



**COUNCIL - 23RD JULY 2013**

**SUBJECT: COUNCIL IMPROVEMENT OBJECTIVES**

**REPORT BY: ACTING DEPUTY CHIEF EXECUTIVE**

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- 1.1 The attached report was presented to the Cabinet on 16th July 2013.
- 1.2 The recommendations of Cabinet will be reported at the meeting.

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Appendices:  
Appendix 1 Report to Cabinet - 16th July 2013.



## CABINET – 16TH JULY 2013

**SUBJECT: IMPROVEMENT OBJECTIVES 2013/14**

**REPORT BY: ACTING DIRECTOR OF CORPORATE SERVICES**

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

- 1.1 The Local Government Measure 2009 requires all local authorities in Wales to set and publish a set of priorities called Improvement Objectives. The Wales Audit Office (WAO) will use those Improvement Objectives to evaluate the council's likelihood of improvement and following that, the level of actual improvement that is achieved for the citizens of Caerphilly. This will form the main part of the WAO 'Annual Improvement Assessment' of the Council, which is made publicly available in January each year.
- 1.2 The Council is required to set or review their Improvement Objectives to ensure they remain relevant and current. This report details the process the Council has taken in setting its new Objectives and identifies the recommended set of Improvement Objectives for 2013/14.

### **2. LINKS TO STRATEGY**

- 2.1 The local Government Measure 2009 requires each authority to publish priorities for improvement called Improvement Objectives.

### **3. THE REPORT**

- 3.1 The Objectives must be published as soon as possible after the end of the financial year and although not stated in the measure informal expectation is no later than the end of the first quarter (June 2012).
- 3.2 In November 2012 the Council set its Corporate Priorities for 2013-17. The set of Corporate Priorities was used as a basis for selecting Improvement Objectives for 2013/14.
- 3.3 As part of the selection process the PMU worked extensively with services in assessing each of the proposed objectives against the questions below. This assessment will be available for the regulators as an audit trail so they can see the thought process that went into the selection and subsequent conclusions.
- 3.4 The assessment asked the following questions?
  - Relevance - Is this objective relevant as there is an 'unmet' need?
  - Consultation – are these what the citizens want? How does the service know?
  - Is there any evidence of collaboration to achieve the outcome?
  - Funding – Does the Medium Term Financial Plan affect whether some of these activities can still be delivered? Has external (central government, home office etc) funding affected the delivery of these objectives?
  - Has the Wales Audit Office made any recommendations that alter the objective?
  - Is there any new legislation, demographic or any other changes that need to be taken into

account?

- Will the council be able to evidence the improvements it will be making?

- 3.5 Following the initial assessment and selection, a public consultation exercise was carried out to test the relevance of the selection and to gather public feedback on the proposed set. This exercise also gave those who responded an opportunity to say what they felt was missing from the initial selection.
- 3.6 The Council received over 230 responses to the consultation exercise. Responses were received from local councillors, local businesses, and members of the public and members of staff. More than 60% of the total response was from staff members. The results and comments from the consultation were analysed and confirm that the Improvement Objectives selected are considered to be very important to the vast majority of respondents.
- 3.7 The consultation questionnaire included a question, "What is missing and why do you think it should be added?" Over 1/3 of respondents (87 people) thought that something was missing from the set. These comments were primarily received from members of staff. There were no comments received from local councillors, identifying anything they believed were missing from the proposed set.
- 3.8 A number of issues emerged in response to this question. A number of respondents noted that the Improvement Objectives were focussed towards younger people and commented that there should be more focus on Adult Care (14 comments) and improving job and business opportunities for all age groups (10 comments). There were also a number of comments relating to the environment (13 comments) as well as transport and road networks (5 comments), and educational attainment (5 comments).
- 3.9 Further investigation and analyses by the PMU confirms that all the 'missing' areas are adequately covered by proposed improvement activity either, as part of the 2013-17 Corporate Priority set, or the Single Integrated Plan. PMU met with Social Services to discuss the potential inclusion of an 'adult care objective in response to the consultation but the service did not identify anything further that was not already covered by the Priorities. The remainder of the comments on adult care were not specific in what was required. In conclusion, the PMU does not propose any changes to the Improvement Objectives for 13/14 as a result of the response to the public consultation.
- 3.10 A full copy of the consultation results area available from the members library and will be posted on both the intranet and Internet. The responses in addition to validating the 13/14 objectives will be used to review and help inform the 2014/2015 objectives (see para 3.8).
- 3.11 Below is a summarised list of each Improvement Objective for 2013/14, following the assessment and consultation described above. A full description of each objective is contained in **Appendix 1**. This document has been prepared for distribution to the general public, in accordance with the Local Government Measure 2009, and includes reasons for choice, expected outcomes, actions and the evidence we will use to assess whether we are making a difference.

#### **Improvement Objective**

IO1 Ensure children and young people who are looked after are supported to achieve their full potential.

#### **Outcomes**

- We will recruit more foster carers in order to meet the placement demands of children requiring foster placements. We hope to reduce the number of Independent Fostering Agency placements and provide placement stability
- Children requiring adoptive placements are matched and placed with adoptive families in a timely manner
- We hope to increase the attainment levels of all Looked after children (LAC) in an education

## **Improvement Objective**

## **Outcomes**

<b>Improvement Objective</b>	<b>Outcomes</b>
	setting.
IO2 Improve job opportunities by implementing the Council's Passport Scheme.	<ul style="list-style-type: none"><li>• We want to increase the number of young people engaged in education, training and employment so it gives them the best opportunities and part of that is to build upon arrangements to place young people in suitable accommodation.</li><li>• Implementing the Council's Passport Scheme to create employment and training opportunities.</li></ul>
IO3 Develop an effective and accessible Youth Service that supports the personal and social development of young people	<ul style="list-style-type: none"><li>• To help learners achieve formal and non-formal qualifications in a wide range of settings</li><li>• Improve attendance at Secondary school</li><li>• Improving life chances (opportunities for future employment).</li></ul>
IO4 Improve awareness, access, variety and use of leisure, community and sporting facilities	<ul style="list-style-type: none"><li>• Improving the awareness, access and variety of leisure, community and sporting facilities to increase people's participation in sports and active recreation.</li></ul>
IO5 Investment in Council homes to transform lives and communities	<ul style="list-style-type: none"><li>• Deliver the best quality home improvements scheme to our tenants as promised in the Offer Document.</li><li>• Their homes create real jobs in our communities</li><li>• Deliver wider community benefits.</li></ul>
IO6 Improve the availability of private and public sector housing to reduce the number of residents who may become homeless	<ul style="list-style-type: none"><li>• To provide as many opportunities as possible to prevent as few people as possible becoming homeless.</li></ul>

3.12 Next steps would be for Cabinet to collectively agree the outcomes above for 13/14

## **4. EQUALITIES IMPLICATIONS**

- 4.1 There are no equalities implications to this report that have not been considered or would adversely affect any individual or group who fall under one of the protected characteristics or wider issues as shown in the Council's Strategic Equality Plan.
- 4.2 Equalities and Welsh Language issues are crosscutting themes and to varying degrees, the Council's 7 Strategic Equality Objectives support the implementation of each of the 6 Improvement Objectives.

## **5. FINANCIAL IMPLICATIONS**

- 5.1 A review of the Council's Medium Term Financial Plan against the 6 improvement objectives shows there are no cuts that will adversely affect their delivery at this time.

## **6. PERSONNEL IMPLICATIONS**

- 6.1 There are no personnel implications

## **7. CONSULTATIONS**

7.1 All responses from consultations have been incorporated into this report

## **8. RECOMMENDATIONS**

8.1 Cabinet approve the Improvement Objectives for 2013/14.

## **9 REASONS FOR THE RECOMMENDATIONS**

9.1 The Council has a statutory requirement to agree and publish its improvement objectives as soon as possible after the financial year.

9.2 The measure (WPI 2010 guidance) requires Improvement Objectives to be approved by the Council's Executive function.

## **10. STATUTORY POWER**

10.1 Local Government Measure 2009

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Consultees: Corporate Management Team  
Nicole Scammell, Acting Director of Corporate Services & S151 Officer  
Colin Jones, Head of Performance & Property

Appendices:  
Appendix 1 –Improvement Objective Plan



# Caerphilly Council's Improvement Objectives

For the year

**2013/14**

A greener place    Man gwyrddach



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<b>Appendix A</b>	Summary of Improvement Objective Measures and Evidence	
<b>General Statement</b>	<i>This Improvement Plan is Caerphilly County Borough Council's publication of improvement information, prepared under Section 15(3) of the local government (Wales) measure, which discharges our duties under Sections 2(1), 3(2), 8(7) and 13(1) of the measure.</i>	

## Foreword from Our Leader

**Council Leader:**  
**Cllr. Harry Andrews**



As Leader of the Council, I am pleased to present our Improvement Plan for 2013/14.

We are continually striving to raise standards and deliver quality services for people from all sections of our community.

