dividend, bonus or otherwise by way of profit, to members of the Company. Likewise, no director shall receive a salary or fees or any other benefit in money from the Company except for reasonable expenses incurred in carrying out their duties.
- 4.2.7 The Memorandum & Articles of Association also states that in the event of the dissolution or winding-up of the Company, after the satisfaction of all its debts and liabilities, the assets remaining shall not be distributed among the members but shall be transferred in the furtherance of the Objects to any organisation having objects similar to or compatible with the Objects and which shall prohibit the distribution of its or their income and property amongst its or their members to an extent at least as great as is imposed on the Company as outlined in 4.2.6. or in so far as the assets are not transferred, shall be held for charitable purposes.
- 4.2.8 The organisation states that it is committed to ensuring every person that has a placement with it gains the relevant experience and qualification needed to improve their career prospects within the media sector.
- 4.2.9 The company has been set up specifically to carry out the objects given in point 4.2.5 and 4.2.6 above and therefore the organisation is clearly not established or conducted for profit. In addition, the organisation's main objects are either wholly or mainly charitable, or concerned with philanthropy and education, as required under the regulations.
- 4.2.10 This Authority's Economic Development Section has previously awarded the company a Social Enterprise Grant. The company has advised that any rate relief it may receive will not result in the amount of de minimis State Aid it receives exceeding 200,000 Euros during the current and previous 2 financial years.
- 4.2.11 The current business rate liability of the organisation's premises in Bedwas is £3191 and the cost to the Authority of awarding discretionary relief at current levels would be £319, with the Welsh Government pool bearing the remainder of £2872.
- 4.2.12 It has previously been the policy of the Authority to award discretionary relief to similar training organisations, for example, Young Wales Ltd and Groundwork Caerphilly.
- 4.2.13 Taking the above matters into consideration, it appears that the organisation 'Media Force Marketing Limited' and its use of the premises satisfy all of the relevant qualifying criteria.
- 4.2.14 **Proposal (to be implemented on 7th day of October 2014):
100% discretionary rate relief be awarded.**

5. EQUALITIES IMPLICATIONS

- 5.1 This report is to advise Members of the proposed determination of the application(s) for discretionary rate relief so the Council's full Equalities Impact Assessment process does not need to be applied.

6. FINANCIAL IMPLICATIONS

- 6.1 These are contained within the report.

7. PERSONNEL IMPLICATIONS

- 7.1 There are no personnel implications.

8. CONSULTATIONS

- 8.1 There are no consultation responses which have not been reflected in this report.

9. RECOMMENDATIONS

- 9.1 Members note the proposed determination of the application for discretionary rate relief under delegated powers which will be implemented on the 7th day of October 2014.

10. REASONS FOR THE RECOMMENDATIONS

- 10.1 As set out throughout the report.

11. STATUTORY POWER

- 11.1 Section 47 of the Local Government Finance Act 1988.

Author: John Carpenter, Council Tax & NNDR Manager

Tel: 01443 863421 E-mail: carpewj@caerphilly.gov.uk

Consultees: Cllr B Jones, Deputy Leader & Cabinet Member for Corporate Services
Nicole Scammell, Acting Director of Corporate Services & Section 151 Officer
Stephen Harris, Interim Head of Corporate Finance

Background Papers:

Rate Relief Application Forms, contact ext 3421

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POLICY AND RESOURCES SCRUTINY COMMITTEE - 30TH SEPTEMBER 2014

SUBJECT: WAO CUSTOMER SERVICES REVIEW

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
OFFICER**

1. PURPOSE OF REPORT

- 1.1 To report to members on the timescales for responding to the Welsh Audit Office review of customer services.

2. SUMMARY

- 2.1 The Wales Audit Office conducted a review of the Council's Customer Service function during 2011/12. The review was conducted by PricewaterhouseCoopers and was issued in August 2013. One of the most significant comments was that "the council's strategic approach to customer services is fragmented and its customer care strategic framework has not been updated since 2005".
- 2.2 Most of the recommendations of the review are linked to the development of a new Customer Service Strategy for the Council. A report on this issue was considered at Audit Committee on 6 November 2013. The timetable for the development of the strategy indicated that the strategy would be presented to Council in April 2014.
- 2.3 However, many of the issues that need to be included within the strategy are dependant on the savings required as part of the Medium Term Financial Plan. With this in mind the development of the strategy has been rescheduled to allow time for the implications of the MTFP to be considered.

3. LINKS TO STRATEGY

- 3.1 Members have a critical role to play in evaluating Regulator reviews and a clear role in monitoring progress in achieving report recommendations. This report informs members of the timescales for responding to a key recommendations of a Welsh Audit Office review.

4. THE REPORT

- 4.1 The Wales Audit Office conducted a review of the Council's Customer Service function during 2011/12. The review was conducted by PricewaterhouseCoopers and was issued in August 2013. The review concluded that the "Council provides citizens with a range of channels to access its services but its strategic approach to customer services is fragmented and in need of updating, and it does not effectively evaluate its customer service provision".

- 4.2 There were two proposals within the review. Proposal 2 was to "Strengthen the approach to evaluating and improving customer services in a proactive way", and included some specific recommendations. These have now been completed or are well underway:
- § The Viewpoint panel has been reinstated and met in October 2013
 - § A new Corporate Complaints policy has been adopted and reports on complaints are presented to Audit Committee
 - § The views of customers using Customer Service Centres are now routinely collected. The views of customers e-mailing the Contact Centre or making on-line service requests are now routinely collected. There is a well established customer feedback mechanism for web site users. Work on obtaining feedback from telephone callers to the contact centre are being developed and will be in place shortly.
- 4.3 Proposal 1 was to develop a more strategic approach to customer services. Included within that were a number of specific recommendations:
- 4.4 It is proposed that two of the recommendations, "ensuring that the lead Cabinet Member for customer services has clearly documented responsibilities and is provided with regular performance information"; and "ensuring business cases are developed for service improvements that clearly set out and analyses the costs and benefits of the service improvement, and the expected improvements and the outcomes to be delivered, will be delivered by the establishment of a Customer Services Project Board chaired by the Cabinet Member for Corporate Services.
- 4.5 To respond to the recommendation that customer services' performance measures should be included in the Council's corporate performance reporting arrangements, a suite of Performance Indicators will be developed with the Performance Management Unit.
- 4.6 The remaining four recommendations were linked to developing a Corporate Customer Service Strategy. A report on this issue was considered at Audit Committee on 6 November 2013. The timetable for the development of the strategy indicated that the strategy would be presented to Council in April 2014. However, many of the issues that need to be included within the strategy are dependant on the savings required as part of the Medium Term Financial Plan. With this in mind the development of the strategy has been rescheduled to allow time for the implications of the MTFP to be considered. As a result of this rescheduling it is proposed that the draft strategy will be presented to Policy and Resources Scrutiny Committee at the end of 2014/15.

5. EQUALITIES IMPLICATIONS

- 5.1 The draft Customer Service Strategy will be consistent with the Corporate Strategic Equality Plan and Welsh Language Scheme. It will incorporate advice and recommendations from the Equality Unit.
- 5.2 The Strategy will have clear links to the following Equalities and Welsh Language Objectives:
- EO3 Physical Access "Improve physical accessibility in terms of living in, working in, learning in, travelling around and visiting the county borough"
- EO4 Communication Access "Improve the way council services and activities are made accessible to those who need them, in terms of language and format.

6. FINANCIAL IMPLICATIONS

- 6.1 There are no financial implications arising directly from this report.

7. PERSONNEL IMPLICATIONS

7.1 There are no personnel implications arising directly from this report.

8. CONSULTATIONS

8.1 The views of consultees are included within the report.

9. RECOMMENDATIONS

9.1 That members note the progress on meeting the recommendations of the WAO Review of Customer Services

10. REASONS FOR THE RECOMMENDATIONS

10.1 Members have a critical role in monitoring progress in achieving regulators recommendations. This report supports members in monitoring the recommendations of the WAO Review of Customer Services.

