

## Management response

**Report title:** Springing Forward Assets – Caerphilly County Borough Council

**Completion date:** Updated October 2022 Version 2

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Ref	Recommendation	Acceptance status Please indicate whether the recommendation is: 1. <b>Fully accepted</b> 2. <b>Partially accepted</b> 3. <b>Not accepted</b>	Management response Please set out here relevant commentary on the intended implementation plan in response to the recommendation	Completion date Please set out here when you plan for the management response to be completed and intended outcome achieved.	Responsible officer (title)
R1	<p><b>Develop a longer-term asset strategy</b></p> <p>In developing its asset management strategy, the Council should ensure that it:</p> <ul style="list-style-type: none"> <li>a) takes account of longer-term trends that may affect service provision and the efficient use of assets;</li> <li>b) ensures alignment with the outcome of other relevant strategic documents, including decarbonisation and digital strategies;</li> <li>c) sets out the Council's intended outcomes over the short, medium and longer term;</li> <li>d) sets out SMART performance measures that provide insight to decision makers, and</li> </ul>	1. Fully Accepted	<p>The Council is in the process of appointing a new Head of Land and Property who will have responsibility, among other things, for redeveloping and integrating the Council's Asset Management Plans and ensuring they integrate with the wider suite of strategic documents.</p> <p>It is anticipated that the new post holder will take up the role in the Autumn and the approach to refreshing the Council's approach to Asset Management will be a key priority.</p> <p>As part of the redevelopment of the approaches to Asset Management, the Council will ensure appropriate outputs and outcomes are set with targets and timescales introduced where appropriate.</p> <p>The Council will also seek to include some specific recurrent questions within its next Caerphilly Conversation that will provide insight into residents' views on community assets and their use.</p>	<p>April 2023</p> <p>April 2023</p> <p>April 2023</p> <p>January 2023</p>	<p>Corporate Director Economy and Environment</p> <p>Corporate Director Economy and Environment</p> <p>Head of Land and Property</p> <p>Head of Transformation</p>

	<p>e) revises the Service Area Management Plan criteria to include active consideration of residents' needs over the medium to longer term.</p>				
R2	<p><b>Assign Resources</b> Secure sufficient and skilled resources to deliver the strategic vision effectively, including to:</p> <ul style="list-style-type: none"> <li>a) manage the disposal or transfer of surplus assets;</li> <li>b) implement digital solutions, and</li> <li>c) engage with and involve communities around their needs.</li> </ul>	1. Fully Accepted	<p>The Council is currently in the process of appointing a Head of Land and Property.</p> <p>The Council is currently developing a new approach to Recruitment and Selection designed to enhance its chances of securing and retaining critical resources.</p> <p>The Council has identified this specific recruitment gap as a risk and is exploring a range of alternative options to further build capacity and expertise from the private and public sector. This will allow us to capture opportunities a strategic partner can bring as well as building on additional public sector collaboration</p> <p>The Council is exploring opportunities to provide additional support for critical resources through an enhanced relationship with its supply chains.</p>	<p>Autumn 2022</p> <p>Autumn 2022</p> <p>Ongoing across 2023</p> <p>Autumn 2022</p>	<p>Corporate Director Economy and Environment</p> <p>Corporate Director Education and Corporate Services</p> <p>Corporate Director Economy and Environment &amp; Head of Human Resources</p> <p>Head of Customer and Digital</p>

			<p>The Council is actively implementing a cloud strategy to future proof its approach to the delivery of digital solutions through the use of Software as a Service.</p> <p>The Council, as well as adapting its Caerphilly Conversation to seek views on assets, will strengthen further the involvement aspects of any disposals or changes to existing services.</p> <p>Strategic community involvement work is already programmed to ensure assets, particularly those linked to the Walk In Services corporate review, are developed around community need.</p> <p>This approach is in line with the council's Consultation and Engagement Framework, adopted in February 2020.</p> <p>Ongoing process of highlighting opportunities within the Community Asset Transfer scheme with community members during engagement process</p>	<p>Ongoing</p> <p>January 2023</p> <p>In line with timescales associated with Walk In Services corporate review</p>	<p>Head of Customer and Digital</p> <p>Head of Transformation</p> <p>Transformation Lead – Insight and Intelligence to support oversee work of wider Walk In Services project group</p>
R3	<p><b>Evaluate the benefits of partnership working</b></p> <p>Collaborate with public sector partners across Gwent to evaluate the potential benefits of developing a strategic long-term approach to a single public estate.</p>	2. Partially Accepted	<p>While there are clear and obvious benefits from collaborating with other public sector bodies, previous attempts to do so across the Gwent PSB have proved challenging and are reliant on partners wanting to pursue opportunities. This recommendation, therefore, is not entirely in the Council's gift to resolve.</p>		

That said, the advent of Agile working practices do clearly provide new opportunities for redundant building capacity to be utilised by either private or public partners, maximising the use of assets while reducing the costs.

The Council is currently formalising its approach to Agile working and in doing so is assessing its future capacity requirements across its administrative buildings. As this exercise concludes, the Council will engage partners to assess the opportunities to co-locate.

December 2022

Corporate  
Director  
Education and  
Corporate  
Services