Setting our Improvement Objectives is an important part of this process as they help us focus our efforts on key outcome areas. Over the last few months we have been asking local people for their views and their feedback has helped shape the way forward.

These Improvement Objectives are just a snapshot taken from the wider range of services we provide and concentrate on areas where we know there is a need to improve. We are leading the way in Wales in many areas, but we also recognise that there are shortcomings too and these need to be addressed in a continuous review process which helps ongoing improvement.

In October we will provide an update against last year's Improvement Objectives and about our wider improvement activity in our 'self-evaluation' of how we have performed in 2012/13.

I would like to thank everyone involved in the preparation of these Improvement Objectives and now look forward to seeing positive results in the future.



## Introduction

We are pleased to introduce our Improvement Objectives for 2013/14, which details the improvements we intend to make for our citizens over the year. In 2010, legislation required Council's to identify areas for improvement and called these 'Improvement Objectives'. Caerphilly Council has always set 'areas for improvement' however our Improvement Objectives are sometimes a little different from our overall Council priorities in that they are based specifically on areas of unmet need from the public's point of view and where we want to place our focus in a shorter time frame. More importantly they are based on outcomes (or what difference these make for the public) and are often carried out in collaboration with other organisations.

The Council has 6 priorities for the next four years to run from 2013-2017. These priorities were chosen for a wide range of reasons, some because we wanted to perform better, some containing projects and areas of work that would be financially or politically important, for example, Manifesto commitments. Some are based on citizen feedback and are shown on page 8 of this document. These 4 year priorities have been used as a basis for setting our more medium term focused Improvement Objectives. Having Improvement Objectives and Priorities does not replace nor stop us carrying out all the many other things that we do, but in this time of financial constraint it is helpful to concentrate on a set of specific outcomes, focusing our efforts to make specific improvements more quickly. Each Improvement Objective will have a detailed action plan that will be monitored with a yearly assessment published each October.

We hope you enjoy reading about how the Council is working to make a difference on your behalf and would welcome any feedback you have. You can find details of the different ways that you can do this on page 33.



**↑ PASSPORT TO EMPLOYMENT**

SC231	SOCIAL CARE
MC578	MECHANIC
CA923	CATERING
HE447	HEALTH
EN190	ENGINEER
MN361	MANAGER

**CAERPHILLY Programme**



**CO<sub>2</sub>** **CARBON MANAGEMENT**

## Improvement Objectives – Selected for 2013/14

IO 1	Ensure children and young people who are looked after are supported to achieve their full potential.	A, B & D
IO 2	Improve job opportunities by implementing the Council's Passport Scheme.	A, D, E & G
IO 3	Develop an effective and accessible Youth Service that supports the personal and social development of young people	A, B, C, D & E
IO 4	Improve awareness, access, variety and use of leisure, community and sporting facilities.	A, B, C, E & G
IO 5	Investment in Council homes to transform lives and communities	B, C, E, D & G
IO 6	Improve the availability of private and public sector housing to reduce the number of residents who may become homeless.	B, C, E & D

The Welsh Government defines improvement as:

A= making progress toward community planning objectives,

B= Improving quality,

C= improving availability of services

D= Fairness especially in reducing inequality

E= Contributes to sustainable development

F= improving the efficiency of services and functions

G= Innovation and Change contributes to any of the above

Above we note which aspects of improvement our objectives contribute to

## **Reason For Selection:**

Each year, the authority monitors and reviews its service activities and through various activities, periodically identifies things that:

- Are important to our citizens
- Are under performing
- Affects the sustainability of our communities and their surrounding environments
- Affects the health and well-being of individuals
- Help us deliver efficient, fair and productive services

These objectives were chosen because these are the areas where it was felt that we needed to improve or wanted to do more. A range of intelligence, from survey data, statistics and local knowledge was used to identify these as areas for improvement in 2013/14. Each Improvement Objective will give more detail for their selection under their specific section.

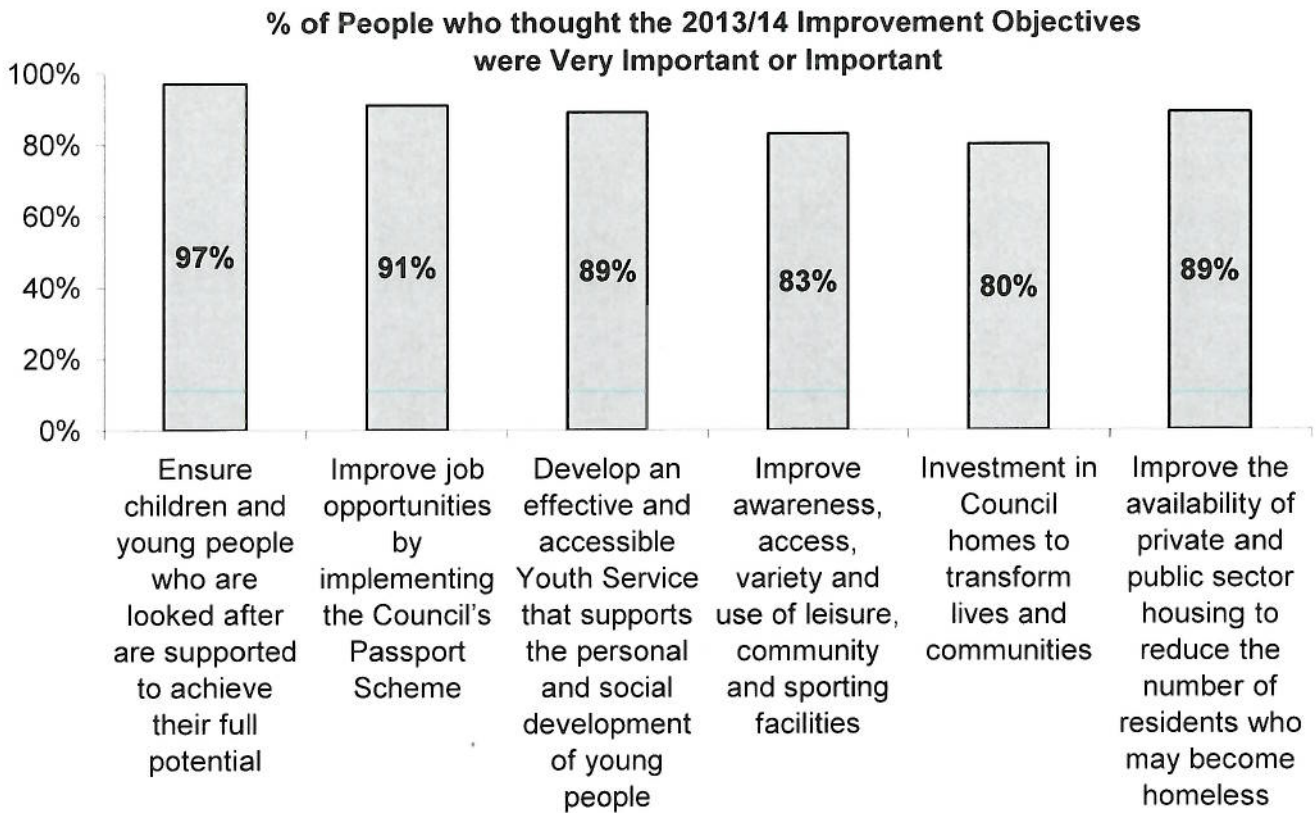
## **Consultation:**

We wanted to know whether the areas we believe need improving are also important to you or whether you thought there were other areas that need improvement.

To do that we looked at a range of information such as the Councils consultation on a long-term partnership plan called Caerphilly Delivers. This was put together following a full public consultation and included partners such as the Police, the Health Board and the voluntary sector.

Some of the things we want to do are part of the Council's contribution towards the broader Caerphilly Delivers Plan, therefore to avoid consultation overload and keep costs down we used the results and analysis from the 'Caerphilly Delivers' Consultation to inform the more specific consultation. Following this we then chose a smaller specific set of Improvement objectives and carried out extensive consultation between April and May 2013 for all citizens of the borough to give their feedback and check whether these were things that mattered to you.

The table below summaries the 234 responses we received.



**Following your feedback we have...**

Made clearer that adult care is included in our long- term priorities, as is support for adults in terms of help with job opportunities. We will have action plans, monitor progress and update you on our progress in future through our yearly performance report, which is published each October.

