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For all enquiries relating to this agenda please contact Sharon Hughes
(Tel: 01443 864281 Email: hughesj@caerphilly.gov.uk)

Date: 26th January 2022

Dear Sir/Madam,

A meeting of the **Housing and Regeneration Scrutiny Committee** will be held via Microsoft Teams on **Tuesday, 1st February, 2022 at 5.30 pm** to consider the matters contained in the following agenda.

Councillors and the public wishing to speak on any item can do so by making a request to the Chair. You are also welcome to use Welsh at the meeting, both these requests require a minimum notice period of 3 working days.

This meeting will be recorded and made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals speaking will be publicly available to all via the recording on the Council website at

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Yours faithfully,

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

Christina Harrhy
CHIEF EXECUTIVE

A G E N D A

Pages

- 1 To receive apologies for absence.
- 2 Declarations of Interest.

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

A greener place Man gwyddach



To approve and sign the following minutes: -

3 Housing and Regeneration Scrutiny Committee held on 30th November 2021.

1 - 6

4 Consideration of any matter referred to this Committee in accordance with the call-in procedure.

5 Housing and Regeneration Scrutiny Committee Forward Work Programme.

7 - 18

6 To receive and consider the following Cabinet reports*: -

1. Regional Employability Proposal – 24th November 2021;
2. COVID-19 - Economic Recovery Framework – 8th December 2021;
3. Draft Newbridge to Risca Corridor (Lower Ebbw and Sirhowy Valleys) Masterplan – 12th January 2022;
4. Draft Budget Proposals for 2022/23 (Joint Scrutiny Committee) – 19th January 2022.

**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 Sharon Hughes, 01443 864281, by 10.00am on Monday 31st January 2022.*

To receive and consider the following Scrutiny reports: -

7 Housing Revenue Account Charges - 2022/2023.

19 - 30

8 Economy and Environment 2021/22 Budget Monitoring Report (Period 7).

31 - 44

9 Directorate Performance Assessment Six Month Update 2021/22.

45 - 62

10 Directorate Performance Assessment for Economy and Environment Services - Six Month Update 2021/22.

63 - 118

Circulation:

Councillors M.A. Adams (Vice Chair), J. Bevan, D. Cushing, C. Elsbury, R.W. Gough, L. Harding, A.G. Higgs, G. Kirby, Ms P. Leonard, Mrs G.D. Oliver, B. Owen, Mrs D. Price, J. Ridgewell (Chair), Mrs M.E. Sargent, W. Williams and B. Zaplatynski

And Appropriate Officers

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HOUSING AND REGENERATION SCRUTINY COMMITTEE

**MINUTES OF THE MEETING HELD VIA MICROSOFT TEAMS ON TUESDAY,
30TH NOVEMBER 2021 AT 5.30 P.M.**

PRESENT:

Councillor J. Ridgewell - Chair
Councillor M. Adams - Vice-Chair

Councillors:

C. Elsbury, R.W. Gough, L. Harding, G. Kirby, B. Owen, W. Williams, B. Zaplatynski.

Cabinet Members:

Councillors S. Cook (Social Care and Housing), Mrs E. Stenner (Performance, Economy and Enterprise), A. Whitcombe (Sustainability, Planning and Fleet)

Together with:

M.S. Williams (Corporate Director for Economy and Environment), R. Kyte (Head of Regeneration and Planning), D. Lucas (Team Leader, Strategic Planning), D. Roberts (Principal Group Accountant), C. Forbes-Thompson (Scrutiny Manager), R. Barrett (Committee Services Officer), M. Afzal (Committee Services Officer)

RECORDING AND VOTING ARRANGEMENTS

The Chair reminded those present that the meeting was being filmed and would be available following the meeting via the Council's website – [Click Here to View](#). Members were advised that voting on decisions would take place via Microsoft Forms.

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors J. Bevan, D. Cushing, A.G. Higgs, Ms P. Leonard, Mrs G.D. Oliver, Mrs D. Price and Mrs M. Sargent.

2. DECLARATIONS OF INTEREST

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

3. MINUTES – 19TH OCTOBER 2021

It was moved and seconded that the minutes of the meeting held on 19th October 2021 be approved as a correct record and by way of Microsoft Forms (and in noting there were 8for, 0 against and 1 abstentions) this was agreed by the majority present.

RESOLVED that the minutes of the Housing and Regeneration Scrutiny Committee meeting held on 19th October 2021 (minute nos. 1 - 9) be approved as a correct record.

Councillor R. Gough confirmed that he had abstained from voting on the minutes as he had not been present at the last meeting.

4. CALL-IN PROCEDURE

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

5. HOUSING AND REGENERATION SCRUTINY COMMITTEE FORWARD WORK PROGRAMME

Cath Forbes-Thompson (Scrutiny Manager) presented the report, which outlined details of the Housing and Regeneration Scrutiny Committee Forward Work Programme (FWP) for the period November 2021 to March 2022. Members were asked to consider the FWP alongside the Cabinet work programme and suggest any changes prior to publication on the Council's website.

The Scrutiny Committee noted the details of reports scheduled for forthcoming meetings and approval was sought to add two reports to the FWP for the meeting on 15th March 2022, in relation to Local Housing Market Assessment, and Gypsy and Traveller Accommodation Assessment.

It was moved and seconded that subject to the inclusion of the aforementioned reports, the report recommendation be approved. By way of Microsoft Forms (and in noting there were 11 for, 0 against and 0 abstentions) this was unanimously agreed.

RESOLVED that subject to the inclusion of two additional reports for 15th March 2022, the Forward Work Programme as appended to the meeting papers be published on the Council's website

6. CABINET REPORTS

It was confirmed that there had been no requests for any of the Cabinet reports listed on the agenda to be brought forward for discussion at the meeting.

REPORTS OF OFFICERS

Consideration was given to the following reports.

7. DRAFT NEWBRIDGE TO RISCA CORRIDOR MASTERPLAN

The Cabinet Member for Sustainability, Planning and Fleet introduced the report, which sought the views of the Scrutiny Committee on the Draft Newbridge to Risca Corridor

Masterplan ahead of its presentation to Cabinet for endorsement and prior to a six-week public consultation exercise commencing on 12th January 2022.

Members were advised that Caerphilly County Borough and the wider Cardiff Capital Region is in a period of transformative change, with an urgent need for a strategy to coordinate regeneration initiatives and capitalise upon funding streams to maximise the potential benefits to the County Borough. The City Deal and the Cardiff Capital Region Investment Fund totalling £1.2 billion to support the region's economic growth will be used to take forward a wide range of projects and schemes that contribute toward economic growth.

In terms of the Newbridge to Risca Corridor, the existing employment base and strong tourist economy are the foundation that present opportunities for economic renewal and growth and allied to additional funding streams, can promote the area as a major employment and tourism and recreation area. The Masterplan seeks to integrate the strong employment retail and tourism/recreational base to realise added benefit for economic recovery and growth. The Newbridge to Risca Corridor Masterplan sets out a development strategy and Framework for delivering these outcomes and will form the basis for bids from funding streams for projects in the area. The Masterplan now needs to be the subject of public consultation to get input from local communities on the proposals. Members were therefore asked to endorse the Draft Newbridge to Risca Masterplan be ahead of its presentation to Cabinet for endorsement of the draft to allow public consultation to take place.

Mr Dave Lucas (Team Leader - Strategic Planning) gave an overview of the Draft Masterplan and explained that this is the fourth in a series of Masterplans that complement the County Borough's regeneration strategy, 'A Foundation for Success'. The latest Draft Masterplan covers the areas of the Ebbw and Lower Sirhowy Valley, comprising the wards of Abercarn, Crosskeys, Newbridge, Risca East and West and Ynysddu, and includes a vision that seeks to build on the existing strengths of the Masterplan and enhance the area as an employment, retail, leisure and tourism centre.

The Masterplan consists of 8 objectives, which were set out in Section 7 of the Draft Masterplan and summarised to Members. A number of schemes and projects sit under these objectives and are set out in the framework of the Masterplan. The main aim of the Masterplan is to expand on the area's focus of employment, leisure and commercial centres through identifying new projects and enhancements to existing facilities, and equally importantly, linking them together more productively and proactively. The Masterplan has been the subject of engagement with stakeholders, Members and Officers, and input from these events have informed the preparation of this document. Two Members' Seminars have also been held to seek views on what to include in the Masterplan and seeking Member input on the draft document. Subject to Cabinet approval, the draft Masterplan will be the subject of public consultation and then it is intended to present the finalised version incorporating all responses to Council for approval in Summer 2022.

Members placed on record their thanks to Officers for the complex and comprehensive report and for the work that had gone into the preparation of the Draft Masterplan.

The Committee discussed the report and one Member suggested that the photograph on the front of the Draft Masterplan (an aerial view of Risca) could better reflect the whole area under the Plan by possibly using a composite image. Mr Lucas confirmed that he would take this suggestion on board and look into changing the image for the final version of the Masterplan.

Clarification was sought on how the Towns and Settlements areas are described in the document and it was clarified that the terminology used is in accordance with the Settlement Hierarchy identified in the Local Development Plan, and the Masterplans are supplementary planning guidance documents to the LDP.

Members welcomed the document and sought clarification on how the consultation will be carried out and how easy it would be for residents to access and submit comments. Officers advised that it is primarily intended for the consultation to have an online presence, but it is hoped that local shops and businesses in key areas will be asked to advertise the consultation as well. Officers stated that they would also welcome suggestions from Members on making the public aware of the consultation. Discussion also took place around the ever-changing situation in relation to the Covid-19 pandemic and the potential impact this could have on the consultation.

A Member highlighted the reference at Section 6.73 of the report where it states that the Ty Darren site will be used for affordable housing, and he queried if this was correct as he understood that this had been earmarked for sheltered accommodation. Mr Lucas confirmed that he would clarify the latest position around this site with Housing colleagues on the latest position around this site and update the Masterplan if needed.

A Member asked if the new arrangements for town centre management groups would be in place in readiness for this consultation. The Scrutiny Committee were advised that a town centre stakeholder event could be organised to coincide with the consultation in the area.

The Scrutiny Committee acknowledged the minor amendments that had already been identified by consultees in respect of Wyllie, Babel Chapel and the community gardens in Waunfawr and were assured that these amendments to the Masterplan would be included in advance of its consideration by Cabinet.

Following consideration of the report, it was moved and seconded that the following recommendations be forwarded to Cabinet for approval. By way of Microsoft Forms (and in noting there were 9 for, 0 against and 0 abstentions) this was unanimously agreed.

RECOMMENDED to Cabinet that:-

- (i) The Draft Newbridge to Risca Masterplan be endorsed to allow public consultation to take place;
- (ii) The Draft Masterplan be the subject of a six-week public consultation commencing on 12th January 2022 until 23rd February 2022.

8. ECONOMY AND ENVIRONMENT 2021/22 BUDGET MONITORING REPORT (PERIOD 5)

The Cabinet Member for Performance, Economy and Enterprise introduced the report, which informed Members of projected revenue expenditure for the Economy and Environment Directorate for the 2021/22 financial year. The report summarised the most recent budget monitoring projections for 2021/2022 based on the latest available financial information and more detailed budget monitoring figures for each of the Service Areas within the Economy and Environment Directorate were set out in the report appendices.

Members were requested to note the contents of the report and the detailed budget monitoring pages in respect of the Regeneration and Planning Division which fall under the remit of the Housing and Regeneration Scrutiny Committee. Members were asked to note that the remaining service areas set out in the report (Infrastructure, Public Protection and Community and Leisure) fall under the remit of the Environment and Sustainability Scrutiny Committee.

The Scrutiny Committee discussed the report and a Member referred to underspends across staffing levels and the extreme pressures being placed on some departments as a result of staff shortages. He asked whether a report providing further information on vacant posts could be brought to a future meeting of Policy and Resources or the Joint Scrutiny

Committee in order to explain whether these posts are being kept open to manage budgets or whether there is a recruitment problem.

Mrs Rhian Kyte (Head of Regeneration and Planning) gave assurances that posts are not being kept vacant across her service area, and explained that there is often a lag between staff leaving and posts being filled, which will appear in the projections as a staffing underspend. Members were advised that the catering and hospitality field is the only service area within Regeneration and Planning where there are recruitment difficulties, and that the service has a full complement of staff save for those posts that are currently being advertised where staff have left that post. The Member sought clarification on the reasons for posts across various departments not being filled or retained, and whether departments heads are aware of these reasons and what they are doing to address this issue. Another Member observed that the difficulties around recruitment are a national issue and are not unique to Caerphilly Council.

In response, Mark S. Williams (Corporate Director for Economy and Environment) explained that overall, there are some pressing recruitment and retention issues in various parts of the Authority, particularly around specialist posts in property, engineering, traffic management, IT and project management. The situation is not helped by the attractive pay and conditions available across the private sector which means that professionals with these specialist skills can pick and choose where to work in the market. Members were advised that the Corporate Management Team are looking at a piece of work to address these issues at a corporate level, as it has been acknowledged that without some of these key posts in place, the Council will be unable to deliver key projects. However it was emphasised that this situation is not unique to Caerphilly and is a widespread issue across the whole of Wales.

The Member reiterated a need for a report to provide a better understanding of how far-ranging these issues are and how these recruitment problems are affecting frontline services. He referred to the pressure placed on individual Officers as a result of staff shortages in their department and the impact on their wellbeing. Another Member suggested that a presentation to the Joint Scrutiny Committee on this issue would be advantageous. Mr Williams confirmed that he is aware of these particular cases and outlined the recruitment processes that have been undertaken to fill the vacancies and help support these staff. However it has been difficult to fill one key management post in Property Services and the Authority have now filled the post via an agency employee as a short-term measure. Mr Williams confirmed that he would discuss the Member's concerns with the Corporate Management Team following the meeting.

A Member also referred to the filling of vacant posts across the Planning department. Mrs Kyte confirmed that 8 recent appointments had been successfully made and that the new staff were looking forward to taking up their new roles and working with Members in due course.

Following consideration of the report, the Scrutiny Committee noted the contents of the report and the detailed budget monitoring pages in respect of the Regeneration and Planning Division.

The Chair thanked Members and Officers for their attendance and contributions and the meeting closed at 6.15 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 1st February 2022.

CHAIR

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HOUSING AND REGENERATION SCRUTINY COMMITTEE – 1ST FEBRUARY 2022

SUBJECT: HOUSING AND REGENERATION SCRUTINY COMMITTEE
FORWARD WORK PROGRAMME

REPORT BY: CORPORATE DIRECTOR FOR EDUCATION AND CORPORATE
SERVICES

1. PURPOSE OF REPORT

- 1.1 To report the Housing and Regeneration Scrutiny Committee Forward Work Programme.

2. SUMMARY

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

3. RECOMMENDATIONS

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

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 To improve the operation of scrutiny.

5. THE REPORT

- 5.1 The Housing and Regeneration Scrutiny Committee forward work programme includes all reports that were identified at the scrutiny committee meeting on Tuesday 30th November 2021. The work programme outlines the reports planned for the period February 2022 to March 2022.
- 5.2 The forward Work Programme is made up of reports identified by officers and members. Members are asked to consider the work programme alongside the

cabinet work programme and suggest any changes before it is published on the council website. Scrutiny committee will review this work programme at every meeting going forward alongside any changes to the cabinet work programme or report requests.

- 5.3 The Housing and Regeneration Scrutiny Committee Forward Work Programme is attached at Appendix 1, which presents the current status as at 10th January 2022. The Cabinet Work Programme is attached at Appendix 2. A copy of the prioritisation flowchart is attached at appendix 3 to assist the scrutiny committee to determine what items should be added to the forward work programme.

5.4 Conclusion

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

6. ASSUMPTIONS

- 6.1 No assumptions are necessary.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

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

8. FINANCIAL IMPLICATIONS

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

9. PERSONNEL IMPLICATIONS

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

10. CONSULTATIONS

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

11. STATUTORY POWER

- 11.1 The Local Government Act 2000.

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

Consultees: Dave Street, Corporate Director for Social Services and Housing
Mark S. Williams, Corporate Director for Economy and Environment

Robert Tranter, Head of Legal Services/ Monitoring Officer
Lisa Lane, Head of Democratic Services and Deputy Monitoring Officer,
Legal Services
Councillor John Ridgewell Chair of Housing and Regeneration Scrutiny
Committee
Councillor Mike Adams Vice Chair of Housing and Regeneration Scrutiny
Committee

Appendices:

- Appendix 1 Housing and Regeneration Scrutiny Committee Forward Work Programme
- Appendix 2 Cabinet Forward Work Programme
- Appendix 3 Forward Work Programme Prioritisation Flowchart

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Forward Work Programme - Housing & Regeneration					APPENDIX 1
Date	Title	Key Issues	Author	Cabinet Member	
01/02/22 17:30	Directorate Performance Report – Caerphilly Homes 6 monthly update		Street, Dave;	Cllr. Cook, Shayne;	
01/02/22 17:30	HRA Charges (rent increase) report	Members to agree the level of rent increase for council tenants effective from April 2022	Street, Dave;	Cllr. Cook, Shayne;	
01/02/22 17:30	Budget Monitoring Report (Period 7)	To inform Members of the most recent budget monitoring position for 2021/2022 for Communities Directorate Service Divisions	Roberts, David;	Cllr. Stenner, Eluned;	
01/02/22 17:30	Economy & Environment Directorate Performance Report – Six Month Update 2021		Williams, Mark S;	Cllr. Whitcombe, Andrew;	
01/02/22 17:30	Information Item - HRA Budget Monitoring Report (Period 7)		Allen, Lesley;	Cllr. Cook, Shayne;	
10/02/22 17:30	Oakdale Housing Development	For Cabinet to agree in principle the development of the site of the former Oakdale Comprehensive School by Caerphilly Homes.	Roberts-Waite, Jane;	Cllr. Cook, Shayne;	
10/02/22 17:30	Ty Darren	To discuss the proposed development plan and construction contract for the former Ty Darren site in Risca by Caerphilly Homes.	Roberts-Waite, Jane;	Cllr. Cook, Shayne;	
10/02/22 17:30	Information Item - Tenant Satisfaction Survey Results		Wilkins, Fiona;	Cllr. Cook, Shayne;	
15/03/22 17:30	HRA Business Plan	To update Cabinet on the latest Housing Business Plan position in advance of submitting the plan to Welsh Government by 31/3/22, which is a requirement under the terms of the Major Repairs Allowance (MRA) grant. The Housing Business Plan is a 30 year plan and will include rental increase assumptions and forecasted borrowing requirements to enable the HRA to maintain viability while meeting its core objectives.	Taylor-Williams, Nick;	Cllr. Cook, Shayne;	
15/03/22 17:30	HRA Budget Monitoring Report (Period 9)		Allen, Lesley;	Cllr. Cook, Shayne;	
15/03/22 17:30	Information Item - Budget Monitoring Report (Period 9)	To inform Members of the most recent budget monitoring position for 2021/2022 for Communities Directorate Service Divisions	Roberts, David;	Cllr. Stenner, Eluned;	

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	26/01/2022 10:30	21st Century Schools – Band B - Phase 2: Consultation Report / Statutory Notice	For Members to consider the contents of 21st Century Schools consultation report prior to determination to proceed to Statutory Notice by Cabinet in December 2021.	West, Andrea; Richards, Sue;	Cllr. Whiting, Ross;
	26/01/2022 10:30	21st Century Schools and Colleges Band B programme – Ysgol Gymraeg Cwm Gwyddon	To consider an allocation of additional funding in respect of the 21st Century Schools and Colleges Band B new build Ysgol Gymraeg Cwm Gwyddon.	West, Andrea; Richards, Sue;	Cllr. Whiting, Ross;
	26/01/2022 10:30	Approved Mental Health Professional market supplement	To seek approval to pay the market supplement for Approved Mental Health Social Workers in the Emergency Duty Team (EDT), this has been supported by the Partnership Board of the 5 Local authorities and is an extension to the previously agreed market supplement for social workers in the daytime.	Street, Dave;	Cllr. Cook, Shayne;
Page 13	26/01/2022 10:30	Animal Welfare (Licensing of activities involving animals) (Wales) Regulations 2021	To seek cabinet approval to establish delegated authority for officers under the new Animal Welfare (Licensing of activities involving animals) (Wales) Regulations 2021.	Morgan, Jacqui;	Cllr. George, Nigel;
	09/02/2022 10:30	HRA Charges (rent increase) report	Members to agree the level of rent increase for council tenants effective from April 2022.	Allen, Allen;	Cllr. Cook, Shayne;
	09/02/2022 10:30	Report from Task and Finish Group on Non-Residential Care Charges	This report outlines the findings and recommendations of the task and finish group established to review charges for non-residential care set by Caerphilly County Borough Council.	Jacques, Mark;	Cllr. Cook, Shayne;
	09/02/2022 10:30	Pedestrian and Cycle Zones (School Streets)	To update Cabinet on the effectiveness and outcomes of the experimental pedestrian and cycle zone traffic regulation orders implemented outside three primary schools within the borough.	Lloyd, Marcus;	Cllr. Pritchard, James;
	09/02/2022 10:30	Wyllie bends	To review highway improvement options for the B4251 Ynysddu to Wyllie	Lloyd, Marcus;	Cllr. Pritchard, James;

23/02/2022 10:30	Oakdale Housing Development	For Cabinet to agree in principle the development of the site of the former Oakdale Comprehensive School by Caerphilly Homes.	Roberts-Waite, Jane;	Cllr. Cook, Shayne;
23/02/2022 10:30	Ty Darren site in Risca	For Cabinet to consider and agree in principle the proposed development of the former Ty Darren site in Risca, by Caerphilly Homes.	Roberts-Waite, Jane;	Cllr. Cook, Shayne;
23/02/2022 10:30	Welsh Government Lease Scheme Proposal	To discuss the WG lease scheme proposal in comparison to Caerphilly Keys and to seek a decision on which scheme we take forward for PRS option to assist in the discharge of statutory Homeless Duties.	Denman, Kerry;	Cllr. Cook, Shayne;
23/02/2022 10:30	Budget Proposals for 2022/23	To present Cabinet with details of draft budget proposals for the 2022/23 financial year to allow for a period of consultation prior to final decision by Council on the 24th February 2022.	Harris, Stephen R;	Cllr. Stenner, Eluned;
09/03/2022 10:30	Gender Pay Gap	For CMT and Cabinet to agree the Gender Pay Gap report which must be published by 31st March.	Donovan, Lynne;	Cllr. Gordon, Colin J;
09/03/2022 10:30	Corporate Performance Assessments (CPA's/DPA's)	To provide Cabinet with information and detailed analysis of performance for the period 01/04/21 to 31/12/21 and forms part of the Council's self-assessment activity.	Richards, Sue; Roberts, Ros;	Cllr. Stenner, Eluned;
09/03/2022 10:30	Annual Report Against the Strategic Equality Plan 2020-2021	For Cabinet to consider and approve the Strategic Equality Plan Annual Report 2020-2021 prior to publication on the Council's website.	Cullinane, Anwen;	Cllr. Stenner, Eluned;
09/03/2022 10:30	Information Item - Welsh Language Strategy 2022-2027	For Cabinet to consider and approve the draft Five Year Promotional Strategy prior to the publication on the Council's website.	Cullinane, Anwen;	Cllr. Stenner, Eluned;

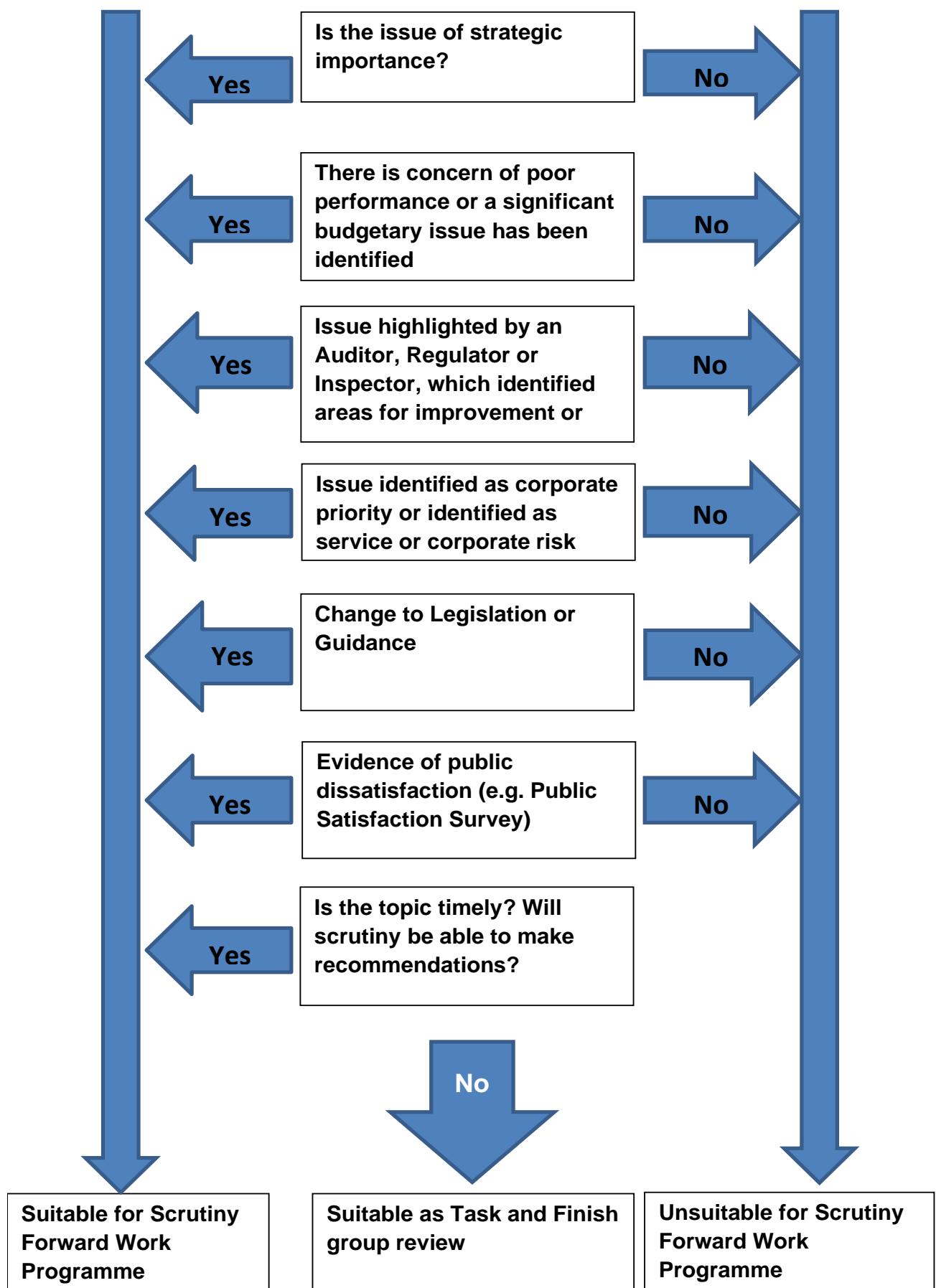
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09/03/2022 10:30	Community Learning and Support Hub at Rhymney Library	To seek Cabinet approval for 'in principle' match funding for an application to the Welsh Government to support the creation of a community learning and support hub at Rhymney Town Library and to note the intention for the Library Service to work with Gwent Police to strengthen community engagement through the use of informal settings at Rhymney Library, Risca Library and Caerphilly Library.	Edmunds, Richard (Ed);	Cllr. Whiting, Ross;
23/03/2022 10:30	EAS Business Plan	The EAS is required to submit an annual overarching regional Business Plan on an annual basis. This report asks for members to consider the full contents of the draft EAS Business Plan as part of the regional consultation process.	Cole, Keri;	Cllr. Whiting, Ross;
23/03/2022 10:30	HRA Business Plan	To update Cabinet on the latest Housing Business Plan position in advance of submitting the plan to Welsh Government by 31/3/22, which is a requirement under the terms of the Major Repairs Allowance (MRA) grant. The Housing Business Plan is a 30 year plan and will include rental increase assumptions and forecasted borrowing requirements to enable the HRA to maintain viability while meeting its core objectives.	Allen, Lesley; Taylor-Williams, Nick;	Cllr. Cook, Shayne;
23/03/2022 10:30	Regeneration Project Board - Project Proposals	To consider recommendations from the Regeneration Project Board in respect of the allocation of Development Funds to Strategic Regeneration Proposals that align with the Council's Regeneration Strategy; and the allocation of Licence to Innovate Funding to proposals that align with the Council's Commercial and Investment Strategy.	Kyte, Rhian;	Cllr. Stenner, Eluned;
23/03/2022 10:30	Coal Tips Inspection and Maintenance Update	To provide an update on the current coal tip condition status and inspection regimes that are in place for coal tips located within Caerphilly County Borough.	Lloyd, Marcus;	Cllr. Pritchard, James;

23/03/2022 10:30	Corporate Complaints – 6 month update	Cabinet to review the complaints dealt with under the Corporate Complaints policy for the period 1st April 21 to 30th September 2021 together with outcomes and lessons learned.	Lane, Lisa;	Cllr. Stenner, Eluned;
23/03/2022 10:30	Housing Support Strategy	The Housing Support Programme Strategy is being developed to outline the strategic direction of the local authority for housing related support services. This single strategic view demonstrates our plan and approach to homelessness prevention and housing support services.	Williams, Jo;	Cllr. Cook, Shayne;
06/04/2022 10:30	21st Century Schools – Band B - Phase 2: Objection Report	For Cabinet to consider the content of the 21st Century Schools objection report and give permission to proceed to the planning application stage, and the submission of the full business case to Welsh Government.	West, Andrea; Richards, Sue;	Cllr. Whiting, Ross;

Scrutiny Committee Forward Work Programme Prioritisation



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HOUSING AND REGENERATION SCRUTINY COMMITTEE – 1ST FEBRUARY 2022

SUBJECT: HOUSING REVENUE ACCOUNT CHARGES – 2022/2023

REPORT BY: CORPORATE DIRECTOR OF SOCIAL SERVICES AND HOUSING

1. PURPOSE OF REPORT

For Members to consider and take a view on the increased Council Housing rent charges proposed in this report, prior to consideration from Cabinet on the 9th February 2022. The charges predominantly focus on council house rents, but also include garages, and are intended to be effective for the Housing Revenue Account (HRA) for the 2022/2023 financial year. This report will be presented to Cabinet Members on 9th February 2022 and will include any comments or recommendations from this committee

2. SUMMARY

- 2.1 Members will be aware that the preparation of the Housing Revenue Account (HRA) budget is quite separate to the work involved in setting the General Fund Budget and Council Tax. The HRA is funded by rental income received from council tenants, rather than the Council Taxpayer. Whilst there is a clear separation of these funds, most of the proportion of council tenants rent is funded from financial support in the form of Housing Benefit or Universal Credit, which is derived from the taxpayers' purse, therefore value for money must always be sought. 75% of our tenants receive financial assistance towards their rent. We charge our council tenants rent over a 48-week basis, but the Welsh Government (WG) base their rents on a 52-week basis, so this report shows the 52-week equivalent.
- 2.2 The Affordable Housing Supply Review was published in April 2019. The purpose of the review was to examine current arrangements supporting the development of affordable housing, and to make recommendations for changes designed to increase supply and improve delivery from the resources available. One of the tasks included making a recommendation on how a sustainable rent policy can help determine long term affordability for tenants and the viability of existing and new housing developments.
- 2.3 The key recommendations from this review in correlation to the rent policy was
 1. *The Welsh Government should implement a five-year rent policy from 2020-21. This has been based on CPI plus 1% plus an additional £2.*
 2. *There should be a focus on landlords considering Value for Money alongside affordability. An explicit annual assessment on cost efficiencies should be part of the rationale for justifying any rent increase*
- 2.4 In reaction to this review, The Minister for Housing and Local Government has stated "*There must be a clear balance between the interest of landlords and residents. Affordability for tenants must take into account the whole cost of living in a property and Landlords are expected to consider these costs when setting rents each year. Affordability is an issue I take very seriously,*

and I am mindful of not placing excessive financial burdens upon tenants".