11. STATUTORY POWER

11.1 Local Government Act 1972 and 2000

Author: David Titley, Corporate Customer Services Manager,
Davidtitley@caerphilly.gov.uk

Consultees: Barbara Jones, Deputy Leader and Cabinet Member for Corporate Services
Nicole Scammell, Acting Director of Corporate Services and Section 151 Officer
Lynton Jones, Acting Head of IT and Customer Services
Ros Roberts, Performance Manager
David A. Thomas, Senior Policy Officer (Equalities and Welsh Language)

Background Papers:

Welsh Audit Office Review of Customer Services, Audit year 2011-12, Issued August 2012.

This report has been an appendix to previous reports and is available from David Titley, Corporate Customer Services Manager

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POLICY AND RESOURCES SCRUTINY COMMITTEE - 30TH SEPTEMBER 2014

**SUBJECT: CORPORATE SERVICES AND MISCELLANEOUS FINANCE 2014/15
BUDGET MONITORING REPORT (PERIOD 4)**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
OFFICER**

1. PURPOSE OF REPORT

- 1.1 To inform Members of projected revenue expenditure for the Directorate of Corporate Services and Miscellaneous Finance for the 2014/15 financial year.

2. SUMMARY

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

3. LINKS TO STRATEGY

- 3.1 The contents of this report are in accordance with the Budget Strategy agreed by Council at its meeting on the 26th February 2014.

4. THE REPORT

4.1 Corporate Services

- 4.1.1 The Directorate of Corporate Services is currently forecasting an underspend of £398k for the 2014/15 financial year, full details of which are provided in Appendix 1.
- 4.1.2 The anticipated underspend of £18k in the Chief Executives and Secretariat is due in the main to the savings generated by the part time costs of the former Interim Head of Paid Services.
- 4.1.3 The anticipated underspend of £311k in Corporate Finance and Procurement relates in the main to delays in appointing to vacant posts together with vacancies that are being held to support the Medium Term Financial Plan (MTFP) savings requirements for 2015-16.
- 4.1.4 Legal & Governance is projecting a net underspend of £58k after allowing for the following to be ring-fenced and transferred to earmarked reserves: -

- § Projected underspend on Members related expenditure of £8k.
- § Projected underspend of £68k on Electoral Services.

The net underspend of £58K is due to a delay in the backfilling of posts following the appointment of the Interim Head of Legal Services and increased income generated by the Equalities Section.

4.1.5 There is a projected underspend of £26k on Housing services. Within General Fund Housing there is a projected underspend of £29k, which is due to salary savings arising from an in year retirement. Private Housing is anticipating a small overspend of £3k.

4.1.6 There is an anticipated overspend of £58k in Information and Citizens Engagement. This is due in the main to some 2014-15 savings being delayed but these savings will be achieved in full by the 2015-16 financial year.

4.1.7 For Performance and Property there is a projected underspend of £50k, consisting of the following: -

- § Corporate Property Services - £3k overspend mainly due to a reduction in valuation fee income.
- § Corporate Buildings - £9k underspend due to projected energy savings. Energy budgets will be subject to review in the autumn when new contract prices are known.
- § Asset Management and Facilities – Projected £21k underspend due to maternity leave.
- § Building Consultancy – Projected surplus on fee income of £23K.

4.1.8 There is a projected small overspend of £7k for Human.

4.1.9 No variations are currently identified for the Health & Safety budget.

4.1.10 The following table provides a summary of progress in delivering agreed 2014/15 savings for the Directorate of Corporate Services: -

Matrix	Agreed MTFP Savings £'000	Progress against Savings £'000	Variance £'000
Corporate Health And Safety	98.20	98.20	0.00
Financial Services	367.00	365.00	(2.00)
General Fund Housing	151.75	127.75	(24.00)
Human Resources	223.00	223.00	0.00
Information and Citizen Engagement	723.00	440.40	(282.60)
Internal Audit	47.70	47.70	0.00
Legal and Governance	92.00	84.00	(8.00)
Performance and Property	527.60	527.60	0.00
Procurement Services	10.00	10.00	0.00
Grand Total	2,240.25	1,923.65	(316.60)

4.1.11 The main reasons for the variances in the above table are: -

- Financial services – Savings from the renegotiation of an IT contract are marginally less than anticipated.
- Housing services – Due to delays in implementing the “Furniture Strategy” but other budget savings will be achieved to balance the budget in 2014-15.
- Information & Citizen Engagement –
 - Central Services – £72k - Delays in vacancy management savings.
 - IT Services - £210.6k – This arises from the need to finalise Service Level Agreement adjustments with schools.
- Legal & Governance – Savings proposals could only be implemented after the Members AGM in June, other savings will be achieved to offset this in 2014-15.

4.2 Miscellaneous Finance

4.2.1 There is a projected underspend of £1,358k in Miscellaneous Finance mainly due to the following currently uncommitted budgets: -

- § Welsh Housing Quality Standards - £938k
- § 21st Century Schools Funding - £106k
- § Budget Pressures - £227k
- § Savings of £60k for NNDR – Empty Properties.
- § Unapplied Growth – Living Wage - £43k

4.2.2 There is a projected overspend of £16k on Statutory Benefit Schemes relating to Discretionary Housing Payments.

4.2.3 No other variations against budgets within Miscellaneous Finance have been identified at this time.

5. EQUALITIES IMPLICATIONS

5.1 This report is for information purposes, so the Council's Equalities Impact Assessment (EqIA) process does not need to be applied.

6. FINANCIAL IMPLICATIONS

6.1 As detailed throughout the report.

7. PERSONNEL IMPLICATIONS

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

8. CONSULTATIONS

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

9. RECOMMENDATIONS

9.1 Members are requested to note the contents of the report.

10. REASONS FOR THE RECOMMENDATIONS

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

11. STATUTORY POWER

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

Author: D. Roberts, Principal Group Accountant, Financial Advice & Support
roberda@caerphilly.gov.uk Tel: 01443 863342

Consultees: Nicole Scammell, Acting Director of Corporate Services & S151 Officer
 Stephen Harris, Interim Head of Corporate Finance
 Gail Williams, Interim Head of Legal & Governance
 Gareth Hardacre, Head of People Management & Development
 Lynton Jones, Acting Head of Information, Communications & Technology Services
 Colin Jones, Head of Performance & Property Services

Andrew Southcombe, Finance Manager, Corporate Finance
Lesley Allen, Principal Accountant, Housing
Nadeem Akhtar, Group Accountant, Revenue Advice & Support
Cheryl Jeremic, Acting Group Accountant, Environment Finance
Cllr Barbara Jones, Deputy Leader/Cabinet Member for Corporate Services

Appendices:
Appendix 1

Corporate Services & Miscellaneous Finance 2014/15 Budget Monitoring Report
(Period 4).

<i>CORPORATE SERVICES DIRECTORATE</i>	Original Estimate 2014/2015	Revised Estimate 2014/2015	Anticipated Outturn 2014/2015	Anticipated Variance 2014/2015
CHIEF EXECUTIVE AND SECRETARIAT	239,832	239,832	221,397	18,435
DEPUTY CHIEF EXECUTIVE	180,488	180,488	180,488	0
CORPORATE FINANCE				
Financial services	2,481,303	2,481,303	2,173,353	307,950
Procurement	461,047	461,047	457,894	3,153
	2,942,350	2,942,350	2,631,247	311,103
LEGAL & GOVERNANCE				
Legal	844,275	844,275	818,682	25,593
Democratic Services	1,876,596	1,876,596	1,854,892	21,704
Members earmarked underspends	0	0	8,300	(8,300)
Electoral Services	303,201	303,201	235,045	68,156
Earmarked reserve	0	0	68,156	(68,156)
Policy	452,434	452,434	449,909	2,525
Equalities	185,865	185,865	169,629	16,236
	3,662,371	3,662,371	3,604,613	57,758
HOUSING SERVICES				
General Fund Housing	573,344	573,344	543,818	29,526
Private Housing	656,873	656,873	660,247	(3,374)
Building Maintenance	(117,828)	(117,828)	(117,828)	0
	1,112,389	1,112,389	1,086,237	26,152
INFORMATION AND CITIZENS ENGAGEMENT				
IT Services	4,964,752	4,964,752	4,944,698	20,054
Central Services	406,701	406,701	482,172	(75,471)
Communications Unit	298,841	298,841	305,027	(6,186)
Customer First	1,545,172	1,545,172	1,541,578	3,594
	7,215,466	7,215,466	7,273,475	(58,009)
PERFORMANCE & PROPERTY				
Performance Management Unit	344,585	344,585	344,585	0
Corporate Property Services	677,946	677,946	680,724	(2,778)
Corporate Premises	2,721,730	2,721,730	2,713,035	8,695
Asset Management Facilities	2,076,468	2,076,468	2,055,674	20,794
Building Consultancy	(23,840)	(23,840)	(47,103)	23,263
	5,796,889	5,796,889	5,746,915	49,974
HUMAN RESOURCES				
Human Resources	1,977,182	1,977,182	1,986,225	(9,043)
Trade Union Facilities	25,233	25,233	22,946	2,287
	2,002,415	2,002,415	2,009,171	(6,756)
Heath & Safety				
Health & Safety	1,101,971	1,101,971	1,311,983	(210,012)
Use of Earmarked reserves	0	0	(210,012)	210,012
	1,101,971	1,101,971	1,101,971	(0)
TOTAL CORPORATE SERVICES	24,254,171	24,254,171	23,855,514	398,657