It is important to make clear that the Council is committed to an ongoing process of consultation and engagement with stakeholders throughout the lifetime of our wider priorities (2013-2017) and subsequent objectives and that any changes needed can be done on an annual basis, although we welcome your feedback at any time of the year. More details are available on: <http://www.bmgresearch.co.uk/caerphilly/KMS/scheduler.aspx?strTab=Scheduler&noip=1>

## Arriving at our Improvement Objectives for 2013/14

Council Priorities 2013-2017	What did we choose?	Improvement Objectives 2013/14
Our communities must be safe, green and clean places to live to improve resident's quality of life.	From this we chose →	Ensure children and young people who are looked after are supported to achieve their full potential.
We want to improve job opportunities in our County Borough, so people can live better lives.	From this we chose →	Improve job opportunities by implementing the Council's Passport Scheme
Our goal is that every child should have the best start in life, and the opportunity to achieve success as a young person and as an adult	From this we chose →	Develop an effective and accessible Youth Service that supports the personal and social development of young people
We want to enable our communities to make healthy lifestyle choices to improve citizens' quality of life.	From this we chose →	Improve awareness, access, variety and use of leisure, community and sporting facilities.
Improving accessibility throughout the county borough.	We did not choose any objectives from this	
Transforming council homes, lives & communities	From this we chose →	Investment in Council homes to transform lives and communities
	And this →	Improve the availability of private and public sector housing to reduce the number of residents who may become homeless

The following pages **Outline Delivery of the Improvement Objectives** and what we intend to do over the forthcoming year:

## Our Improvement Objective Number 1

**Ensure children and young people who are looked after are supported to achieve their full potential.**

### ***1. What difference do we plan to make?***

CCBC will have recruited more foster carers in order to meet the placement needs of children requiring foster placements. We want to reduce the number of Independent Fostering Agency placements that we use and ensure children are placed within the Borough to access local services when ever possible. We aim to improve Placement Stability for children, to promote more positive outcomes.

We want to improve the timeliness for children who require adoptive placements to be matched with and placed with adoptive families.

We hope to increase the education attainment levels of all Looked after children (LAC) in an education setting.

We want to increase the number of young people engaged in education, training and employment so it gives them the best opportunities and part of that is to build upon arrangements to place young people in suitable accommodation.

### ***2. Why we have chosen this***

Corporate parenting is the legal and moral duty that Councillors and the Authority have for looked after children, to provide them with the level of support, care and protection that any good parent would give to their child. Fostering, adoption and carer support processes are areas the Children's Services Directorate wanted to improve upon.

Recruitment of social workers continues to be a challenge because of the lack of experienced and effective social workers available. As a result we are developing a more proactive way of recruiting staff, to encourage experienced social workers to come to work for Caerphilly.

We want to make sure that every looked after child achieves the highest standard of education that they possibly can, and have access to good quality education. Therefore in 2013/14 we want to raise the education attainment of looked after children by developing an integrated partnership approach for extra tuition.

The reforms to welfare benefits will put more pressure on vulnerable families and this is likely to lead to additional demand for our services. Children's services will need to continue to look at innovative and cost effective ways of providing good quality services to those who need them.

### ***3. Where are we now?***

The 'Foster for Us' recruitment scheme includes fifteen local authorities from across Wales who have come together to increase the number of council approved foster carers. The aim of this scheme is to recruit new carers and encourage more people to think about becoming foster carers for children with a particular focus on attracting people to care for children aged 10+ because of the particular shortage of foster carers for these children.

The development of a purpose built residential home in Penyrheol Caerphilly, will allow the number of young people currently being looked after in the existing residential home to increase. The home will include a self-contained unit which will give the authority increased flexibility in responding to the needs of looked after young people. The new build will be able to accommodate five young people instead of the four at present. The development of the new residential home will be ready for the new residents to move into their new home in July 2013. This addition to capacity will generate annual savings of an estimated £205,516 meaning that on this basis, within a maximum of three years, the new building will have paid for itself whilst providing a first-class residential facility for future generations.

Out of the **29** national indicators for LAC, **13** have improved on last year, **9** have maintained and **7** declined. The percentage of LAC achieving the core subject indicator at KS2 and KS3, both have improved. However the percentage of statutory visits to LAC has declined compared to last year. The average external qualifications points score for LAC has also declined compared to last year. Our targets for improvement are shown on the page 13.

### ***4. What actions are we going to take to improve?***

- To recruit and support sufficient foster carers to provide placements for looked after children and to improve placement stability.
- Carry out a review of the Gwent Adoption Service to ensure adoptive placements are available for children for whom adoption is the plan.
- To monitor all looked after children (LAC) and ensure that each child has a personal education plan in place, to ensure that all LAC have the opportunity to achieve well in school.
- Build on the existing leaving care team by developing a 16+ team and ensure the Council remains in contact with and supports the children leaving care.

### ***5. How will we know if we are improving?***

**We will recruit more foster carers in order to meet the placement demands of children requiring foster placements, and doing so reduce the number of Independent Fostering Agency placements and provide placement stability.**

**We aim to achieve:**

- An increase in Foster Carers to **25**.
- Placements for **85%** of the Looked After Children in foster care.
- **100%** of 1st placements of Looked After Children during the year that began with a care plan in place.
- A decrease in the % of Children looked after on 31 March who have had 3 or more placements during the year, compared to **7.20%** in 2012-13.



**Children acquiring adoptive placements are matched and placed with adoptive families in a timely manner. We aim to achieve:**

- Placements for **3%** of the LAC population with adoptive families.
- **100%** of LAC with a plan for permanence at the due date.

**We aim to increase in the attainment levels of all Looked after children (LAC) in an education setting. We aim to achieve improvements on last year's performance for:**

- The % of LAC achieving the Core Subject Indicator at KS2 (**58.33%** in 2012-13).
- The % of LAC achieving the Core Subject Indicator at KS3 (**34.62%** in 2012-13).
- The average external point score for 16yr olds looked after (**157** in 2012-13).
- The % of LAC pupils who leave compulsory education, training or work based learning without an approved external qualification. (**6.1%** in 2012-13).

**We will increase the number of young people engaged in education, training and employment so it gives them the best opportunities and part of that is to build upon arrangements to place young people in suitable accommodation.**

**We aim to achieve:**

- **100%** of young people formerly LAC with whom the authority is in contact with at the age of 19.
- **95.80%** of young people formerly LAC who the authority is in contact with and are known to be in suitable non-emergency accommodation at age 19.
- **75%** of young people formerly LAC with whom the Local Authority is in contact, which are known to be engaged in education, training or employment.

## ***6. Who are we going to work with to deliver this objective?***

Corporate parenting is the legal and moral duty that Councillors and the Authority have for looked after children, to provide them with the level of support, care and protection that any good parent would give to their child.

The Corporate Parenting group is made up of elected members, Corporate Director of Social Services, officers and members of partner agencies. The group have the following aims and objectives:

- To focus on improving outcomes for looked after children and young people.
- To ensure that elected members have a clear understanding and awareness of the issues children and young people looked after face so that they can ensure that their responsibilities as corporate parents are reflected in all aspects of the work of the Council.
- To raise awareness of, and the commitment to Corporate Parenting within the Council and with its partners.
- To ensure that all Directorates within the Council and partners understand and deliver their corporate parenting responsibilities.

**We are also working closely with the following partners:**

- Local Health Board – to co-operate to improve the health & well being of the children in their area.
- Housing – There is an agreement between the Housing Division and Children's Services division for the provision of housing for homeless 16 / 17 year olds.
- Education – To continue to provide educational input into the suitability of placements and the review of Foster Carers, both via feedback review forms and attendance at Foster Panel.
- Family placement team - Caerphilly foster carers are supervised and supported to ensure a safe and caring environment for LAC is provided.
- The Leaving Care Team has developed a Supported Lodging Scheme, where young people age 16 to 21 can be placed if they are continuing with their Education/Training.
- Advocacy service - To support and represent children and young people to those who make the decisions in their life.
- Youth Service - Youth Service locations provide a stable and supportive environment for all young people.
- Youth Offending Service - Continue to support Children's Services to stabilise placements and work with partner agencies to reduce first time entrants and reduce re-offending by LAC young people.

***7. What resources do we have to deliver this objective?***

This objective has seen the creation of Family Placement Teams that are tasked with recruiting and supporting appropriate foster carers. Around £800k has been earmarked to fund these Teams each year. In addition to this approximately £550k of funding has been redirected to create a new 16+ Team to build upon the success of the Leaving Care Team. Also, a number of existing staff have invested their time into the development of proposals for a Gwent Adoption Service, which is expected to result in more positive outcomes for adopted children.



## Our Improvement Objective Number 2

### Improve job opportunities by implementing the Council's Passport Scheme.

#### **1. What difference do we plan to make?**

Last year we introduced the Council's Passport Scheme and helped to provide 150 apprenticeship opportunities. Due to the success of the scheme and the reasons given below, we are seeking to expand the opportunities that the scheme can provide in making a difference in peoples lives through jobs, training and learning opportunities.

#### **2. Why we have chosen this**

We know how important jobs are to lifting people out of poverty. The economic climate and rising unemployment, makes this area for improvement a difficult yet important objective to try and achieve. Caerphilly Council's 'Apprenticeship and Traineeship Programme' is aimed at 16-24 year olds within the Caerphilly Borough.

There are 3 key reasons for developing the Council's strategy and plans for apprenticeships and traineeships. The first is to support young people who are not in Education, Employment or Training (Known as NEET) in accessing work experience and training opportunities.