2.5 Having considered the review, along with wider factors such as the pressures arising from growing levels of homelessness, the need to decarbonise our existing stock, to maintain the Welsh Housing Quality Standard and to build new high-quality homes that are near zero carbon, The Minister on the 29/12/21 confirmed the following for the 2022/23 Rent Policy: -

1. An annual uplift of up to **CPI only** for this year using the level of CPI from the previous September each year. The decision has been taken to remove the "plus 1%" option which is prescribed in the rent policy as follows, "should CPI fall outside the range of 0% to 3%, the responsibility will rest with the Welsh Ministers to determine the appropriate uplift to be applied for that year only"
2. CPI will be the maximum increase allowable in this year, but this must not be regarded as an automatic uplift. Landlords' decisions on rent should take into account the affordability of rents for tenants.
3. The level of rents for individual tenants can be reduced or frozen, or can rise by up to an additional £2 over and above CPI, on condition that the total rental income collectable across the whole stock increases by no more than CPI
4. As an intrinsic part of the 5-year policy, landlords will be expected to set a rent and service charge policy which ensures that social housing remains affordable for current and future tenants. As part of their annual decision, they should assess cost efficiencies, value for money and affordability for tenants.

2.6 In light of the pandemic, the lack of data collection whilst government resources have been re-prioritised, has meant no robust data available to generate the Target Rent Bands for the year ahead, and The Minister therefore suspended the role of Target Rent Bands when confirming the 2021/2022 rent policy. For the 2022/23 Rent Policy the suspension has been continued. Members will recall that the original policy set a Target Rent Band for each Authority which allows Authorities flexibility to increase the rent to ensure the level is within the Target Rent Band envelope. Conversely, if the average weekly rent is above the Target Rent Band, average rents will increase at a lower rate, to bring the rent back within the Target Rent Band envelope.

2.7 The Minister is also keen to continue with a number of new initiatives as part of the wider rental agreement which include:

- Strengthen approaches designed to minimise all evictions, working effectively with partners to deliver on a new agreement not to evict into homelessness.
- Undertake a standardised tenant satisfaction survey for publication on a central website to assist tenants in scrutinising and comparing landlord performance. This is the STAR (Survey of Tenants and Residents) survey. The next submission date based on the revised core questions is 28 February 2022 for publication in April 2022.
- Build on existing commitments to deliver high quality homes which comply with the new housing quality standard "WDQR 2021" across all tenures on sites which attract Welsh Government funding
- Continue to work towards an aspiration that all new build housing, regardless of tenure, achieves energy efficiency standards of no less than EPC A on sites that attract any Welsh Government funding.
- All Social landlords are required to make, and evidence, an annual assessment of affordability for tenants, cost efficiencies and to demonstrate their homes and services represent value for money as part of their decision on the rent uplift to be applied each

year. To assist with providing Welsh Government with the necessary assurance, each social landlord will be required to complete a self-certification monitoring form which will be used to monitor compliance with the Welsh Government Rent Standard. This form must be completed and returned by the end of February 2022.

- 2.8 The previous September's CPI inflation figure was 3.1%. The policy therefore allows a maximum of 3.1% increase on our total rental income. Landlords also have a discretion to apply a further £2 on top of the CPI but this is as a means of aligning rents over certain property types or areas. The overall increase cannot be more than CPI even by applying the discretionary £2.
- 2.9 The latest Business Plan submitted for 2021/22 assumed a rent increase of between 1.5% and 2.5% over the next 5 years, but this plan would not have assumed the unprecedented sharp increase in costs that is being experienced nationally in terms of materials and the fluctuating supply of resources. The plan allowed for a 2% increase in material costs, but the construction industry is being hit with staggering material price increases with no indication this will change over the next 6 to 12 months. Price increases are varying dramatically with sources confirming between 8% and 200% depending on product, which will heavily impact not only on maintaining the WHQS standard we have just achieved on our current properties, but also our ambitious new build agenda.
- 2.10 Members will recall there was limited time to consider a full affordability options appraisal for setting the rent for 2021/22, and due to the Covid-19 restrictions, officers could not progress to the extent desired, as resources were prioritised elsewhere. However, an affordability survey was sent to tenants and the responses received were considered when setting the 2021/22 rent last year.
- 2.11 In consideration for setting the 2022/23 rent, officers have developed this survey further which was targeted to tenants in October 2021. The survey was called "Your Rent, Your Views" with the aim of capturing tenants' views on their rent, particularly on affordability and value for money, which would assist in setting future rents. 373 tenants completed this survey
- 2.12 In addition to the affordability survey, as mentioned in 2.11 above, as a landlord, we are obliged to survey our tenants under a standard STAR survey, as mentioned in 2.7 above, which is a consistent framework for social landlords to collect, report and measure on tenant's satisfaction. The survey was sent out in September/October 2021. The survey consists of seven core questions and one of these key questions include a direct reference to value for money. 1847 tenants completed this survey.

3. RECOMMENDATIONS

- 3.1 Members are requested to consider and give a view on the following recommendations, which will be presented to Cabinet on the 9th February 2022.
- 3.2 Officers recommend to Cabinet a range of increases per property for consideration from April 2022 based on the options explained in the report, which are: -
 - (i) 3.1% (CPI only) – (£94.63/52 week – additional £2.85/wk) the maximum allowed under the rent policy Resulting in additional income of some £1.6m.
 - (ii) 2.5% (£94.08/52 week – additional £2.29/wk). This would generate additional income of some £1.3m and would be some £500k higher than the rent assumed in last year's business plan, allowing a more comfortable margin for the unprecedented increase in material costs
 - (iii) 2% – (£93.62/52 week – additional £1.84/wk) which is additional income of £1m, allowing for a small margin to reflect the unprecedented increase in material costs.

- (iv) 1.5% - (93.16/52 week – additional £1.38/wk). This is as per the business plan for 2022/2023 only, generating additional income of some £762k, but does not reflect the unprecedented increase in material costs
- (v) 0% (No increase) – (£91.79/52 week) would reduce our income by £762k to that assumed within our business plan. Higher increases may need to be considered in the future to get back within the policy target rent band, on the assumption this is re-introduced and uplifted by inflation.
- (vi) The level or rent for garages from April 2022 be increased by 2% to £8.39 per week
- (vii) Recommend a review of the current rent policy to reflect affordability

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Inflationary increases on providing all aspects of the housing service are experienced annually, however as the HRA cannot legitimately set a deficit budget, the loss of additional income will result in reduced resources being available to effectively manage and maintain the stock impacting on service delivery and could result in increased levels of borrowing, which is an additional cost to the HRA.
- 4.2 Housing Benefit/Universal Credit will cover the increased costs for the rent charge in this report for 75% of our tenants up to the Housing Benefit limitation rate (yet to be confirmed).
- 4.3 If charges are not increased annually it has a detrimental effect on subsequent years as higher increases are then needed to recover the shortfalls from previous years.
- 4.4 The Council's Business Plan relies on inflationary increases to remain viable and cover increasing costs associated with the delivery of the service.
- 4.5 Additional resource is necessary to be able to meet the demands from Welsh Government on maintaining the WHQS, the provision of new affordable housing, decarbonisation of the existing stock and increasing support for tenants in order to sustain tenancies and reduce homelessness.
- 4.6 The impact of Covid has significantly impacted on the HRA, in particular material costs, but with a considerable reduction in productivity, meaning that our budget has been delivering less. This has resulted in a backlog of work which will increase costs in 2022/23.

5. THE REPORT

5.1 Rent Increase

- 5.1.1 Members will recall that the rent policy under Welsh Government has changed over recent years and the Minister has reacted where necessary year on year. More recently however, the rent policy has been fixed for a five-year term. We are currently under the 2020/21 to 2024/25 five-year rent band which was set at CPI plus 1%. Under the current rent policy, a target rent band for each Authority was set by WG so there is still some degree of control retained by WG however, all of the rental income will be retained by the Authority and used to fund expenditure, service debt and create borrowing headroom to support the delivery of WHQS and future investment. However, during 2021/2022 the target rent band was suspended as a consequence of the Covid-19 pandemic. Furthermore the “plus 1%” has been removed for the 2022/23 financial year as a reaction to the ongoing pressures during the

Covid-19 pandemic and Brexit, which has seen inflation rise higher than expected. The Welsh Ministers can determine the appropriate charge to the rent levels in that year if CPI falls outside of the range 0% and 3% and has therefore decided to remove the “plus 1%” from the 2022/23 rent policy.

- 5.1.2 As a result of the housing benefit limitation scheme, rent increases above Department of Work and Pension (DWP) rent limits do not produce extra income from the benefits system, as any shortfall would be required to be met by the tenant. This would therefore be an added financial burden to some of our most vulnerable tenants. At this stage however, as in previous years, details regarding the DWP limit under the current rent policy are yet to be confirmed, but all the recommendations contained within this report are compliant with the WG. Typically, the limit rent is increased by the rent policy, therefore it is assumed that the DWP rent limits will increase by 3.1%. Approximately 75% of tenants are in receipt of financial support in the form of Housing Benefit or Universal Credit.

- 5.1.3 The 2020/2021 policy target rent band for CCBC was

- Low end £90.41 per week
- Mid-point £95.17 per week
- High end £99.92 per week

The rent increase applied in 2020/21 of 2.7% meant that the average rent was £90.66 which was just within the low end of the target rent band.

- 5.1.4 However, the target rent band for 2021/2022 and 2022/23 has been suspended as a consequence of the Covid pandemic, so we are unable to measure the impact of any increased proposal. We can, however, evidence the impact that a lower than required increase can have when compared to the Housing Business Plan.
- 5.1.5 Initially, WG have stated that *“The rent policy allows you to apply the inflation plus £2 (per week) if you are aiming to move to a higher point within the Target Rent Band to meet your business plan commitments...”* This was removed for 2019/20 and was only applicable if Social Housing Landlords were below the rent envelope. This was subsequently changed under the 2020/21 policy, and the “plus £2” could only be applied on condition that the total rental income collected by the landlord is no more than CPI +1%. Furthermore, as part of the 2022/23 rent policy this means the overall income collectable cannot increase any more than CPI only for 2022/23. This provision is designed to enable social landlords to restructure rents where appropriate.
- 5.1.6 CCBC’s average rent based on a full rent debit as at week 37 is £91.79 (52-week basis) which when compared to the 2020/2021 target rent band (allowing for a 1.5% increase as per the 2021/22 rent policy) is at the low end of the band.
- 5.1.7 Applying the maximum of 3.1% increase means our average rent would be £94.63. Even with the suspension of the target rent band, this still places the rent within the low end of the previous two year’s banding, as per the table at 5.1.3.
- 5.1.8 The latest business plan submitted to WG in March 2021 included a rent increase of 1.5% for 2022/23 increasing to 2% for 2023/24 to 2025/26 with an increase to 2.5% from 2026/27 onwards. For 2022/23 this was on the assumption of applying CPI only and that CPI would be 1.5%. Applying CPI only (as opposed to CPI plus 1%) was considered a prudent approach at that time whilst in a pandemic environment where conditions were volatile. However, the unprecedented increases in materials could not be foreseen and these increases need to be reflected in the next business plan to be submitted to WG in March 2022.
- 5.1.9 To give members an idea of how changes in one area can affect the business plan, officers have modelled an example in respect of price increases for materials against the current business plan. If a 10% increase in materials is factored into the current plan whilst

maintaining the 1.5% assumption for rent, this would result in an additional borrowing requirement of £4m.

- 5.1.10 If a 5% increase in materials is factored into the current plan whilst maintaining the 1.5% assumption for rent, this would result in an additional borrowing requirement of £1.9m
- 5.1.11 By applying the maximum 3.1% rent increase against the 10% & 5% scenario increase in costs for materials this would reduce the additional borrowing requirement to £2.1m or £200k respectively. The maximum rent increase would therefore offer more protection in terms of cost increases.
- 5.1.12 By applying a 2.5% rent increase against the 10% and 5% scenario increase in costs for materials this would reduce the additional borrowing requirement to £2.8m or £900k respectively.
- 5.1.13 By applying a 2% rent increase against the 10% and 5% scenario increase in costs for materials this would reduce the additional borrowing requirement to £3.3m or £1.4m respectively
- 5.1.14 By applying a 0% rent increase against the 10% and 5% scenario increase in costs for materials this would increase the additional borrowing requirement to £5.3m or £3.7m respectively.
- 5.1.15 Council agreed on the 26th February 2020 to a £75m borrowing level to complete the WHQS programme and progress with new build. This was estimated to be in the region of £45m for WHQS and £30m for new build. In the light of the pandemic, it was clear that progress of the WHQS programme was inhibited due to social distancing regulations, tenant refusals, and potential sickness of the workforce, contractors and/or tenants. Work progressed slowly and Welsh Government extended the deadline across the sector to December 2021. The additional costs associated with the pandemic restrictions resulted in an estimated total cost of £270m to achieve the WHQS Standard although due to the pandemic, spend was delayed whilst we were subject to lockdown restrictions , which meant funding could be carried over into the final year with a minimum impact on borrowing. Total borrowing for WHQS is therefore £40.9m. Borrowing for new build can therefore be confirmed at £34.1m within the current approval limit.
- 5.1.16 Furthermore, the pandemic resulted in additional costs to the HRA. In 2020/21 this was a net cost of £1.2m with no financial support from Welsh Government. In theory, therefore, this is a direct cost to tenants which is at a detriment to other services provided and deflects funding from our ambitious new build programme.
- 5.1.17 On its own, a rent increase of less than 1.5% for 2023/24 will mean less income to deliver housing services which could result in a review of the services and the way they are currently delivered, the extent of work to be undertaken, alternative options for increasing income or an increase in borrowing. However, we also need to factor in the increasing costs of materials which will impact on our Housing Repairs Operations, our Planned Programme for maintaining our current stock, and our New Build Programme.
- 5.1.18 Members must also consider the pressure Local Housing Authorities are facing from Welsh Government on increasing housing supply and ensuring we meet the decarbonisation agenda, both of which require significant investment. The report to The Housing and Regeneration Scrutiny Committee on the 26th November 2019 outlined the need for £14m additional borrowing to kick start the new build programme with the aim to deliver 400 affordable homes between 2020 and 2025. This directly links with the Council's commitment contained within the Corporate Plan 2018-2023 and Wellbeing Objective 3 which aims to address the supply, condition and sustainability of homes throughout the county borough.
- 5.1.19 A nil increase for 2022/23 would mean the rent would remain at £91.79 but this would require

considerable future rent increases to get back into the target rent band envelope range if and when this is re-introduced. This would also result in reduced income of £1m annually to that assumed within our business plan, and this is without factoring in any further cost increases as explained in the report Again, members must consider the ongoing effect of this reduced rent to address the significant investment required as explained above.

- 5.1.20 An increase of 2.5% means the average rent would be £94.08 over a 52-week period. This would generate additional income of some £1.3m which would be £500k more than the assumption within the current business plan but will allow for some growth to offset the unprecedented increase in material costs. This still places Caerphilly within the low end of its target rent band.
- 5.1.21 Generally, the DWP increases the Housing Benefit Subsidy Limit within similar lines to the rent policy guidance, meaning for the majority of our tenants, the maximum 3.1% increase would be covered.
- 5.1.22 Additional borrowing as a consequence of income shortfalls must be affordable under the Prudential Code. It also means an increase in debt and interest charges which takes resources away from the HRA to manage and maintain our housing stock and support our tenants.
- 5.1.23 In addition, affordability for tenants is now a factor that must be considered as part of setting any rent increases. This involves engaging with tenants to capture relevant data and views and establishing a suitable model that would evidence affordability together with a system for accurately recording such information. Unfortunately, due to restrictions from the pandemic, this was not progressed fully in 2020 although a tenants' affordability survey was sent out in November 2020 and repeated in 2021.
- 5.1.24 Since 2014/15 the average rent increase for Caerphilly Homes is 3.1%

- 5.1.25 With the exception of the previous year (2021/22) where CPI was at an unprecedented low level due to the economic impact from Covid-19,(resulting in a 1.5% rent increase), the average rent increase is 3.3% so the recommendations in this report would be lower than the average.

5.2 Affordability

- 5.2.1 Officers have continued to work on developing the affordability survey and have met colleagues in Welsh Government and other local authorities with the aim of sharing best practice. The feedback from Welsh Government on the previous year's rent setting process across the sector gave us more of an understanding as to what Welsh Government were expecting in order to evidence affordability. For example, landlords automatically received a favourable score if they used the Joseph Rowntree Foundation (JRF) Living Rent model or an equivalent affordability tool. Caerphilly Homes Officers had been considering the JRF model prior to the pandemic but did not have the resources to progress during 2020/21. The JRF model has now been considered as part of the 2022/23 rent setting process
- 5.2.2 Other areas of good practice included a wide range of tenant consultation platforms and appropriate feedback, working in collaboration with tenants to set rents. As an authority we have been limited to certain media platforms due to GDPR concerns, which has restricted our ability to reach all tenants. However, officers have developed a full consultation process including an online survey during October/November 2021, 3 focus groups, and a 'question of the week' poll for each week during November. The survey was posted on Facebook and Twitter and was also available on the Council's website. An EGov bulletin was sent to those tenants who have registered with the link. There were periodic reminders over the term of the survey and there was also a dedicated helpline for any tenants who required assistance in completing the survey.

- 5.2.3 Overall, there were 373 tenant responses to the survey with a mix of areas and tenures being represented. This was an increase of 133 compared to the previous year.
- 5.2.4 42% of the tenants were represented from the East of the Borough, 28% from the South and 28% from the North.
- 5.2.5 The majority of responses were from tenants in 3-bed houses, with the main source of income being from sickness or disability benefits, closely followed by full time employment.
- 5.2.6 65% of the respondents received some form of benefit support towards paying their rent. 35% of respondents received no support.
- 5.2.7 65% of responding tenants think our rents are fair and affordable and 35% do not. Mixed responses vary from “compared to the private sector it's good value” “Better and more secure than private renting” “Fair price” to “It's not affordable for one low-income person”, “Because Universal Credit don't give you enough to live on with rent”, and “The rent is fair but I'm finding it hard to pay with the low income”.
- 5.2.8 54% agreed that Caerphilly Homes should consider the average household income when setting rent and 83% thought Caerphilly Homes should take into account the costs of running a home when setting rent.
- 5.2.9 61% of tenants thought that their rent provides value for money. Comments included: “The homes are modern and well looked after”, “It is a warm home, fair rent costs and we feel safe here” “I think your repair and servicing team are very efficient and very easy to contact”, “You don't do enough to maintain the property” “Delays in repairs and neglect of environment”, and “Repairs never completed or charged for mistakes”
- 5.2.10 Any tenant who expressed difficulties with paying their rent within the survey comments, was contacted and offered support by Tenancy Support Team.
- 5.2.11 The survey overall gave us a mixed response, and there are clearly some responses that need to be followed up, but it does suggest a higher proportion of our tenants agree that their rent is affordable and offers value for money.
- 5.2.12 In addition to the survey, we are able to measure certain indicators against an All-Wales Average to ascertain, from a statistical point of view, if rents appear affordable within the Caerphilly County Borough. Due to the lack of resources explained in 2.6 above, WG have not yet published 2020/21 data, so we have used the previous year as a comparator.
- 5.2.13 The average social rent for Caerphilly CBC in 2019/20 is £88.27/wk, which is nearly 4% lower than the All-Wales Average for Local Authorities of £91.65/wk. The All-Wales Average for Registered Social Landlords is £92.50/wk. Caerphilly CBC is ranked the 3rd lowest Local Authority in terms of its weekly rent.
- 5.2.14 Private rents in Caerphilly CBC for 2019/20 average £105.80/wk, some 6.4% lower than the All-Wales Average at £113.00/wk.
- 5.2.15 Caerphilly CBC ranked 5th highest out of the 22 Local Authorities in terms of workplace earnings at £384.47, which is some 3.5% higher than the All-Wales Average of £371.63/wk.
- 5.2.16 The results of the 2021 STAR survey to tenants, on their satisfaction with the housing service, confirmed 77% were satisfied overall with the service provided by Caerphilly Homes, and 76% were satisfied that their rent provides value for money
- 5.2.17 These statistics together with the tenant's affordability survey suggest that the rent is affordable and provides value for money. However Welsh Government require us to prove this in terms of measuring our current rent against an appropriate affordability model.

- 5.2.18 To expand on the affordability measure that WG require us to evidence, and to prove our rents are affordable, 54% of our surveyed tenants thought we should consider income when setting the rent. Using the JRF living rent model means a link is established between rents and tenants' ability to afford them. The affordability criteria are designed on the principle that a single person should not pay more than 28% of their net pay on rent for a standard single person unit of accommodation. This is then weighted for equivalence values to reflect the different property types within our portfolio and typical family compositions, using a tool developed by the Organisation for Economic Co-operation and Development (OECD)
- 5.2.19 This principle requires the use of average income data. The Office of National Statistics (ONS) releases an Annual Survey of Hours and Earnings (ASHE) every October which provides an estimate of income levels from those in the lowest 25% of earnings, across the UK, broken down into Middle Super Output Areas (MSOA). There are 24 MSOA's for Caerphilly Borough.
- 5.2.20 If an existing tenant's rent is lower than the affordable Living Rent assessment, rent should be increased each year by the agreed percentage uplift plus a maximum of £2 per week allowed under the current rent policy.
- 5.2.21 If an existing tenant's rent is higher than the affordable Living Rent assessment, rent can either be frozen or decreased each year by a maximum of £2 per week until the rent has aligned with the affordable living rent assessment.
- 5.2.22 Any new tenants would be let at the current living rent model.
- 5.2.23 The methodology described above is clearly different to our current local rent policy, where uplifts are applied consistently to all tenants irrespective of location or earnings. However, in order to comply with the requirements of Welsh Governments social rent policy and affordability principles below, we must ensure we can evidence that the rent we set for tenants is fair, transparent, affordable, and sustainable.
- 5.2.24 The principles expected from Welsh Government when setting rent are: -
- **Affordable:** We will consider the total costs of renting homes and incomes to understand what is affordable for our residents, and ensure that residents have the greatest opportunity to sustain their tenancies and thrive,
 - **Sustainable:** We will set rents that allow us to continue to provide high quality, safe, warm homes for the people who need them in the communities we serve
 - **Engage:** We will involve residents to develop and review our approach to rent setting, and inform our decisions on rents
 - **Fair:** We will work to ensure that rents and other charges are set fairly, and our homes and services represent value for money
 - **Accountable:** We will be open, transparent and accountable when we make decisions on rents.
- 5.2.25 In order to meet these requirements Caerphilly Homes needs to review its current rent policy.
- 5.2.26 Early indications on exploring the JRF model suggest that Caerphilly Homes rent levels compare favourably, which gives initial assurance that our rent levels are broadly affordable. Officers will be carrying out further work on the model in the New Year.
- 5.2.27 Officers are requesting that the current rent policy be reviewed in the Spring of 2022 to consider incorporating the JRF affordability model when setting future rents.

5.3 Tenancy Support

- 5.3.1 Caerphilly Homes Rents team offers person centred support to its tenants. A team of tenancy and welfare benefit support staff are available to provide support as soon as a tenancy starts. Staff have the discretion and flexibility to deal with differing individual circumstances when tenants are in difficulty and are empowered to deliver innovative solutions. The number of tenants claiming housing benefit or universal credit housing costs to help pay their rent has increased from 72% to 75% between December 2020 and December 2021. Since April 21 our staff have assisted tenants to claim over £2.3m in additional benefits. This support is not only offered to tenants experiencing financial hardship, but to tenants who we recognise using key data sets are not claiming their full entitlement of benefits.

- 5.3.2 Surveys completed by tenants receiving the service have shown the huge difference it has meant to their lives. Quotes below have been extracted directly from the surveys:

"Thank you for everything you have done for me it has made a huge difference. I fell into heaven when I came to this wonderful council", "Been told so many times that I wasn't able to claim (including by DWP) but the Council staff helped me to claim successfully. This has changed my life massively", "Given me a different perspective of people from the council, reassured me that if there was anything else to get it touch. Built up trust, so great that I know where to call if I need help" and, "I didn't expect to get a backdate I am so happy I am going to use the money to buy a mobility scooter something I never ever thought I could afford to buy. I can't thank you enough"

This support is integral to the Rents Team and will continue to be offered to all tenants

5.4 Garage Charges

- 5.4.1 The garage rationalisation and refurbishment programme, linked to the WHQS programme has led to a reduction in our garage stock but has resulted in improvements to our remaining stock. This work had a significant impact on void levels as the blocks of garages had to be fully vacated prior to commencement of works on each site. On completion of works to each block, former garage tenants and former leaseholders of garage plots have been offered new tenancies of the newly built or refurbished garages, prior to new tenants being sought for the remainder from existing waiting lists or through marketing. In addition, a number of garages have been demolished due to unsuitability and lack of demand. However, due to Covid-19 the void position on garages has not yet improved due to resources being deployed in more critical areas. Currently 30% of our garage stock remains void.
- 5.4.2 The rent on garages had not been increased for 3 years while the rationalisation programme was being undertaken but an increase was re-introduced in 2020/21 at 1.5%. Total investment to our garage stock was £2.6m and we can collect £380k per annum in charges if all garages are let. Currently our garage charge is £8.23 per week and 79% of garage tenants are not council tenants. The 2021/22 business plan assumed a 2% increase for the 2022/23 financial year. For the 21% who are council tenants this would equate to £8.39 per week and for the 79% non-council tenants this would equate to £10.07 to include VAT.

Tenants in receipt of benefit

- 5.4.3 Garage rents are not eligible for housing benefit and the majority (79%) of garage tenants are not actually council house tenants.

Financial impact

- 5.4.4 The Business Plan has included a 2% increase on garage rental income. Not increasing the income will mean a loss of approximately £5k. Although this does not appear significant,

there has also been a compounding loss of approx. £30k from the previous 3 years where increases were not applied.

6. ASSUMPTIONS

- 6.1 Assumptions are prevalent within the Housing Business Plan and are necessary to create a 30-year projection as requested by Welsh Government. Assumptions are included on key drivers such as (i) Interest rates (ii) Inflation (iii) Rental Increases (iv) Staffing levels (v) stock movement (vi) capital programme expenditure (vi) level of rent arrears, and (vii) level of voids and are taken from projections, local knowledge and Welsh Government guidance.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 Section 24 of the Housing Act 1985 provides Local Housing Authorities (LHA's) with the power to set rents for its properties relating to Part II of said Act. A LHA is under a duty to act reasonably by determining rent levels. When setting rents under this section, a LHA must comply with any standards relating to rent set by the Welsh Ministers under section 111 of the Housing (Wales) Act 2014 and must also have regard to guidance issued under section 112 of the 2014 Act. Section 74 of the Local Government and Housing Act 1989 requires a LHA to keep and maintain a HRA ring-fenced account which ensures that the income raised from operating council housing is spent on council housing, and that neither the HRA nor General Fund are cross subsidised. Section 76 of the Local Government and Housing Act 1989 requires that the HRA cannot be set into a deficit.]

An increase in rents is required in order not to set a deficit budget within the HRA. The additional income is utilised on maintaining or improving existing services as well as creating financial resource to be able to meet WG agendas and challenges such as minimising evictions, not to evict into homelessness, deliver high quality homes, evidencing affordability and value for money, maintaining WHQS, installing Optimised Retrofit Programmes on existing stock, and enhancing tenant involvement.

65% of tenants who were surveyed on "Your rent your view" survey confirmed that their rents were deemed fair and affordable and 61% thought their rents provided value for money. 76% of tenants who were surveyed on the STAR survey also thought their rents provided value for money and 77% were satisfied with the services provided. As part of the rent setting process, tenants were also involved in focus groups and question of the week polls.

The latest statistics for the All-Wales averages (2019/20) ranks Caerphilly 3rd lowest in terms of Local Authority rent and 5th highest in terms of workplace earnings. 75% of Caerphilly CBC tenants are in receipt of financial support for their rent in the form of Housing Benefit or Universal Credit. Tenancy support is offered to all tenants.