<i>MISCELLANEOUS FINANCE</i>	Original Estimate 2014/2015	Revised Estimate 2014/2015	Anticipated Outturn 2014/2015	Anticipated Variance 2014/2015
Staff Related Costs				
Pension Contribution - Former Authorities Ongoing	1,233,237	1,233,237	1,233,237	0
Recharge to Education - Former Authorities	(191,333)	(191,333)	(191,333)	0
Adjustment for Superannuation Costs	47,315	47,315	47,315	0
	1,089,219	1,089,219	1,089,219	0
Catering				
Subsidy School Meals Service	227,974	227,974	227,974	0
	227,974	227,974	227,974	0
Statutory Benefit Schemes				
Council Tax Benefits	14,189,934	14,189,934	14,189,934	0
General Rent Allowances	31,398,320	31,398,320	31,398,320	0
Rent Rebates	30,016,589	30,016,589	30,032,589	(16,000)
Rent Allowance War Widow Concessions	45,000	45,000	45,000	0
Housing Benefit Subsidy	(61,414,909)	(61,414,909)	(61,414,909)	0
	14,234,934	14,234,934	14,250,934	(16,000)
Levies Upon the Council				
Coroner	159,347	159,347	159,347	0
Archives	215,093	215,093	215,093	0
Fire Service Authority	8,376,576	8,376,576	8,376,576	0
	8,751,016	8,751,016	8,751,016	0
Capital Financing				
Debt Charges	17,831,613	17,831,613	17,831,613	0
Investment Income net of Recharges	392,028	392,028	392,028	0
Welsh Housing Quality Standard	938,400	938,400	0	938,400
CERA (Capital Expenditure funded from Revenue Account)	957,384	957,384	957,384	0
	20,119,425	20,119,425	19,181,025	938,400
Corporate and Democratic Core Costs				
Bank Charges	136,707	136,707	136,707	0
Income from HRA	(11,484)	(11,484)	(11,484)	0
Income from DLO/DSO	(21,327)	(21,327)	(21,327)	0
External Audit Fees	460,207	460,207	460,207	0
Income from HRA	(35,161)	(35,161)	(35,161)	0
Income from DLO/DSO	(65,299)	(65,299)	(65,299)	0
Subscriptions	133,982	133,982	133,982	0
	597,625	597,625	597,625	0

MISCELLANEOUS FINANCE	Original Estimate 2014/2015	Revised Estimate 2014/2015	Anticipated Outturn 2014/2015	Anticipated Variance 2014/2015
Grants to Voluntary sector				
Assistance to Voluntary sector	255,220	255,220	255,220	0
	255,220	255,220	255,220	0
Other Grant funding				
Spend on ad hoc Community Projects	258,000	0	0	0
	258,000	0	0	0
Private Finance Initiative				
PFI Schools	2,707,407	2,707,407	2,707,407	0
PFI Sirhowy Enterprise Way	4,399,222	4,399,222	4,399,222	0
	7,106,629	7,106,629	7,106,629	0
Other				
21st Century Schools Funding	106,482	106,482	0	106,482
Budget Pressures	226,500	226,500	0	226,500
Unapplied Growth - Landfill	243,672	243,672	243,672	0
NNDR - Authority Empty Properties	195,617	195,617	135,617	60,000
Apprentice/Trainee Costs	494,749	494,749	494,749	0
Counsel Fees	394,593	394,593	394,593	0
Careline	84,074	84,074	84,074	0
Carbon Management Scheme	23,445	23,445	23,445	0
Carbon Energy Tax	215,135	215,135	215,135	0
Miscellaneous Items	113,263	113,263	113,263	0
IT Replacement Strategy	342,090	342,090	342,090	0
PV Panels Income	(40,000)	(40,000)	(40,000)	0
Unapplied Growth - Living Wage	42,726	42,726	0	42,726
Risk Management Contribution	(154,894)	(154,894)	(154,894)	0
	2,287,452	2,287,452	1,851,744	435,708
TOTAL MISCELLANEOUS FINANCE	54,927,494	54,669,494	53,311,386	1,358,108

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**CAERPHILLY HOMES TASK GROUP
(WELSH HOUSING QUALITY STANDARD)**

**MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, YSTRAD MYNACH
(SIRHOWY ROOM)
ON THURSDAY 3RD JULY 2014 AT 5:00 PM**

PRESENT:

Ms. A. Lewis - Chair
Mrs D. Price - Vice Chair

Task Group Members:

C. Davies, G. Henderson, K. James, G. Jones, Mrs S. Jones, Ms. A. Lewis,
Mrs A. McConnell, C.P. Mann and J. Moore

Officers: N. Scammel (Acting Corporate Director and Section 151 Officer), P. Davy (Head of Programmes), S. Couzens (Chief Housing Officer), L. Allen (Principal Accountant, Environment Finance Group), R. Lewis (Systems and Performance Manager) and C. Evans (Democratic Services Officer), M. Betts (Community Participation Officer), D. Bishop (Area Housing Manager), P. Smythe (Housing Repair Operation Manager)

1. APOLOGIES

Apologies for absence were received from Miss L. Ackerman and Mrs B. Jones.

2. DECLARATIONS OF INTEREST

Ms. A. Lewis, Mr C. Davies, Mrs G. Henderson, Mrs S. Jones, Mrs A. McConnell and Mr J. Moore as Council Tenants declared a personal but not prejudicial interest in all agenda items.

3. MINUTES

RESOLVED that the minutes of the meeting held on the 22nd May 2014 be approved as a correct record and signed by the Chair.

4. REVISED BUSINESS PLAN FOR THE DELIVERY OF THE WHQS (WELSH HOUSING QUALITY STANDARD) BY 2019/20.

The report advised Members of a revised Business Plan in respect of the delivery of the WHQS programme, which required Council approval for the HRA (Housing Revenue Account) to prudentially borrow up to £55 m.

Members noted that on 11th October 2011, Council approved the Council's retention Business Plan that required £61.3m prudential borrowing to achieve the WHQS by 2019/20. This borrowing comprised £22 m relating to General Fund and £39.3 m to the HRA. The Plan was submitted to Welsh Government (WG) and endorsed.

This report outlined the need to change the profile of this borrowing requirement to ensure that the WHQS programme can still be funded and delivered by 2019/20. Council approval of the Business Plan and revised borrowing requirement will allow WG to release the Authority's Major Repairs Allowance (MRA) which totals circa £7.3 m per annum.

The Chair thanked the Officers for the report and a detailed discussion ensued.

Further information was sought on the repayment plan in place. Officers highlighted that, although borrowing over short-term period had benefits of a lower interest rate, a 50-year repayment plan was preferable due to the reduced risk.

Members noted that the change in the profile of the borrowing would not have an impact on the external environmental works, which are scheduled to be completed by 2019/2020.

Members endorsed the officers' recommendations and referred the report to Cabinet.

5. DISPOSAL OF HRA LAND ADJACENT TO FORMER GREENHILL PRIMARY SCHOOL

S. Couzens presented a report, which sought the views of the Caerphilly Homes Task Group, prior to seeking a Cabinet decision, on proposals to declare a parcel of land adjoining the former Greenhill Primary School site surplus to operational requirements, so it can be utilised to support the Council's Local Development Plan for the provision of new housing.