Secondly this will support the Council in dealing with the future challenge of its own potential skills gaps across the organisation. Over 30% of our employees are aged 50 plus where they are beginning to approach traditional retirement ages, whilst less than 4% of our workforce are 21 or under. There is a risk that in future years the Council will be exposed to skills gaps unless we can balance more effectively our career opportunities and pathways.

Thirdly, our Local Service Board partners and private sector partners tell us that they have job opportunities but cannot find people with the right skills and knowledge to join their businesses. The training that young people can access on the Passport Programme will help them get into a position where they can apply for those jobs.

#### **3. Where are we now?**

Overall 68.2% of the borough is within the top 50% most deprived category across Wales.

Levels of economic activity, unemployment and the number of Jobseekers Allowance claimants are consistently above the Wales average. Whilst economic inactivity within Wales has remained consistent during the past five years at around 27%, within the borough it has fluctuated between a low of 28.7% to a high of almost 31.9%, both figures

being higher than the all Wales average. Similarly, the level of economic activity for people aged 16–64 has remained below the Wales average of 73% at 71% at the end of 2011. There are some key challenges in skills development, such as a higher than average number of 18/19 year olds not continuing in full time education, and in the upper Rhymney Valley in particular, between 69.5% and 76.6% lacking the numeracy skills to achieve a formal qualification.

#### ***4. What actions are we going to take to improve?***

The level of different contributions to improving this area is considerable, however this year one of the key areas we will be looking to improve is improve youth unemployment by:

- Implementing the Council's Passport Scheme to create employment and training opportunities

Other supporting actions are found in Objective 3: Develop an effective and accessible Youth Service that supports the personal and social development of young people to help learners improve their education attainment and improve life chances. We will work with partners and the private sector to create wider sustainable employment programme across different organisations.

#### ***5. How will we know we are improving?***

**More young people aged 16–24 are supported into sustainable employment via the Caerphilly LSB Passport Programme where we aim to achieve:**

- Create 150 work experience opportunities each year
- Create 25 apprenticeship opportunities each year
- Create 40 employment opportunities each year
- Reduce the number of people aged 16—24 claiming JSA and the number unemployed for more than 26 weeks by 3%.

#### ***6. Who are we going to work with to deliver this objective?***

Relationships with partners are developing successfully. We are building links with Job Centre Plus, Groundwork Caerphilly, Careers Wales, local training providers and building on links with Education providers, especially Ystrad Mynach College.

Over the coming year we will also be extending this to links with the wider Private Sector (through the Caerphilly Business Forum) and our Local Service Board partners to promote the use of traineeships not just as a vehicle for workforce planning but also as a means of delivering on the wider Social Responsibility agenda.

#### ***7. What resources do we have to deliver this objective?***

We have an annual Council budget of £490k to fund apprenticeships. In addition to this we have one-off European Social Fund (ESF) grant funding of £372k and £121k grant funding from Job Centre Plus to support the implementation of the Passport Scheme.

The development of an effective scheme may result in it being easier to recruit to difficult to fill vacancies if we 'grow our own' and this may lessen the need to use temporary staff. The schemes may also raise the profile of the Council as a good local employer and an

employer of choice to young people who may not previously have considered Local Government as a career option. By supporting young people across the County Borough we can help the regeneration of local communities.

## **Our Improvement Objective Number 3**

**Develop an effective and accessible Youth Service that supports the personal and social development of young people.**

### **1. *What difference do we plan to make?***

It is important that young people are given the opportunity to achieve formal and non-formal qualifications in a wide range of settings. It is hoped that by providing learning opportunities in a variety of settings we can provide young people with a positive start in life and help towards positive futures either in further education or employment.

### **2. *Why we have chosen this***

Effective youth work practice can build the capacity and resilience of young people. Youth Services have a strong track record in engaging young people in positive activities that are participative, empowering and encouraging. Through non-formal and informal learning, which supports personal and social development, Youth Services help young people to develop the skills and qualities they will need in adulthood.

A recent external (ESTYN) Inspection identified that youth services, as a whole, do not make sure that young people gain appropriate accreditation from their activities.

It is important to identify that more than just the youth service provide opportunities for young people to gain qualifications, schools and other providers also have a role to play in developing this area. For this reason work with vulnerable groups to engage in learning through various programmes and projects is important for improvement.

Young people in vulnerable groups who are specifically at risk of not achieving their potential need to be provided with timely, appropriate interventions. It is also important that young people are offered a wide range of formal and non-formal qualifications in order to find a learning pathway that is suitable for their needs.

### **3. *Where are we now?***

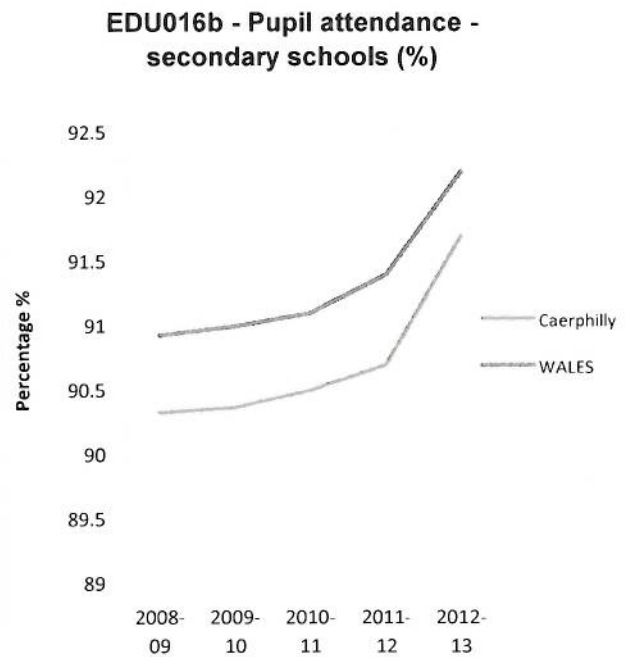
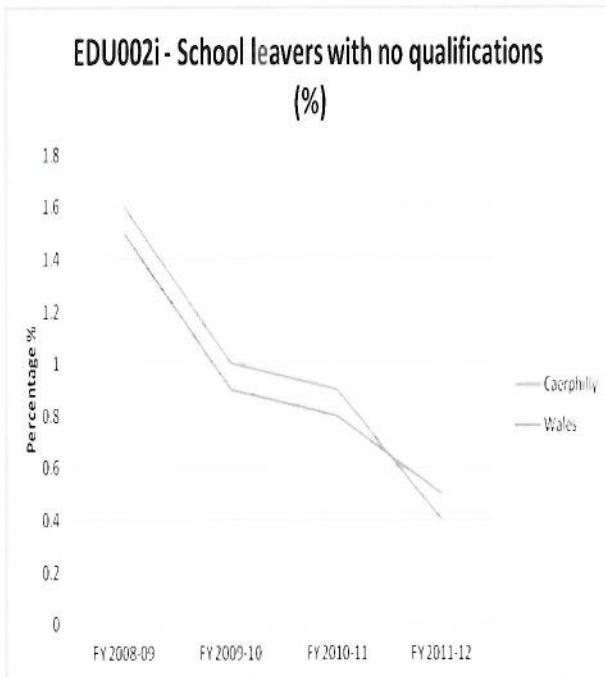
Youth work can play an important role in equipping and helping young people to achieve in their formal education, by encouraging engagement in school and community based learning opportunities. Research has demonstrated that youth work practice can improve young people's school attendance, behaviour, motivation, and relationships. Furthermore learning experiences outside the classroom can promote engagement and achievement in school settings. In relation to school attendance, at secondary level we have seen continued improvement moving from 90.7% in the 2011-12 Academic year, to 91.7% in 2012-13. The level of performance is relative to our deprivation, however we want to continue improvement and move closer towards the Welsh average.

The authority continues to work with schools, colleges and communities to ensure that young people have opportunities to access a range of qualifications. Within the schools, the authority show continuous improvement of pupils achieving the Level 1 (A\*-G GCSE) and

Level 2 (A\*-C GCSE) and have reduced the number of pupils leaving school with no qualifications to below the Welsh average.

Caerphilly has an established youth service that provides opportunities that are educational, challenging and fun. In 2012, the full and part time service engaged 26% of the youth population. Of those engaged 13% achieved locally recognised accreditation, with 2% achieving nationally recognised accreditation.

### Compared to the rest of WALES 2011 /2012



#### 4. What actions are we going to take to improve?

- We will undertake a comprehensive review of the Youth Service to identify areas of best practice and areas for development. Following the review appropriate recommendations will be implemented in order to improve the service.
- We will implement a data management system and use data analysis techniques to make evidence based decisions to inform service improvements
- Deliver a wide range of formal and non-formal accreditation opportunities across all youth service provision by ensuring that we work collaboratively with other services delivering to this age group.
- Work closely with schools and other agencies to identify vulnerable groups and maximise the use of additional resources to provide support to learners
- We will put in place improvement strategies and specific actions to improve outcomes for learners especially at key stages 3 and 4 in order to ensure that pupils gain formal qualifications prior to leaving statutory education.
- Develop multi-agency working with schools to target identified young people to improve attainment and increase the percentage of young people achieving 5 GCSE's A\*- C, including English and Maths, in order to increase the opportunities to progress into further education or employment.