The proposed increase is the lowest increase for a number of years with the exception of 2021/22 where CPI was an unprecedented low value due to Covid-19

[**Link to Integrated Impact Assessment**](#)

8. FINANCIAL IMPLICATIONS

- 8.1 This report deals with the financial implications of the proposed rent increases which affect the HRA.
- 8.2 The impact of the Welfare Reform Act is not taken into consideration

9. PERSONNEL IMPLICATIONS

- 9.1 The proposals contained in this report will not alter the current arrangements for the collection of housing revenue account monies.

10. CONSULTATIONS

10.1 All consultation responses have been reflected in this report

11. STATUTORY POWER

11.1 Local Government Acts 1972. This is a Cabinet function.

Author: Lesley Allen, Principal Group Accountant, Housing
allenl@caerphilly.gov.uk Tel: 01443 864470

Consultees: Christina Harrhy
Cllr J Ridgewell
Cllr M Adams
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Dave Street
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Fiona Wilkins
Jane Roberts-Waite
Alan Edmunds
Jason Fellows
Kerry Denman
Mandy Betts

- Chief Executive
- Chair Housing & Regeneration Scrutiny Committee
- Vice Chair Housing & Regeneration Scrutiny Committee
- Cabinet Member for Houses & Property
- Corporate Director Social Services & Housing
- Head of Housing
- Head of Legal Services/Monitoring Officer
- Head of Corporate Finance & S151 Officer
- Rents Manager
- Acting Benefits Manager
- Housing Services Manager
- Strategy & Co-ordination Manager
- WHQS Project Manager
- HRO Manager
- Housing Solutions Manager
- Tenants & Community Involvement Manager

Background Papers: N/A



HOUSING AND REGENERATION SCRUTINY COMMITTEE – 1ST FEBRUARY 2022

SUBJECT: ECONOMY AND ENVIRONMENT 2021/22 BUDGET MONITORING REPORT (PERIOD 7)

REPORT BY: CORPORATE DIRECTOR FOR ECONOMY AND ENVIRONMENT

1. PURPOSE OF REPORT

- 1.1 To inform members of projected revenue expenditure for the Economy & Environment Directorate for the 2021/22 financial year. Service Divisions include Regeneration & Planning Division, Infrastructure Services Division, Public Protection Division and Community & Leisure Services Division.

2. SUMMARY

- 2.1 The report summarises the most recent budget monitoring projections for 2021/2022 based on the latest available financial information.
- 2.2 The attached appendices outline more detailed budget monitoring figures for each of the Council Fund Services outlined in paragraph 1.1 above

3. RECOMMENDATIONS

- 3.1 Housing and Regeneration Scrutiny Committee Members are requested to note the contents of this report and the detailed budget monitoring pages that follow in respect of the Regeneration & Planning Division, which is the only division that falls within the remit of this Scrutiny Committee.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 The Council Budget is based on the achievement of both expenditure and income targets. In order to ensure that these are met, and the Council's financial integrity is maintained Directors are required to review income and expenditure trends.

5. THE REPORT

5.1 INTRODUCTION

- 5.1.1 The report outlines the revenue budget position for each of the service Divisions that form part of the Economy & Environment Directorate based on the most current financial information available. Projected outturn figures for the financial year are compared with the budget to show the anticipated under/overspends. More detailed budget monitoring figures are shown in the appendices 1a to 1d.

- 5.1.2 The table 1 below summarises the present budget monitoring position, with an overall Directorate underspend of £1,118k, but exclusive of ring-fenced budgets is projecting an underspend of £388k. Appendices 1a to 1d provide more detail on the budget variation projections for each Service Division.

TABLE 1	Estimate 2021/2022	Revised Estimate 2021/2022	Outturn 2021/2022	Variance 2021/2022
Regeneration & Planning Division	2,866	2,866	2,357	509
Infrastructure Division	20,694	20,694	20,209	485
Public Protection Division	7,543	7,543	7,316	227
Community & Leisure Services Division	22,284	22,284	22,336	(52)
Direktorate General	178	178	229	(51)
NET DIRECTORATE	53,565	53,565	52,447	1,118
Home to School Transport - ring fenced under spend				357
Social Services Transport – ring fenced under spend				159
Cemeteries Task & Finish – ring fenced under spend				214
NET DIRECTORATE under spend (excluding ring fenced budgets)				388

5.2 REGENERATION & PLANNING DIVISION

- 5.2.1 Overall, the service division presently has a projected underspend of £509k for the 2021-22 financial year, full details are provided in Appendix 1
- 5.2.2 Development Control is reporting underspend of £85k primarily due to salary savings due to delays in filling vacant posts. Income is projected to be slightly above budget but is very volatile and will be monitored during the year.
- 5.2.3 Building Control is reporting underspend of £120k due in the main to delays in filling vacant posts and income levels being better than anticipated. The income level is volatile and will be monitored during the year.
- 5.2.4 Strategic Planning is presently projecting a net breakeven position. This is due in the main to a delay in the filling of a vacant post and staff on reduced working hours. This is after the agreed ringfencing of the Community Infrastructure Levy (CIL) and the agreed transfer from the LDP reserve.
- 5.2.5 Regeneration & Planning Administrative Support are projecting a £34k underspend this is due in the main to salary savings due to delays in filling vacant posts.
- 5.2.6 GIS/Land Gazetteer support services is projecting an underspend of £17k due to delays in filling of vacant posts.
- 5.2.7 Land charge services are projecting a very small overspend. The income level is volatile and will be monitored during the year.
- 5.2.8 Business Support and Urban Renewal are projecting a net £94k underspend, primarily due to savings linked to home working such as mileage, room hire, printing, stationary, postage, publicity and project work together with a small over achievement of income in Bargoed Unit shops along with additional recharges into the various grant scheme and salary savings due

to delays in filling vacant posts, offset by additional NNDR for an acquired property in Caerphilly pending demolition. This is after the agreed use of reserves for the International Trade Support Officer.

- 5.2.9 Town Centre Management is projecting an underspend of £26k, due in the main savings relating to a delay in filling a vacant post along with reduced mileage, postage costs together with an additional grant to offset additional costs relating to the ongoing costs of Wi-Fi in the town centres.
- 5.2.10 There is a projected £46k overspend in relation to industrial properties primarily due to shortfall in property rents of £100k linked to units being unoccupied, including Cherry Trees offset in the main to reductions in NNDR costs and utility costs. The industrial and office property portfolio should generate income of £2.16million to the Council. The service is proactively seeking to ensure vacant units are let as quickly as possible by identifying businesses interested in taking up a rental.
- 5.2.11 Overall Tourism Venues are reporting combined overspend of £29k. Covid 19 has had a significant impact on the tourism venues due to restricted service provision. Where possible loss of income claims will be submitted and estimates are included. The main beneficiaries of these at this stage are Llancaich Fawr and Cwmcarn. Further details are below: -
- Llancaich Fawr is projecting an overspend of £14k at present mainly due to reduced income levels offset by salary savings. Lifting of further restrictions from WG could aid this position which will be closely monitored in year.
 - Cwmcarn VC is projecting a small underspend of £6k due in the main to better than expected income levels due to the scenic drive opening. At present CCBC and NRW have an agreement to split any profits 50/50.
 - Winding House is predicting an underspend of £20k due in the main to a one-off savings on NNDR due to a revaluation.
 - Caerphilly Visitor Centre is predicting a £33k overspend due in the main to unachievable income targets due to the current restrictions although the manager has advised that his current income is increasing.
 - Blackwood Miners Institute is projecting a small underspend of £27k due in the main to reduced utility costs and artistes' fees offset by reductions in income for the shows.
 - Arts Development is projecting a small underspend of £15k due to reduced artistes' fees and associated costs.
- 5.2.12 Tourism Events are projecting a net underspend of £19k. There have been no events taking place this year, but plans are in place subject to agreement for revised "Christmas Market events" to take place along with a virtual snoopy trail.
- 5.2.13 Community Regeneration is projecting a net £131k underspend due to staff vacancies and associated costs after the transfer of staff to Caerphilly Cares. This is after the agreed use of reserves for the Apprentice Officer.
- 5.2.14 There is a very small underspend in senior management support of £5k due to staff not being paid at the top of the incremental scale. This is after the agreed use of reserves for the Placemaking Manager.
- 5.2.15 Children and Communities Grant (CCG), C4W and C4WPlus Additional Funding initiatives are all fully funded from grant, currently all three are projecting underspends which total £359k. This has no effect on the outturns as the grant only funds the actual spend on the projects.

5.3 Conclusion

- 5.3.1 Members are advised that Regeneration & Planning only is the only division within the Economy & Environment Directorate which is in the remit of this scrutiny committee. Overall,

the Directorate provides a very diverse range of front-line services to residents and businesses. The overall Directorate has a budget totalling £53.565m. with a projected net underspend of £388k in a very turbulent year where service provision and ability to achieve income has been significantly disrupted. Financial pressures this year, have been further significantly increased by the impact the Covid 19 crisis has had on service provision, with a number of services not being provided or being significantly curtailed and some services experiencing significant reductions in income generation. The operational managers will endeavour to ensure however that service net expenditure does not exceed the budget available and where applicable income loss claims will be submitted to WG.

6. ASSUMPTIONS

- 6.1 Assumptions linked to this report were detailed in the budget report to Council on 24th February 2021.
- 6.2 The projected outturn position is based on actual income and expenditure details to the end of October 2021.
- 6.3 Forecasts have been made following discussions with Managers based on current information available.
- 6.4 All assumptions are linked to Covid 19 and the possible lifting of any restrictions that take place.
- 6.5 An exercise took place to advise WG of net external income losses for April to June 2021, in the context that these will be funded by WG. Further claims are expected and projections are included where applicable in this report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 An IIA is not necessary for this Information Only Report.

8. FINANCIAL IMPLICATIONS

- 8.1 As detailed throughout the report.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no direct personnel implications arising from this report.

10. CONSULTATIONS

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

11. STATUTORY POWER.

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

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Consultees

Councillor J Ridgewell, Chair Housing & Regeneration Scrutiny Committee
Councillor M Adams, Vice Chair Housing & Regeneration Scrutiny Committee
Christina Harrhy, Chief Executive
D Street, Corporate Director Social Services & Housing
Mark S Williams, Corporate Director for Economy & Environment
Rhian Kyte, Head of Regeneration and Planning
Steve Harris, Head of Financial Services & S151 Officer
Cllr E. Stenner, Cabinet Member for Performance, Economy & Enterprise
Cllr A. Whitcombe, Cabinet Member for Sustainability, Planning & Fleet

Appendices:

Appendix 1A Budget Monitoring Report - Regeneration and Planning
Appendix 1B Budget Monitoring Report - Infrastructure Services Division
Appendix 1C Budget Monitoring Report - Public Protection Division
Appendix 1D Budget Monitoring Report - Community and Leisure Services

Background Papers:

Council (24/02/21) – Budget Proposals for 2021/22 and Medium-Term Financial Outlook

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Appendix 1A

Economy and Environment Directorate		Estimate 2021/2022	Revised Estimate 2021/2022	Outturn 2021/2022	Variance 2021/2022
<u>REGENERATION & PLANNING</u>					
Regeneration & Planning Senior Management Support		149,217	149,217	191,214	(41,997)
Use of Reserves For Placeshaping Officer		0	0	(46,900)	46,900
Support Services					
Business Support & Urban Renewal		563,905	563,905	489,839	74,066
Use of Reserves For International Trade Support Officer		0	0	(20,000)	20,000
Events		79,001	79,001	60,428	18,573
Property Operations		(1,218,726)	(1,218,726)	(1,173,119)	(45,607)
Town Centre Management		197,933	197,933	172,210	25,723
Tourism Venues					
Tourism Venues Management Support		75,117	75,117	71,310	3,807
Llanciach Fawr		466,596	466,596	481,114	(14,518)
Winding House & Museum		159,305	159,305	139,513	19,792
Caerphilly Visitor Centre		62,944	62,944	95,595	(32,651)
Cwmcarn Visitor Centre		245,061	245,061	238,545	6,516
Blackwood Miners Institute		305,955	305,955	279,346	26,609
Arts Development		158,322	158,322	143,437	14,885
Community Regeneration					
Use of Reserves for Apprentice Gateway Scheme		140,614	140,614	49,053	91,561
0	0	(39,460)	(39,460)		
Children & Communities Grant					
Expenditure		819,003	819,003	738,302	80,701
Grant Funding		(819,003)	(819,003)	(738,302)	(80,701)
C4W Grant					
Expenditure		603,010	603,010	515,298	87,712
Grant Funding		(603,010)	(603,010)	(515,298)	(87,712)
Communities for Work Plus Additional Funding					
Expenditure		412,399	412,399	221,883	190,516
Grant Funding		(412,399)	(412,399)	(221,883)	(190,516)
Planning Services					
Planning Services Management		144,154	144,154	146,228	(2,074)
Regeneration & Planning Administrative Support		548,803	548,803	514,777	34,026
Strategic Planning		334,958	334,958	241,608	93,350
Transfer to Community Infrastructure Levy Ringfenced Reserve		0	0	117,901	(117,901)
Agreed Use of Reserves for LDP		0	0	(24,551)	24,551
Development Control		199,691	199,691	113,920	85,771
Building Control		76,191	76,191	(44,617)	120,808
Land Charges		14,171	14,171	14,291	(120)
GIS & Land Gazetteer		163,198	163,198	145,799	17,399
TOTAL NET BUDGET		2,866,410	2,866,410	2,357,479	508,931

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Appendix 1B

Economy and Environment Directorate	Page No	Estimate 2021/2022	Revised Estimate 2021/2022	Outturn 2021/2022	Variance 2021/2022
<u>INFRASTRUCTURE DIVISION</u>					
HIGHWAY SERVICES		9,225,831	9,225,831	9,253,653	(27,822)
ENGINEERING PROJECTS GROUP		(93,085)	(93,085)	(112,223)	19,138
TRANSPORTATION ENGINEERING Agreed Use of Covid 19 Reserve to fund Car Park income		516,492 0	516,492 0	1,231,706 (660,000)	(715,214) 660,000
PASSENGER TRANSPORT		1,665,286	1,665,286	1,633,124	32,162
HOME TO SCHOOL TRANSPORT		7,923,081	7,923,081	7,565,927	357,154
SOCIAL SERVICES TRANSPORT		1,564,373	1,564,373	1,405,225	159,148
NETWORK CONTRACTING SERVICES		(127,514)	(127,514)	(127,514)	0
ENGINEERING - GENERAL		19,482	19,482	19,252	230
TOTAL NET EXPENDITURE		20,693,946	20,693,946	20,209,150.00	484,796

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Appendix 1C

Economy and Environment Directorate	Page No	Estimate	Revised Estimate	Outturn	Variance
		2021/2022	2021/2022	2021/2022	2021/2022
<u>PUBLIC PROTECTION DIVISION</u>					
TRADING STANDARDS		773,421	773,421	760,125	13,296
LICENSING		98,218	98,218	91,567	6,651
REGISTRARS		54,532	54,532	40,156	14,376
CCTV		423,218	423,218	421,045	2,173
COMMUNITY WARDENS		232,077	232,077	231,547	530
CORPORATE AND DEMOCRATIC COSTS (CDC)		57,633	57,633	56,014	1,619
HEALTH DIVISIONAL BUDGET		295,082	295,082	291,574	3,508
COMMUNITY SAFETY PARTNERSHIP		47,865	47,865	57,781	(9,916)
ENFORCEMENT		663,822	663,822	660,457	3,365
POLLUTION		402,007	402,007	310,987	91,020
<i>Agreed RCCO To Ty Llwyd Replacement Culvert</i>		-	0	37,189	(37,189)
FOOD TEAM		639,679	639,679	611,431	28,248
		(50,946)	(50,946)	(50,946)	0
EMERGENCY PLANNING		106,705	106,705	104,758	1,947
CATERING		3,799,763	3,799,763	3,882,734	(82,971)
Approved Use of Reserves -Cashless Catering Officer		0	0	(13,823)	13,823
Approved Use of Reserves - Cashless Catering System		0	0	(176,267)	176,267
TOTAL NET EXPENDITURE		7,543,076	7,543,076	7,316,329	226,747

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Appendix 1D

Economy and Environment Directorate	Page No	Estimate 2021/2022	Revised Estimate 2021/2022	Outturn 2021/2022	Variance 2021/2022
<u>COMMUNITY & LEISURE SERVICES</u>					
<i>WASTE MANAGEMENT</i>					
<i>Residual Waste</i>		2,676,976	2,676,976	2,790,393	(113,417)
<i>Organics recycling</i>		1,232,664	1,232,664	958,310	274,354
<i>Civic Amenity Sites</i>		3,015,585	3,015,585	2,874,175	141,410
<i>Waste Transfer Station</i>		119,329	119,329	144,355	(25,026)
<i>Dry Recycling</i>		2,539,307	2,539,307	3,511,480	(972,173)
<i>RCCO</i>		77,933	77,933	0	77,933
<i>Bulky Waste</i>		133,874	133,874	147,355	(13,481)
<i>Commercial Waste</i>		(351,696)	(351,696)	(349,425)	(2,271)
<i>Other Waste</i>		23,322	23,322	23,322	(0)
<i>Trehir</i>		132,437	132,437	126,228	6,209
<i>Sustainable Waste Management Grant</i>		(849,804)	(849,804)	(833,848)	(15,956)
<i>HQ Staff</i>		1,248,937	1,248,937	1,176,945	71,992
<i>CLEANSING</i>					
<i>Street Cleansing/Public Conv</i>		4,284,763	4,284,763	3,724,574	560,189
<i>GROUND MAINTENANCE AND PARKS</i>					
<i>Cemeteries</i>		(202,692)	(202,692)	(417,049)	214,357
<i>Allotments</i>		38,088	38,088	26,205	11,883
<i>Parks and Playing Fields</i>		1,778,529	1,778,529	1,856,431	(77,902)
<i>Playgrounds</i>		278,610	278,610	279,228	(618)
<i>Outdoor facilities</i>		238,864	238,864	196,862	42,002
<i>Countryside</i>		951,755	951,755	931,788	19,967
<i>HQ Staffing</i>		1,002,709	1,002,709	1,003,773	(1,064)
<i>LEISURE SERVICES</i>					
<i>Leisure Centres</i>		2,966,166	2,966,166	3,072,649	(106,483)
<i>Sports & Health Development</i>		21,875	21,875	36,524	(14,649)
<i>Outdoor Education</i>		249,038	249,038	240,307	8,732
<i>Community Centres</i>		361,758	361,758	361,758	0
		21,968,327	21,968,327	21,882,340	85,987
<i>Building Cleaning</i>		594,603	594,603	592,105	2,498
<i>Vehicle Maintenance & Fleet Management</i>		(278,651)	(278,651)	(138,417)	(140,234)
Total net expenditure Community & Leisure Services		22,284,279	22,284,279	22,336,028	(51,749)



HOUSING AND REGENERATION SCRUTINY COMMITTEE – 1ST FEBRUARY 2022

SUBJECT: DIRECTORATE PERFORMANCE ASSESSMENT SIX MONTH
UPDATE 2021/22

REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES AND HOUSING

1. PURPOSE OF REPORT

- 1.1 To present Scrutiny with the 6-month Caerphilly Homes Performance Assessment which is part of the Council's Performance Management Framework.
- 1.2 The Performance Assessment (referred to hereafter as the DPA) is the Directorate's self-assessment and forms part of the Council's overall self-assessment activity. It provides information and analysis for 6-month period April – September 2021. Members are invited to discuss, challenge, and scrutinise the range of information in the DPA.

2. SUMMARY

- 2.1 The Council's revised Performance Framework was endorsed by Cabinet in February 2020 and this report introduces one of the key components of the Framework, the Directorate Performance Assessment (DPA). The DPA is a 'self-assessment' of Directorate's progress across a wide range of information types and meets our 'duty as a principal council to keep our performance under review'
- 2.2 DPA's are an opportunity to bring together a range of information and intelligence into one picture to answer the self-assessment questions of 'how well are we performing, how do we know? And what and how can we do better? Appendix 1 is the Caerphilly Homes Performance Assessment 6-month update 2021/22.

3. RECOMMENDATIONS

- 3.1 Members review the attached document (appendix 1) and discuss, challenge, and scrutinise the information contained within.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Scrutiny Members are involved in the 'self-assessment' process by scrutinising the information within the Directorate Performance Assessment. This also supports the principles within the section (Part 6, Chapter 1) of the Local Government and Elections (Wales) Act 2021 which provides for a new performance and governance regime for principal councils.

5. THE REPORT

- 5.1 The Performance Framework has been developed to meet several strategic and operational needs as well as to meet the legislation and further the Council's desire to be a high performing learning organisation focused on meeting the needs of its residents. The framework was piloted in 2019 and endorsed by Cabinet February 2020 and now is reported as a regular part of scrutiny committees. This report introduces and shares the Caerphilly Homes dashboard (the DPA) 6-month update 2021/22.
- 5.2 The spirit of the DPA (appendix 1) is about providing learning. The DPA is less about performance and targets (though they have their place) and is more so to provide a wider picture of performance that will support reflective and challenging conversations and scrutiny that will ultimately lead to learning and further improvement.

5.3 CONCLUSION

- 5.4 This DPA covers the period April 2021 to September 2021. The Covid pandemic continues to have a significant impact on most services this year with performance impacted as we deal with consequential backlogs, contractor and material shortages, and difficulties in the retention and recruitment of staff, and we have not yet fully reopened the home repair grant service, although performance in areas such as support provided to tenants to assist them in sustaining their tenancies has continued to improve.
- 5.5 Financially we continue to be in a strong position and good progress continues to be made in some of our key project areas including the WHQS programme, which is nearing completion, and our new build strategy; with works commencing on site on our first new build housing developments.
- 5.6 The Valleys Task Force initiative has proved successful in engaging the owners of long term empty homes and it is anticipated that the project, together with the ongoing creation of a new Empty Properties Team will impact positively on our performance in future years in returning empty private sector properties to use.
- 5.7 Staff have continued to respond extremely well to circumstances associated with the pandemic and remain committed to delivering Housing services. The situation has highlighted the importance of having a single source supplier arrangement and our own in-house workforce that we can directly manage and utilise to best meet our and customers' needs. We need to ensure that we have the required IT equipment and systems in place for the future which support agile working and must continue to review our existing systems and processes to ensure they are suitable for further changes in working practices. The impact of Covid will continue to be demonstrated in future performance reports as backlogs resulting from the consequences of

lockdown are addressed and reinstated services are prioritised in line with capacity of the service and contractors.

- 5.8 There has been a significant increase in demand for our homelessness services with higher numbers of presentations and placements in emergency temporary accommodation. There has also been a significant increase in the use of hotels and Bed & Breakfast accommodation due to new guidance issued by WG, although alternative options for the provision of emergency temporary accommodation are continually being sought with some success. A Homeless Project Plan has been devised which identifies priority areas for service enhancement, allowing us to refocus on early intervention and prevention and meeting the needs of those presenting with complex needs.

6. ASSUMPTIONS

- 6.1 There are no assumptions thought to be required within this report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 This report is for information only and on this basis an integrated impact assessment is not required.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications within this report, however the DPA (appendix 1) has a section on resources including relevant budget outturns as part of the overall self-assessment of the directorate.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no personnel implications within this report, although the DPA (appendix 1) has a section called 'resources' which provides data on a range of workforce aspects.

10. CONSULTATIONS

- 10.1 Any consultation responses have been included with in this report.

11. STATUTORY POWER

- 11.1 The Local Government and Elections (Wales) Act 2021

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Consultees: Cllr John Ridgewell, Chair - Housing & Regeneration Scrutiny
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Christina Harrhy, Chief Executive
Dave Street, Corporate Director Social Care and Housing
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Rob Tranter, Head of Legal Services and Monitoring Officer
Richard Edmunds, Corporate Director of Education & Corporate Services
Steve Harris, Head of Financial Services and Section151 Officer
Jane Roberts Waite, Strategic Co-ordination Manager
Kerry Denman, Housing Solutions Manager
Lesley Allen, Principal Accountant - Housing

Appendices:

Appendix 1 Directorate Performance Assessment (6-month update 2021/22)

Caerphilly Homes Directorate Performance Assessment



2021/22 Six Month Q1 & Q2 Update

Please select a section of your choice:

Directors Summary & Priorities



Performance



Performance



Performance



Additional Public Accountability Measures



~~Customer Intelligence - Satisfaction~~



~~Customer Intelligence - Complaints~~



Resources - Staff



Resources - Finance & Assets



Risks



Well-being Objectives



Conclusion



**Six Month Summary (April to September 2021/22)**

Despite the ongoing impact of the Covid pandemic, good progress continues to be made in a number of areas, whilst the service has also continued to support wider community aims and objectives to support the most vulnerable within our communities. Although the completion of the Welsh Housing Quality Standard programme remains a priority, this has unavoidably been delayed as a consequence of the pandemic, which has been recognised by WG with the deadline now having been extended to December 2021 and we continue to make good progress in meeting this revised deadline despite experiencing difficulties associated with material and contractor shortages, with a key contractor going into liquidation. A project has just been completed where 20 properties have benefitted from a shared ground source heating system, where significant savings are currently been seen and this will continue to be monitored for future projects.

The provision of new affordable housing by Caerphilly Homes continues to be work in progress, with 8 Section 106 purchases being completed for social rent, and additional S106 purchases being progressed for both social rent and low cost home ownership. Development has begun on sites at Trecenydd and Trethomas with good progress being made. The focus currently is on refining the detail of the Ty Darren and former Oakdale School development proposals in order to appropriate the land to the Housing Revenue Accounts, secure outline planning and draw down Social Housing Grant. Consultants are also in the process of identifying a number of sites that could be brought forward during the next 5 years. These include sites that could also be developed in response to the requirement for more emergency housing and homes for people with complex needs.

Partnership working with our Registered Social Landlord organisations also continues to deliver new affordable homes within the borough and this partnership has been further strengthened with the signing of the Memorandum of Understanding in October 2020. A virtual roadshow is due to take place in October 2021 to showcase the work of all partners in relation to delivering more affordable homes.

Having focussed efforts on the higher priority essential cases for most of last year due to the risks associated with delivering core services to this vulnerable client group the adaptations team have now begun to address the backlog of routine adaptations, however progress has been hampered by the shortage of materials and contractors and associated escalating costs. Private Sector Housing are recruiting a new Empty Property Team who are actively supporting the Welsh Government's aim of bringing empty homes back into use. In partnership with colleagues in Regeneration we have submitted an Empty Property Enforcement Agenda Action plan to Welsh Government and continue to support a Valleys Task Force Empty Homes Grant initiative. Our loan products have reopened to applicants but grants remain restricted to priority applications only whilst we address the backlogs associated with the pandemic. A Floodgates project has recently been undertaken on behalf of the Engineering Department.

Homelessness continues to be a dominant issue this year with the pandemic continuing to impact on the number of presentations. New emergency temporary accommodation continues to be sourced within our communities with additional support required to manage such facilities to avoid rough sleeping within our county borough. The dedicated financial crisis line set up by our Rents Team early in the pandemic continues to assist and advise our tenants and residents by providing financial advice or referring them for appropriate support. This continues to be a worrying time for many who face financial hardship and the team have made a significant difference to the financial security of many households.

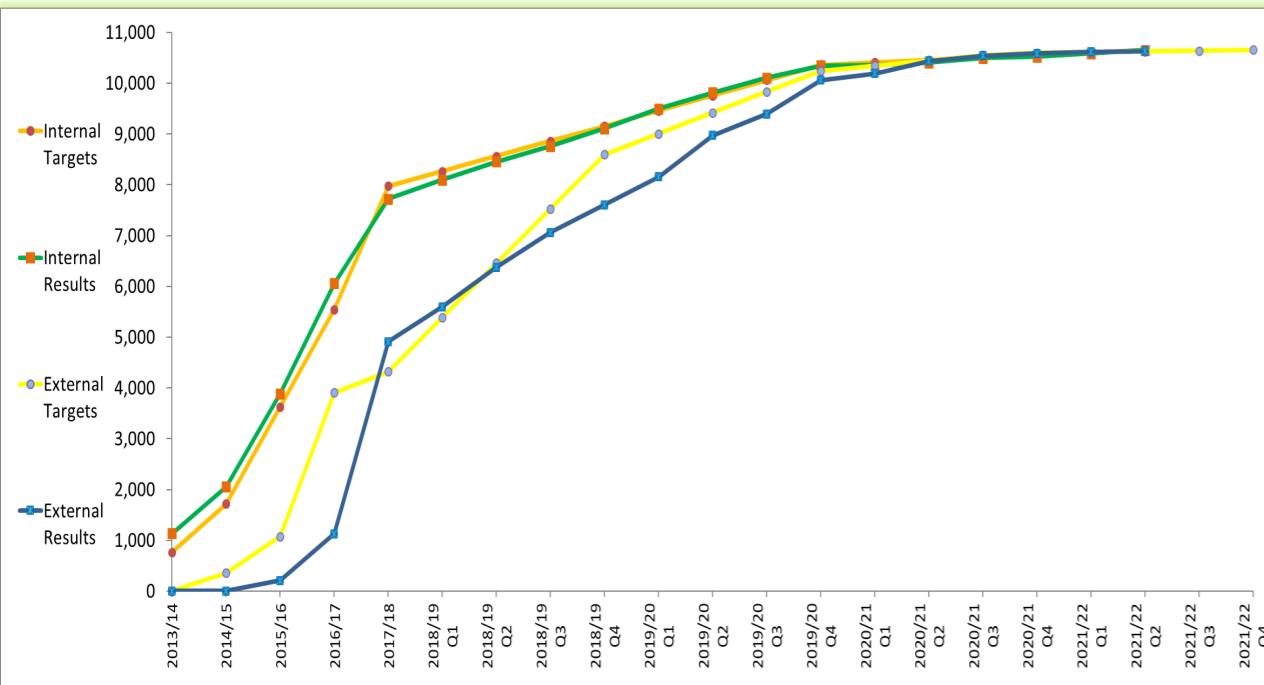
The Older Persons team continues to provide services and support to our sheltered housing residents albeit in a different way and we have been able to reopen the communal lounges of our schemes, enabling those residents who wish to engage with their neighbours to do so in a Covid secure manner. Maintaining services whilst operating under the limitations imposed by the Covid guidance continues to be difficult but the commitment and support provided by staff has been excellent and has clearly been appreciated by our customers. The landlord service continues to operate out of centralised Housing Office staffed by a rota of officers, providing essential services, whilst also working from home, recognising the benefits of agile working, co-location and centralisation.