Members noted that the parcel of HRA land adjoins the former Greenhill Primary School site, which had been offered to United Welsh Housing Association for the purpose of developing new housing. The Planning Department had advised on the benefits of incorporating this parcel land into the development.

Members thanked the Officer for the report and sought further information on the types of housing anticipated on the development. It was highlighted that the Council intended to have an input into the project; 1 and 2 bedroom properties would be incorporated into the plans and nomination rights would remain with the Local Authority.

The Caerphilly Homes Task Group reported the officer recommendations that: -

1. That the site is declared surplus to requirements of the HRA;
2. That the Head of Performance and Property determine the terms of disposal pursuant to the approved protocol;
3. The report is submitted to Cabinet for approval.

6. RE-LET STANDARD

The report provided information regarding the Re-let Standard for all Council properties. The Re-let standard aims to ensure that all council properties are let to a good quality and consistent standard.

Members noted that the Re-let standard was last reviewed in January 2010. It resulted in a checklist being provided to all new tenants which set the property condition standard applied

to all empty properties across the County Borough. This was developed in consultation with the then Tenants and Residents Forum. This latest standard was agreed with Tenant Representatives in March 2014 following a series of Repairs and Improvement meetings and including site visits to view some voids before and following works of improvement.

The new standard now incorporates a number of changes that were proposed by Tenant Representatives and Officers. The main changes were to give an improved description of the works that will be undertaken when a property is void, but there were a few additions. Members noted that the standard would be reviewed bi-annually or sooner if circumstances require, and further reports will be submitted to the Caerphilly Homes Task Group when necessary.

The Chair thanked the Officer for the report and Members questions were welcomed.

Members expressed their gratitude that their views were taken into consideration when developing the new Standard, in particular that any improvements made to properties by tenants, such as new flooring, could remain at the property.

A Member requested clarification on the policy for the replacement of internal doors. The Officer explained that, if replacing over 50% of the internal doors per floor in a property, then all the doors on that floor should be replaced to the new specification type.

The Task Group commented on the high quality of improvements made to void properties and were happy to note the report and Standards.

7. HANDY PERSON SCHEME

The report provided information and sought support for the introduction of a Handy Person Pilot Scheme, which would provide chargeable maintenance/ DIY services to qualifying tenants.

The report outlined the proposal to introduce a Handy Person scheme on a pilot basis initially, by utilising the in-house workforce, in order to gauge the level of demand for such a service. The service would be monitored and reviewed on a regular basis to establish the volume and type of work being requested and to ensure that a satisfactory service is actually being delivered.

The service aims to provide support to qualifying tenants to carry out maintenance and DIY works, which are not covered within the tenancy agreement and therefore are not the Council's direct responsibility to undertake. It is accepted however that many tenants may not be physically able to carry out such works themselves and therefore this service will assist them to continue to live safely and independently within their own home.

The Task Group welcomed the report and scheme but raised concerns about the cost for the service. Officers explained that costs were considered and researched amongst local companies providing similar services and other local authorities and pricing is competitive. Members were assured that the scheme and pricing would be reviewed annually to ensure that it continues to meet the needs of the service users, remains affordable and value for money. Members also noted that Officers are considering all funding avenues, such as Supporting People and Social Services to look to reduce the fees.

A Member queried whether there would be any scope to expand the services provided within the scheme to include Garden Clearance and decorating services, and whether the service could be offered to other vulnerable groups in the future. Members noted that the Gardening and Decorating would be considered under a separate scheme and would be reported back to the Task Group when further information has been obtained.

The Task Group were happy that a Handy Person Scheme would be introduced and look forward to further information in the future about its progress and developments.

8. LOCAL TENANT PARTICIPATION STRATEGY

M. Betts presented an overview of the report updating Members of the Task Group on the general progress made in implementing the Local Tenant Participation Strategy (LRPS), and also provided the requested information on the training provided to tenants and the expenditure of the participation budget in 2013/2014.

Members noted that there are two budget allocations for participation activities, a general budget for direct participation support and the additional resource of £150,000 identified in the Offer document to support increased and improved participation arrangements.

The report highlighted that within the projects budget approximately £30,000 had been earmarked for mainstreaming initiatives and £15,000 for development of the HIP neither of which has progressed sufficiently to incur the anticipated expenditure. Going forward to 2014/15 additional projects, which would require funding from this allocation are the CHTG elections, leaseholder information sessions, re-printing of the leaseholder handbook, three local area based events, mainstreaming and if agreed, the HIP project. Major projects under consideration, which will require funding, include a general tenant satisfaction survey and tenant profiling exercise to link in with the requirements of self-assessment. In addition, there is the possibility of progressing a time-banking initiative with Communities First and provision of more activity based training activities to encourage wider participation.

Members thanked the Officer for the report and discussion ensued.

Upon consideration of the report and General Participation Budget at Appendix 1, a Member queried whether there would be an under-spend at the end of the financial year. The Officer confirmed that an under-spend is anticipated, however, it has been greatly reduced with the allocation of funds to major projects, as highlighted in the report.

Members of the Task Group discussed the under-spend and suggested that Officers consider the implementation of Community Fun Days. Officers noted the suggestion and highlighted that collaborative work is underway with the Community First Team and the Community First mobile unit.

9. WHQS MONITORING REPORT 2013-2014 (END OF YEAR)

The report provided members of the Task Group with an overview of the performance of the WHQS team during the financial year 2013/14, details of the 2013-2016 Outcome Agreement and narrative on the expected progress to WHQS compliance.

Members noted that the original WHQS internal works programme for 2013-14 included 642 properties. The in-house workforce undertook work on those properties, supported by specialist sub-contractors. An additional 203 properties were added to the 2013-14 internal works programme in order to ensure that the in-house workforce had a sufficient throughput of work. At May 2014 657 of these 845 properties are compliant in respect of their internal elements.

The Task Group noted that a Tenant Satisfaction Survey had been introduced in order to gauge the level of satisfaction with the internal works being carried out. The survey indicated that the current level of overall satisfaction is 92%, which is above our target of 80%. The survey also identified that 85% of the service standards are being met, which is below the target of 90%.

The Chair thanked the Officer for the detailed report and performance data and Members questions were welcomed.

A Member raised concerns about the length of time taken to complete the internal works and as a result queried the 92% survey satisfaction rates, expecting more feedback on this aspect. The Officer explained that the Satisfaction Form is under review, however, where specific comments have been provided, these will be investigated and responses provided to the tenants where possible.

Members were pleased to note that meetings have been arranged between the Caerphilly Service Improvement Monitors and WHQS Project Managers to provide feedback on the issues raised by tenants on the survey forms.

Having fully considered its content the Caerphilly Homes Task Group noted the report.

10. TO RECEIVE ANY REQUEST FOR AN ITEM TO BE INCLUDED ON THE NEXT AVAILABLE AGENDA

There were no requests received for reports to be included on the next available agenda.

The meeting closed at 18:22 pm.

Approved as a correct record subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 18th September 2014.

CHAIRMAN

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Agenda Item 24

Caerphilly Local Service Board



Bwrdd Iechyd
Aneurin Bevan
Health Board



Registered Charity, No. 1113058
Company Limited by Guarantee 500617



Heddlu
Gwent
Police



Llywodraeth Cymru
Welsh Government

Notes of Meeting

Held at 9.30 a.m. on
Wednesday, 7th May, 2014
Sirhowy Room, Ty Penallta

Present:-

Cllr Harry Andrews (Chair)	Chair of Caerphilly LSB and Leader of Caerphilly County Borough Council
Stuart Rosser	Interim Chief Executive, Caerphilly County Borough Council
Andrew Goodall	Chief Executive, Aneurin Bevan University Health Board
Julian Knight	Chief Superintendent, Gwent Police
Emily Forbes	Assistant Chief Executive, Gwent Association of Voluntary Organisations
James Owen	Deputy Director (Expert Services and People), Welsh Government

In attendance:-

Pauline Elliot	Head of Regeneration & Planning, CCBC and "Prosperous" Lead Officer
Antony Bolter	Group Manager, Regeneration, CCBC and "Prosperous" Delivery Group
Jonathan Pinkney	Regional "Vulnerability Intelligence" Project Co-ordinator, Blaenau-Gwent County Borough Council
Howard Rees	Programme Manager, Caerphilly County Borough Council
Alison Palmer	Community Planning Coordinator, CCBC/GAVO (notes)