## **5. How will we know we are improving?**

The evidence we will use to check whether we are improving will be from the Youth Service review, and we will use this to check whether we are improving by identifying strengths and areas for development, which will be reflected in strategic service improvement plans and operational service delivery plans.

In addition we hope that any follow up ESTYN reviews will note that we have made progress in making potential users more aware of what services are available. We will also use the measures below:

**To help learners achieve formal and non-formal accreditation in a wide range of settings. We aim to achieve:**

- 160 young people gaining national accreditation (non-formal and formal)
- 1200 young people gaining local accreditation (non-formal and formal)
- 85% of peer observations judged as good or above all youth service provision based on a planned observation cycle per year
- An increase the number of adult learners engaged in basic skills programmes to 1046 (from 951)
- 80 % of New and Expectant Parents engaged by the service achieving a formal accreditation (Pre-16)
- 60 % of New and Expectant Parents engaged by the service achieving a non-formal accreditation (Pre and Post 16)

**To improve engagement in learning opportunities. We aim to achieve:**

- More than 92% of pupils either maintaining or improving attendance at secondary schools.
- 0.4% of pupils aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification.
- 4% of 16 year olds not in employment, education or training (NEET).

## **6. Who are we going to work with to deliver this objective?**

The partnership between the voluntary and statutory Youth Services, aims to provide a coordinated service, which meets the needs of young people. Strengthening this relationship will aid capacity building, reduce duplication and better enable services to be built and delivered around the needs of young people.

The link between youth provision and the work of the regional Education Achievement Service will continue to be important. This service has been established to support and challenge schools to raise levels of achievement for all children and young people. They will need to link closely with youth services as the challenge schools to improve attendance and attainment.

Caerphilly Youth Service currently coordinates the South East Regional Youth Service. The group is focused on standardising health promotion work.



## ***7. What resources do we have to deliver this objective?***

To support this initiative additional revenue funding of £100k has been allocated to the Youth Service as part of the Council's budget setting process for 2013/14. A number of grants have also been secured including Youth Revenue Grant of £141k to support youth initiatives and the Family Learning Grant allocation of £101k to support a basic skills programme.

## Our Improvement Objective Number 4

### Improve awareness, access, variety and use of leisure, community and sporting facilities

#### **1. What difference do we plan to make?**

The key outcome for this objective is that people in Caerphilly lead active lifestyles. The vision is to get more people, more active, more often. People would be clearly aware of what leisure facilities and programmes of activity were available for them across our county borough. New sporting facilities would be built that cater for all sections of the community. All facilities would be maintained to an excellent standard and people would have a choice of good quality facilities and programmes to suit their individual needs or desires. The number of people visiting our sports and leisure facilities would increase. Specifically, more people (adults and children) would participate in the Welsh Government (WG)'Free Swim' sessions. Whilst, more children and young people would be actively involved with sports clubs in our schools and communities.

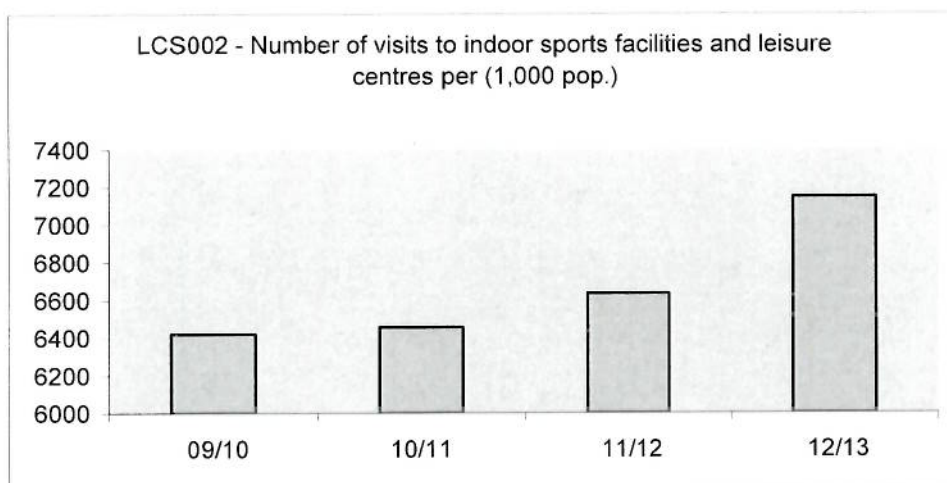
#### **2. Why we have chosen this**

This improvement objective is concerned with improving the sporting and leisure facilities across our county borough. It's also about increasing the usage of our facilities. We want our borough to have excellent sporting and leisure facilities that encourage all parts of the community to be more active, more often.

This has been chosen because we recognise that being physically active is an important part of leading a healthy lifestyle. Improving our sports and leisure facilities and finding innovative ways to encourage our citizens to use the facilities on offer to them is one way in which we, the local authority, can help support our citizens with leading healthier lives. While there is medical evidence to prove that being physically active has health benefits there is also evidence to prove that active lifestyles can improve educational attainment and tackle some of our social issues by transforming the lives of those living in communities in areas of deprivation.

#### **3. Where are we now?**

In Caerphilly there has been an increase in the number of people participating in sports and leisure activities over recent years. This is shown in the chart below. However, when compared to the rest of Wales we are still not performing as well as we should. With regards to the national indicator (LCS002) the number of visits to indoor sports facilities and leisure centres (per 1,000 pop) Caerphilly performance for 2011/12 was 6,635 visits (per 1,000 pop), compared to an all Wales average of 8,761 visits (per 1,000 pop) for the same period. Also, according to the 2010 Welsh Health Survey, in Caerphilly 28% of people said they were physically active on 5 or more days per week across the county borough, which continues to be lower than the rest of Wales at 30%.



#### **4. What actions are we going to take to improve?**

- We are building a Centre of Sporting Excellence in Ystrad Mynach. This will be developed with a programme of activities for the use of both professional sporting bodies and the local community.
- We will develop a Leisure Facilities Strategy to inform priority investment in sports and leisure facilities
- We will engage with schools and parents to ensure that children have the opportunity to learn to swim by the age of 11 years
- We will retain users by developing and implementing a scheme that rewards customer loyalty
- We will grow a skilled and enthusiastic workforce, which includes coaches, tutors and volunteers
- We will introduce a programme to identify and support those who are more able and talented in sport
- We will promote the well-being benefits of being physically active
- We will introduce a 5 a-side soccer arena in Risca.

#### **5. How will we know if we are improving?**

**Improving the awareness, access and variety of leisure, community and sporting facilities to increase people's participation in sports and active recreation. We aim to achieve:**

- An increase in the number of visits (per 1,000 population) to local authority run sports facilities and leisure centres (LCS002) to 7,290.
- An increase in the number of visitors to Sport Caerphilly activities to 81,000
- An increase the number of Smartcard holders by at least 12,000 users
- Maintain the number of people participating in the health referral scheme at around 900.
- An increase in the take up of WG's 'Free Swim' sessions to around 43,000 for adults and around 28,000 for children.
- 90% of children, by the age of 11 years, can swim at least 25 metres.
- Percentage improvements in the results of the School Sports Survey for Caerphilly; which is carried out, biannually, by SportWales. (See appendix page 37 for details).

## **6. Who are we going to work with to deliver this objective?**

The service is working along side several partners to ensure the effective delivery of this objective. We are working with Heron Bros. in the construction of the new centre of Sporting Excellence in Ystrad Mynach. We have negotiated partnership agreements with the Welsh Rugby Union and the Newport Gwent Dragons regarding the use of this new centre.

We also work closely with SportWales and a whole host of Sporting Governing Bodies in the delivery of our activities. Maintaining a good working relationship with the network of primary and secondary schools across the county borough is vital to the achievement of this objective

## **7. What resources do we have to deliver this objective?**

Our Capital Programme for 2013/14 identifies a fund of more than £5m to improve leisure facilities in the borough. This includes funding for the construction of the new Centre of Sporting Excellence in Ystrad Mynach as well as money for improvements to other leisure centres across the county borough.

The fees and charges for leisure centre activities have been capped at 1.5% below the rate of inflation to encourage participation, which is the purpose of this objective. In addition, the service has been restructured and there is a strategy in place to make the best use of the human resource available in delivering this objective.

The Community and Leisure Service has committed extra resource to this area. The service also has a Local Plan for Sport, which provides further financial information surrounding the delivery of specific participation programmes and projects led by Sport Caerphilly, planned for 2013/14.

## Our Improvement Objective 5

### Investment in Council homes to transform lives and communities

#### 1. *What difference do we plan to make?*

Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS). The WHQS is a minimum standard for homes. The core elements are that homes:

- are in a good state of repair
- are safe and secure
- are adequately heated
- fuel efficient and well insulated
- contain up-to-date kitchens and bathrooms
- are well managed (for rented housing)
- are located in attractive and safe environments
- as far as possible suit the specific requirements of the household, for example, catering for specific disabilities.