	Service Priorities	Completion Date	RAG	Progress - Achievements - Comments
1	All council housing is improved to meet the Welsh Housing Quality Standard by December 2021. (Links to Directors Priorities - CPA)	Dec-21	●	The programme has encountered unavoidable delays due to the Covid pandemic which has been recognised by Welsh Government and an extension to the deadline agreed for December 2021. We are on track to complete in advance of the revised deadline
2	Increase the number of zero carbon social rented homes delivered by Caerphilly Homes and members of the Affordable Homes Partnership, at scale and pace.	Ongoing	●	Work on the two Passivhaus schemes in Trecenydd and Trethomas is progressing well with both schemes expected to be completed by June 2021. All Caerphilly Homes schemes which are supported by WG grant will deliver net zero carbon homes as a minimum energy efficiency standard including the next Caerphilly Homes schemes at Oakdale and Ty Darran.
3	Identify HRA and General Fund sites with potential for residential development for inclusion as candidates' sites in the emerging LDP and to underpin a robust Caerphilly Homes Development Strategy.	Ongoing	●	23 sites have been identified and submitted for consideration as part of the Local Development Plan candidate site process. The Land Appraisals Consultants, Currie & Brown have started work on identifying a pipeline of schemes that may be brought forward for development by Caerphilly Homes (subject to viability). Site investigation works will commence on a number of sites in the final quarter of the year. It is envisaged that the land identified will form the foundation of the Caerphilly Homes Development Strategy.
4	Delivery of a Local Housing Strategy, Implementation / Action Plan and Investment Strategy	Ongoing	●	The Local Housing Strategy is being considered by Cabinet on the 27th October 2021 and work has started on the development of a collaborative Delivery Plan which will seek to bring the strategy to life through a portfolio of actions (based on the 5 priorities). Arc4 are currently facilitating a series of workshops and it is anticipated that the Delivery Plan will be finalised by the 3rd quarter of 21/22. Work will start on an Investment Plan which will underpin the Delivery Plan and set out how the actions contained in the Delivery Plan will be resourced / funded.
5	Deliver adaptations to support the health and well-being of residents, enabling them to live well at home. Undertaking the categorisation of Caerphilly Homes properties to identify, and facilitate the appropriate use of, our accessible homes.	Ongoing	●	During 2020/21, on the whole, only priority adaptations were delivered to prevent admissions to hospital and support hospital discharge. Therefore a significant backlog was created relating to routine requests for adaptations. All adaptations are now being progressed however the delivery times are being significantly affected by the extended period of time when the workload was put on hold, as well as the nationally recognised significant issues associated with contractor availability, material supplies and material cost increases. Unfortunately the situation is not likely to improve in the foreseeable future.
6	Increase the supply of housing by the return of empty properties back into residential use.	Ongoing	●	The Council is in the process of creating the new Empty Property Team with 2 of the 4 members now in post. The Empty Property Enforcement Agenda Action Plan has been developed during this time and submitted to Welsh Government for approval. Moving forward the team will be focussing on delivering the actions of the approved plan over the next 5 years. This will result in the return to use of both residential and commercial properties. The Valleys Taskforce Force scheme although closed to new applicants is still ongoing with officers working to complete all grants by the end of 21/22. 7 VTF grants have been certified as completed up to the end of Q2.
7	Prevent homelessness by increasing the number of landlords and properties in the Caerphilly Keys programme to assist with the discharge of our statutory duties and increase the successful prevention rate of Homelessness	Ongoing	●	The Council continues to develop the Caerphilly Keys Private Renters Sector scheme and are due to launch a new website as part of this strategy to attract more landlords to sign up to the scheme and be aware of the scheme. In addition the Council is also working with the new empty properties team to maximise any landlord and property sign up. The Council is in the process of drafting a report that will be taken to Scrutiny and Cabinet in February 2022 for a decision to be made on whether we adopt the WG lease scheme proposal or remain with Caerphilly Keys .
8	Reduce the amount of time households spend in Emergency Accommodation to align with the Rapid Re-housing Welsh Government agenda	Ongoing	●	The Housing Solutions team are working to reduce time spent in temporary accommodation and have created a role to employ a specialist Common Housing Register officer attached to the Homelessness team who will be responsible for completing and reviewing applications for those in emergency temporary accommodation to maximise move on. The current structure of the team is also being reviewed with consideration being given to create an additional specialist post for complex cases to support the move on for those who are resident in TA. A draft strategy for Rapid Rehousing will be compiled in line with WG guidance by June 2022 and once finalised will be taken to scrutiny and cabinet which will outline the Council's 5 year strategy for rapid rehousing.
9	Maximise the income of Caerphilly Homes tenants to support tenancy sustainability.	Ongoing	●	Financial savings generated for tenants in 21/22 to date have totalled £1,429,974 significantly impacting on tenancy sustainability, reflected by high levels of customer satisfaction in the Tenancy Support Service within the rents team.
10	Establish the SAP rating for all Council Homes Retro fit programme	Ongoing	●	We are continuing to address properties that have no Energy Performance Certificate and are likely to complete this exercise in Q3.
Directors Priorities - Corporate Performance Assessment				
11	Finalise the WHQS programme (Links to priority 1 above)	Dec-21	●	Please see priority 1 above
12	Progress new build/affordable homes linking with social care/demands & opportunities	Ongoing	●	Two sites have been identified in response to the need to reduce dependency on Bed & Breakfast accommodation and also to provide appropriate accommodation for people with complex needs. Options are scheduled to be discussed shortly with the Housing Solutions Manager and Supporting People Manager.
Strategic Equalities Plan - Linked Action				
13	Through investing in our educational and housing stock, and providing apprenticeships, training opportunities and work placements within our organisation, we will increase the number of local citizens who are skilled and qualified workers and contributing to Community Benefits.	Ongoing	●	Apprenticeship placements within 'Caerphilly Homes' is going well. During 2021/22 9 apprentices (2 Electricians, 2 Carpenters, 3 Plasterers & 2 Bricklayers) have been recruited to assist with the completion WHQS programme and the delivery of the Public Asset Management Strategy (PAMS).

Status	RAG Key	
Not yet started or too early to report any progress (achievements/changes)	●	0
Started but not progressing well	●	1
Started with reasonable progress achieved	●	2
Going well with good progress	●	3



INTERNAL & EXTERNAL - Programme Profile (Targets & Results Achieved)



Reporting Period	01/10/2021
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*INTERNAL Works Programme (Stock v Compliance)

Internal Target 31/12/21	100.00%
Internal Components (% of stock)	99.95%

Reporting Period	01/10/2021
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~ EXTERNAL Works Programme (Stock v Compliance)

External Target 31/12/21	100.00%
External Components (% of stock)	99.76%

Projected Compliance Date for Internal works - 31/08/2021 Projected Compliance Date for External works - 31/12/21

WBO 3 (Outcome 1a)

WBO 3 (Outcome 1a)

WBO 3 (1a)

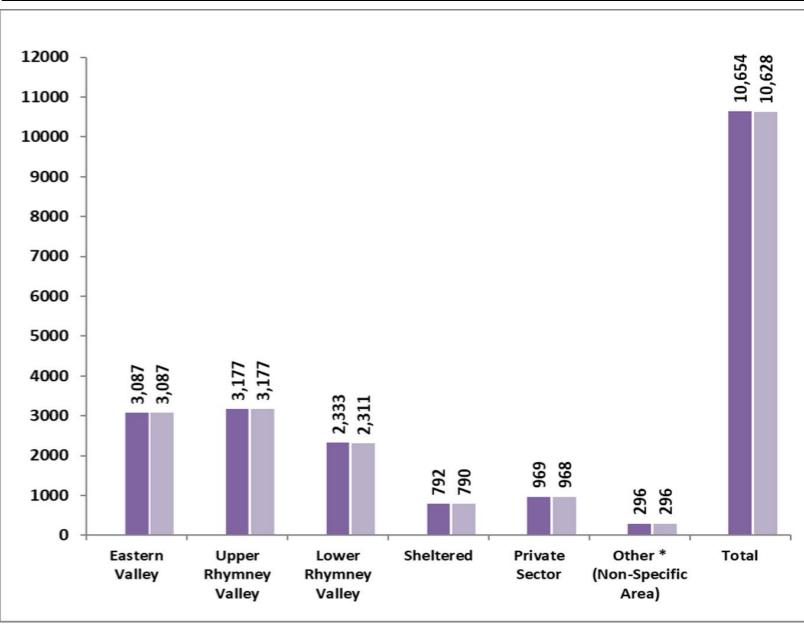
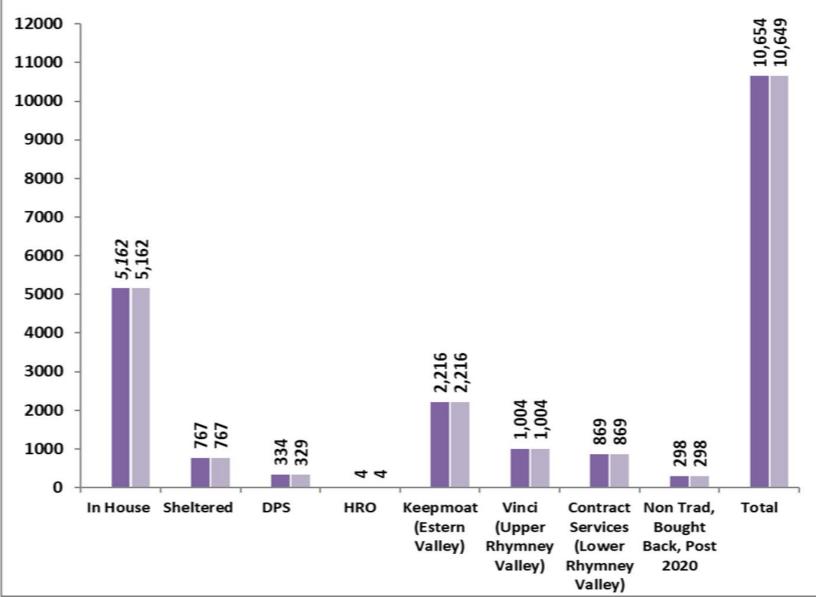
PAM/038 2020/21 PAM/038 % of homes that meet the WHQS 97.02%

The charts above, have been based on properties surveyed, improvement works undertaken, post-works inspections and portfolio updates, focusing on the following WHQS components:

Internal Works: 4 main elements - Kitchens, Bathrooms, Heating & Electrics.

External Works: 10 main elements - Boundary walls, Doors, Drainage works, Fences/Railings/Gates, Curtilage works, Paths/Drives, Roofs, Stores/Sheds/Outbuildings, Windows & property skin

Other Specialist works/improvements are also undertaken in conjunction with the WHQS Programme, such as Adaptations to meet the specific needs of the tenants



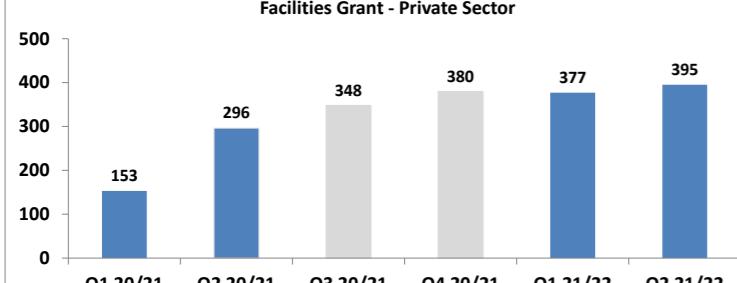
What is WHQS performance telling us?

The programme was on track to be completed by June 2020 in advance of the deadline set by Welsh Government of December 2020. Due to the pandemic, Welsh Government have extended the statutory deadline to December 2021. The impact of Covid-19 means the target completion date has been extended to December 2021. Internal works are expected to be completed before this date, however External works now consisting of one contract in the Caerphilly area is subject to weather conditions, however we are working towards completion by the deadline.

Priority 5 Deliver adaptions to support the health and well-being of residents

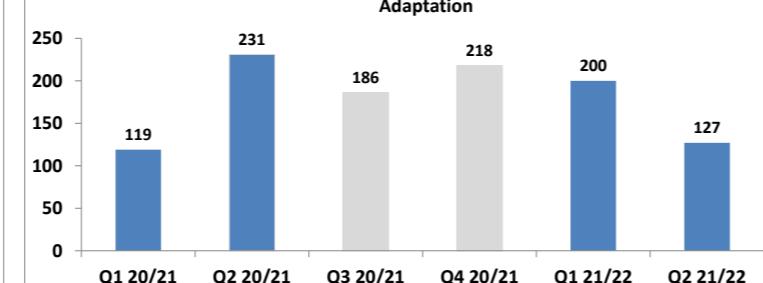


1. The Average number of Calendar days taken to deliver a Disabled Facilities Grant - Private Sector



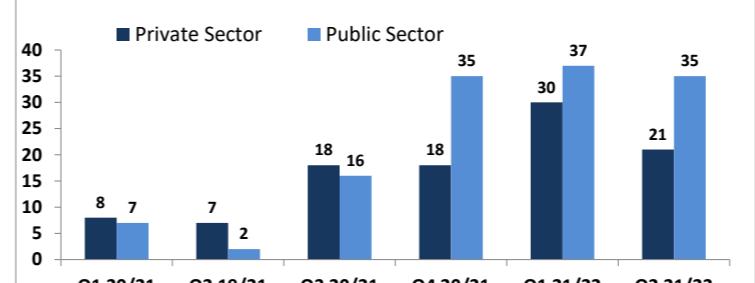
2020/21 Annual Average figure was 321.6

2. The Average number of days taken to deliver a Public Sector Adaptation



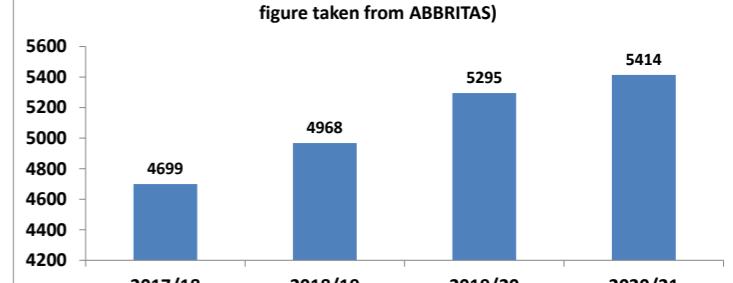
PAM/015

3. Number of Adaptations Delivered



WBO 3 (Outcome 3)

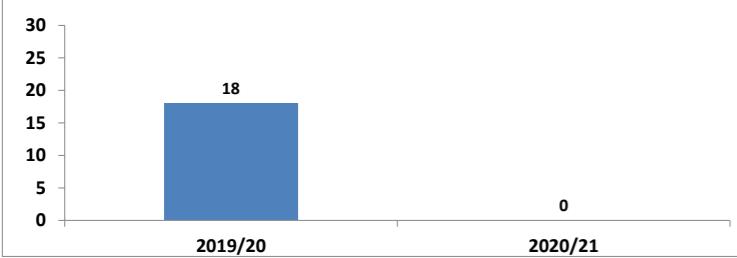
4. Number of Caerphilly Homes categorised for accessibility (annual figure taken from ABBRITAS)



WBO 3 (Outcome 3)

Priority 6 Increase the supply of housing by the return of empty properties back into residential use.

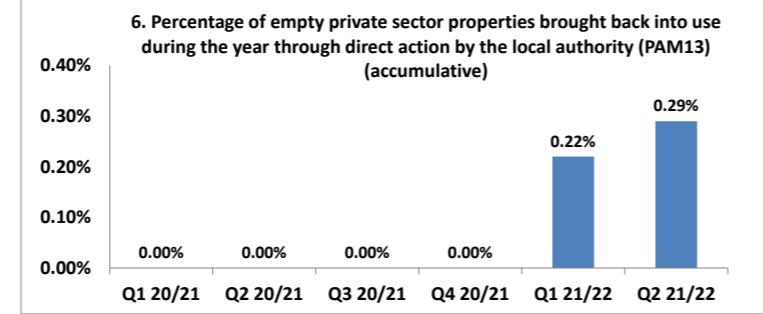
5. The number of additional dwellings created as a result of bringing empty properties back into use



This measure is a part of the PAM set for contextual information only and is not used for comparison across Wales. [The 2019/20 figure has been updated as of July 5th 2021](#)

PAM/045

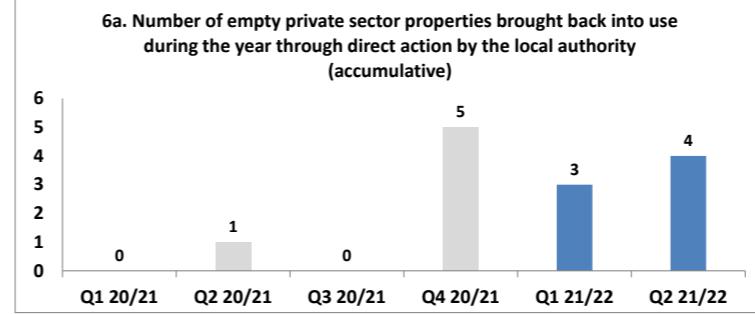
6. Percentage of empty private sector properties brought back into use during the year through direct action by the local authority (PAM13) (accumulative)



WBO 3 (Outcome 4)

PAM/013

6a. Number of empty private sector properties brought back into use during the year through direct action by the local authority (accumulative)



The total number of private sector empty homes in the Borough, which were empty for more than 6 months was 1,441 in 2020/21 and is 1380 in 2021/22

What is the performance telling us?

Performance was significantly impacted during the previous financial year as a consequence of the Covid pandemic, with staff being unable to undertake a number of core activities in order to comply with Welsh Government guidelines.

Measures:

In 2020/21 routine works of adaptation were not undertaken, in accordance with WG Covid guidance and due to risks associated with vulnerable client group. The small number of essential schemes able to be completed during periods of lockdown were largely to prevent hospital admissions and facilitate hospital discharge . . . Therefore a significant backlog was created relating to routine requests for adaptations. All adaptations are now being progressed however the delivery time, from point of initial enquiry to Social Services to completion of works, continues to be significantly affected due to the large period of time when the workload was put on hold as well as the national recognised issues associated with Covid secure working practices, contractor availability, material supplies and material cost increases. The ongoing impact on Public Sector Adaptations is currently less pronounced due to the absence of a statutory process and use of a framework arrangement. Unfortunately the situation is not likely to improve in the foreseeable future as the impact of the lockdown will continue to be evidenced in future quarters as resulting backlogs are addressed.

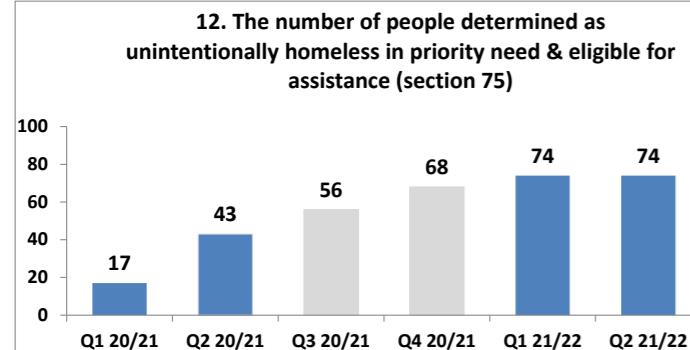
The current PI is very limited as it relates only to timelines rather than customer experience and impact and is not sufficient to enable a full evaluation of performance. Work to replace the PI is ongoing with WG and in the meantime remains for reporting purposes. Adaptations vary in size and scale and a single application may include multiple adaptations and contracts. We offer a comprehensive agency service to support applicants with adaptations delivered. This takes time but ensures those who would be unable to manage the process themselves get the adaptations they need. Members have previously supported our approach to delivering DFGs which focusses on outcomes for the customer rather than speed of delivery and average delivery times.

Empty homes work was considered non-essential and is often proactive in nature, therefore, no work was permitted during periods of lockdown. Work to create additional new homes by the return to use of empty properties often relates to conversion grants which were suspended due to them being deemed not essential so no such grants were completed during 20/21. Such grants necessitate significant lead in times and partnership working with owners so whilst new applications are now progressing this has not yet impacted on the performance data.

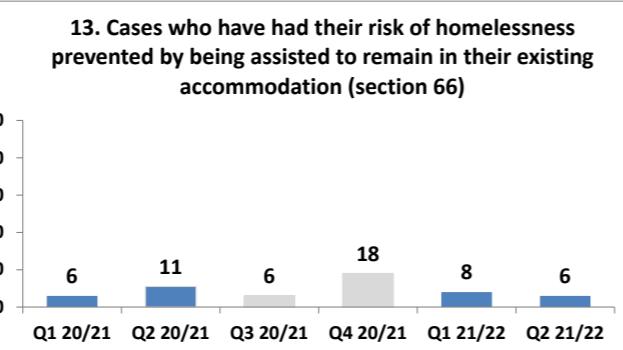
7 properties that met the PI definition were returned to use in Q1 and Q2, 3 were as a direct result of advice and 4 followed completion of VTF grant aided works. Additional long term empty properties returned to use but not listed on the original council tax data or were returned to use as socially rented properties rather than private have been excluded from the figures in line with PI definitions. 1380 properties were recorded as empty for 21/22.

7 Valleys Task Force grants were able to be completed within Q1 and Q2 however 83 formal applications were received in total. 71 of these applications have been approved, of which 64 relate to Phase 2, and completion and return to use of these properties will be reflected in future 21/22 returns.

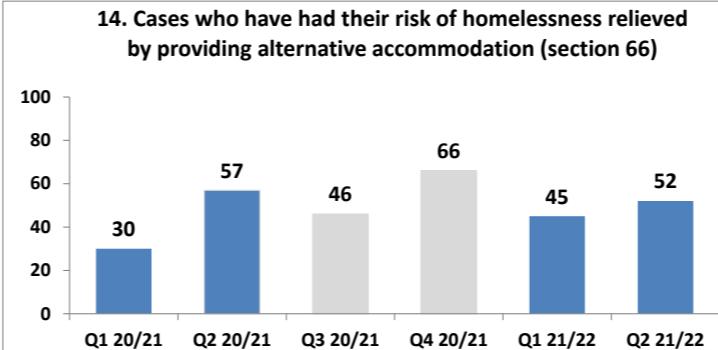
Priority 7 Prevent homelessness and Priority 8 Reduce the amount of time households spend in Emergency Accommodation



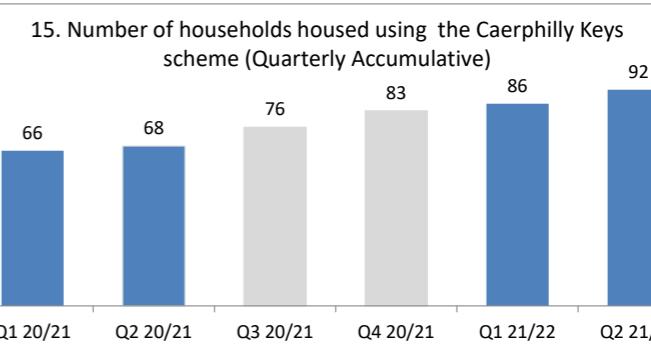
WBO 3 (Outcome 6)



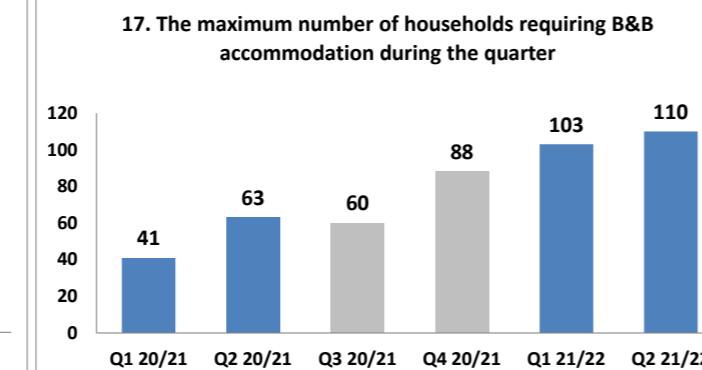
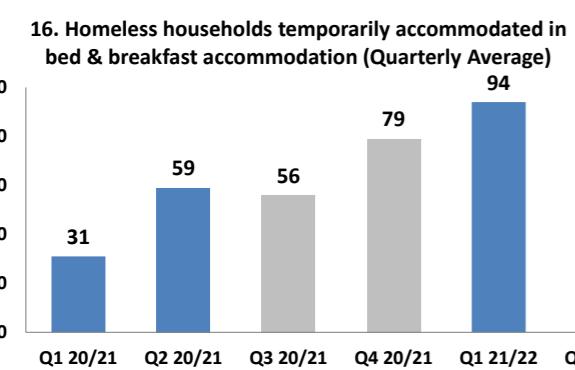
WBO 3 (Outcome 6)



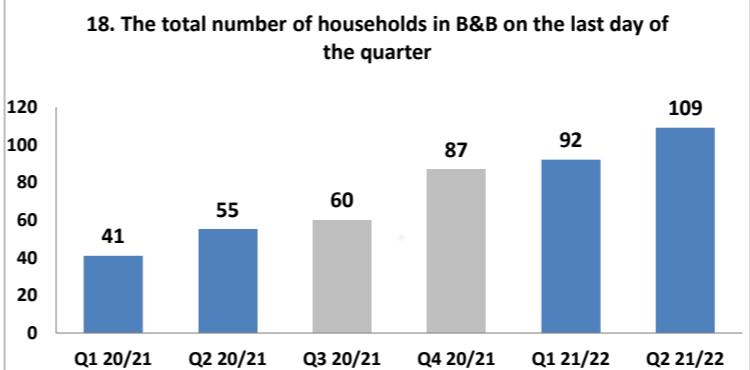
WBO 3 (Outcome 6)



WBO 3 (Outcome 6)



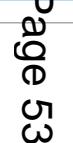
These two measures show the movement of people in and out of B&B over the quarter



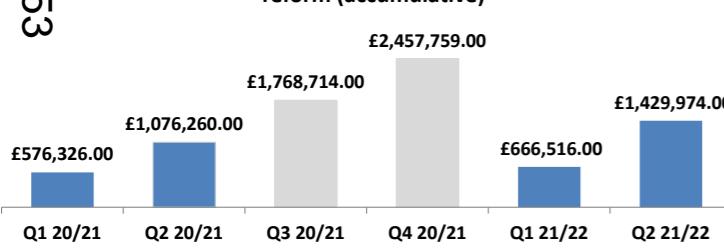
WBO 3 (Outcome 6)

15. Caerphilly Keys Households housed by type to date	
Couple with dependant Child(ren)	10
Single parent household with dependant children - Male applicants	1
Single parent household with dependant children - Female applicants	17
Single person household - Male applicant	29
Single person household - Female applicant	16
All other household groups	11
No Homeless or A&P case	7
Total	91

Priority 9 Maximise the income of Caerphilly Homes tenants to support tenancy sustainability.

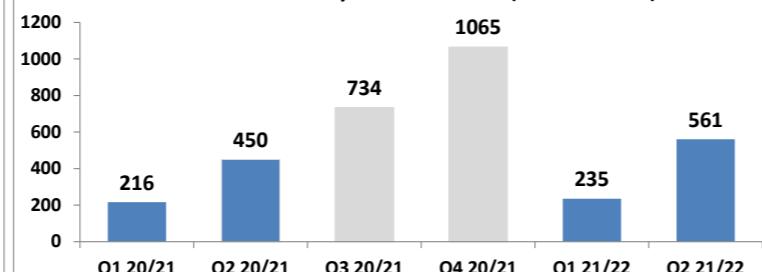


19. The value of financial savings generated for tenants as a direct result of face to face support on the effects of welfare reform (accumulative)



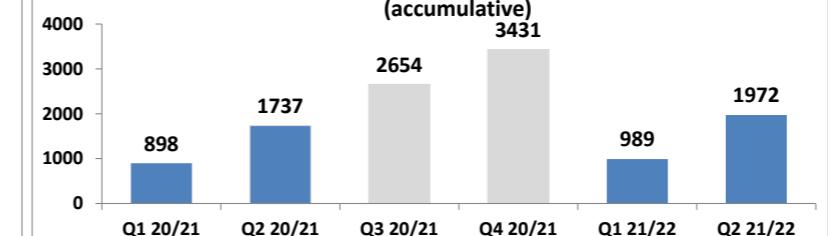
WBO 3 (Outcome 7)

20. The number of Council tenants supported to access the benefits they are entitled to (accumulative)



WBO 3 (Outcome 7)

21. The number of Council tenants affected by welfare reforms who were visited in their own homes and provided with advice & support to minimise the impact of the changes (accumulative)



WBO 3 (Outcome 7)

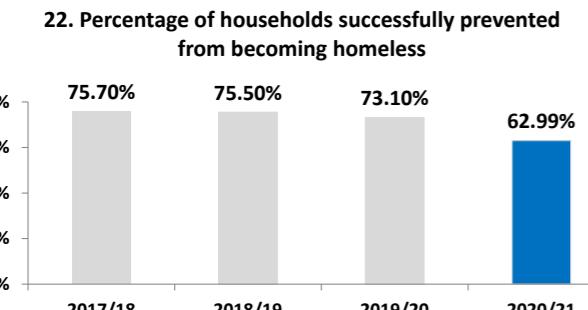
please note due to Covid-19 restrictions
this now relates to remote support
engagements

What is the performance telling us?