Apologies:-

Jeff Farrar	Chief Constable, Gwent Police
Martin Featherstone	Chief Executive, Gwent Association of Voluntary Organisations

Point	Matter	Action
1.	Welcome: Cllr HA welcomed everyone to the meeting, with particular mention of EF (representing MF), who was attending for the first time.	
2.	Previous Minutes and Matters Arising: Notes of the meeting held on the 12 th February 2014 were noted and approved as an accurate record. Membership of LSB (page1): SR noted the discussion regarding LSB membership in relation to the Gwent Police & Crime Commissioner (PCC) and South Wales Fire & Rescue Service representatives and reported on his conversation with Shelley Bosson, (Chief Executive of the Office of the PCC) who had expressed disappointment at the decision not to increase the	

Point	Matter	Action
	<p>membership of the LSB as the PCC was represented on all the other LSBs across Gwent. SR reflected (and all agreed) that views previously expressed were still valid and there would be an opportunity to review the membership in the future when membership might need to change to reflect changing priorities.</p> <p>Information sharing (page 2): It was noted that Joanne Jones had made a presentation to the G7 group on 30th April 2014, which had been well received.</p> <p>CCBC Policy & Resources Scrutiny Committee (page 5): HR confirmed that he had attended the Committee on 15th April 2014 and presented a report which provided an overview of “Caerphilly Delivers” – the LSB’s Single Integrated Plan, its delivery structure and performance framework. Reporting on progress and delivery of the Plan is detailed in the Committee’s Forward Work Programme.</p>	
3	<p><u>Update on “Caerphilly Delivers” – the LSB Single Integrated Plan:</u> HR advised that at the last meeting the Safer Caerphilly Outcome scorecard (developed using the Ffynnon performance management system) had been presented to the LSB. This format had been well received & it had been agreed that all Outcomes use the same process for reporting. It was also agreed that one Outcome theme would report in detail at each LSB meeting and exception reporting from the other Outcomes would be on a quarterly basis.</p>	
3a	<p><u>Prosperous Caerphilly Outcome Scorecard:</u> PE and AB were welcomed to the meeting to present the “Prosperous Caerphilly” Outcome theme scorecard, detailing progress. Copies of the presentation were circulated.</p> <p>PE gave an overview of the “Prosperous Caerphilly” Outcome and supporting priorities, explaining that it covered social, economic and physical regeneration and the report presented the work of a wide range of people including third sector and business partners.</p> <p>PE highlighted a number of successes including:-</p> <ul style="list-style-type: none"> • Reduction in the number of people receiving Job Seekers Allowance • The development of the Wales Housing Quality Standard (WHQS) work • Support for residents on welfare reform • Regeneration of Bargoed • Grants to local businesses • Passport programme (a Caerphilly LSB ESF project) • £1m Welsh Government “Vibrant & Viable Places” funding for Rhydney Town Centre. <p>Moving on to challenges PE highlighted:</p> <ul style="list-style-type: none"> • High unemployment • Identifying schemes for the new round of EU funding and the issues caused for town centre development by the delay in its roll out • General recession and the implications of budget cuts in the public sector. <p>PE then reported on the forward programme to complete Bargoed Town</p>	

Point	Matter	Action
	<p>Centre, looking at priorities and projects for the EU funds, continuation of the WHQS improvement programme and the importance of talking to partners about further joint work.</p> <p>AG thanked PE for the presentation, commenting positively on the clarity of the revised Outcome scorecard format.</p> <p>AG asked LSB members to consider whether the LSB could do anything different or additional to support the work outlined by PE in order to make a significant difference. He gave procurement as an example, suggesting that partners should follow the local authority lead in local procurement/local sourcing, which delivered community/social benefits. He felt that there was more the ABUHB/NHS could do.</p> <p>PE informed that housing colleagues had done considerable work around local procurement as a result of WHQS. AB noted the recruitment and training clauses for contracts within WHQS and suggested that this was an area that could maximise local outcomes.</p> <p>AG advised that procurement presented opportunities/issues which could be addressed by the LSB. SR agreed and commented on the complexities of procurement. LSB members agreed that procurement lead officers from partner organisations should be invited to attend a future LSB meeting to discuss opportunities to strengthen local community/social benefits their respective procurement processes could potentially deliver. JO noted that the national procurement service was hosted by WG and suggested it would be useful to invite Sue Moffatt to attend the discussion.</p> <p>AG also commented that as a large employer he felt that the Health Sector should support the Passport programme to deliver more apprenticeships. HR noted that the Passport programme is a WG ESF funded project, sponsored by the LSB. He highlighted that WG ESF funding would conclude in December, 2014 and that the Passport programme was considered as an exemplar nationally. It was agreed that the LSB should receive a presentation from the Passport programme team at the next meeting.</p> <p>LSB members thanked PE and AB for their presentation and update.</p> <p>SR also noted the new reporting format where the LSB would be taking a light touch overall, with specific presentations enabling members to have a better understanding of the issues. This would provide an opportunity for LSB members to ask Outcome theme Lead Officers to consider what more the LSB (as a group of public service leaders and Chief Officers) could do to make a real difference to better support them in delivery.</p>	<p>HR</p> <p>HR</p>
3b	<p><u>Outcome Exception/Highlight Reports:</u></p> <p>HR introduced the Exception/Highlight reports from each of the Outcome theme Lead Officers noting that they should provide a much clearer picture of what was working and what was not, and relevant issues/decisions that the LSB needed to be aware of.</p> <p><u>Safer Caerphilly report:</u></p>	

Point	Matter	Action
	<p>It was noted that the theme had been discussed in depth at the previous meeting and that the Safer Caerphilly Delivery Group is fulfilling the statutory community safety function under the Crime and Disorder Act, 1998 (as amended). It was noted that the strategic assessment had been finalised.</p> <p>JK noted that he chaired the Gwent Substance Misuse Area Planning Board, which was in the final stages of agreeing a memorandum of understanding on the accountability framework. The APB is currently designing the tender for substance misuse services for the region from April 2015. It was noted that one of the challenges of working regionally was the differing structures of partners and bringing together financial processes into a single contract.</p> <p>JK agreed to provide an update report on the Gwent APB process for consideration at the next LSB meeting.</p> <p>HR reported that through consensus it had been agreed to move the H4 objective on substance misuse from the Healthier theme to Safer, facilitating clearer reporting at a practitioner level.</p> <p>The issues around S4 and domestic abuse were noted. EF highlighted the challenges discussed at a recent meeting of the Gwent Adult Safeguarding Board, one of which was the collection and sharing of data, with the overall impression that there was not a comprehensive picture. She asked if this might be a role for the LSB.</p> <p>HR noted that there was substantial data being collected but the issue was whether it was the right information and what we did with it, and whether it provided partners with the evidence to identify vulnerable people, noting the Gwent Vulnerability Intelligence project. Other examples of domestic abuse work were highlighted including the Gwent Pathfinder project launched by the previous Chief Constable and now supported by the CEO of Torfaen; 10,000 Safer Lives initiative, and the daily conference call process. JK acknowledged that there were still lessons to be learnt around data sharing. There were examples of good practice that needed to be learnt from to stop data protection being used as a reason not to share. AG made the point that the Information Commissioner had not prosecuted any individual or authority for “illegally” sharing information provided it was shared for the right reasons.</p> <p>The Safer Caerphilly report was accepted.</p> <p><u>Learning Caerphilly report:</u> No issues were raised through the Learning theme report and the report was noted.</p> <p><u>Healthier Caerphilly report:</u> The report highlighted the H1 objective to “reduce the number of low birth weight babies” and noted that it was also a WG target. It was noted that this was a long-term objective and reassuringly the trend showed a positive impact. Through analysis of the data geographical locations for targeted health improvement interventions had been identified. The report was noted.</p> <p><u>Greener Caerphilly report:</u></p>	<p>JK</p>