We will aim to ensure all council homes meet WHQS, which will improve the quality of life for people who live in those homes. We will develop long-term arrangements, which will help sustain local jobs, offer skills development and training opportunities and deliver wider community benefits.

By 2020 we want our communities to know: -

- We delivered the best quality home improvements scheme to our tenants as promised in the Offer Document
- We did it with them and not to them
- Their homes created real jobs in our communities
- We delivered the whole project on time and in budget

These ambitions can only be achieved with the entire council and tenants and other key stakeholders working together and we are confident that with their support this programme will transform council homes, the lives of our citizens and our communities."

#### 2. *Why we have chosen this*

In 2011 council tenants took part in a ballot to have their say about the future management of their homes and they voted to remain with the council.

We have outlined major spending plans to give our housing stock a massive facelift to meet the requirements of the WHQS. Council homes across the Caerphilly county borough are set to benefit from over £200million investment over the next few years.

Analysis of current stock shows there are just over 4,000 homes that require renewal of all four internal components (kitchens, bathrooms, rewiring, and heating). There are over 9,500 homes that require a new kitchen and around 8,500 homes that require a new bathroom.

Work is now pressing ahead to deliver major improvements and a number of groups have been set up to drive the scheme forward. Tenant representatives have also been elected to work closely with the council to progress its ambitious plans. The first Housing Task Group meeting took place recently where councillors and tenants met and agreed to work together to ensure the programme is fit for purpose. They also agreed to call the new service 'Caerphilly Homes'.

### **3. *Where are we now?***

In 2008, not one of the Council's residential properties met the WHQS. The Council is therefore committed to ensure that by 2019/20, all of its 10,926 homes (figure as of 31<sup>st</sup> March 2012) meet the WHQS.

In 2011/12 only 199 dwellings were fully compliant with WHQS (at 31.3.12).

In 2012/13, Caerphilly Homes spent nearly £18m on the WHQS programme with £5m on energy efficiency, £3m on central heating, £2m on rewiring and £3m on kitchens and bathrooms, £2m on roofing, £1m on adaptations, £1m on external improvements to Cornish homes and £1/2m on windows.

The council acknowledges that there needs to be a fundamental change in the relationship between the council and its tenants. We will also require a different working relationship with our supply base.

### **4. *What actions are we going to take to improve?***

- We will work with tenants to actively involve them in achieving Welsh Housing Quality Standard (WHQS) by running Caerphilly Homes Task Group
- Implement actions from Communications Strategy, which is designed to cover the first three-year period with monitoring and evaluation of its achievements. It will also set in place development of a clear brand identity
- The community will benefit from clauses in contracts that will help local people receive training and gain employment. Contracts given to improve the standards of housing will include targeted recruitment and training to create employment and training opportunities for local people.
- We will implement environmental improvement programmes that will mean that our Council estates will be safe and attractive environments to live in, complimenting quality houses
- We will select one supplier on a 10-year contract to supply our materials ensuring improved efficiency and our commitment to the local economy. A managed 10 year arrangement will enable a long-term relationship to be developed, helping to sustain local jobs
- We will develop a programme of Community Engagement with residents to identify the priorities for improvement from the resident's point of view.
- We will launch a Community Improvement Fund of up to £5000 per project to support local people to make environmental improvements.
- Ensure Council estates are linked to the wider countryside areas of open green space by enhancing public rights of way or the creation of new access routes.

- Encourage residents to volunteer to assist in the maintenance of environmental improvements.
- Provide Training for Tenant Liaison Officers so they are able to signpost tenants to other support and benefits.
- Ensure there is greater alignment and coordination between WG programmes such as Communities First, Families First and Supporting People and key strategic CCBC initiatives such as the Caerphilly Passport Programme to maximise the social and economic impact
- A "Lives and Communications" working group will be established with input needed from a number of sources, such as Communities First, Families First, Groundwork Caerphilly, GAVO etc to help ensure increased resources are ploughed into those areas that need it the most.

## ***5. How will we know we have improved?***

**Deliver the best quality home improvements scheme to our tenants as promised in the Offer Document. We aim to achieve:**

- 891 council homes meet the WHQS standard
- 80% of tenants whose house meet the WHQS standard will be satisfied

**Their homes create real jobs in our communities. We aim to achieve:**

- Increase the number of local people that have received training as a result of a contract containing a community benefit clause that will improve their skills and help them to gain employment by 5
- Increase the number of local people who have gained employment as a result of a community benefit clause by 3.
- Increase the number of local residents who use the Community Improvement Fund which will make environmental improvements to their external surroundings by 10

**Deliver wider community benefits. We aim to achieve:**

- An increase in the number of residents who volunteer to assist in the maintenance of environmental improvements
- An increase in the number of residents who want to volunteer to assist in the maintenance of environmental improvements to compliment quality housing

## ***6. Who are we going to work with to deliver this objective?***

The council is looking to develop key long-term relationships with a dedicated supply chain, local voluntary groups, community groups, and public sector partners (such as) Construction Skills Wales, Co-Operative Centre, and Supplier Development Services (SDS) etc.

The council wishes to develop its relationship over and beyond 10 years to bring about a streamlined process to its procurement activities and standardisation on products and services. Smaller contracts and support frameworks will support these large 5 – 10 year contracts.

## ***7. What resources do we have to deliver this objective?***

WHQS has a business plan which sets out the funding requirements to achieve the standard by 2019/20. Total capital expenditure will be £210m, £13.8m of which will be spent in the 2013/14 financial year.



## Our Improvement Objective 6

**Improve the availability of private and public sector housing to reduce the number of residents who may become homeless.**

### ***1. What difference do we plan to make?***

This improvement objective is concerned with improving the service we provide to vulnerable people, in public as well as private housing. We want to help residents to remain in their homes, with less people presenting themselves as homeless.

We will find solutions to the whole housing market, public and private as research suggests owner-occupiers are less likely to seek early financial/housing assistance from the local authority's housing department than those in the private rented and social sector.

We will offer assistance and help residents to remain in their homes. We will provide an improved service to people presenting as homeless or potentially homeless and reduce the number of residents who become homeless.

We will help people maintain their independence by making adaptations, enabling people to stay in their own homes.

### ***2. Why we have chosen this***

In these financially hard times, meeting housing needs is a significant challenge and is high on the list of Council's priorities. Whether due to an emergency, personal crisis or structural factors, homelessness is considered the most extreme form of social exclusion.

The long-term affordability of housing, the effects of the current credit crunch and improving the quality of housing in the private and social sectors are some of the main challenges that lie ahead.

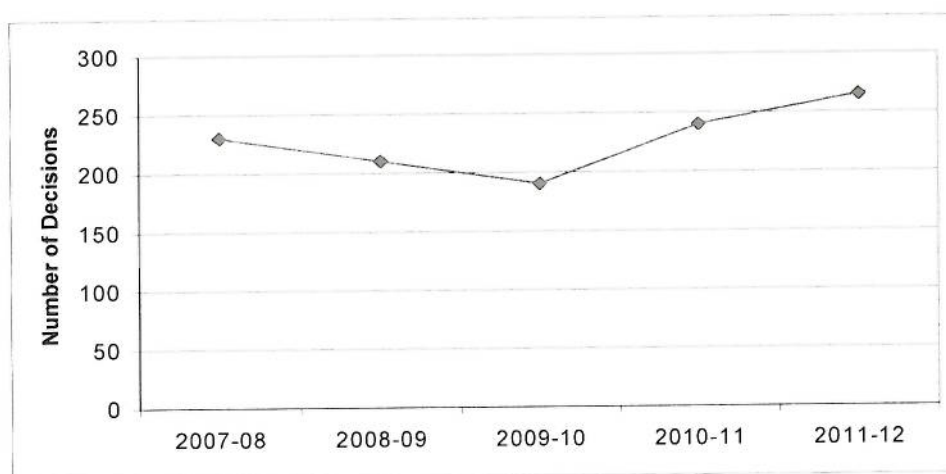
It is anticipated that the introduction of the Welfare Reform Act will have a negative impact on homelessness. We have a key role to play in supporting residents to plan for these changes and ensuring the changes do not disproportionately affect vulnerable people. We need to be prepared, understand the changes and have the right support in place for those who need it. Unless we recognise the challenges that lie ahead and provide support there is a risk that the welfare reform changes will lead to an increase in homelessness, more people falling into debt and greater vulnerability.

Information held by the council shows that 3,087 tenants will be affected by the housing benefit reductions. The number of repossession orders in Caerphilly is 3.87 per 1,000 households, which is higher than the Welsh average of 2.9. The need for affordable housing reduced by nearly 40% due to an increase in the amount of affordable housing however, as the recent reduction in the Welsh Government's social housing grant means that levels of need are starting to increase.