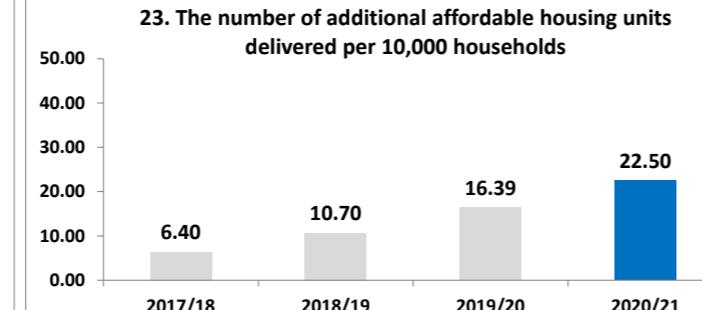
The Housing Solutions Data is demonstrating that we still continue to receive a high level of applications for assistance which is increasing the demand for placements into temporary accommodation. The ability to successfully relieve applicants' housing situation at the Section 73 duty is limited due to the lack of suitable 1 bedroom accommodation availability within the borough and this is having an impact on the total number of cases accepted under the Section 75 duty . Placements and households into temporary accommodation are likely to remain static or increase as we enter the next quarter.

The Caerphilly Keys service has been able to meet some of the accommodation demand by providing much needed accommodation within this sector and the data shows that properties continue to be made available to this service to support the local authority in discharging its duty within this sector.

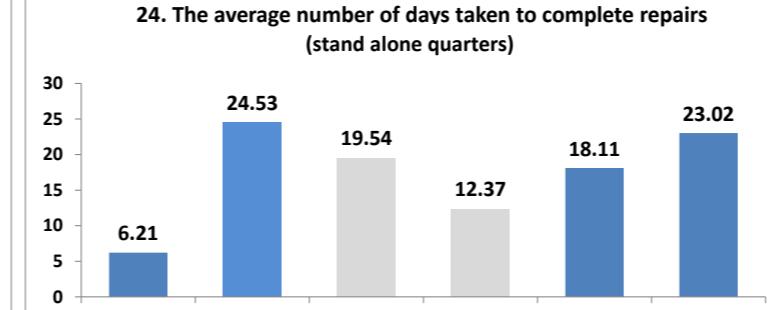
Financial savings generated for tenants in 21/22 to date have totalled £1,429,97, which should significantly impact on tenancy sustainability and tenant wellbeing, as reflected by high levels of customer satisfaction in the Tenancy Support Service within the Rents team.



PAM/012

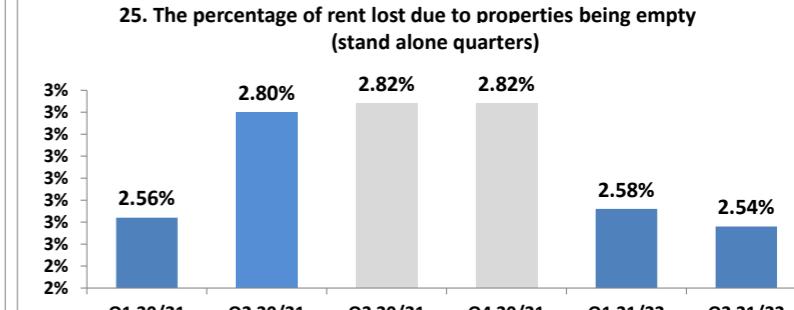


2020/21 figure is draft and subject to change by Welsh Government



2020/21 Annual figure is 17.02 days

PAM/037



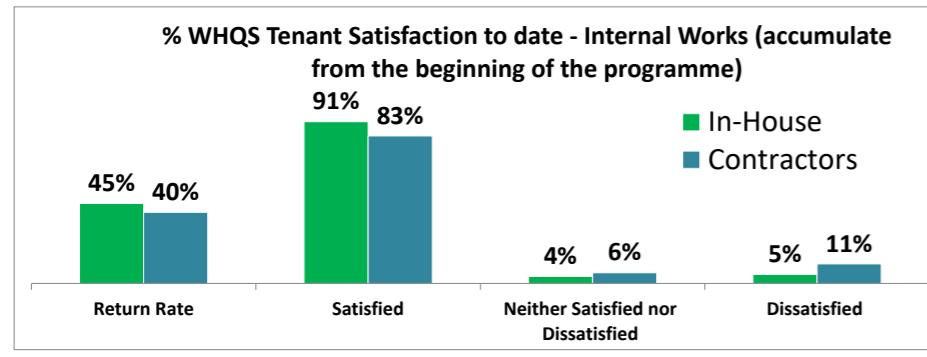
2020/21 Annual figure is 2.82%

PAM/039

What is the performance telling us?

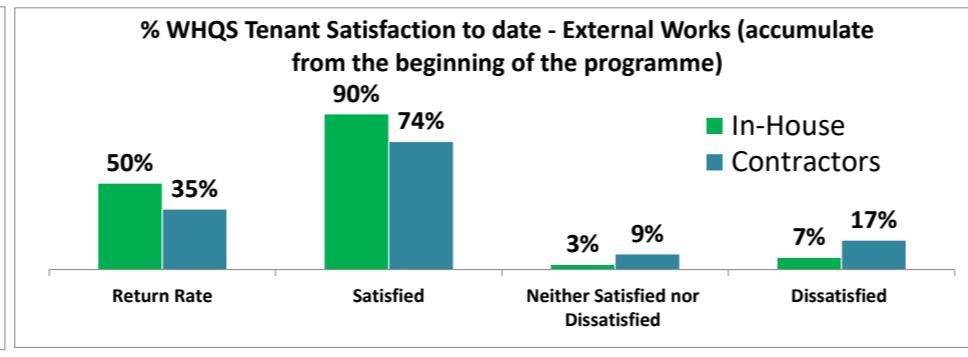
The Public Accountability Measures highlight the detrimental impact the Covid pandemic and lockdown restrictions have had on some of our key indicators. The focus in 20/21 was on the delivery of essential services , aimed at supporting our most vulnerable clients e.g. homelessness, elderly, financial support, emergency repairs, adaptations, works to void properties, and allocations. The number and type of repairs undertaken to our housing stock during 2020/21 was significantly impacted by pandemic restrictions, being limited to external and emergency repairs during periods of lockdown and we are now progressing to clear a backlog of non essential repairs which continues to impact on performance.

The percentage of households successfully prevented from becoming homeless is currently performing in line with internal objectives however with Covid 19 restrictions easing , courts opening for possession / eviction warrants , furlough ending and UC changes then these factors will have an impact on tenancy sustainability and prevention of homelessness for some households going forward.

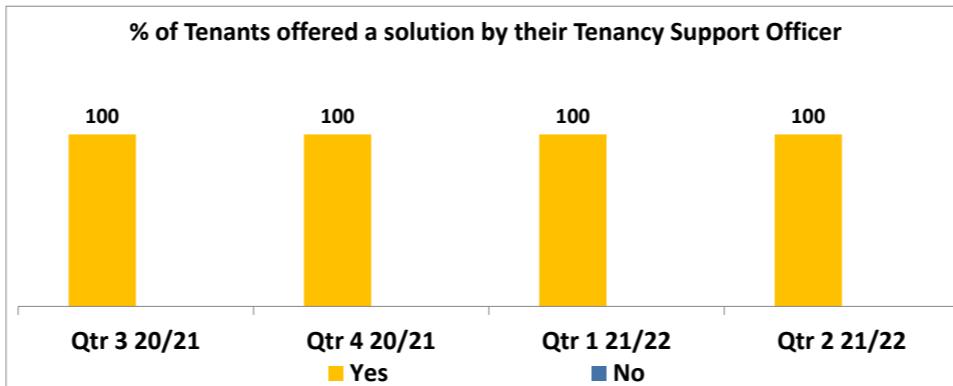
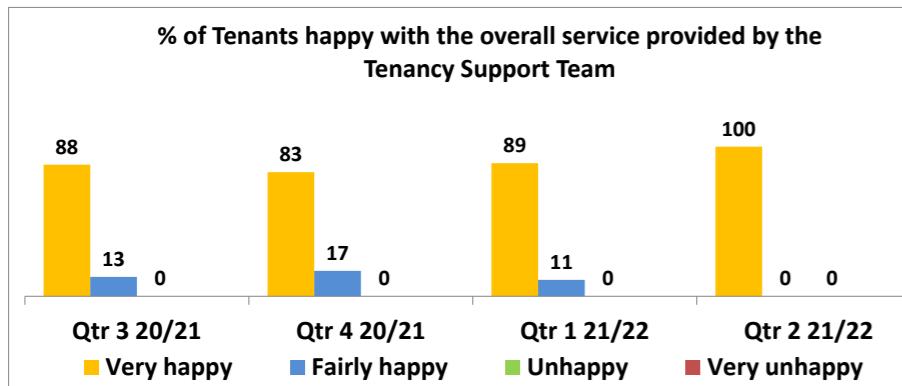
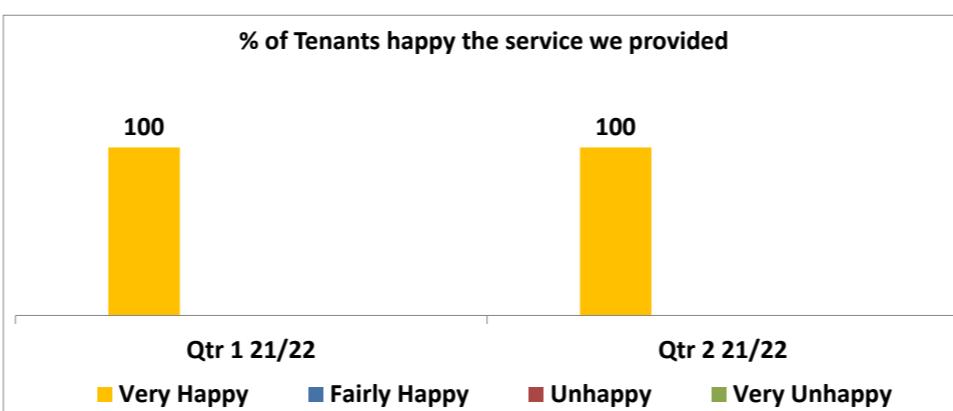
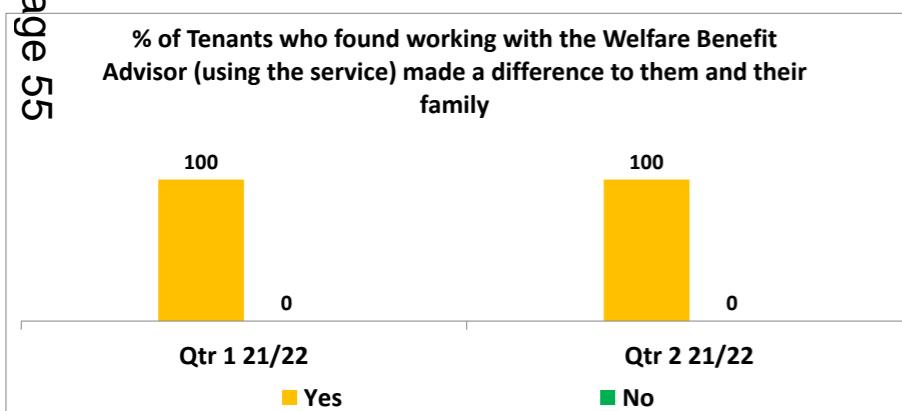
**Satisfaction with Welsh Housing Quality Standard (WHQS)**

WBO 3 (Priority 1)

Tenants satisfaction is reported from the start of the contract to the current date



WBO 3 (Priority 1)

Satisfaction Tenancy Support Team**Satisfaction with the Welfare Benefits Team****What is Performance telling us about our customer satisfaction?**

The levels of satisfaction with the Tenancy Support Service reflects the positive impact of the service on tenancy sustainability due to their success in maximising the incomes of the tenants that engage with them.

2 Rents Team case studies showing the benefits made to tenants lives.**Case studied 1**

A referral from recovery a officer working within the rents team; a tenant affected by the benefit cap, is not managing rent payments and was building up rent arrears . A discretionary housing application was completed to assist with shortfall whilst income was maximised. Resident advised the officer of child's mental health issues and the daily struggles the family has. The officer completed a child Disability Living Allowance form and asked child's support workers to provide supporting evidence, child Disability Living Allowance was awarded. Now the child is in receipt of DLA and the resident will no longer be affected by the benefit cap, the officer also completed an on-line Carers Allowance application form and Carers Premium was awarded. Officer contacted child tax credit and advised them child is now in receipt of Disability Living Allowance and the rates and award dates. They will now add this to claim as the family will be entitled to the disabled child element, which has also been awarded. The Resident explained their own mental health struggles and how it affects them daily. The officer completed a Personal Independence Payment application.. The PIP assessment was completed as a conference call with resident.

Weekly Income before team Caerphilly intervention Total = £380.00

Weekly income total after team Caerphilly intervention = £680.00

£300.00 extra per week - £15,600 extra per year.

Case study 2

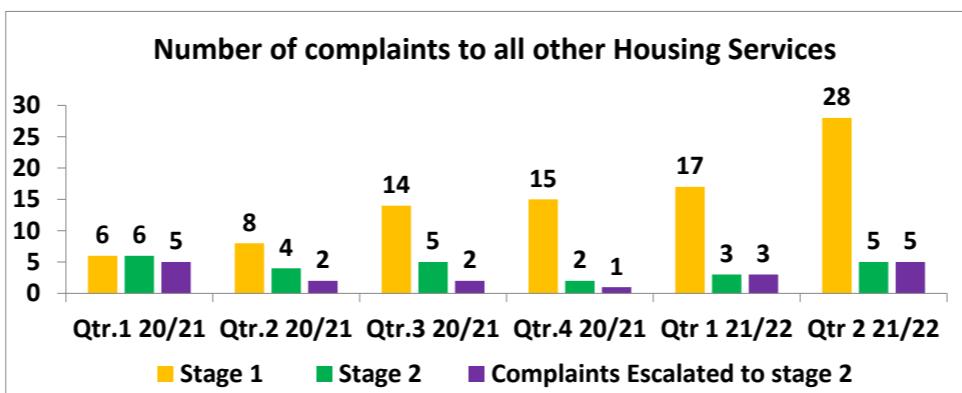
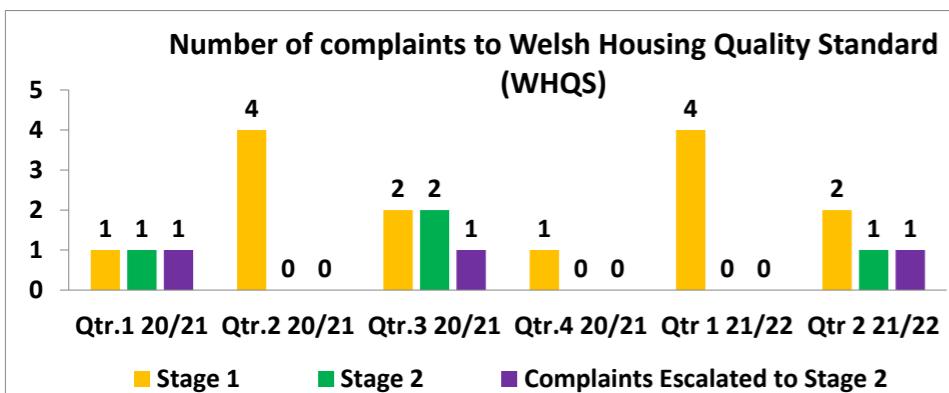
A resident with multiple health conditions was assisted by a rents officer to complete a Personal Independence Payment (PIP) application which was awarded. The residents partner who also has multiple health conditions was assisted by the officer to complete an online Attendance Allowance application form which was also awarded. Along with Pension credit have now awarded with Severe Disability Premium

Weekly Income before team Caerphilly intervention Total = 200.00 - couple

Weekly income after team Caerphilly intervention £450.00 - couple

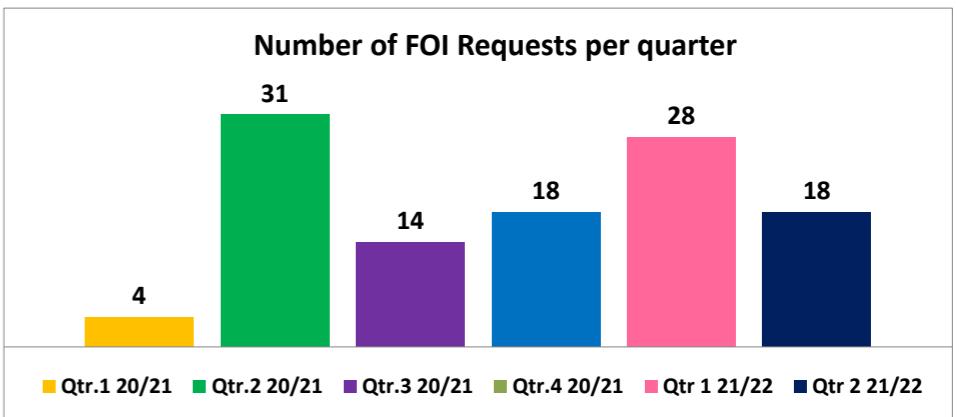
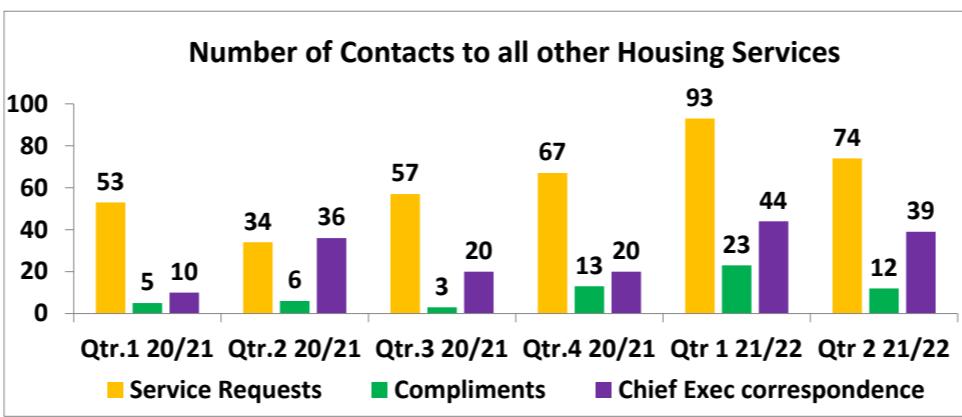
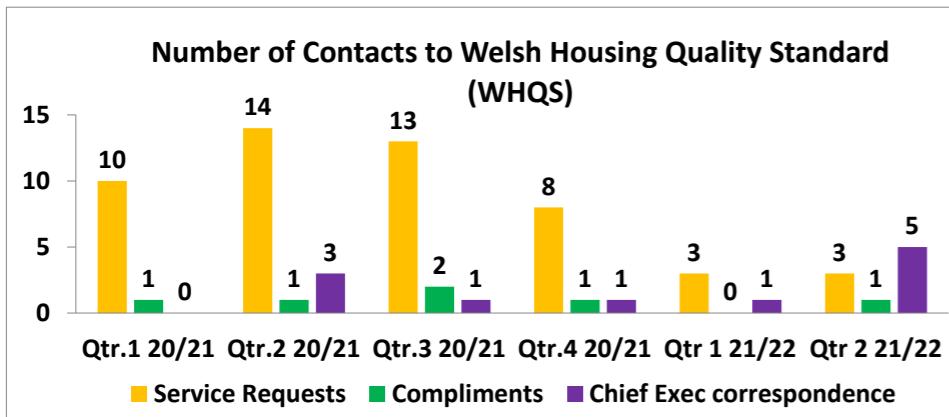
Additional income of £250 per week £13000 per year

WHQS - The satisfaction data for WHQS evidences that whilst return rates for satisfaction surveys is less than we would have hoped there is a high level of satisfaction with the works carried out to date. Customer satisfaction with the works undertaken by the in house workforce has been consistently higher than for external contractors and, over time, we have increased the capacity of the in house work force to undertake WHQS works.



Chief Executives correspondence are all contacts referring to Caerphilly Homes, which come via the Chief Executives office. If these contacts are deemed to be complaints they will be counted as such by the Caerphilly Homes complaints team and counted in the complaints graphs above. They are then separated from all other Chief Executives correspondence in the contacts graph, not to be double counted. Chief Executives correspondence can include letters from AM's and MPS on the behalf of members of public.

On 1st April 2013, the Council implemented a Corporate Complaints Policy to reflect the model policy introduced by Welsh Government. The Policy was subsequently reviewed and updated in 2016, however, the Public Services Ombudsman for Wales has recently issued guidance and a requirement for authorities to review their complaints procedures and update them, which was undertaken and implemented in April this year. Following meetings with Complaints Standards Authorities team, the Public Services Ombudsman for Wales is expecting to see an increase in the number of complaints logged for Caerphilly Homes going forward due to changes in categorisation.



What is our Customer intelligence telling us?

Quarter 1 complaints details

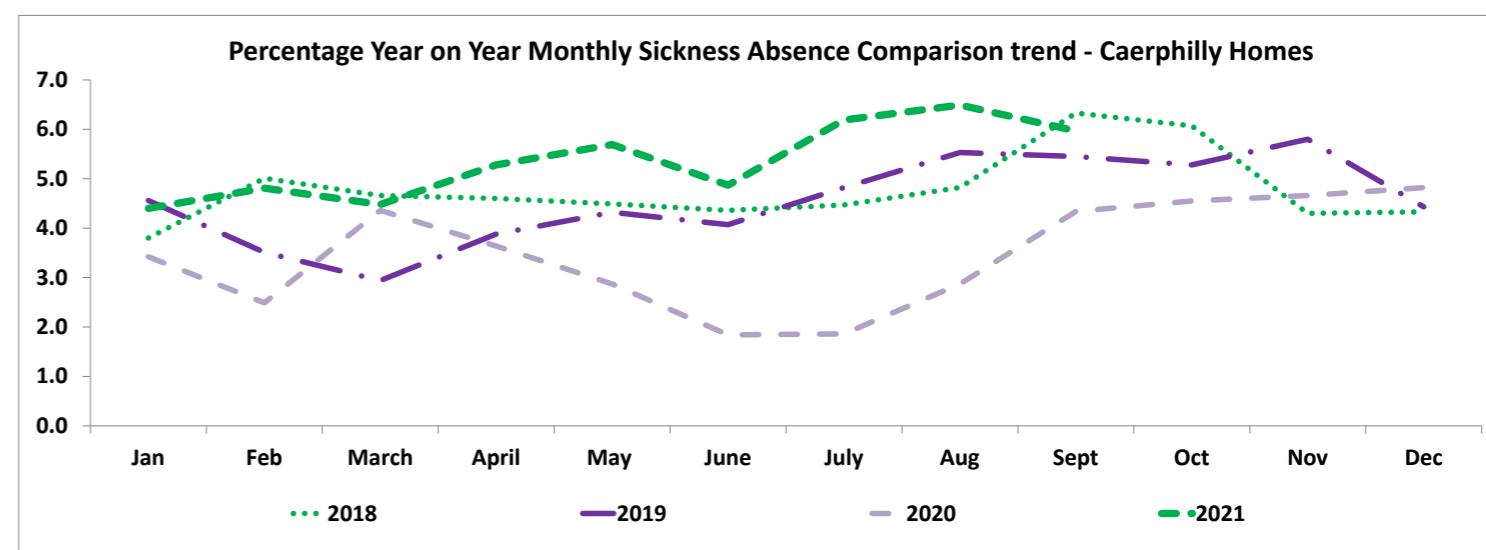
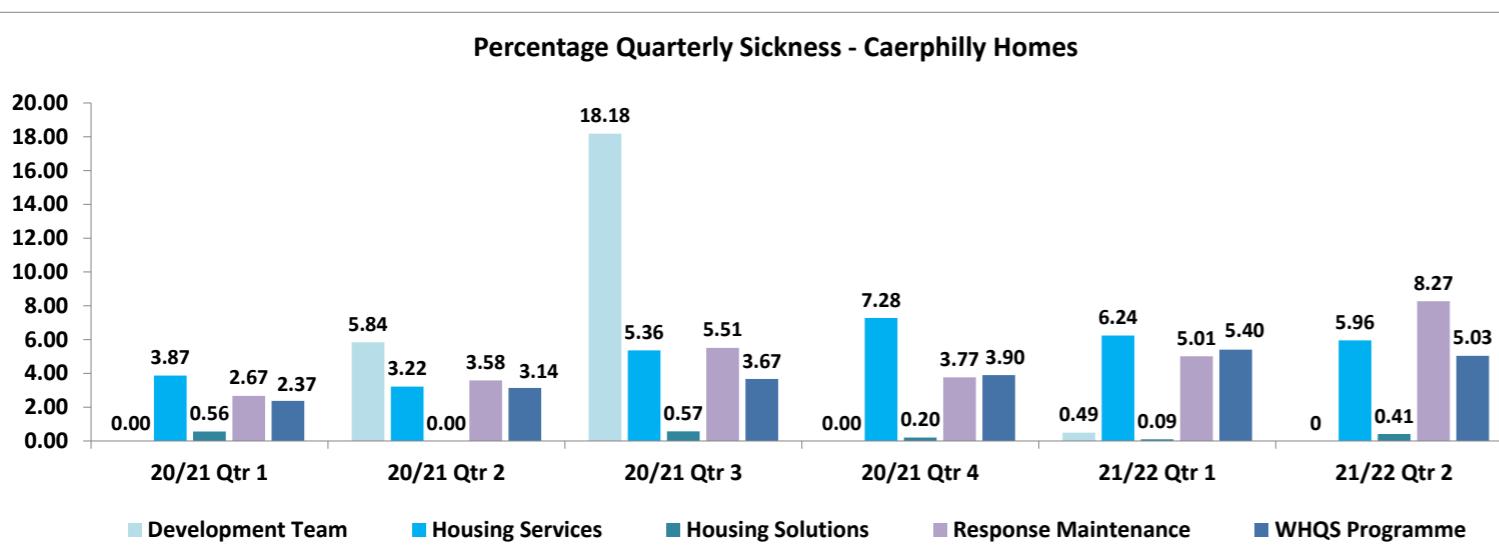
There were four WHQS stage one complaints, one related to a tenant being unhappy with the delay in starting the works, another concerned asbestos that may have been disturbed whilst works were being carried out, another related to a request for copies of the survey carried out on the property 2 years prior. It was felt the agreed works had changed and finally a complaint was received from a resident who reported the contractors had accessed the property without permission and cut the padlock off the gate. The resident also reported the work carried out to the dividing wall was of poor quality and needed rectifying. Three of the complaints were not upheld and one upheld. All four complaints have been resolved and the case closed. No Stage 2 complaints were recorded for WHQS works during this period. There were four Housing Management stage one complaints and two stage two complaints. One stage two complaint escalated from a stage 1 complaint in this quarter and one stage two complaint escalated from the previous quarter (quarter 4). One stage one complaint related to an owner occupier knocking down the garden shed and discovering a potential encroachment on their land. The second related to a resident who had a water leak resulting in a large water bill and requested compensation from Housing. The third was received from a tenant requesting a boundary wall or fence be erected as hedge had been removed by tenants and now concerned about children's safety and the fourth was from a tenant unhappy that it is his responsibility to pay for flea treatment. Three of the complaints were not upheld and one was upheld, they have been resolved and records closed. One stage two complaint escalated from a stage one and the other was originally considered at stage one in the previous quarter (quarter 4). Both stage two complaints were not upheld and have since been resolved. Adaptations had one stage one complaint during this period and one stage two complaint which escalated from a stage one complaint from the previous quarter (quarter four). The stage one complaint related to a Sub contractor who called on a Sunday without notice to fit handrails when the rear steps were not fitted in the garden. The complaint was upheld and is now resolved. The stage two complaint was received from an advocate questioning why we are not carrying out adaptations rather than suggesting the residents move. This complaint was not upheld however the advocate escalated the case to the Ombudsman who recommended a 'quick fix'. This is currently being implemented. Allocations received four stage one complaints. The first complaint was received from a tenant who advised they were in band 3 for rehousing when they were entitled to be in band 1 due to personal events, the second complaint was received from a sister as applicant has been in band 2 for 5 years and is still waiting for a property despite supporting letters from doctors. The third complaint related to a breach of data protection on a housing application and the fourth complaint was from an applicant who was unhappy at the way a housing application has been handled. Three of the complaints were not upheld and one was upheld. There were no stage two complaints recorded for this period. Leasehold Services received one stage one complaint. The leaseholder was unhappy with the quality of paint work carried out on the railings and fencing. This was reviewed and the complaint was upheld with lessons learned being noted. There were no stage two complaints recorded for this period. Private Landlord Services received one stage one complaint. The business owner raised a complaint as they were concerned with the condition of the property next door and felt Caerphilly Homes were not acting. This case was not upheld and subsequently closed. There were no stage two complaints recorded for this period. Rents Section received two stage one complaints. Both were recorded as not upheld. The first complaint was received from a resident appealing the former arrears balance on a previous address and the second was received from a tenant who felt frustrated and overwhelmed by the prospect of action against them due to arrears. Both were recorded as not upheld. There were no stage two complaints recorded for this period.

Quarter 2 complaint details

There were two WHQS stage one complaints, one related to a front wall collapsing and the other related to renewal of dividing fences. Both were recorded as not upheld and one progressed to stage 2 which was subsequently upheld. The cases are now resolved, and records closed. There were nine Housing Management stage one complaints and one stage two complaint. The stage two complaint escalated from a stage 1 complaint from the previous quarter. The first stage one complaint related to an owner occupier having to pay fifty percent towards the erection of a new dividing fence, the second related to a tenant requesting a vent be blocked up, the third was a tenant asking for external stairs to be water tight and sealed so an electric scooter could be stored under there and the fourth related to neighbouring garden conditions. All four complaints were not upheld, and the records closed. The following five complaints were upheld, firstly a complaint was received from a tenant who was told a mutual exchange could not proceed which had financial implications, another was received from an executor unhappy with the lack of correspondence received for rental payments, another complaint was regarding property conditions and another was in relation to the security and boarding up of a property which looked unsightly. The last upheld complaint was due to the poor service received whilst reporting over grown garden conditions. Following investigation all complaints were resolved. The stage two complaint related to a flea treatment and following an investigation the complaint was not upheld. Building Maintenance and Heating had four stage one complaints with one progressing to stage two. All four residents were unhappy with the works associated with Thermal Earth Heating Installation and the damage caused to their properties. All complaints were upheld but have since been resolved and the records closed. There was one Tenancy Enforcement stage one complaint recorded relating to a resident who was unhappy with the service provided by the Tenancy Enforcement Section. This complaint was not upheld, and the case closed. Response Repairs had four stage one complaints and two stage two complaints during this period. The first stage one complaint related to an appointment for a boiler repair, the second and third related to an issue with a front door, and the fourth was regarding the installation of a bath. All four complaints were not upheld. Both stage two complaints progressed from a stage one and related to issues with the front door and both complaints were not upheld. Allocations received five stage one complaints, one of which progressed to a stage two complaint. The first complaint related to a family being matched to a property not big enough for five people, the second was in relation to an applicant being released from prison and housed in temporary accommodation for ten months, the third was from an applicant who felt they had been on the waiting list for too long and the fourth was an applicant who was offered a property but this offer was subsequently withdrawn. Three of the complaints were not upheld and one was upheld. The fifth complaint was received from a tenant unhappy with a response received from an MP as they felt it was factually incorrect. This record is still currently open. The stage two complaint escalated from a stage one complaint in quarter four. This related to the data breach and was not upheld.