Point	Matter	Action
	<p>Noting that the LSB had also included both Safer and Greener, together with Prosperous, Learning and Healthier, as key outcomes to identify improvements to quality of life, there were no issues raised in the report. The report on salmon spawning in local rivers for the first time in many years was a positive example and sign of improvements to the local environment, which also contributed and supported the Healthier outcomes. The report was accepted.</p> <p>AG made a general comment noting the work in progress but asking whether there was anything the LSB could be doing as a group. He noted for example the improvements in attendance highlighted in the Learning report, putting Caerphilly at 19th out of 22 authorities, suggesting that there was a need for greater ambition and greater expectation.</p> <p>SR concurred, he felt the reporting format was working well but in order to understand the work questioned whether there was a need to bring people in and have discussions on setting more ambitious targets for improvement. He suggested the need to look at where improvement was taking place in comparative settings and identify good practice from other areas. SR suggested that the question be referred back to the thematic groups to ask for their comments. One of the dangers for the LSB he felt was to only look at what was brought in front of them and not look at the wider work e.g. the NEETS focus in Swansea.</p> <p>HR noted that the Learning Caerphilly Lead Officer was scheduled to attend and report at the LSB meeting in November, where comprehensive plans behind the exception report would be presented.</p>	
3c.	<p><u>Annual Review Report:</u> HR reported that he was in the process of drafting the report required by WG in accordance with the guidance. It was recognised that this was a transition period and he was using the opportunity to discuss future direction and rationale for any changes with Lead Officers. It was noted that the report would be presented in draft to the LSB for approval before going to scrutiny.</p>	HR
3d.	<p><u>Project Evaluation Report:</u> HR referred members to the previously circulated evaluation report relating to his post, which is a WG ESF funded project. He explained that a requirement of ESF funding was for the project to be evaluated. Hence the evaluation report produced by a local social enterprise who had been commissioned to evaluate the project.</p> <p>In noting the report it was acknowledged that there was a delay in the commencement of the project due to recruitment issues and that the LSB initiative to rationalise the partnership landscape had been overtaken by the WG requirements to produce a Single Integrated Plan within a 'demanding' timescale. Despite this, it was acknowledged that this change project had successfully delivered the Single Plan and had implemented it.</p> <p>In noting that such a change process was inevitably difficult for some, as evidenced by biased commentary in the report, reflecting other agendas, SR expressed concern that there was a danger of becoming too concerned with process and not outcome, with the whole single planning process becoming over regulated. He felt that there was a need to step back and consider the</p>	

Point	Matter	Action
	<p>role of the LSB as the report highlighted some lack of understanding of the role and purpose of the LSB from partners and colleagues. He acknowledged that there had been some excellent work done but a perhaps a breakdown in understanding what the LSB was trying to achieve. He suggested that the LSB should look wider to see what was happening elsewhere, learn lessons from other LSBs, and suggested that members might need a focussed session to consider some challenging questions about the role and purpose of the LSB.</p> <p>AG and JK advised that they also attended other LSBs in the region and they could confirm that others were going through similar processes. They felt it was important to build on the positive aspects of Caerphilly LSB, but suggested that there was some work to be done on communications.</p> <p>AG commented that when comparing Single Plans across the region, the Caerphilly LSB Single Plan was of a very high standard; clear, concise and easily understood. It was noted that with political change likely over the next three years AG felt a pragmatic approach should be taken to any move to change.</p> <p>SR noted the inference in the report that people felt disengaged with the process and suggested that the lack of the Standing Conference between June, 2012 and July, 2013 (due to local difficulties) may have had an impact. He noted that the people canvassed for views did not reach community/stakeholder level, only those involved in the development of the plan. Hopefully the widening of the Standing Conference membership would encourage more positive involvement. He was concerned that the role of the LSB to add value and tackle barriers was in conflict with recent WG moves to channel everything through LSBs. It will be interesting to see the intended changes to the role/purpose of LSBs brought about by legislation in the Future Generations Bill.</p> <p>HR noted that the process of change to develop the Single Plan had resulted in the rationalisation of meetings and structures, moving from the inclusive information exchange style to the more focussed activity of delivery against priorities. The resultant changes have led to fewer people attending fewer meetings possibly losing the connections to the wider audience.</p> <p>AG noted that having seen the reorganisation of the LSB over the past few years he felt that the LSB was tackling the bigger issues but the forthcoming Standing Conference was an opportunity to encourage the community feel, to ensure that the Caerphilly reputation for partnership working was reinforced and not lost.</p>	
4.	<p><u>Update on LSB ESF project – “Vulnerability Intelligence:</u> HR introduced JP (Project Coordinator for the above project), who employed by Blaenau Gwent CBC. JP circulated handouts and gave a presentation on the progress of the project to date. He gave some background information, explaining that the project was LSB driven and included Blaenau Gwent, Caerphilly and Torfaen local authorities, ABUHB, and Gwent Police and was funded through £500k of ESF funding. The aim was to significantly improve sharing of data across agencies to improve the services provided to support the most vulnerable people and make better use of public money as a result. The project was looking to map the data available, to look at who collects it and</p>	

Point	Matter	Action
	<p>what use can be made of it to build up a picture of those with most needs. Due to start-up difficulties emanating from WG ESF processes, there had been a delay to the project which would now run with shortened timescales. A change request had been submitted to the WG LSB ESF team for the coordinator post to be extended to March 2015 as a result. JP highlighted key milestones of the project noting the gaps that had already been identified in information sharing protocols and the links to the WASPI project to improve people's understanding of when and what they can share. It was noted that a project Evaluation Steering Group was being established and that collaboration agreements would be circulated shortly.</p> <p>AG noted that it was important that information governance was led by practitioners who need the information and not by people whose focus was information governance. He was surprised to learn from the presentation that no specific indicators had emerged strongly. HR explained that the problem had been that there were too many and a process had been undertaken to filter them down to a smaller number. They had now agreed on nine indicators but would need to prove the concept as there were still some misgivings within the health field on sharing information.</p> <p>EF asked for clarification on whether the system would be a database and it was explained that there were complex issues around compatibility, governance and security which is why it would be a repository which would only be accessed by those working on the data at the present time. EF also asked how voluntary sector services for vulnerable people could access/support the information. HR explained that the information on vulnerable individuals/families would initially be shared at practitioner case conference level but the "vision" was to be able to share the information more widely and frequently, to draw on a wider range of services including third sector services.</p> <p>HR noted that concern over the undue delays of 9-12 months in accessing the funding had been fed back to the WG LSB ESF team. JO acknowledged that processes needed to be tighter in future and offered assistance where able.</p> <p>JP was thanked for attending and for his presentation.</p>	
5.	<p><u>Voluntary Sector Update:</u></p> <p>EF gave an update on GAVO and wider voluntary sector activity on behalf of Martin Featherstone. She noted that the appointment of the senior management team in GAVO was now complete which would support the delivery of core services. A copy of the recently completed business plan had been previously circulated. It set out to define key strategic aims and to identify what a good service would look like on a thematic basis to support GAVO engagement with statutory partners and the third sector. She noted that increasingly delivery plans from WG were becoming more target driven. The key focus would be to line-up staff locally to reflect the priorities of the SIP and work with local partners on the key themes.</p> <p>EF highlighted the forthcoming Annual Volunteering Awards which was supported by LSB partners. The awards ceremony would take place in Ty Penallta in July.</p> <p>EF reported that the Compact Annual Report had been compiled in</p>	