### 3. Where are we now?

In 2012/13 the percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months was 88.2%. This is an improvement on 84.48% reported in 2011/12, and better than the all Wales average in 2011/12 of 60.46%. However, the number of people being determined homeless, eligible and in priority need were decreasing year-on-year, in part due to an enhancement of the Council's homelessness prevention service; however, since 2010/11, this trend has reversed and numbers are expected to continue to increase (see graph below). We are, however, actively developing our homelessness prevention service, working with Supporting People and Housing Association partners to provide additional and innovative housing solutions.

#### Number of people being determined homeless



Due to changes in homelessness legislation and internal resources issues, we have been unable to improve on the 4.63% of private sector dwellings vacant for more than 6 months that were returned to occupation in 2011/12, when the all Wales average was 4.62%. In 2012/13, the percentage for Caerphilly figure dropped to 3.07%. We have allocated additional resources to this area and hopefully we will see an improvement in the figures for 2013/14.

The number of additional affordable housing units provided during a year as a percentage of all additional housing units provided was 42 in 2012/13, more than the 32.59 in 2011/12, and above the all Wales average in 2011/12 of 26.06. Although we have seen an improvement, which we hope will continue, it is difficult to set specific targets as it is in the hands of the market, which is very uncertain at the moment, and at a time when the provision of affordable housing is becoming less viable.

We have been able to lower the average number of days it takes us to deliver Disabled Facilities Grants, with the average dropping from 333 days in 2011/12 to 299 days in 2012/13. This is also better than the all Wales average of 325 days.

### 4. What actions are we going to take to improve?

- Offer housing grant assistance to vulnerable households
- Enforcement of minimum standards within the private rented sector
- Engage with private sector landlords via a vibrant landlord forum and the opportunities that will present themselves as a result of the impending mandatory licensing scheme for Welsh landlords and managing agents

- Successful completion of the active Renewal Areas at Llanbradach and Senghenydd
- Provide major and minor works of adaptation to private sector residents
- Support for mortgage rescue with a range of Partners
- Funding has been secured to assist an estimated 15 to 20 homeowners over the next 12 months; this will enable us to intervene with direct payments to prevent repossession.
- Work regionally with local authorities in Gwent on "Houses into Homes" scheme to increase the number of long-term empty private sector properties returned to beneficial use. This will enable landlords to renovate empty run-down residential properties and return them to use as homes for sale or rental.
- Contributing towards the alleviation of homelessness in the borough through the provision of new homes developed in partnership with our housing association partners, including supported / temporary accommodation.
- Consider the Impact of welfare reform on council housing tenants and work proactively with tenants affected by the reform, by providing advice and assistance, to minimise the risk of financial hardship and the threat of homelessness.
- Use the housing advice service to promote social lettings accommodation as an alternative form of accommodation to traditional social housing.
- Continued support for the bond scheme to facilitate access into the private rented sector for people unable to find a deposit and advance rent.
- Set up a working group to agree a new administration system for Discretionary Housing Payments used to top up rent shortfalls. The group have agreed to award payments for a maximum time of 3 months, and assist claimants to secure more affordable accommodation.
- Secure the provision of more suitable emergency accommodation
- Return more empty properties back into beneficial use
- Work in collaboration with Registered Social Landlords to improve provision.

## ***5. How will we know we have improved?***

**To provide as many opportunities as possible to prevent as few people as possible becoming homeless. We aim to achieve:**

- A reduction in the number of days it takes to deliver disabled facilities grants (DFG) for adults by 5%.
- A reduction in the number of calendar days to deliver low cost adaptations in private dwellings where the DFG process is not used by 5%.
- A reduction in the number of people presented as homeless to 85% (presented for at least 6 months).
- 3.06% of empty homes returned back to beneficial use (vacant for more than 6 months)
- Visit 500 tenants in their own homes if they are affected by welfare reforms and provide them with advice and support to minimise the impact of the changes
- A measure of the value of financial savings generated for tenants as a direct result of the face to face support

As a direct results of face to face support we will increase the number of tenants referred for money and debt advice

## **6. Who are we going to work with to deliver this objective?**

The Council has a key role to play in meeting housing need and promoting cohesiveness and sustainable communities and there is recognition that the project required skills and expertise from outside the council in order to make this service viable.

We work with a number of partners, including:

- Citizens Advice Bureau to provide debt advice and mortgage rescue advice
- Shelter Cymru provides advocacy work, negotiating with mortgage lenders.
- United Welsh
- Charter Housing Association
- Private landlords through the promotion of the Private Landlord Forum to raise awareness of what may be on offer to prospective purchasers of long-term empty homes.

We will in partnership with key stakeholders and local communities to maintain the vibrancy and sustainability of their communities, reduce the effects of anti-social behavior and neighbour nuisance, provide good quality housing that responds to changing needs, thereby ensuring that the county borough is a place where people want to live.

## **7. What resources do we have to deliver this objective?**

This will be supported from existing budgets and partnership working with the private sector and Housing Associations. The 2013/14 Capital Programme identifies £2.9m for grant funding on private sector renewal. Additional revenue funding has been allocated to fund officers to visit tenants to explain new under occupancy rules and a further £180k has also been allocated for Council-wide activities to support people through welfare reform. CCBC is part of the universal credit pilot which has been grant funded to aid digital inclusion and this funding is to support those affected by the impact of the Welfare Reform Act.

## Equalities and Welsh Language

### How the Council's Improvement Objectives link with the Strategic Equality Objectives.

The Local Government Measure's definition of Improvement includes both fairness and accessibility, which firmly links improvement with the Equalities and Welsh Language agenda.

Caerphilly County Borough Council's 7 Strategic Equality Objectives (SEOs) form an integrated action plan to help the Council achieve its statutory duties under two pieces of legislation - the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Welsh Language Measure (Wales) 2011 (though the provisions of the previous Welsh Language Act 1993 are in force until the Welsh Language Measure is fully implemented).

The 7 SEOs are shown below, the first 5 can be classed as outward-facing and involve a great deal of partnership working, whilst the final 2 are more inwardly focused and show how the council's own internal practices will develop.

The right hand column shows which of the 6 Improvement Objectives are directly supported by the crosscutting work being undertaken under each of the SEOs.

Equality Objective 1 -	Tackling Identity-Based Hate Crime	<b>IO 1</b>
Equality Objective 2 -	Addressing the Gender Pay Gap	<b>IO 2</b>
Equality Objective 3 -	Physical Access	<b>ALL</b>
Equality Objective 4 -	Communication Access	<b>ALL</b>
Equality Objective 5 -	Engagement and Participation	<b>ALL</b>
Equality Objective 6 -	Diversity in the Workplace	<b>IO 2</b>
Equality Objective 7 -	Corporate Compliance	<b>ALL</b>

All of the Council's Equalities and Welsh Language work including the corporate policies, various guidance documents and the statutory annual reports can be found on the Equalities pages of the Council's website - [www.caerphilly.gov.uk/equalities](http://www.caerphilly.gov.uk/equalities).

## How to contact us

We welcome your views and opinions on the content of our performance reports and the priorities that we set each year, so that we can continue to provide meaningful information that helps inform you of the service focus, ensuring that we are indeed working on the things that are important to making a difference to you, our citizens and our communities.

Please contact us by: Email: [PMU@caerphilly.gov.uk](mailto:PMU@caerphilly.gov.uk)

Or by Weblink:

[https://eforms.caerphilly.gov.uk/AF3/an/default.aspx/RenderForm/?F.Name=FcP9x2bt\\_Eq&s=AZ/IXrNun6sq/im3fvK+tah14MvD+uS4Tlx2Ku3UPBZrfdauS1RHgg==&pg=site](https://eforms.caerphilly.gov.uk/AF3/an/default.aspx/RenderForm/?F.Name=FcP9x2bt_Eq&s=AZ/IXrNun6sq/im3fvK+tah14MvD+uS4Tlx2Ku3UPBZrfdauS1RHgg==&pg=site)

and follow the instructions on screen:

The screenshot shows a web browser window displaying a feedback form from Caerphilly County Borough Council. The header includes the council's logo and name in both English and Welsh. The form title is 'Improvement Objectives - feedback'. It contains several sections: a note that fields marked with an asterisk are mandatory; a question asking if the council's priorities are right, with radio button options for Yes, Partly, or No; a text input field for additional information on performance; a note about the importance of the user's opinion; contact details for Ros Roberts; and a 'Thank you for your time.' message. At the bottom, there are 'Previous' and 'Cancel' buttons. The browser's address bar shows the URL mentioned in the text above.