Regulatory Proposals

Name of Report - WHQS Follow Up (Issued Jan 2019, Reported to Cabinet 30 Jan 19)	Regulatory Proposal - On 27th October 2021, the Cabinet will consider a new Local Housing Strategy entitled 'An Agenda for Change' which sets out its long-term vision and future priorities for the delivery and management of homes in Caerphilly (P2)	Action- To implement the priorities and actions contained within the new Local Housing Strategy in collaboration with partners via the formulation of a Delivery and	Previous Update - The process to develop a Local Housing Strategy started in July 2020 with the appointment of Arc4 Ltd consultants. Arc4 have been working closely with officers and partners throughout the pandemic and have produced a portfolio of background information including a concept document which is currently out for consultation with stakeholders. Public engagement will follow throughout the Spring in order to produce a draft. The Strategy document will be refined throughout the summer and be presented to Cabinet in October for approval.	Service Officer Responsible - Jane Roberts-Waite	Deadline - October 2021	Current Update - The new Local Housing Strategy entitled 'An Agenda for Change' will be considered by Cabinet on the 27th October 2021. The strategy sets out the vision and priorities for the management and delivery of affordable homes in the county borough over the next 5 years. The strategy will be underpinned by a Delivery Plan which will breathe life into the strategy thorough a portfolio of actions and ensure its deliverability . An investment plan will also be developed and will set out clearly how the actions contained within the Delivery Plan will be resourced and funded. Arc4 Ltd have been commissioned to formulate the delivery plan and a series of workshops (linked to the 5 priorities in the strategy) are currently underway.	Status - Ongoing	Percentage complete - Local Housing Strategy - 95% Delivery Plan - 50% Investment Plan - 0%
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Q3 Monthly Breakdown	April 2021			May 2021			June 2021		
% Sickness Absence	Short	Long	Overall	Short	Long	Overall	Short	Long	Overall
Development Team	1.52	0	1.52	0	0	0	0	0	0
Housing Services	2.10	5.38	7.47	0.86	5.34	6.19	0.28	4.79	5.07
Housing Solutions	0	0	0	0.29	0	0.29	0	0	0
Response Maintenance	1.12	3.27	4.38	2.26	3.75	6.02	0.85	3.82	4.67
WHQS Programme	0.89	4.17	5.06	1.35	4.18	5.53	2.39	3.22	5.61

Q4 Monthly Breakdown	July 2021			August 2021			September 2021		
% Sickness Absence	Short	Long	Overall	Short	Long	Overall	Short	Long	Overall
Development Team	0	0	0	0	0	0	0	0	0
Housing Services	2.54	4.14	6.69	0.28	5.65	5.93	1.45	3.81	5.25
Housing Solutions	0.32	0	0.32	0.65	0	0.65	0.13	0	0.13
Response Maintenance	2.77	4.81	7.59	1.60	7.41	9.02	3.02	5.18	8.20
WHQS Programme	2.06	2.85	4.91	3.02	2.05	5.06	2.76	2.37	5.13

Housing Workforce Information 2021/22						
	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	Qtr. 1	Qtr. 2
Voluntary Leavers*	6	4	7	6	6	6
Other Leavers**	1	2	0	0	0	5
Total Leavers	7	6	7	6	6	11
New Entrants	0	0	0	5	2	9
Agency	20	18	16	17	16	12
Headcount	495	488	479	480	477	471
FTE	480.40	473.80	465.7	464.51	461.91	457.03
55 and Over	139	137	139	142	143	139
% of headcount	28.08%	28.07%	29.02%	29.58%	29.97%	29.51%

***Voluntary Reasons:** Flexible retirement, retirement, settlement agreement, voluntary resignation & severance, Early retirement, Personal reasons, Transfer, VER release of Pension Benefits, Early retirement by mutual consent on grounds of business.

****Other Leaver Reasons:** Death in service, Dismissal, Dismissal on ill health grounds, End of fixed term contract, End of relief employment, Gross Misconduct, Sickness Absence Management, Frustrated Contract, Compulsory Redundancy, failed Probation.

What is our Workforce Information telling us?

Despite operating in a pandemic situation, sickness absence reduced in the first 2 quarters of 20/21. There has however been a gradual increase in absences since then, with a small number of extended long term absences that have a significant impact on returns for some teams. These staff continue to be supported by their managers and colleagues in HR. There have also been a number of predominantly short term absences associated with the pandemic.

The increase in new starters does not reflect the appointment of replacements needed for those who have left the service in recent quarters, with all teams experiencing ongoing difficulties in recruitment and retention across the full range of roles. It includes appointments to a new Empty Property Team. Leavers include those leaving due to retirement, including for ill health reasons following extended absences

**What is our financial information telling us?**

The Housing Revenue Account for 2021/22 is £52m and variances are typical for a budget this size especially with over 500 staff employed within the service. The HRA remains viable although it has been significantly impacted due to Covid-19. Welsh Government have offered financial assistance to Local Authorities for Covid-19 expenditure but the Housing Revenue Account does not qualify for any assistance as a social landlord. Conversely, expenditure has reduced in major services such as WHQS and Housing Repairs Operations (HRO) due to the inability to enter tenants homes (although essential work remained). The impact of this can be seen on the capital programme projections. with a reduction in spend. This is due to the delay in progressing the PAMS programme whilst still trying to finalise the WHQS programme. Welsh Government (WG) have extended the deadline to achieve WHQS to December 2021 . As at Q2 99.76% of the externals and 99.95% of the internals are compliant with the target of December 2021 on track . The small amount of properties outstanding are for external works however, and this could be hindered by weather conditions particularly in the last quarter of the year.

General Fund Housing is utilising its Homelessness Prevention funding in an attempt to reduce homelessness, evictions and B&B accommodation as well as providing temporary accommodation as part of its statutory duty. During Covid-19 pressure was placed on this service to accommodate homeless persons and on average 70 people per month continue to be accommodated. This has been fully funded by the WG Covid-19 hardship fund.

Private Housing agency fee income remains a concern within this budget but WG have continued to offer financial assistance for eligible loss of income. Officers were unable to enter properties during lockdown to process applications and carry out work such as disabled adaptations and home repair grants meaning fee income could not be generated. This service also assists with the WHQS programme

Housing Services 2020/21 outturn	Original Estimate	Revised Estimate	Anticipated Outturn	Anticipated Variance
	2021/22 £000's	2021/22 £000's	2021/22 £000's	2021/22 Under / (Over)
Housing Revenue Account (HRA)				
Building Maintenance (inc RCCO)	31,018,422	31,018,422	30,935,086	83,336
Public Sector Landlord	6,980,792	6,980,792	6,585,993	394,799
Capital Financing & BDP	9,063,135	9,063,135	8,892,569	170,566
Strategy	1,919,958	1,919,958	1,711,295	208,663
Central Recharges	2,745,024	2,745,024	2,745,024	-
Income (net of voids)	(51,727,331)	(51,727,331)	(51,831,081)	103,750
TOTAL HRA			(961,115)	961,115
HRA CAPITAL PROGRAMME	32,884,855	32,884,855	17,527,017	15,357,838
GENERAL FUND HOUSING	1,353,825	1,323,825	1,238,004	85,821
PRIVATE HOUSING	302,937	362,937	422,055	(59,118)

What is our Assets information telling us?

Our housing stock is now in a good condition and nearing full compliance with WHQS with less than 1% of our stock outstanding as at Q2. Our financial position also ensures that the standard can be maintained going forward and there is scope to contribute towards meeting the WG decarbonisation agenda and the provision of new affordable housing, although this will need to be reviewed on an ongoing basis as projects come forward. The post asset management programme (PAM) has been agreed and was due to start mid year, however the delay on the WHQS Programme has set this back which has resulted in significant underspends on the capital programme, which will be carried forward into next financial year. The PAMs programme focuses on maintaining the external structures of our council homes.

Office accommodation is also being reviewed along with new ways of delivering our services and this could result in efficiency being achieved through staff relocation and agile working. Relocating staff from Cherry Tree House to Tirberth has been completed and staff have been agile working successfully since March 2020.

There is a requirement for an increase in the provision of temporary or move on accommodation to assist with increasing levels of homelessness and this is actively being pursued.



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2020-21 Q2	Risk Level 2020-21 Q3	Risk Level 2020-21 Q4	Risk Level 2021-22 Q1	Risk Level 2021-22 Q2	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CMT	Brexit	The decision to leave the EU and the looming deadline to secure an exit deal has created considerable uncertainty. Moving forward it is difficult to determine what impact the exit from the EU will have in the medium to longer-term for Caerphilly CBC and our communities. However, in the short-term possible negative impacts from a no deal scenario include the potential for workforce supply shortages in some areas and the possibility of some disruption to the supply of goods and services.	Housing is participating in the Corporate Brexit Working Group and undertaking service specific analysis in preparation for the various Brexit scenarios. We have a dedicated Supply Partner, a Welsh SME on a 10 year contract so we do not need to go through frameworks etc when we need to restock supplies.	There remains a great deal of uncertainty around the long term impacts of the decision to leave the EU. The position is being monitored closely and CMT has established a Brexit Working Group to further consider and monitor the potential consequences of Brexit and the mitigating actions that will be required to assist in managing risks. In relation to Housing, we continue to work closely with our supply partner to limit the impact of Brexit on material supplies and we also look to engage local business where possible, however the limited supply of some core products to assist in the manufacture of our specified materials and associated increase in costs is starting to impact on material supplies with extended lead times on many items. The impact on workforce is not currently a concern.	Medium	Medium	Medium	Medium	Medium	Unable to assess currently due to the level of uncertainty.	Unable to assess currently due to the level of uncertainty.
CMT	Medium Term Financial Plan	Insufficient resources to deliver services at expected level. Negative impact on staff morale. Budget pressures will have an impact upon service delivery.	The Authority has a strong track record of delivering balanced budgets and planning is underway to ensure that the 2021/22 Draft Budget Proposals are presented to Cabinet on the 13th January 2021. <i>Housing requires a budget review to align its financial resources more effectively with its current service delivery</i>	We have faced an unprecedented situation this year with details of the 2021/22 Provisional Local Government Financial Settlement not being released by the Welsh Government until the 22nd December 2020 (normally received in October each year). The Provisional Settlement included a 3.1% uplift in WG funding for Caerphilly CBC and the 2021/22 Draft Budget Proposals were endorsed by Cabinet at its meeting on the 13th January 2021. The 3.1% uplift in WG funding along with a proposed increase of 3.9% in the Council Tax meant that no new savings were required to balance the budget for the 2021/22 financial year. The Provisional Settlement does not cover the financial implications of the ongoing coronavirus pandemic, both in terms of additional costs that continue to be incurred and income losses. These will continue to be funded through grants and the position will be kept under close review as we through the financial year. Financial assistance for the increased presentations of homelessness during the pandemic has been funded from Welsh Government, together with the replacement of lost income from Private Sector Housing agenda fees. This has been confirmed up to March 2022. However, financial funding has not been made available for the Housing Revenue Account The future funding situation for Local Government is likely to be challenging due to the unprecedented fiscal impact of the pandemic and the strain that this will put on public finances for years to come. An updated indicative Medium-Term Financial Plan shows a potential savings requirement for the council of £20.7m for the four-year period 2022/23 to 2025/26. The council's transformation programme will be a key driver in ensuring that financial resilience is maintained in future years. The draft budget settlement for 2022/23 is not expected until 21/12/21 where the Medium Term Financial Plan option appraisal can be updated and reviewed further.	Green	Green	Green	Green	Green	Effective financial planning is a key element in ensuring that the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 are met.	High (Short to Medium term)
CMT	Welsh Housing Quality Standard (WHQS) programme	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). Failure to meet WHQS for all our social housing stock by the revised deadline of 2021.	The WHQS programme has its own specific risk register which is reviewed and updated by the Project Board quarterly. The highest risks are: Failure to achieve programme objectives - the probability level has greatly reduced as we near the December 31st deadline with the internal works programme almost complete apart from acceptable fails (timing of remedy, tenant choice & Covid) although the acceptable fails are constantly being updated & validated as each element is completed as part of a relet etc. This is ongoing and will reduce the Acceptable Fails to the lowest numbers as possible. The focus has been the outstanding external contracts which are now unfortunately weather dependent. The WHQS elements within these contracts are being prioritised hence although the contracts may not be complete it is expected the WHQS elements will. The outstanding work within these contracts will be pre paint repairs and maintenance. The In-house workforce are completing the additional internal works. This includes the transfer of contracts from the Dynamic Purchasing System (DPS) of approximately 150 properties that ensured continuity for our in house workforce which did delivered better performance and higher tenant satisfaction levels. Some external works were also transferred to the In house workforce following the liquidation of the Contractor (Creobuild) earlier this year as it was felt that retendering would have risked achieving the December 31st deadline. The completion date for full compliance is currently projecting 31st December 2021 which is the revised WG deadline date.	The programme is now constantly being reviewed with outstanding work undertaken in-house to provide us with a level of certainty and control as we complete the programme. There remain concerns in relation to material supply in particular for contracts on our leasehold properties . This situation is currently being closely monitored and has been raised with WG who advise that other authorities have encountered similar problems. A significant percentage of work to the sheltered housing schemes is being undertaken by the in- house workforce. The programme is progressing with works on track to be completed by the revised 2021 deadline, however due to work content and asbestos issues, three schemes require full decants which will delay completion, but discussions with WG indicate that these can be categorised as acceptable fails. Internal work suspended as a consequence of the Covid pandemic but reinstated following further guidance from WG. Almost all internal work carried out by the In-house workforce has been completed. External works have continued although progress has been affected due to material supplies, social distancing and some households preferring not to have work undertaken at this time. Further lockdown arrangements could obviously impact on our performance, but regular meetings are taking place with WG and indications are that we will still complete the programme by the revised deadline of December 2021 with a very small percentage outstanding (less than 1%) The Housing Revenue Account business plan submitted to WG in March 2021 shows the HRA remains viable with the possibility of additional borrowing to undertake new build. HRA surpluses are generally utilised towards funding the WHQS Programme and then earmarked for potential new build options and decarbonisation works once the programme has been achieved. This is still the case albeit the timeline has moved on.	Green	Green	Medium	Medium	Medium	Yes - Low quality housing impacts the health and well-being of tenants and there is a vast array of empirical evidence that shows good quality housing, located in sustainable communities is known to have a positive impact on the health and wellbeing of its occupants. 'A healthier Wales'.	Medium

Page 60	<p>Homelessness</p> <p>Demand for homelessness fluctuates considerably based on demand, demographics and changing legislation and the Covid pandemic. The service needs to be flexible to adapt to these changes and have a number of options available to be able to support individuals and where necessary provide suitable accommodation to discharge the homelessness duty.</p>	<p>Support providers and specialists are used to provide support to assist those that are homeless and to sustain tenancies to avoid homelessness occurring. Homelessness strategy has been developed in collaboration with neighbouring authorities. The availability of temporary accommodation to be reviewed to reduce/avoid use of Bed & Breakfasts. Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons. Work closely with the police and probation service to plan accommodation for prison leavers. Review the type of accommodation that is required to meet the needs of those presenting to the service forward so that this can be considered in longer term future planning</p> <p>Presentations and pressures on the service and emergency accommodation provision continue and we continue to seek alternative forms of emergency accommodation other than bed and breakfast accommodation. The demand is likely to increase as we move toward the inclement weather months and the directive from WG has not changed with everybody being accommodated. In addition the decision to not allow Night Shelters to open will place additional pressures on current provision.</p> <p>Support services continue to provide targeted support to those in emergency accommodation but there have been increases in breaches of occupancy and residents behaviour which are placing additional pressures on support workers and staff within the units.</p> <p>In order to move people on the Housing solutions team continue to work with both private sector and RSL landlords to maximise move on .</p>	<p>The Covid pandemic has resulted in increased pressures on this service, however this will be an ongoing process due to lockdown arrangements, policy and legislative changes. Cornerstone, The Wallich and Gofal are main support providers, but additional support provided by in-house Occupational Therapy, and mental health provision. Regional Homelessness Strategy has been completed and agreed actions being progressed. Use of Bed & Breakfast has seen an increase this year, therefore additional temporary accommodation is actively being sourced, with some success. Good success has been achieved in the private sector, with approximately 85 properties and 44 landlords currently being used to assist with homelessness via the Caerphilly Keys initiative. The prison leavers pathway has been implemented and is assisting in the forward planning of suitable accommodation for relevant persons. Out of county placements have been necessary to provide emergency accommodation following the closure of in county hotel and B&B businesses. Success achieved for additional funding from WG of approx £1m. A new Housing Solutions Manager has been appointed following the retirement of the previous postholder.</p> <p>We continue to work with landlords to provide emergency accommodation and an additional 10 bed HMO unit and 4 bed HMO unit have been brought online to assist with the demand in emergency accommodation provision and we continue to explore additional avenues with proprietors to increase the provision through the inclement weather months. In addition to this a full review is being undertaken to look at the longer term model of emergency accommodation for CCBC and this will be outlined in the Rapid Rehousing Strategy in 2022.</p> <p>Support services have been realigned to ensure consistency within each accommodation provision and in addition to this specialist substance misuse and mental health workers also support the residents within the accommodation units to assist in tackling some of the challenging behaviours that have been reported.</p> <p>A new website is due to be launched to promote Caerphilly Keys and to target a wider landlord audience with a view of additional landlords signing up to the scheme. The landlord Forum has also re started and Caerphilly Keys presented at the forum as an additional marketing tool to attract additional landlords.</p> <p>A specialist Common Housing Register for the Housing Solutions Team has been implemented to ensure applications to the register for Homeless Households are completed in a timely fashion and refreshed to maximise move on opportunity and in addition to this work is on going with partners to maximise move on for clients on the Housing First Scheme . Further one partner provides the Housing Solutions team with units of accommodation on new build sights for a star flat, complex needs case and Housing applicant.</p> <p>General Fund Housing is utilising its Homelessness Prevention funding in an attempt to reduce homelessness, evictions and Bed & breakfast accommodation as well as providing temporary accommodation as part of its statutory duty. During Covid-19, pressure was placed on this service to accommodate homeless persons and on average 70 people per month continue to be accommodated. This is funded by the WG Covid-19 hardship fund.</p>	Medium	Medium	Medium	Medium	Medium	Yes - Being homeless can increase a persons chances of experiencing physical and or mental health problems. Relieving homelessness and the need to sleep rough will reduce costs to the council, the criminal justice system and health service. Contributing to 'A healthier Wales' and 'A more equal Wales'.	
<p>Universal Credit (U.C.)</p>	<p>Following central governments welfare reform, Universal credit was introduced in CCBC for all new claimants in September 2018. This combines potentially 6 benefit claims into one monthly payment which is made in arrears to the claimant. This payment could include housing costs. The risk to the housing service is the financial impact this system could have on the tenant, the impact on sustaining tenancies and increased rent arrears</p>	<p>Additional support has been provided to Universal Credit claimants via Tenant Support, Welfare Benefit and Floating Support Officers, including assistance with claim completions, budgeting and basic debt advice, warm homes discount scheme, subsidised water tariffs, applications for charitable assistance, food parcels, Personal Independent Payment applications and referrals to employability programmes. Due to the potential impact on individuals as well as rental income, quarterly reports have been presented to PDM. Resources regularly reviewed and impact on rents is closely monitored.</p>	<p>Rent arrears have continued to increase with the roll out of Universal Credit and partly due to the ongoing pandemic situation and as a consequence a Financial Crisis helpline has been opened and additional support staff have been appointed. However this will not be sustainable, as households move onto U.C. If the current pattern continues then rent arrears will increase and it will not be financially viable to provide additional resources. WG have commissioned a study into the impact of U.C. in Wales and we will contribute to this exercise. Regular update reports are being provided to PDM. Discretionary Housing Payments continue to be used to provide temporary financial support to those who meet the criteria and advice provided in relation to rehousing options as a means of reducing rent costs. Face to face support has been replaced with remote support, which has been successful in maximising income, however formal rent recovery processes, including possession actions have been withdrawn and replaced with attempts to support, in line with WG guidance.</p>	Medium	Medium	Medium	Medium	Medium	Yes	
<p>Changes to supply and demand chain means rising costs of construction materials and contractors. Lack of available contractors.</p>	<p>The availability of contractors, material shortages and cost increases are having a significant impact on Housing's ability to progress with day to day building projects, including grants and loans. Within Private Sector Housing the current schedules of rates against which tenders are compared are now unrealistic in the current market, even following recent uplifts. Contractors are increasingly declining the opportunity to submit tenders and the prices of those that do are far in excess of our rates. This is a particular concern as all of these products, such as disabled adaptations, are targeted for our most vulnerable residents.</p> <p>There are several factors causing this impact, such as a buoyant UK construction sector as a result of public investment in their own properties (from money saved through the pandemic) as well as public sector infrastructure investment. International influence on scarcity (and hence price of certain raw materials (steel and timber for There are Import backlog issues, part linked to the Brexit ports issue and shipping industry backlogs. Construction material providers are still recovering from supply backlog when production ceased in lockdown but also many staff were furloughed so some suppliers still not fully staffed. One of the main issues is the significance of price increases of basic building materials such as steel, timber, cement and concrete which is having an adverse cost effect.</p>	<p>The problem of extended start dates from willing contractors cannot be overcome in the short term due to the heightened demand from the private sector but Private Sector Housing have suspended the use of a schedule of rates and moved to a competitive tender model based on the principles of Standing orders. The schedule of rates is being comprehensively reviewed with a view to reintroduction in 22/23. There may be some opportunities to work with procurement to identify other reasons for a reduction in volume of contracts being tendered.</p> <p>The Single Source Supply arrangement has been particularly beneficial because the relationship is such that we are a key customer and they are able to source on our behalf, holding materials in readiness for our call-off. Though the situation is not to a point where there are no materials available, our supplier is starting to be impacted</p>	<p>This is a new risk for 2021/22, therefore there is no update at this time</p>							Yes- this will have a direct impact on vulnerable people within housing, pupils in schools and communities and ensuring access around the borough for travel and work. As Housing projects are Well-being objectives this is also key to the Corporate Plan success.



2021/22 Six Month Update Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being

What went well in first six months of 2021/22:

Service delivery is still heavily influenced by the impact of the Covid-19 pandemic. As such the pandemic continues to present challenges to our service users and to the services we provide. Although Welsh Government restrictions have been relaxed in recent months, there is a longer-term legacy felt by the pandemic, which our services users may continue to be affected by. This will no doubt affect the way we provide services for the remainder of this Wellbeing Objective.

During this period of sustained pressure many aspects of the service continue to perform well including:

- Being on target to meet Welsh Government's revised target date for ensuring tenants' homes meet the Welsh Housing Quality Standard.
- Having managed to maintain and enhance levels of support to help people manage their accommodation and help people with their money.
- Utilising Welsh Government funding to provide temporary accommodation to homeless people during the pandemic.
- Significantly increasing the number of tenants provided with support and advice to help mitigate the effects of welfare reform.
- Exceeding the target of providing support to council tenants to access welfare benefits.
- Exceeding the target for the value of financial savings generated for council tenants as a direct result of support.
- Made good progress in the development of a new Local Housing Strategy, Local Housing Market Assessment and Gypsy Traveller Accommodation Assessment.
- Supporting our housing associations partners to draw down Welsh Government grant to build new affordable homes.
- Continuing to actively develop a pool of accessible quality, affordable private rented accommodation for people not able to access social housing, through the Caerphilly Keys project.
- Continuing to provide various forms of support to people who are homeless and rough sleepers.
- Continuing to work closely with the Supporting People team to provide support for council tenants to enable them to maintain their tenancies.
- Making good progress with the Supporting People team to develop a Housing First project for people with complex needs.
- Continuing to provide support to people to live safely and independently in their own homes through the major and minor works adaptation programmes, although this work has been impacted by contractor and material shortages and cost increases.
- Continuing to work in partnership with RCT CBC regarding Valleys Task Force grants for empty properties.
- Producing an Empty Properties Action Plan and submitting to Welsh Government.
- Securing grant funding for a project to target landlords who are not complying with the minimum energy efficiency standard regulations.
- Having made good progress at the Council's first two new build developments in Trencynedd and Trethomas and completed the handover of 6 new Council homes at Bedwellty Fields, Aberbargoed.

What difference have we made in 2021/22 to date:

What difference have we made in 2021/22 to date:

Although the pandemic continues to have an influence on us meeting the needs of both Caerphilly's tenants and residents and fulfilling the goals of the Well-being Objective, in the first six months of 2021/22 we have:

- Generated £1,429,974 in savings for council tenants between April and September, providing 1,972 tenants affected by welfare reforms with advice and support to minimise the effect of these reforms, and supported another 561 tenants to access the benefits they are entitled to.
- Help tenants to reduce their debt by £302,373 and generated a further £2,065,423 of additional income via Housing Support Grants.
- Prevented 3,839 residents from becoming homeless with supported accommodation and floating support working with our Supporting People Team.
- Supported 3,358 residents to manage their money with new money management skills.
- Provided 20 affordable homes via section 106, helping Caerphilly residents find affordable housing.
- 7 of the 70 approved Valleys Taskforce Grants completed works, bring long-term empty homes back into use, to increase the number of available homes in the borough.
- We completed 466 minor and 72 major adaptations, alongside another 51 Disability Grants and 7 stair lifts, helping residents to remain in their own homes which are appropriate to their needs.
- Additionally, a further 76 elderly and disabled residents were assisted by Enable Funding and Care & repair to remain at home.
- Improved the accessibility of 3 sheltered housing schemes, by implementing ramp access to one, automatic doors to a laundry room in another and handrails to a 3rd enabling residents to live more independently.
- The 38 new homes that were built on at the former Caerphilly magistrates court are now in use and providing eco-friendly Passivhaus homes to tenants.

What have we learnt and where do we need to improve in 2021/22 to date:

The onset of the Covid-19 pandemic in March 2020 meant that the Council had to reshape services to provide support to vulnerable people and communities. Some of our services were deemed to be non-essential and staff were temporarily redeployed to support essential services. As a result, performance for these aspects of the service were below that reported in previous updates.

Although Welsh Government Covid-19 restrictions have since been relaxed the impact of the situation remains and is expected to do so for some time. As a result some of the ways of working adopted during the pandemic will need to remain in place for the remainder of this Wellbeing Objective.

An analysis of performance in the first 6 months of 2021/22 shows that most aspects of the service are performing at the anticipated levels. Improvements may need to be made in the following areas:

- Have needed to delay the implementation of the Post Asset Management Strategy due to the WHQS programme being extended by 12 months due to the pandemic.
- The external works programme is weather dependent and may overrun the Welsh Government deadline of December 2021.
- Only made limited progress has been made on the exercise to increase the percentage of social housing stock that has an accessibility code.
- Provided a smaller number of grants and loans due to restrictions imposed by Welsh Government due to the pandemic, the associated redeployment of staff to support essential services, and shortages of materials and contractors with associated increases in costs.
- Below the target for empty properties being returned to beneficial use due to much-reduced levels of engagement and enforcement action against owners of long-term empty homes in the private sector due to reduced capacity in the team and Welsh Government pandemic related restrictions. Although there is now a team in play tasked with this specific function.
- Have been unable to access sufficient external funding to carry out all planned energy efficiency improvements to residents' homes.
- Providing energy efficiency advice to tenants has proven difficult for the team due staff moving to remote working.

Our future focus:

- Completing the procurement of a new IT system which will enable us to improve the type and level of data we collect, which in turn will help improve the level of service provision
- Meeting the revised Welsh Government Target for the Welsh Housing Quality Standard of December 2021.
- Continue to work with private landlords ensuring they can maximise funding opportunities for energy saving measures. We are currently working with Rent Smart Wales to target the most fuel inefficient homes in the private rented sector.
- As the pandemic led to an increase in demand on our homelessness services which is amplified by a lack of suitable emergency accommodation, we will continue to source suitable accommodation to address this demand, including Houses in Multiple Occupation, leased properties from registered social landlords to maximise the move to permanent accommodation, and bed and breakfast accommodation.
- We will continue to work with individuals using the Housing First model and help find suitable accommodation, with support from two dedicated support workers, one of which specifically working with young people.
- Adopt a Rapid Re-Housing strategy and ensure that our Common Allocations Policy is reflective of any new priorities.
- We will continue to work with residents in the borough who have difficulties managing their money, by the provision of free, flexible, short term services (floating support), to help resolve immediate crises and improve skills.
- Complete a new Local Housing Market Assessment and Gypsy Traveller Accommodation Assessment.
- Introduce a new Local Housing Strategy and Delivery Plan.
- Reducing fuel poverty by making homes more energy efficient, providing people with advice on how best to heat their home and exploring alternative funding sources, alongside potential Energy Company Obligation funding sources for Energy Performance Certificate (EPC) D, E, F and G rated council properties. This will generate further energy efficiency programmes moving forward with our planned Post Asset Management Strategy programmes in 2021/22.
- Utilise grant funding secured to target landlords who are not complying with the minimum energy efficiency standard regulations.
- Implementing the Empty Property action plan.
- Completing the two new CCBC housing developments at Trethomas and Trencynedd, and bringing other developments forward to meet the Council's new build target.
- Working closely with housing association partners to develop new affordable housing.