Point	Matter	Action
	collaboration with the CCBC Policy Unit and it would be launched at the Voluntary Sector Liaison Committee in June. It would include more case studies from compact partners to demonstrate the impact of partnership.	
6.	<p><u>Forward Work Programme:</u> The forward work programme was noted. AG requested that thematic Lead Officer and Delivery Groups be encouraged to present issues for the LSB agenda as a way of ensuring a more dynamic approach.</p>	HR
7.	<p><u>Standing Conference – Friday, 13th June, 2014:</u> The forthcoming Standing Conference was noted and agreed it was an opportunity to engage widely with partners and other stakeholders. Whilst the programme was to be confirmed the LSB endorsed the idea that it should focus on the LSB priority of “Tackling Poverty”. This would also reflect the increasing focus from WG on tackling poverty and it would be an opportunity to engage with partners and community members to find out how poverty impacts on them. It was also an opportunity to generate enthusiasm and engagement from partners to support work on this important WG and LSB priority. EF advised that she would mention this at a forthcoming voluntary sector representatives meeting which would be an opportunity to gauge views.</p> <p>AG suggested that the Standing Conference should focus on the work being undertaken and to highlight joint/partnership work. JO noted the cross-cutting nature of the poverty agenda and the priority given to it by WG, highlighting the role of the Deputy Minister for Poverty, Vaughan Gethin. It was suggested that he could be approached as keynote speaker for the Standing Conference. It was agreed that JO would investigate the availability of the Deputy Minister and SR/HR would meet to confirm the programme for the day.</p>	SR/HR /JO
8.	<p><u>Information Items:</u> The items circulated for information were noted.</p> <p>AG suggested that a presentation on “10,000 Safer Lives” be given at a future LSB meeting to build on the previous presentation given as it would be interesting to have feedback on the impact in the Caerphilly county borough area, such as how many calls had been received, how many families supported and the impact/difference that had been made rather than anonymous target figures.</p> <p>Members agreed that the Leads/Delivery group should be asked again for any items to be brought forward and to expect questions back on reports received.</p>	HR
9.	<p><u>Any Other Business:</u> JO gave a brief update on the progress of the Williams Commission acknowledging the two processes taking place; a WG process and the political process across local government in Wales. He reported that WG was preparing a response which would include the impact of other Bills, which would be published before the Summer recess. Piers Bisson was leading a small team to put the report together. He noted that responses were being received from government departments and there was a plan to bring forward legislation within the next two years. It was noted that whilst the public focus had been on local government reorganisation, there was much more to the Williams report and it was important not to lose that including the focus on public engagement. AG warned that there was a danger of everyone waiting</p>	

Point	Matter	Action
	<p>for direction when there was work that needed to be done in the meantime.</p> <p>AG then placed on record his appreciation of the chairmanship of Cllr Harry Andrews who would be stepping down as Leader of the Council and as Chair of the LSB at the Council AGM. He thanked him for his guidance and informal contact and offered his good wishes. SR also acknowledged the role of Cllr Andrews and his influence on the way the authority had engaged with the community and his style of leadership.</p> <p>The meeting was closed by Cllr Andrews with his thanks for the good wishes and thanks to members for their attendance.</p>	
10.	<p><u>Date of Next Meeting:</u> At 9:30am on Wednesday, 20th August, 2014 in Core Room 1.3, CCBC Officers, Ty Penallta.</p>	

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CORPORATE HEALTH AND SAFETY COMMITTEE

MINUTES OF THE MEETING HELD AT PENALLTA HOUSE, TREDOMEN,
ON MONDAY, 16TH JUNE 2014 AT 10.00 AM

PRESENT:

Councillors:

M. Adams, D. Havard, A. Higgs, G. Hughes and S. Kent.

Together with:

D. Jones (Service Manager, Health, Safety and Welfare), G. Hardacre (Head of HR and Organisational Development), T. Phillips (Health and Safety Manager), R. Phillips (Asbestos Team Manager), S. Hawkins (Community Leisure Officer), E. Townsend (Deputy Health and Safety Manager), M.S. Williams (Head of Community and Leisure Services), T. Maher (Assistant Director Planning and Strategy, Education) and E. Sullivan (Democratic Services Officer).

Trade Union Representatives:

S. Brassinne (UCATT).

1. APOLOGIES

Apologies for absence had been received from Councillors P.J. Bevan, Mrs C. Forehead and D. Hardacre.

2. APPOINTMENT OF CHAIR

Councillor D. Havard was appointed Chair of the Committee for the ensuing year.

3. APPOINTMENT OF VICE-CHAIR

Councillor S. Kent was appointed Vice-Chair of the Committee for the ensuing year.

4. DECLARATIONS OF INTEREST

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

5. MINUTES

Subject to the inclusion of Cllr D. Havard in the list of apologies for absence it was

RESOLVED that the minutes of the Corporate Health and Safety Committee held on 17th February 2014, be approved as a correct record and signed by the Chairman.

REPORTS OF OFFICERS

Consideration was given to the following reports.

6. ANNUAL HEALTH, SAFETY AND OCCUPATIONAL HEALTH REPORT - PRESENTATION

Donna Jones, Service Manager, Health, Safety and Welfare presented an outline of the Health, Safety, Occupational Health and Risk Management Annual Report for 2013-2014 and a copy of the report was circulated to Members. The presentation detailed Health and Safety Achievements and Performance for 2013/14, Carefirst Services, Health and Safety Training, Civil Claims and the Priorities for 2014-15.

The key Health and Safety achievements were highlighted and reference made to the changes to the Specsavers Eye Care Scheme; the introduction of Health and Safety vetting of Contractors; the development and implementation of a Corporate Asbestos Management Plan; Fire Safety in Residential Homes; Design and Technology/Radiation Sources in Schools and a new Health and Safety handbook for Park Services.

In relation to the Specsavers Eye Care Scheme, the Officer confirmed that staff non-attendance at appointments had led to an issue with unredeemed vouchers. As a result an e-Voucher system had been implemented which allowed any unused vouchers to be reissued. It was noted that since the scheme launched in November 2012, 274 vouchers had been issued.

Members were advised that from 1st January 2014 all construction contractors wishing to work for the Authority must be accredited to one of the Safe Systems in Procurement (SSIP) schemes. This would ensure a consistent approach to Health and Safety pre-vetting to a set standard.

The Corporate Asbestos Management Plan had been further developed in 2013 to support Building Managers and Head Teachers in the management of any materials containing asbestos within their premises. Briefing sessions had been held with 300 employees attending to date. It was noted that the session had been tailored to reflect either school or business management needs.

Following issues identified as a result of the fire service industrial action, residential homes were visited and individual Personal Emergency Evacuation Plans implemented to complement the overall evacuation plan which had also been reviewed and updated. A training programme specific to each individual homes evacuation plan was then delivered to staff.

In relation to Design and Technology Departments in schools specialist external Health and Safety training had been facilitated bringing a further 10 members of school staff to a nationally recognised accredited standard. In addition to this audits had been undertaken with all schools that hold radiation sources required for the delivery of A Level Physics and training sessions held for Heads of Science Departments to raise awareness of good working practices.

Finally working with Park Services risk assessments and procedures were reviewed, updated and streamlined and a new health and safety handbook produced and circulated to Parks employees.

In terms of performance, Members were advised of the work being done by Occupational Health Services in relation to the screening of school caretakers, this had identified a number of staff with symptoms of vibration induced disease. In most cases this was a pre-existing condition however in future all caretaking staff would need to be screened for HAVs prior to placement. The expectations of Head Teachers in relation to the duties and responsibilities of their caretakers was noted and the importance that they should not be required to go over and above their remit was emphasised.

Members were referred to the notices received from the South Wales Fire Service for Ysgol Ifor Bach and Rhiw Syr Dafydd. In relation to Ysgol Ifor Bach a conflict in the recommendations received at the school had become apparent as the Fire Service required the number of displays to be reduced due to the amount of combustible material they contained, whereas ESTYN had recommended the increased use of displays as part of their recommendations.

Accident statistics for 2013/14 were confirmed and were noted to be similar to the previous year. The Officer highlighted a decrease in the number of 3 day lost time periods which had fallen from 23 in 2013/13 to 13 in 2013/14. However there had been an increase in the number of 7 day lost time periods which had risen from 19 in 2013/14 to 26 in 2013/14.

The number of proactive inspections carried out in 2013/14 were confirmed and compared to the figures for 2012/13. Members were advised that these were carried out on a rolling programme and noted that the number of inspections carried out had increased.

Occupational Health performance for 2013/14 was confirmed and Members noted that 2413 appointments had been made during the year, of these 567 had been with physiotherapist. It was noted that the majority of the physiotherapy appointments had been made by people in work to try and avoid the need for sickness absence. Members noted the Health Screening programme and the various health checks had been undertaken in order to ensure that people were fit enough to fulfil their post requirements.

The Carefirst Support Services contact analysis was summarised and highlighted the decrease in work related problems recorded falling from 273 in 2012/13 to 215 in 2013/14. However both the Support Service and the Occupational Health team had noted an increase in mental health related conditions being reported.

Health and Safety training events throughout 2013/14 were confirmed with a total of 296 training events providing training for 2893 employees.

Civil claims for 2013 were outlined with only 16 new employment liability claims being filed in 2013/14 at a cost of £191k compared to costs of £440k in 2012/13. Members were also advised that no employment liability claims had been taken to court in 2013/14. Changes to Employment Liability Law were noted with the deadline for court submission reduced from 90 to 30 days. The Officer confirmed that this authority already worked to a 20 day report deadline.