Alternatively, contact:

### **Ros Roberts**

Performance Manager  
Corporate Performance Management Unit  
Caerphilly County Borough Council  
Penallta House  
Ystrad Mynach  
Hengoed  
CF82 7PG

**Tel:** 01443 864238  
**E-mail:** [roberr@caerphilly.gov.uk](mailto:roberr@caerphilly.gov.uk)

This document is also available in different languages and formats upon request.  
Further information can also be found on our website: [www.Caerphilly.gov.uk](http://www.Caerphilly.gov.uk)

## Appendix A – List of the Improvement Objectives Measures and Evidence

IO 1 - Ensure children and young people who are Looked after achieve their full potential.	2011/12 Result	2012/13 Result	2013/14 Target
<i>We will measure how much we are doing using the evidence below</i>			
The Number of Foster Carers recruited.	16	18	25
% Of Children placed in Foster Care.	87.3%	84.5%	85%
% Of 1st placements of LAC during the year that began with a care plan in place (SCC001a)	100%	100%	100%
% Of LAC with a plan for permanence at due date (SCC/001b)	100%	100%	100%
% Of LAC pupils who leave compulsory education, training or work based learning without an approved external qualification. (EDU002ii)	0%	6.1%	0%
<i>We will measure how well we are doing using the evidence below</i>			
% Of LAC achieving the Core Subject Indicator at KS2. (SCC/035)	38.89% (7/18)	58.33% (7/12)	64.28%* (9/14)
% Of LAC achieving the Core Subject Indicator at KS3. (SCC/036)	15.38% (4/26)	34.62% (9/26)	33.33%* (6/18)
The average external point score for 16yr olds looked after (SCC037)	183	157	198
CSSIW Inspection Report CCBC Adoption service	Address the Areas for Improvement & recommendations		
CSSIW Inspection Report CCBC Fostering service	Address the Areas for Improvement & recommendations		
<i>We will measure whether anyone is better off using the evidence below</i>			
% Of Children placed with adoptive families during the financial year.	4.5%	9.2%	3%
% Of Children looked after on 31 March who have had 3 or more placements during the year. (SCC004)	8.40%	7.20%	6.2%
% Of young people formerly LAC with whom the authority is in contact at 19yrs (SCC033d)	96.67%	100.00%	100%
% Of young people formerly LAC who the authority is in contact with and are known to be in suitable non-emergency accommodation at 19yrs (SCC033e)	93.10%	95.80%	95.80%
% of young people formerly LAC with whom the LA is in contact, who are known to be engaged in education, training or employment. (SCC033f)	41.38%	75%	75%

### Comment

\* The cohort of LAC pupils at KS2 for 2013/14 has a high proportion of pupils who are on the Special Educational Needs (SEN) register. 21% of pupils have a statement of educational needs and 42% are on School Action or School Action Plus. The cohort of LAC pupils at KS3 for 2013/14 also has a high proportion of pupils who are on the SEN register. 22% of pupils have a statement of educational needs and 39% are on School Action or School Action Plus.

IO 2 - Improve job opportunities by implementing the Council's Passport Scheme	2011/12 Result	2012/13 Result	2013/14 Target
<i>We will measure how well we are doing using the evidence below</i>			
More young people aged 16–24 are supported into sustainable employment via the Caerphilly LSB Passport Programme where we:			
Will create at least 150 work experience opportunities each year		New	150
Will create at least 25 apprenticeship opportunities each year		New	25
Will create at least 40 employment opportunities each year		New	40
% Of participants that now feel they are more 'work ready' from being on the Passport Programme		New	80%
<i>We will measure whether anyone is better off using the evidence below</i>			
% Of positive outcomes achieved*		New	70%

*\* By positive outcomes we mean participants who have gained employment or gone onto further Education following successful completion of the Passport Programme.*



<b>IO 3 - Develop an effective and accessible Youth Service that supports the personal and social development of young people</b>	<b>2011/12 Result</b>	<b>2012/13 Result</b>	<b>2013/14 Target</b>
<i>We will measure how much we are doing using the evidence below</i>			
Number of young people achieving national accreditation (non-formal and formal)	120 *	129	160
Number of young people achieving local accreditation (non-formal and formal)	1150 *	1188	1200
Increase the number of adult learners engaged in basic skills programmes	Actual 31 <sup>st</sup> Aug 2012 951	Predicted to Aug 31 <sup>st</sup> 2013 1046	Predicted to Aug 31 <sup>st</sup> 2014 1150
<i>We will measure how well we are doing using the evidence below</i>			
% of peer observations judged as good or above all youth service provision based on a planned observation cycle per year	-	New Indicator 2013/14	85%
Maintain and Improve % pupil attendance at Secondary School. (EDU016b)	90.71%	91.7%	92%
<i>We will measure whether anyone is better off using the evidence below</i>			
% of pupils aged 15 as at the preceding 31 August who leave compulsory education, training or work based learning without an approved external qualification. (EDU002i)	0.36	0.4	0.4%
Reduce the % of 16 year olds not in employment, education or training (NEET) in October.	4.5	5.9	4%
% of New and Expectant Parents engaged by the service achieving a formal accreditation (Pre-16)	-	New Indicator 2013/14	80%
% of New and Expectant Parents engaged by the service achieving a non-formal accreditation (Pre and Post 16)	-	New Indicator 2013/14	60%

### **Comment**

\* The figures are provided as an estimate as data collection systems worked cumulatively across a wide range of youth provisions and individual service data could not be extracted. Since 2012/13 collection has been undertaken by the Youth Service who records the figures annually.

IO 4 - Improve awareness, access, variety and use of leisure, community and sporting facilities.	2011/12 Result	2012/13 Result	2013/14 Target
Increase the number of visits (per 1,000 population) to local authority run sports facilities and leisure centres (LCS002)	6,634	7,147	7,290
Increase the number of visitors to Sport Caerphilly activities	82,644	78,089	81,000
Increase the number of Smartcard holders	87,963	101,211	112,000
Increase in the number of Free swims adults	40,788	41,871	42,708
Increase in the number of Free swims children	25,584	27,415	27,963
The number of people participating in the health referral scheme	1,166	982	880 *
% of children in school swimming 25 metres	60%	Awaiting data	91%
% Young people attending 30 or more sessions in academic year (new 13/14) (derived from biennial School Sports Survey)	-	New for 2013/14	9%
% School years 3-6 participating in sport 3 times per week (new 13/14) (derived from biennial School Sports Survey)	-	New for 2013/14	32%
% School years 7-11 participating in sport 3 times per week (new 13/14) (derived from biennial School Sports Survey)	-	New for 2013/14	37%
% pupils in school years 3 - 6 in Caerphilly reporting participation in a Sports Club (new 13/14) (derived from biennial School Sports Survey)	-	New for 2013/14	90%
% pupils in school years 7 - 10 in Caerphilly reporting participation in a Sports Club (new 13/14) (derived from biennial School Sports Survey)	-	New for 2013/14	75%
% Pupils achieving level 5 in KS3 PE Assessments (new 13/14) (Estyn)	-	New for 2013/14	Awaiting data

#### Comment

\* The Health Referral Service has seen an increase in the number of cases with more complex requirements, which take longer to treat. This means that less referrals can be dealt with per year, due to limited instructor time. This has led to a reduced target for 13/14.

IO 5 – Investment in Council homes to transform lives and communities.	2011/12 Result	2012/13 Result	2013/14 Target
We will measure how much we are doing using the evidence below			
The number of houses that have achieved WHQS standard in the year.	199	Figures will be available at the end of July.	891
We will measure how well we are doing using the evidence below			
The number of residents who want to volunteer to assist in the maintenance of environmental improvements to compliment quality housing	N/A	N/A	To increase the number of volunteers
The number of local people that have received training as a result of a contact containing a community benefit clause that will improve their skills and help them to gain employment	N/A	N/A	5
We will measure whether anyone is better off using the evidence below			
Tenants who house meet the WHQS standard will be satisfied	N/A	N/A	80%
The number of local people who have gained employment as a result of a community benefit clause.	N/A	N/A	3
Local residents will use the Community Improvement Fund which will make environmental improvements to their external surroundings	N/A	N/A	10

IO 6 -Improve the availability of private and public sector housing to reduce the number of residents who may become homeless.	2011/12 Result	2012/13 Result	2013/14 Target
<p>The number of tenants affected by welfare reforms who were visited in their own homes and provided with advice and support to minimise the impact of the changes</p> <p>The number of tenants referred for money and debt advice as a direct result of face to face support on the impact of welfare reforms</p>	Baseline not available, welfare reform changes not implemented until April 2013.		1500
			120
<p>We will improve the quality of life of disabled residents and their carers by lowering the average number of calendar days to deliver a disabled facilities grant (DFG) for adults (PSR009b)</p>	333	299	284 days
<p>The number of calendar days to deliver low cost adaption in private dwellings where the DFG process is not used (PSR006)</p>	52	42	40 days
<p>There is a reduction in the number of people presented as homeless (% of all potentially homeless households for whom homelessness was prevented for at least 6 months) (HHA013)</p>	84.05%	88.2%	85%
<p>There is an increase in the number of empty homes returned back to beneficial use (% of private sector dwellings that had been vacant for more than 6 months that were returned to occupation during the year through direct action by the local authority. (PSR004)</p>	4.63%	3.07%	3.06%
<p>The value of financial savings generated for tenants as a direct result of face to face support on the affect of welfare reforms</p>	Baseline not available, welfare reform changes not implemented until April 2013.		£150,000 savings