Five Ways of Working - 1. Involvement 2. Collaboration 3. Long Term 4. Integration 5. Prevention

1. A Prosperous Wales

2. A Resilient Wales

3. A Healthier Wales

4. A More Equal Wales

5. A Wales of Cohesive Communities

6. A Wales of Vibrant Culture and Thriving Welsh Language

7. A Globally Responsible Wales

Conclusions



Highlights coming out of the information

The Covid pandemic continues to have a significant impact on services this year. Performance has been impacted as a consequence as we deal with consequential backlogs, contractor and material shortages, and difficulties in the retention and recruitment of staff. Financially we continue to be in a good position and have been successful in accessing various external grant funded opportunities. Good progress continues to be made in some of our key project areas including the WHQS programme, which is nearing completion, and our new build strategy; with works commencing on site on our first new build housing developments whilst further potential development sites are investigated. Services in other areas including adaptations, homelessness, allocations, older persons housing, repairs and tenancy support have continued despite being impacted by restrictions, although we have not yet fully reopened the home repair grant service.

Performance in a number of areas has continued to improve e.g. support provided to tenants to assist them in sustaining their tenancies.

The Valleys Task Force initiative has proved successful in engaging the owners of long term empty homes and it is anticipated that the project, together with the ongoing creation of a new Empty Properties Team will impact positively on our performance in future years in returning empty private sector properties to use.

What have we learnt and what needs improving and why?

Generally staff have continued to respond extremely well to circumstances associated with the pandemic and are committed to continuing to deliver Housing related services. The situation has highlighted the importance of having a single source supplier arrangement and our own in-house workforce that we can directly manage and utilise to best meet our and customers needs. We need to ensure that we have the required IT equipment and systems in place for the future which support agile working and must continue to review our existing systems and processes to ensure they are suitable for further changes in working practices. The impact of Covid will continue to be demonstrated in future performance reports as backlogs resulting from the consequences of lockdown are addressed and reinstated services are prioritised in line with capacity of the service and contractors.

As a consequence of Covid there has been a significant increase in demand for our homelessness services with higher numbers of presentations and placements in emergency temporary accommodation. There has also been a significant increase in the use of hotels and Bed & Breakfast accommodation in order to comply with new guidance issued by WG, although alternative options for the provision of emergency temporary accommodation are continually being sought with some success. Moving forward we need to ensure that the Housing Solutions Service is able to respond proactively and meet the housing and support needs of those whom we have a duty to assist. We have devised a Homeless Project Plan identifying clear priority areas for us to enhance the service, allowing us to refocus on early intervention and prevention and also be able to ensure that we are meeting the needs of those presenting with complex needs.

Progress against priority actions from last quarter	By Whom	By when	Update
Address the needs of Rough Sleepers, repeat presentations and those with complex needs ensuring we have an effective holistic person centred assessment process to undertake the welfare and support needs assessment to maximise prevention.	KD	Mar-22	We have been working with Crisis to undertake a pilot to review current service delivery and the "falling out rate" of Homelessness for the service. This project is due to conclude in December 2021 so the Housing Solutions Team will then look to make any service delivery changes in 2022 as a result of the findings and recommendations from this project. With regard to Rough Sleepers we are now looking at how we may look at future models of accommodation both on a temporary and permanent basis to meet their needs and ensure that accommodation is inclusive for all. This has involved looking at Housing First models for those with more complex needs and challenging behaviours and also looking at accommodation provision that allows people to use substances safely within their accommodation and not be a cause of exclusion and further potential cause of rough sleeping. In addition we have made some changes to our data collection so that we can now start to better understand the reasons for people rough sleeping in the borough so that we can use this information to inform change. In addition there is also consideration being given to appointing a specific Rough Sleeper case officer so that we can respond more effectively to reports of anyone rough sleeping and discuss with them their accommodation and support needs so that earlier interventions can be offered. Our Rapid Rehousing Plan will outline in greater detail the strategy to address Rough Sleeping in the borough over the next five years and will also highlight the accommodation models being taken forward to support us with this.
Reopening of the Housing Grants and Loans systems to new applicants.	FW	Jun-21	The Home Repair Grant system remains closed to all but priority applicants. In relation to those being processed there are significant issues with contractors being prepared to tender for the work and if so providing start dates. There are also significant issues relating to material supplies and material costs. The loans system re opened on the 12.07.21.
Procurement of a comprehensive customer satisfaction survey of Council tenants.	FW	Jun-21	Following completion of a successful procurement exercise in Q1 a comprehensive customer satisfaction survey of tenants is currently being undertaken by appointed consultants. The survey is due to close in October 2021.
Ensure the start on site of the Trecenydd and Trethomas Passivhaus new Caerphilly Homes developments	JRW	Jun-21	The Passivhaus housing developments at both Trethomas and trecenydd have both commenced with works progressing well on both sites. In Trecenydd the frame is up and the roof is on. In Trethomas the slab has been laid and the frames are starting to be erected.
Award the Land Appraisal Contract to a multidisciplinary consultancy to begin the process of examining the suitability of HRA, General Land and privately owned land for development (including the start of the due diligence related to the Ness Tar / Pesci site)	JRW	Jun-21	The Land Appraisal Contract has been awarded to Currie & Brown. 23 potential sites have been identified to be included in the LDP candidate site process. Work has already started on examining the viability and potential of those sites. Work has also started on identifying a pipeline of sites to bring forward over the coming years - those sites include a number in the north, south and east of the borough. The consultants have also started work on exploring the viability of the Ness Tar site.
To look at setting up targets / aims for bringing back empty homes into usage (new)	DS		The numerical information relating to bringing empty homes back to use is reported annually in PAM 013 and PAM 045. The Council has submitted the Empty Property Enforcement Agenda Action Plan to Welsh Government and is currently awaiting its approval. The focus of the newly created Empty Property Team will be to deliver the Action Plan over the next 5 years.
Priority Actions for next quarter	By Whom	By when	Update
Following confirmation of approval of Empty Property Enforcement Agenda Action Plan approval from WG complete the action plan items within the specified timescales	FW	Mar-22	
Reopening of the Housing Grants system to new applicants for non-priority home repair grants	FW	Mar-22	
Gain approval for and implement Local Lettings Policy for S.106 properties at Aberbargoed	FW	Dec-21	
Completion and analysis of Customer Satisfaction Survey for tenants	FW	Dec-21	
Undertake consultation with tenants regarding rent setting and affordability	FW	Dec-21	
Approval of LCHO Policy	JRW	Feb-22	Work is underway to provide a draft of LCHO policy, which will be considered at a special scrutiny committee February 2022
Rapid Rehousing Transitional Plan and Strategy	KD	Jun-22	work is underway to draft and deliver a Rapid Rehousing Strategy in line with updated WG guidance for June 2022. This Plan and Strategy will set out the Local Authorities five year plan on how it will adopt the Rapid Rehousing model and deliver its Homeless prevention service to address Housing need within the borough. The plan will then be presented to scrutiny and cabinet for a decision in late summer / autumn 2022 .
Secure outline planning permission, appropriate the land and draw down social housing grant for the acquisition for Ty Darran and former Oakdale comprehensive school site.	JRW	Mar-22	
Seek a decision on the WG leasing scheme proposal	KD	Feb-22	A report will be presented to scrutiny in Feb 22 which will seek a decision on whether CCBC should chose to adopt the WG lease scheme proposal to assist with its statutory duty into the PRS sector or if the LA continues with the current Caerphilly Keys scheme that is in operation .
Feedback / Recognition / Actions from Corporate Management Team	By Whom	By when	Update
Chief exec is interested in how up and coming WG programme for government will impact housing, particularly homelessness and use of B&B	DS	Update Sept	The WG programme will impact Homelessness and the use of Bed and Breakfast accommodation as the focus is now back on prevention and rapid rehousing in addition to erasing the use of bed and breakfast accommodation by local authorities. We are currently in the process of drafting CCBC Rapid Rehousing Plan and Strategy which will set out CCBC position to address Homelessness moving forward and as part of this strategy it will include a review of the current Allocation Policy. The Plan will also set out the longer term objectives for CCBC to move away from bed and breakfast units of accommodation and thought will be given to longer term stable models that can be managed in house. Discussion with Housing Strategy and Development team are underway to consider any locations / sites and buildings that might allow the Housing Solution team to take their vision forward . In addition work is ongoing with partners of the local authority to ensure that as housing sites are developed they reflect the needs of those residents within the borough in need of accommodation. The Housing Solutions Team are in regular discussion with both our Caerphilly Homes and Development and Strategy team where new build sites the local authority are taking forward can deliver the WG programme and also are inclusive of the needs of those who may be at risk of homelessness or homeless. There will be a stringent consultation process that will include key identified partners and stakeholders both internal and external to inform the plan , the plan will then be brought through the internal CCBC process for Scrutiny and Cabinet summer / autumn 2022
To explore DFG process to understand where improvements can be made	DS		The mandatory DFG process is determined by statute. A report on revised guidance from WG proposing withdrawing the means test for medium DFGs by introducing new discretionary DFGs was presented to PDM in Q3. A further report outlining proposals is planned for Q4 2022/23.



HOUSING AND REGENERATION SCRUTINY COMMITTEE – 1ST FEBRUARY 2022

SUBJECT: DIRECTORATE PERFORMANCE ASSESSMENT FOR ECONOMY
AND ENVIRONMENT SERVICES - SIX MONTH UPDATE 2021/22

REPORT BY: CORPORATE DIRECTOR FOR ECONOMY AND ENVIRONMENT

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1. PURPOSE OF REPORT

- 1.1 To present Scrutiny with the 6-month Economy and Environment Directorate Performance Assessment Report, which is part of the Council's Performance Management Framework.
- 1.2 The Performance Assessment (referred to hereafter as the DPA) is the Directorate's self-assessment and forms part of the Council's overall self-assessment activity. It provides information and analysis for the 6-month period April to September 2021. Members are invited to discuss, challenge, and scrutinise the range of information in the DPA.
- 1.3 Members should note that the Directorate for Economy and Environment reports to 2 Scrutiny Committees, and for the purpose of this meeting, the focus will therefore be, on the Planning and Regeneration service aspects of the DPA. Consequently, the DPA will also be considered by the Environment and Sustainability Scrutiny Committee on the 8 February 2022 in relation to the other services within the Directorate.

2. SUMMARY

- 2.1 The Council's revised Performance Framework was endorsed by Cabinet in February 2020 and this report introduces one of the key components of the framework, the Directorate Performance Assessment (DPA). The DPA is a 'self-assessment' of the Directorate's progress across a wide range of information types and meets our 'duty as a principal council to keep our performance under review'.
- 2.2 DPA's are an opportunity to bring together a range of information and intelligence into one picture, to answer the self-assessment questions of 'how well are we performing? how do we know? And, what and how can we do better?

Appendix 1 is the Economy and Environment Services Performance Assessment 6-month update for 2021/22.

3. RECOMMENDATIONS

- 3.1 Members review the attached document (Appendix 1) and discuss, challenge, and scrutinise the information contained within, for the Planning and Regeneration service aspects only.

4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Scrutiny Members are involved in the 'self-assessment' process by scrutinising the information within the Directorate Performance Assessment. This also supports the principles within the new section (Part 6, Chapter 1) of the Local Government and Elections (Wales) Act which provides for a new performance and governance regime for principal councils.

5. THE REPORT

- 5.1 The Performance Framework has been developed to meet several strategic and operational needs, as well as to meet the legislation and further the Council's desire to be a high performing learning organisation, focused on meeting the needs of its residents. The framework was piloted in 2019 and endorsed by Cabinet in February 2020 and now is reported as a regular part of scrutiny committees. This report introduces and shares the Economy and Environment (the DPA) Report for the 6-month update 2021/22.
- 5.2 The spirit of the DPA (Appendix 1) is about providing learning. The DPA is less about performance and targets (though they have their place) and is more so, to provide a wider picture of performance that will support reflective and challenging conversations and scrutiny that will ultimately lead to learning and further improvement.

5.3 Conclusion

This DPA covers the period April 2021 to September 2021.

Services continue to respond well to the ongoing pandemic and our largely seamless delivery of services continue despite the challenges of Covid-19.

Significant progress has been made on the Caerphilly Town 2035 strategy and the many projects that sit within it, although it is accepted that there is more work to do on the larger elements of the project.

The authority has been successful in securing Community Renewal Funding (CRF) totalling circa £1.3m for a number of private/ 3rd sector led projects. CCBC will now be tasked with administering the CRF (as well as formulating other funding bids such as those required for the Levelling Up Fund) which will be a significant challenge without additional staff.

Good progress is being made in the regeneration and transport areas with significant regional work progressing in areas such as Regeneration of the Heads Of The Valleys, regional transport initiatives such as metro+ and bus services, although there are also challenges ahead in terms of the future of bus services.

Colleagues from across the services, wider organisation and communities have been incredible through the recent extraordinarily challenging times and it is important that this DPA is considered through the lens of these efforts and the wider pandemic response.

6. ASSUMPTIONS

- 6.1 There are no assumptions thought to be required within this report.

7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 This report is for information only and on this basis an integrated impact assessment is not required.

8. FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications within this report, however the DPA (appendix 1) has a section on resources including relevant budget outturns as part of the overall self-assessment of the directorate.

9. PERSONNEL IMPLICATIONS

- 9.1 There are no personnel implications within this report, although the DPA (appendix 1) has a section called 'resources' which provides data on a range of workforce aspects.

10. CONSULTATIONS

- 10.1 Any consultation responses have been included with in this report.

11. STATUTORY POWER

- 11.1 The Local Government and Elections (Wales) Act 2021

Author: Mark S Williams -Corporate Director for Economy and Environment

Consultees: Councillor John Ridgewell, Chair of Housing and Regeneration Scrutiny Committee
Councillor Mike Adams, Vice Chair of Housing and Regeneration Scrutiny Committee

Councillor Andrew Whitcombe, Cabinet Member for Sustainability, Planning and Fleet
Councillor Eluned Stenner, Cabinet Member for Performance, Economy & Enterprise
Steve Harris, Head of Financial Services and S151 Officer
Rob Tranter, Head of Legal Service and Monitoring Officer
Lynne Donovan, Head of People Services
Sue Richards, Head of Education Planning & Strategy
Anwen Cullinane, Senior Policy Officer, Equalities, Welsh Language & Consultation)
Steve Pugh, Corporate Communications Manager
Ian Raymond, Business Improvement Support
Sharon Hughes, Committee Support Officer

Appendices:

Appendix 1 Economy & Environment - Directorate Performance Assessment (DPA)
- April to Sept 2021

Economy & Environment - Directorate Performance Assessment

2021/22 Six Month Q1 & Q2 Update



Please select a section of your choice:

Directors Self Assessment Summary



Priorities



Performance



Customer Intelligence



Regulatory Information



Resources



Risk



Well-being Objectives



Conclusion



Directors Self Assessment Summary



Good News - Anything that stands out?

Services continue to respond well to the ongoing pandemic and our largely seamless delivery of services continue despite the challenges of Covid -19. Many services that were paused or scaled back as a result of the pandemic response have now restarted with notable examples being full leisure centre provision (with the exception of Pontllanfraith LC which remains a mass vaccination centre), implementation of food standards inspections, targeted activity to deal with the perpetrators of fly tipping and householder duty of care via enforcement processes and progressing tasks and work streams linked to the decarbonisation agenda and reducing the impact of our own vehicle fleet (although there is a lot more to be done). Good progress is being made in the regeneration and transport areas with significant regional work progressing in areas such as Regeneration of the Heads Of The Valleys, regional transport initiatives such as metro+ and bus services, although there are also challenges ahead in terms of the future of bus services.

There are a number of significant challenges that services are facing in relation to recruitment and retention of key staff (particularly in property, engineering and fleet management / maintenance). This matter has been escalated corporately as it is mirrored in certain corporate services such as IT. The organisation's ability to deal with this recruitment and retention crisis will have an impact on its ability to deliver high profile projects moving forward and/or to deliver key frontline services.

During this reporting period, the following highlights, assessments are noted:

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- Our waste recycling performance has declined again and will require a number of key decisions to be made in 2022 in accordance with our developing waste strategy.
 - After the impact of covid on our ability to enforce parking restrictions, civil parking enforcement officers are back in action but the level of FPN's remains lower than desirable levels.
 - Bus passenger numbers remain a concern for the viability of the industry in addition to the ability of the sector to deliver services due to financial sustainability and availability of drivers.
 - Increased activity in targeting fly tipping has resulted in an increase in the number of successful enforcement cases.
 - Public Protection staff have restarted their inspection programme and are targeting high risk premises for food standards inspections.
 - The provision of sport and leisure services remain a challenge in a covid secure environment although feedback from our customers in relation to our approach has been excellent.
 - Work on a number of key corporate reviews has progressed (for example, front line services review) but taking these reviews to the next level will require further investment in IT hardware, software and training.
 - Sickness absence (non-covid) is a concern in certain services areas and is something that the Corporate Management Team are considering.
 - The support for businesses to assist with recovery from the pandemic continues to be successful and this is demonstrated by the organisations ability to react quickly to grant funding announcements and to passport grants to businesses.
 - An economic recovery strategy has been drafted and is due to be considered by cabinet.
 - Significant progress has been made on the Caerphilly Town 2035 strategy and the many projects that sit within it, although it is accepted that there is more work to do on the larger elements of the project.
 - The authority has been successful in securing Community Renewal Funding (CRF) totalling circa £1.3m for a number of private/ 3rd sector led projects. CCBC will now be tasked with administering the CRF (as well as formulating other funding bids such as those required for the Levelling Up Fund) which will be a significant challenge without additional staff.
 - The loss of other EU funded programmes (such as those relating to employment support) is a significant risk for the Authority and political lobbying has taken place accordingly.

Directors Self Assessment Summary



Currently, there are some significant challenges that lie ahead, namely:

- The organisation's ability to deal with the recruitment and retention difficulties
- Adequately resourcing the decarbonisation agenda given the significant challenge of Welsh Government Decarbonisation targets and relatively short timescales involved.
- Finances - there are some significant organisational pressures linked to staffing issues and the future financial settlement remains uncertain.¶
- There is work to be done on expectation management in light of recruitment / retention difficulties and possible financial savings requirements.¶
- The role of Corporate Joint Committees and their relationship with Local Government Services moving forward.
- Delivery of the ambitious place shaping plan in light of the pressures outlined above.¶
- There are a number of big decisions that will need to be made in 2022 if the authority is to have any chance of meeting the 2024/25, 70% recycling target set by WG
- Administering the CRF grant programme and preparing bids in accordance with the Levelling up fund and associated criteria.¶
- Loss of EU funding for employment support and potential significant redundancy liability that this represents.¶

Priorities



Table 1 showing summary count and status of service priorities

Count	Progress R A G Status	Status reference	Count Priorities specifically linked to Equalities or Welsh Language Strands
8	Black	Not yet started or too early to report any progress (achievements/changes)	1
6	Red	Started but not progressing well	0
25	Amber	Started with reasonable progress achieved	1
10	Green	Going well with good progress	0
49	Total		2

Table 2 showing a list of service priorities and their status

Links to 21/22 Directors Priorities	Title	Completion Date	Progress R A G Status select from drop down list	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain... (If As) Select from drop down list
	ALL Services				
Dir's priority 12	Maximise financial resilience, through the Council's future Financial Management Strategy.	Feb-22	Red	Budget allocations for 2021/22 have not posed any particular constraints and was welcomed by services. However, there is a level of uncertainty around the financial settlements forthcoming from Welsh Government, that impede longer term planning, let alone service sustainability predictions, improvements and investments.	
Dir's priority 5	<p>Progressing key decarbonisation decisions and projects in accordance with the adopted strategy, action plan and energy prospectus (Council's decarbonisation policy - to include electric vehicles, environmental management, agile working etc). With current focus on:</p> <p>Waste Services & Infrastructure (cleaner/greener fleet options) and,</p> <p>Property Services (reducing the energy consumption in Council buildings and promote the on site generation of renewable electricity where possible).</p> <p>Public Protection: (Promote "Try Before You Buy" free trials of licensed electric vehicles to support Welsh Government's decarbonisation agenda and zero emissions target for taxis by 2028).</p> <p>Planning & Regeneration: Contribute to the Council's decarbonisation policy (delivery of Cwm Ifor Solar Farm and Upper Rhymey Valley Windfarm, etc.)</p>	Mar-24	Amber	<p>WASTE SERVICES: Electric and Eco friendly vehicles are being trialled with a view to procuring carbon friendly fleet. A Fleet Review Officer (in the Policy Team) has been appointed to undertake a detailed review of vehicle utilisation as part of our switch to electric and ultra low emission vehicles.</p> <p>INFRASTRUCTURE: Work on decarbonisation has already made good progress with the introduction of LED street lighting and part night lighting. £4.8m 2021/22 ULEV funding has been awarded to the RTA to progress EV charger installation. CCBC will benefit from the installation of 5 fast chargers for taxi use only in Bargoed, Blackwood, Caerphilly (2no.) and Newbridge. There will also be an Ultra fast charger installed at the Council's Tredomen offices for the benefit of the CCR taxi 'try before you buy' scheme.</p> <p>PROPERTY: Year End 20/21 - Electricity consumption across the core corporate offices has significantly reduced through a combination of rationalisation and energy saving measures including the upgrade of all lights in Ty Penallta to LED fittings. Over 3,400 PV panels have been installed to date on Council buildings and these generate 620 megawatts of renewable electricity per annum. Options to further increase energy generation on the Tredomen campus are being presented to Cabinet in 2020. High overnight consumption in Ty Penallta has been investigated and steps taken to reduce. Reinvestment of LEAF loan funds continues at pace.</p> <p>PUBLIC PROTECTION: Vehicles in situ , waiting for Welsh Government to establish ownership company so that vehicles can be licensed and trialled.</p>	
	As above....Continued			PLANNING & REGENERATION: The Council were approached late Summer 2019 in relation to an opportunity to develop a solar farm at Cwm Ifor, Peny rheol. The proposal involves the purchase of a grid connection, and the subsequent development of an outline business case to explore the viable options for the solar farm development. In March 2021 Cabinet approval was sought for the Council to enter into a non-legally binding Memorandum of Understanding (MoU) with the private green energy company RWE to develop a windfarm in the Upper Rhymey Valley. Initial discussions have been held between the Council and RWE as to the possibility of a shared ownership wind farm development on privately owned land north of Rhymney. Cabinet agreed to the MoU and officers are working with RWE to explore shared ownership models for future consideration by the Cabinet.	
	CJC priorities to be developed following establishment of CJC's in 2022 <i>Move this to the top as it overlaps more than one service - Not just Infrastructure</i> Q. What does CJC mean?	Jan-23	Black	CJC's have been confirmed that they will be introduced to promote and assist more regional working from 2022. Priorities will need to be established during the initial stages. Officers and members will assist in these developments when commenced.	
	Community & Leisure				

Priorities



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Links to 21/22 Directors Priorities	Title	Completion Date	Progress R A G Status select from drop down list	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain... (If As) Select from drop down list
	Long term Materials Recovery Facility (MRF) contract arrangements to be developed and implemented. Previously - Seek Cabinet approval and implement the outcome of the waste review in relation to collection systems and secure long term MRF (Materials Recovery Facility) arrangements.	Oct-22	Amber	Year End 20/21 - The proposal to review the garden and food waste collection service has been ratified by the Waste Review Board and a series of options are being developed prior to introducing a reconfigured collection regime for implementation. The refuse and recycling route optimisation programme is continuing. Negotiations on using a local MRF at Llwydcoed, have been halted by RCTCBC/Amgen. Therefore, the RCTCBC outlet for the reprocessing of our recyclables will not be available to include in the re-routing programme for the recycling collections. Notwithstanding, the round reconfiguration programme is in the consultation phase with the unions, supervisors & collection crews. It is anticipated that the implementation dates for the new rounds could commence at the end of October 2021 but this has been deferred until after the May 2022 elections.	
	Seek Cabinet approval and implement the outcome of the waste review in relation to Household Waste Recycling Centres (HWRCs).	Oct-22	Amber	Year End 20/21 - Preparations for the development of a Reuse Facility have included the utilisation of funding from Welsh Government. The proposal to redevelop the former Parks building at South Road, Penalta Industrial Estate has commenced. This facility will help to bolster our recycling & reuse performance, add to our portfolio of resource recovery services and satisfy local expectation. The Authority has also attained Welsh Government funding to improve and develop the infrastructure at the network of HWRC sites. The Authority is looking to introduce a booking system for access to HWRC sites in line with what a number of neighbouring Authorities have introduced . From our research there are considerable benefits (better recovery rates, better traffic control and less misuse by rogue traders) to be accrued from such a solution. However, a recent survey reveals the public feedback is in the main opposed to such a solution. A report will be submitted for consideration after May 2022 elections	
Dir's priority 8	Ensuring the timely production of a waste strategy and paving the way for key strategic decisions in relation to waste management to be made early in the new political administration. To include an action plan to achieve the 2024/25 statutory recycling targets.	Jul-22	Amber	A key decision timeline has been developed which needs refining prior to consideration formally by the new political administration. This decision timeline will need to focus on the key change decisions required and their impact on recycling levels in advance of the next statutory recycling target in 2024/25.	
	Commence Operations at the Penalta Waste Facility.	Mar-22	Amber	Works due for completion in autumn 2021 with opening planned for early 2022.	
	Implement the 10 year Sport & Active Recreation Strategy.	Mar-29	Green	The Sport & Active Recreation was formally adopted by CCBC in November 2018 and commenced in January 2019. Despite the pandemic strong progress has been made to support the development, operation and access to a range of new facilities and improved infrastructure. This has included new 3G pitches, redevelopment of the fitness suite at Newbridge LC, and completion of a new running track. Further positive developments have been realised in terms of collaborative partnership working across Gwent and more locally with schools and both the independent and voluntary sector.	
Link to Dir's priority 1	Prepare and implement proposals for the development of Caerphilly Leisure Centre in support of the broader Caerphilly place shaping agenda.	Apr-22	Red	An initial business case was developed in respect of a new Caerphilly Leisure Centre on the existing Virginia Park site. Further opportunities have now been presented and a Caerphilly Project Manager has been appointed. Design options are being explored and developed.	

Priorities



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Links to 21/22 Directors Priorities	Title	Completion Date	Progress R A G Status select from drop down list	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain... (If As) Select from drop down list
	To undertake a formal review of the Community Centre managed network to support a more sustainable and efficient delivery model.	Apr-22	Black	The last formal review of the councils approach to the management of its community centre network was in 2014. A number of recommendations were made, however few of these were implemented. The service has since moved on and the network is in some instances far more resilient, however a number of facilities still suffer from a lack of management committee representation and membership. The community centre network now has a more structured purpose in respect of its role in supporting the implementation and delivery of the SARS. A number of recommendations are being explored as part of the ongoing service reviews and a number of buildings may play a significant role in this area of work. The formal adoption of the councils Community Asset Transfer (CAT) is also an area of further exploration in support of broader review of the service.	
	Continue to the review of Fleet Management and Vehicle Maintenance to improve service efficiency and delivery.	Mar-22	Amber	A closure report of the service review workstream completed throughout 19/20 was submitted to the Transformation Board on 8th July 2021. A supplementary Action Plan has been submitted to Corporate Management Team with discussions ongoing - See Risk Register.	
Link to Dir's priority 7	Implement the Green Infrastructure Strategy and secure grant income to undertake project work.	Mar-26	Green	The Caerphilly Green Infrastructure Strategy has been approved by the Cabinet as the primary strategy to be used in the development and management of the natural and green environment within the County borough. Cabinet have allocated £1M for cleaning and green initiatives in 21/22 and these are progressing. In addition to implementing policy, a number of grants have been secured to ensure effective improvements to our GI strategy at a practical level e.g. tree planting and upland management.	
	Continue to seek funding to deal with Ash Dieback across the county borough to ensure the safety of our residents and road users.	Mar-22	Amber	Some Green Infrastructure funding was received in 2020-21 to allow for some felling. Green Recovery Funding was received in 2021 allocated via WLGA, £111K was allocated to deal with ash die back across the county borough. We continue to fell any trees noted with significant ash die back whether this is identified during routine inspections, service requests or during ad-hoc site visits. In July 2021, Cabinet approved funding (£750k over the next three financial years) to manage ash die back across the county borough.	
	Build a new Visitor Centre at Parc Penallta.	Mar-24	Red	A funding package has been assembled with the bulk of the funding confirmed from Welsh Government. Following initial design a planning application has been submitted. Tender documents have been returned, but the market is currently very challenging and the design is being reviewed to get alignment with available funding.	
	Realign and re-profile the Rural Development Plan (RDP).	Mar-23	Black	Revised delivery profile submitted to Welsh Government following completion with Corporate Finance. Programme activity is underway with approved targets exceeded or nearing completion in advance of programme end date. Post 2021, the RDP will continue to support existing and new project initiatives that deliver the aims of the Rural Local Development Strategy.	
	Infrastructure				

Priorities



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	Securing sufficient staff resources to maintain service provision and ensure succession planning for longer term service delivery.	Mar-23	Red	Appointment of staff to key technical positions is a significant challenge and is now starting to affect delivery of key infrastructure projects. The matter has been raised with the Corporate Management Team (CMT) and Cabinet and an Action Plan to address key recruitment issues across the organisation is being developed. Recruitment of agency and consultant/contractor support has also been challenging. A continual review how services need to be provided is required throughout 2021/22.	
	City Deal and Metro strategic priorities; Maximise City Deal funding streams and opportunities	Mar-23	Amber	Q2 - £8m Local Transport Fund (LTF) funding package awarded to the RTA for 2021/22 from WG. This includes further development funding for Caerphilly Interchange and for Central Rhymney line Park and Ride (Llanbradach and Ystrad Mynach P&R) proposals for CCBC. Procurement of the RIBA Stage 2 and WelTAG Stage 2 studies for Caerphilly Interchange will commence in Q3 for award in Q4. The WelTAG Stage 2 study for the Central Rhymney Line will be completed in Q3. An additional £4.8m ULEV funding has been awarded to the RTA to progress EV charger installation. CCBC will benefit from the installation of 5 fast chargers for taxi use only in Bargoed, Blackwood, Caerphilly (2no.) and Newbridge. There will also be an Ultra fast charger installed at the Council's Tredomen offices for the benefit of the CCR taxi 'try before you buy' scheme.	
Link to Dir's priority 4	Deliver the Local Transport Plan (LTP) and assist in delivering an Authority Local Development Plan (LDP) and wider Regional Strategic Development Plan (SDP) and Regional Transport Plan (RTP).	Mar-25	Amber	Q2 - Ongoing with Local Transport Fund (LTF) and Active Travel funding grant wards for 2021/22 supported by CCBC Regeneration Board funding to take forward the Councils Metro plus priorities. Additional in year funding of £440k for Active Travel minor works has been secured. Work for the replacement LDP is progressing with the review of Candidate sites. This work will help shape work that will be influenced by the CJC's when established in considering the required RTP and SDP.	
	Develop highway investment options to improve the investment in carriageway resurfacing to limit any future network deterioration	Mar-22	Amber	Year End 20/21 - Work ongoing in relation to Highway Asset Management to consider the most viable funding options for the longer term sustainable maintenance of the network. Proposals for long term funding options are being developed for consideration during 2021/2022.	
Link to Dir's priority 2 **	** Preparation and submission of high quality <u>Levelling up fund bids</u> in accordance with round 2 of the fund deadline in June 2022.	Jun-22	Amber	Development work on options for levelling up funding have started to be developed in order to meet June 2022 submission deadline (assumed deadline subject to UK Government confirmation)	
	Integrated Network Map (INM)/Active Travel Network Map (ATNM) - review	Jan-23	Green	Q2 statutory consultation for the new ATNM commenced in August and will be completed on 5th November. Submission of the completed review is still on target to be submitted to WG by the end of December 2021.	
	Coal Spoil Tips - review in conjunction with new legislation development	Mar-23	Green	Significant joint work between WG and LA's has commenced to review the current tips legislation that has been unchanged since 1967. The Law Commission in conjunction with The Coal Authority, NRW and LA's are jointly undertaking this work to produce a more up to date and appropriate legislative requirements.	