The key priorities for 2014/15 were confirmed as Mental Health Support and Training, Asbestos Removal Programme in Schools, Completion of Disaster Recovery/Education Continuity Plans for all Schools, Premium Health and Safety SLA Service to Schools and General Inspections to Residential Homes/Day Centres.

The Chair thanked the Officer for the very informative presentation and full discussion ensued.

Clarification was sought with regard to the assessment of school caretakers with pre-existing health conditions and the impact that these would have on their ability to carry their roles. The Officer confirmed that risks were assessed to the point at which an individual was unable to continue in their role, at this point a medical redeployment would be a consideration. Assurances were given that Officers would work closely with the individual members of staff to secure the best outcome possible. Members were advised that due to increasing budgetary pressures School Heads were relying heavily on caretakers and in some instances expectations had far exceeded the remit of the post and the need to bring this back into line was emphasised. It was noted that Heads Teachers were being consulted on using the caretaker role appropriately and they were mindful of striking the right balance. The implications of failing to detect health issues with regard to employer liability were discussed and noted.

Members fully recognised the difference a good caretaker made to a school but were mindful that any demands placed on them should not go beyond their job description. Officers confirmed that five caretakers had been identified with vibration induced disease and although they had been restricted from using certain equipment it had not prevented them from carrying out their duties.

Members discussed the opting out of schools from Service Level Agreements for ground maintenance and the further implications this could have on the caretaker role. The importance of regular use and training on specialised equipment was discussed and Officers emphasised the need to reinforce good working practices through training to a nationally recognised standard as evidence of competency levels.

The Corporate Health and Safety Committee noted the presentation and the Health, Safety, Occupation Health and Risk Management Annual Report 2013-2014.

7. ASBESTOS REMOVAL PROGRAMME - CCBC SCHOOLS

Donna Jones, Service Manager, Health, Safety and Welfare introduced the report which updated the Committee on the current position of asbestos in all schools where the Council is the duty holder and advised of the work undertaken to date to implement a planned programme of asbestos removal works.

The programme would work across 37 schools over the next two years and remove all amosite asbestos from occupied areas of schools buildings. The project required a budget of £800,000 and would be completed in two phases.

It was noted that a programme of air quality monitoring had been undertaken in various schools and the samples taken analysed using fibre discrimination techniques. Members were advised that 6 of the samples taken had been returned with fibre levels below 0.0005 f/cm^3 . This level of amosite fibres in the air was regarded by the Medical Research Council as a satisfactory level in schools with asbestos in good condition. Members were assured that the authority was in a very positive position as a result of the survey and monitoring processes already completed.

The Chair thanked the Officer for her report and full discussed ensued.

Members congratulated Officers on the work already done and sought clarification on the amount of disruption that would be caused to schools during the removal works. Officers confirmed the works programme would be sensitively managed to ensure there was little or no disruption to the schools.

Clarifications was sought as to the nature of the contractors that would be used for the works and Officers confirmed that asbestos removal required a specialist licensed contractor.

The Corporate Health and Safety Committee noted the report.

8. RECENT HSE UPDATE

The report informed the Committee of recent updates in Health and Safety information, advice and guidance.

Members were referred to section 4.2 of the report which outlined an issue raised at the last meeting in relation to free standing walls and referenced a recent collapse in a school in Edinburgh.

Officers confirmed that the Health and Safety Team conducted general inspections in all schools and any structural issues would be picked up and taken forward for review. Condition Surveys and remedial actions are always highlighted and assurances given that Health and Safety would have picked up any issues and progressed as appropriate.

In addition Building Condition Surveys are undertaken by Corporate Property on school buildings, which would highlight structural issues requiring remedial action. This information is shared with Education Officers and Headteachers for appropriate action.

The Chair thanked the Officer for her report and full discussion ensued.

The Corporate Health and Safety Committee noted the report.

9. DARREN VALLEY TRAFFIC ISSUE

Donna Jones, Service Manager, Health, Safety and Welfare confirmed that this item had been placed on the agenda at the request of Councillor D. Hardacre who had, unfortunately given his apologies for this meeting.

Members were advised that Councillor Hardacre's concerns stemmed from the impact the recent road closure between Pontlottyn and New Tredegar had on traffic through the Darren Valley. Particular concerns had been raised in relation to Council owned vehicles travelling at speed through the area and requested that a reminder be sent to staff on driving safely.

Driving safety concerns were discussed at length and particular issues in relation to speeding, the use of mobile phones and blue tooth or hands free devices whilst driving were debated. Members agreed that the drop in concentration levels experienced when a driver is engaged in a conversation would be detrimental to their capacity to drive safely and therefore before accepting a call a driver must find a suitable and safe place to stop before answering any call.

Having considered the concerns raised by Councillor Hardacre the Corporate Health and Safety Committee recommended that a communication be sent to all staff using corporate vehicles reminding them of their responsibility to drive safely and legally particularly in terms of speed and mobile phone use.

10. INFORMATION ITEMS

The following report was received and noted:

1. Accident Statistics Report for Quarter 4 - January - March 2014.

The meeting closed at 11.07 am.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on, 3rd November 2014 they were signed by the Chairman.

CHAIRMAN



POLICY AND RESOURCES SCRUTINY COMMITTEE – 30TH SEPTEMBER 2014

**SUBJECT: SUMMARY OF MEMBERS' ATTENDANCE – QUARTER 1 – 8TH MAY
2014 TO 30TH JUNE 2014**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES AND SECTION 151
OFFICER**

1. PURPOSE OF REPORT

1.1 To report Members' levels of attendance at scheduled meetings of Caerphilly County Borough Council.

2. THE REPORT

2.1 Appendix 1 details Members' attendance for quarter 1 (8th May 2014 to 30th June 2014), at the following meetings:

- Council;
- Cabinet;
- Scrutiny Committees;
- Planning Committee;
- Audit Committee;
- Democratic Services Committee; and
- Sustainable Development Advisory Panel.

2.2 The information is compiled from attendance sheets signed by Members at these meetings.

2.3 The appendix also allows for a comparison with the same period in the preceding two years. When making comparisons to previous quarters/years, please note that overall averages given are the weighted average to reflect the number of meetings in each quarter.

2.4 Details for the next quarter (1st July 2014 to 30th September 2014) will be reported to the next appropriate meeting of the Scrutiny Committee.

3. EQUALITIES IMPLICATIONS

3.1 There are no specific equalities implications arising as a result of this report.

4. FINANCIAL IMPLICATIONS

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

5. PERSONNEL IMPLICATIONS

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

6. CONSULTATIONS

6.1 None.

7. RECOMMENDATIONS

7.1 That Members note the content of the report.

8. REASONS FOR THE RECOMMENDATIONS

8.1 To inform Members of attendance levels at scheduled meetings of Caerphilly County Borough Council from the Annual Meeting of Council, 2014.

Author: C. Evans (Committee Services Officer)

Background Papers:
Member attendance sheets

Appendices:
Appendix 1 Schedule of Members' Attendance 2012 to 2015

Quarterly Summary of Attendance Levels (Percentages)

AGM to AGM

	2012-2013					2013-2014					2014-2015				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Council	89	88	85	81	84	87	82	82	88	85	84				84
Crime & Disorder		38		59	59		69		94	82					0
Education For Life	75	78	66	69	72	72	75	69	75	73	66				66
Health, Social Care & Wellbeing	88	75	85	88	84	75	66	78	69	72	75				75
The Living Environment															
Regeneration															
Regeneration and Environment	69	77	71	88	76	69	63	81	84	74	81				81
Policy & Resources	81	88	71	79	77	69	78	84	85	79	78				78
Planning Committee	75	83	80	74	78	75	82	85	89	83	85				85
Audit Committee		58	50	42	48	83	75	67	83	77	58				58
Democratic Services Committee		44	63	69	60	69		69	75	71	88				88
Sustainable Development Advisory Panel	73	45	64	45	61	64	64		64	64					0
Average Attendance per quarter	78	67	71	71	74	74	72	77	81	76	77				77
Cabinet	90	94	93	88	91	95	82	92	93	91	93				93

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