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	Property				
	Continue to lead the rationalisation of building portfolio and reduction in associated costs and the improvement in the condition of retained buildings	Mar-23	Green	Nov 21 – Delivery against the Asset Management Strategy, Land and Property and the Service Asset Management Plans (SAMPS) continues. All SAMPS have now been drafted and agreed with the relevant service area. Leased in De Clare Court now vacated and leased in Pontygwindy House will be vacated in March 2022 resulting in significant revenue savings. A new fit for purpose Social Services facility completed in an Authority building in Bargoed in summer 2021 and some staff will relocate here from Pontygwindy House. Cherry Tree House vacated and will now be offered to the office rental market. The Chartist Gardens residential development on the site of the now demolished Pontllanfraith Civic Centre is expected to commence in December 2021 and will provide 120 much needed new homes of which 80 will be affordable. The Cwm Gwyddon Primary School has been designed in house and tendered with construction expected to commence in early spring 2022. Whilst most staff continue to work from home the corporate offices have been decluttered to aide agile working when Welsh Government guidance changes.	
	Disposal of surplus land especially land with residential redevelopment potential	Mar-23	Amber	Nov 21 – Bedwelly Fields now sold for residential development and the site of the now demolished Pontllanfraith Civic Centre is expected to be sold in December 2021. Caerphilly Homes are evaluating the Ty Darren, Oakdale Comprehensive and Brooklands sites for council homes or sheltered housing schemes.	
	Lead efforts to improve the statutory testing compliance of our buildings and to promptly action remedial tasks arising from testing and inspections	Mar-23	Green	Nov 21 - Testing compliance continues to be excellent and overdue remedials generally negligible with the exception of fire risk tasks in schools, although these are now mainly associated with new risk assessments.	
	To continue to deliver a fast changing capital project workflow. In particular to endeavour to match resources to workload and ensure costs are balanced by the fee revenue.	Mar-23	Amber	Nov 21 – a rapidly fluctuating workload and difficulty recruiting has led to the current workload exceeding the capacity of the in house team to deliver. A package of smaller projects has been outsourced. All current workload is thus in hand although some capital projects will progress more slowly than we would like.	
Link to Dir's priority 3	Support all Directorates and Services with post Covid return to work strategies, plans and infrastructure adaptations and requirements	Mar-22	Amber	Nov 21 - Whilst most staff continue to work from home the corporate offices have been decluttered to aide agile working when Welsh Government guidance changes. Risk assessments are in place for those who do come to our offices and various precautions have been in place since the impact of COVID in all offices including measures to avoid touching doors, separation in toilets and one way systems on stairs	
Equality Action Plan 2020/24	Survey the council's building stock (and schools) in relation to accessibility using the Local Access Group <i>(Equality Objective 1 - Service Planning and Delivery – Understand and remove the barriers people face when accessing services. Action 9)</i>	Mar-24	Black		More than one Strand

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	Public Protection				
Link to Dir's priority 9	Progress the works for achieving compliance with the European Union (EU) Ambient Air Quality Directive at Hafod-yr-ynys in the shortest possible time. <i>Progressing to compliance with the WG direction relating to Hafodyryns including demolition of housing stock and design of revised footway / landscape.</i>	Dec-22	Amber	Progress has been directly affected by COVID restrictions/lockdown. However, property purchase and surveys have been completed. The demolition contracts were awarded in September with works commencing in October 2021.	
	Present proposals for consideration by Members regarding a review of existing Public Space Protection Orders relating to dog control and drinking in public places and a proposal to exclude dogs from marked sports pitches.	Oct-21	Amber	Proposals have been presented to Members (Cabinet/Scrutiny) with the necessary public consultations conducted this summer. Draft Orders are due to be presented to Scrutiny Committee on 26th October and then Cabinet for approval on 10th November 2021.	
	Continue to support and advise consumers and businesses post "Brexit".	Mar-23	Black	With response to the pandemic ongoing it has been extremely difficult for Environmental Health to offer any support for non-Covid work. There have been a limited number of enquiries for Trading Standards which they were able to respond to. At a national level businesses are reporting difficulties with imports and exports associated with post Brexit paperwork. Locally, a small number of business enquiries have been addressed, but it has not been possible to offer comprehensive support and advice as resources have been diverted to Covid-19 response.	
	Following the establishment of the Gwent Public Services Board (PSB), develop the Safer Caerphilly Working Group into a Community Safety Partnership Board (CSPB).	Mar-22	Green	Proposals are being developed in parallel with the forthcoming Gwent PSB Development Day to re-establish the Safer Caerphilly Community Safety Partnership Board. The intention is to build upon the work of the Safer Caerphilly Working Group and arrangements such as the Safer Caerphilly Hub and the fortnightly partnership tasking process where the CADROs supply a tactical overview document of the crime and ASB priorities for the area. This includes emerging trends, hotspot areas to target and individuals of interest and it is from these meetings where the Community Safety Wardens and PCSOs are tasked along with all other partners such as Environmental Health, Positive Futures, Youth Services etc., and deploy their resources to the priority locations.	
	To Migrate the Licensing Diamond and Public Protection Civica APP databases to Civica Cx.	Dec-21	Black	Due to lack of capacity in ICT this was scheduled for April/May 2022. However, the latest advice from ICT is that all such projects are on hold.	
	On-going response to Covid 19 impacts/WG Control Plan- advice to business and consumers , monitoring, enforcement and management of demand for ceremony program. Sustain a skilled and resilient workforce to enable TTP to continue throughout 2021 and beyond as necessary.	Mar-22	Amber	The response is ongoing across multiple fronts, but in recent weeks there has been some realignment of support for schools and care homes. Some teams have been able to turn to non-Covid pressures and backlog, others much less so. TTP funding has recently been confirmed through to end of June 2022 with appropriate recruitment and HR processes in train. Registrars faced increased demand for ceremonies and birth registration easements are due to end in November 2021.	

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	Progress post-Covid recovery by resuming the business inspection programme in particular high risk premises, Food, Health & safety, Feed and Animal Health .	Mar-22	Red	Some business inspection of high risk premises has resumed, but the coronavirus pandemic continues to have a significant draw on available resources. Only 6% of the targeted Food Safety interventions that should have been delivered have been undertaken. 61.5% of high risk premises have received an onsite intervention for Food Standards. No feed interventions carried out to date. Fair Trading Officer (Animal Health) will carry out on farm feed inspections when there is feed on farm i.e. Q3 and /or Q4. It is likely the majority of this work will take place in Q4 as the priority in Q3 is animal licensing establishments.	
	Production and dissemination of Food Allergen training resource for Food businesses in Wales, England and Northern Ireland in multiple languages in time for implementation of requirements which come into force in on 1st October 2021.	Oct-21	Green	Resource launched in September . Scotland will also adapt for their use . Publicity & promotion campaign hosted by CTSI . Exhibited at CTSI conference in September - with Senior TSO being awarded CTSI Hero Award for leading the project. Mailshot to all CCBC premises to raise awareness of resource.	
Equality Action Plan 2020/24	Evolve the regional integrated approach, to improve the health and well-being of individuals and families subjected to violence against women, domestic abuse and sexual violence. <i>(Equality Objective 3 - Community Cohesion – Promote and facilitate inclusive and cohesive communities. Action 2) and (Objective 6 - Inclusive, Diverse and Equal Workforce – Create a workforce which reflects and respects the diversity of the communities within the county borough. Action 2)</i>	Mar-24	Amber	The Gwent VAWDASV Board was established in 2015 and a Strategic Plan 2018 to 2023 has been adopted. Statutory partners and the specialist sector are all represented. There is also a Strategic Delivery Group and 8 other sub-groups. The Gwent PSB held the development session which I mentioned below which had a focus on Community Safety, VAWDASV, and the Substance Misuse Area Planning Board. The PSB agreed to a recommendation that a comprehensive governance review of community safety & VAWDASV in Gwent is undertaken. It was agreed that a strategic advocate would be identified to lead the development of a future scoping paper to come back to the PSB.	Sex
	Regeneration & Planning				
	Link to new Risk for 21/22: Establish Closure Plans for the EU/WEFO Grant Funding Programmes that are coming to point of closure (2022) and secure resources to deliver the 17 point mitigating actions as identified on the Risk Register for 2021/22.	Mar-22	Red	Within the Regeneration Service there are currently 36 staff employed on the Communities for Work (CfW) Programme and the CfW+ /CfW++ . The CfW programme is funded by the European Social Fund through the Welsh Government, with delivery funding scheduled to end on 30/06/2022 and finance funding to end on 31/12/2022. This has now been extended with delivery funding scheduled to end on 31 /03/2023 and finance funding to end on 31/10/2023. The CfW+ /CfW++programmes are funded by Welsh Government and these are due to end on 31/03/2022. Participants are supported under 2 main priorities – Priority 1 supports participants aged 25+, who are either Economically Inactive or Long Term Unemployed and face complex barriers to employment. Priority 3 supports participants aged 16-24 who are NEET. Employability support will remain a key priority for residents even after the end of current grant funding streams, particularly given the significant and ongoing impact of the Covid-19 pandemic and alternative funding needs to be identified to continue this important work. (Annual allocation 21/22 £1.8m). Note: other service areas also impacted. (See also - Risks Register Progress Updates Comments)	
Link to Dir's priority 3 & 4	Enhance Project Management and Delivery of major regeneration projects through the provision of additional staff resources to speed up delivery of the service.	Apr-23	Black	Report drafted for consideration by CMT	

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Link to Dir's priority 4	Commence work on the 2nd Replacement Local Development Plan (LDP) and work closely with elected members to develop a plan with cross party support.	Jul-21	Amber	The Council resolved to commence a full revision of the Caerphilly County Borough Local Development Plan up to 2021 (Adopted LDP) at the Council meeting held on 23 October 2019. The first stage in the preparation of the 2nd Replacement Caerphilly County Borough Local Development Plan up to 2035 (2RLDP) is to prepare a Delivery Agreement (DA) which includes: The timetable for the delivery of the 2RLDP; and The Community Involvement Scheme (CIS) – which sets out who will be consulted and when. The Draft DA was subject of public consultation in January /March 2021 and Approved by Welsh Government in June 2021	
Link to Dir's priority 3 & 4	Deliver the Newbridge to Risca Masterplan in consultation with elected members and key stakeholders.	Mar-22	Amber	Initial workshop arranged with elected Members and Community Council representatives to ensure their early engagement with the content of the Masterplan. Draft plan to be considered by Housing & Regeneration Scrutiny Committee in November 2021.	
Link to Dir's priority 3 & 4	Commence work on the Greater Blackwood Masterplan	Mar-22	Black	Work on this will commence when the Newbridge to Risca Master Plan has been approved.	
	Secure additional funding for the Regeneration Project Board to aid delivery of sites of strategic importance.	Jul-21	Green	During January 2019 Cabinet resolved to release £1.2m of reserves for the Regeneration Board prioritised projects. This was further supplemented in April 2021 when the Cabinet resolved to allocate an additional £1m to the Development Fund budget. At the Regeneration Project Board meeting of 27 July 2021, it was confirmed by the Council's S151 Officer that a further £1.0M of funding had been identified for project development activities. This brings the total allocated Development Fund budget to £3.5M. Significant progress is being made by the Board and officers are taking a report to Council in October 2021 to recommend that the Regeneration Board is afforded delegated powers to prioritise the Community Infrastructure Levy funding spend.	
Link to Dir's priority 3	As an on-going response to Covid 19 impacts, ensure the timely determination of business grants and business advice to aid business recovery.	Mar-22	Green	Over the past 18 months the focus of the Business Enterprise & Renewal Team has by necessity switched to delivering business support measures (they have processed over 3,000 complex grants to a value of circa £6m).	
	*Continue to support and advise consumers and businesses post "Brexit".	Mar-23	Amber	A bid has been put in to the £1m Brexit fund for a dedicated Brexit officer to support business. A 2 year fixed term post has been agreed and an officer has been appointed.	
Link to Dir's priority 2 **	** Develop 4no. bids for the <u>Levelling Up Fund</u> for submission to UK government to secure investment for key place shaping proposals. Move to overarching with other Levelling up priority Preparation and submission of high quality Levelling up fund bids in accordance with round 2 of the fund deadline in June 2022.	Jun-22	Amber	A list of CCBC projects which would potentially be eligible for Levelling Up Funding has been distilled through a vetting process undertaken by senior officers from within the Regeneration and Infrastructure divisions and these were considered and agreed by Cabinet in May 2021. The proposals will be worked up in terms of their feasibility to ensure they are capable of practical delivery and ready for submission to UK government in 2022.	

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8	Black	Not yet started or too early to report any progress (achievements/changes)	1
6	Red	Started but not progressing well	0
25	Amber	Started with reasonable progress achieved	1
10	Green	Going well with good progress	0
49	Total		2

Table 2 showing a list of service priorities and their status

Links to 21/22 Directors Priorities	Title	Completion Date	Progress R A G Status select from drop down list	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain... (If As) Select from drop down list
Ind Link To Dir's priority 1	Progress the Strategic sites in Caerphilly Town 2035, for example The Caerphilly Interchange, Pentrebane Street, Park Lane through to delivery.	Apr-25	Amber	<p>In March 2021 Welsh Ministers made provision for a loan offer for £20m to be made available to Caerphilly County Borough Council to progress the development of a strategic brownfield site. The due diligence to progress the site will be undertaken during 2021. Good progress has been made on the Caerphilly Transport Interchange and officers will progress the feasibility and design stage (Weltag and RIBA stage 2) in readiness for submission to UK government in 2022. In January 2021, Cabinet resolved to utilise CPO powers to secure the redevelopment of Pentrebane St and develop the site for a mixed use scheme in partnership with Link Cymru. £13m of investment of external funding streams comprising WG Targeted Regeneration Investment (TRI) funding(secured), WG Social Housing Grant and Linc Cymru private finance is needed to proceed. The legal process for the CPO will progress throughout 2021/22.</p> <p>Park Lane has been advertised and an expression of interest has been submitted by a developer partner to develop the site for a boutique hotel. Officers are in active dialogue with the company concerned to secure the land and take the development forward.</p>	
	Reduce the amount of subsidy necessary to support the Council's Visitor Attractions.	Mar-23	Amber	The team are working to reduce the attractions' overall subsidy with the aim to transform the service to the point where no subsidy is required but this is not likely to be achievable in the short term. Sufficient progress has been made, however all attractions have been severely impacted by the covid restrictions.	
	To migrate the Land Charge Service to Her Majesty Land Registry (HMLR).	Mar-23	Amber	The Welsh Government has brought forward legislation to align Welsh local authorities' LLC search fees with those that apply in England and there is now a requirement for local authorities to work with HMLR to migrate their data to facilitate the new digital LLC service. Her Majesty's Land Registry has indicated that Caerphilly CBC's data needs to be prepared for migration in 2021/2022 in readiness for full migration of the service in 2022/23. Work is underway with the Director of Economy and Environment assigned to be the SRO for the project.	

Performance

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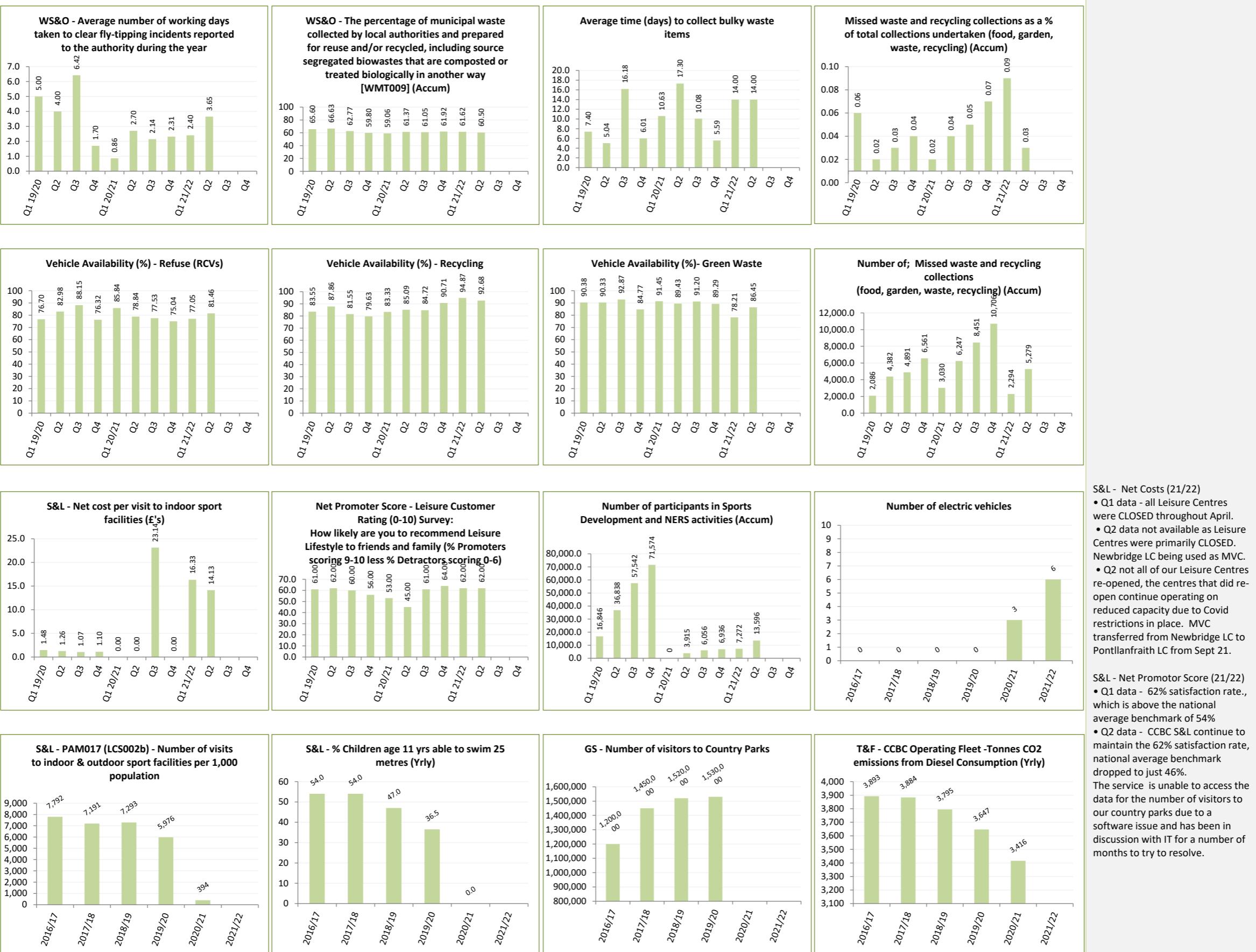
[Link to Base Data](#)



Comments should be manually entered into the text box to explain any unusual performance trends

What is performance telling us?

COMMUNITY & LEISURE - Measures



S&L - Net Costs (21/22)

- Q1 data - all Leisure Centres were CLOSED throughout April.
- Q2 data not available as Leisure Centres were primarily CLOSED. Newbridge LC being used as MVC.
- Q2 not all of our Leisure Centres re-opened, the centres that did re-open continue operating on reduced capacity due to Covid restrictions in place. MVC transferred from Newbridge LC to Pontllanfraith LC from Sept 21.

S&L - Net Promotor Score (21/22)

- Q1 data - 62% satisfaction rate., which is above the national average benchmark of 54%

- Q2 data - CCBC S&L continue to maintain the 62% satisfaction rate, national average benchmark dropped to just 46%.

The service is unable to access the data for the number of visitors to our country parks due to a software issue and has been in discussion with IT for a number of months to try to resolve.

Performance

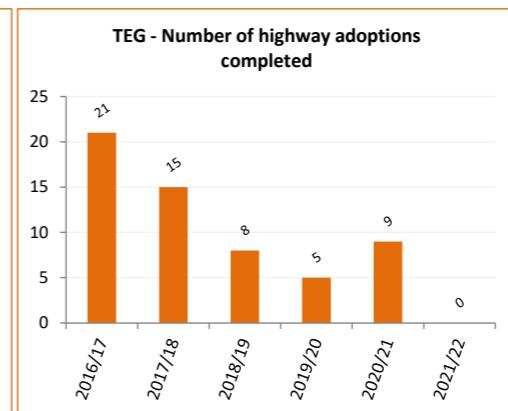
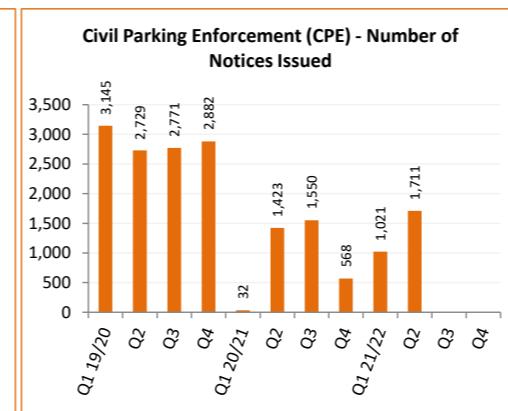
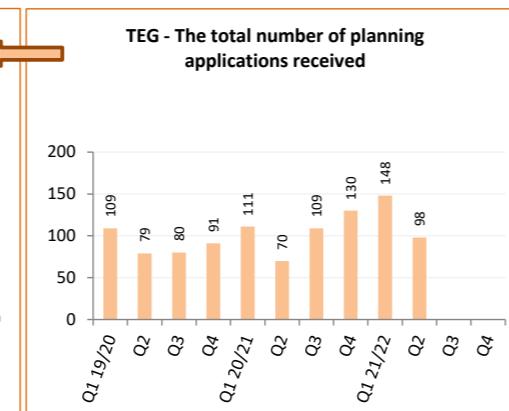
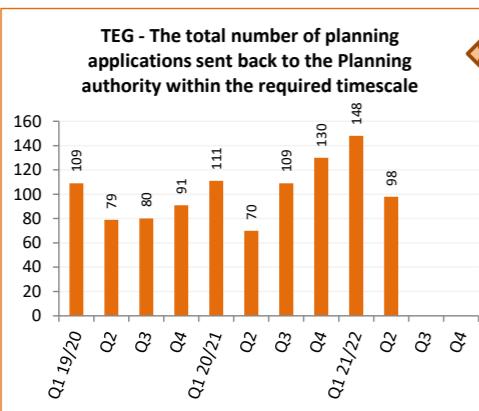
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[Link to Base Data](#)



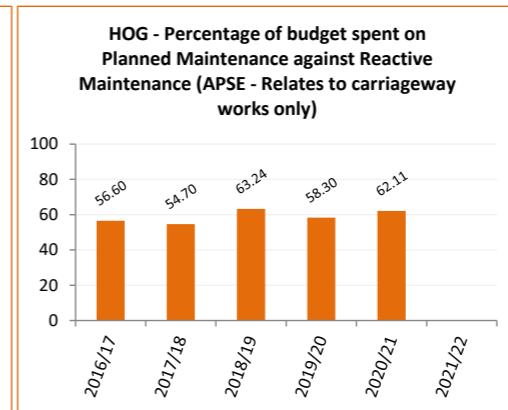
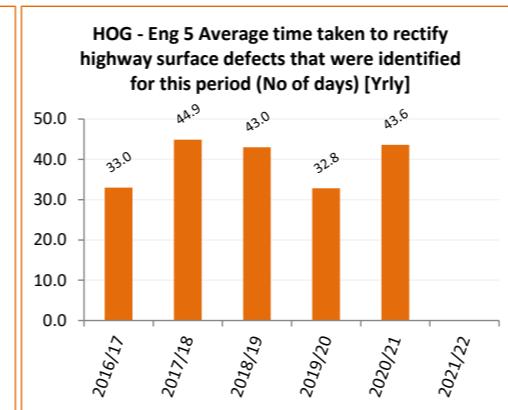
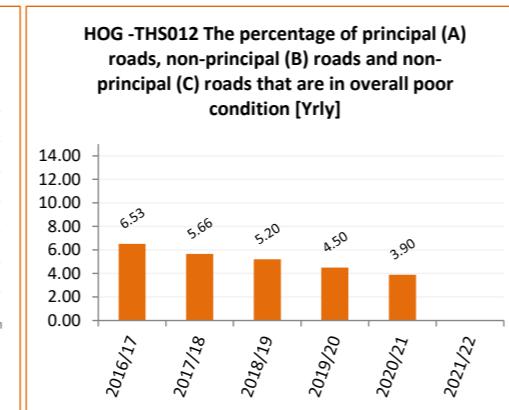
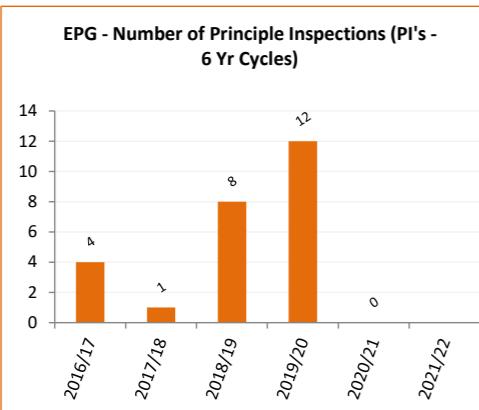
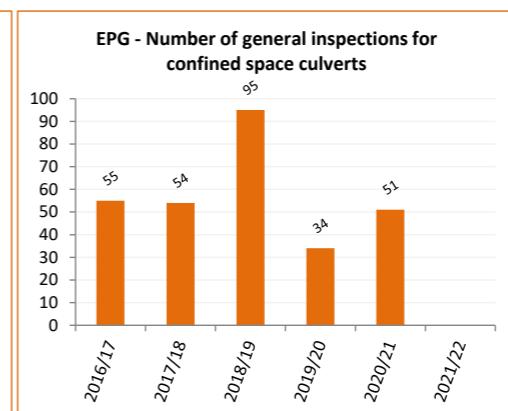
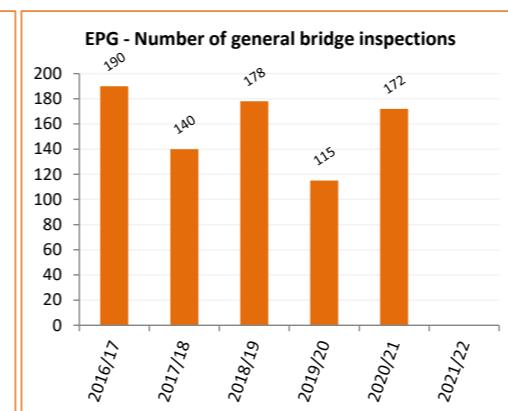
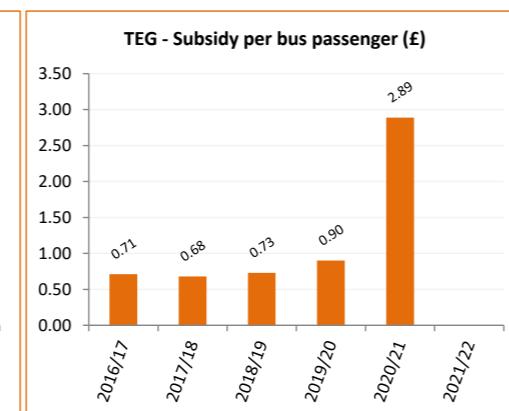
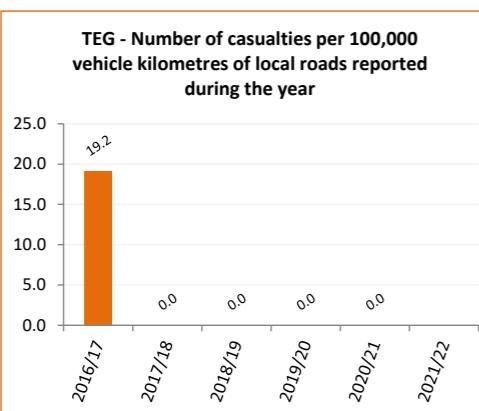
Comments should be manually entered into the text box to explain any unusual performance trends

INFRASTRUCTURE - Measures



What is performance telling us?

Subsidy for bus passenger services has been impacted in 20/21 due to the Covid Pandemic. Some services received 'hardship top-ups.'



Performance

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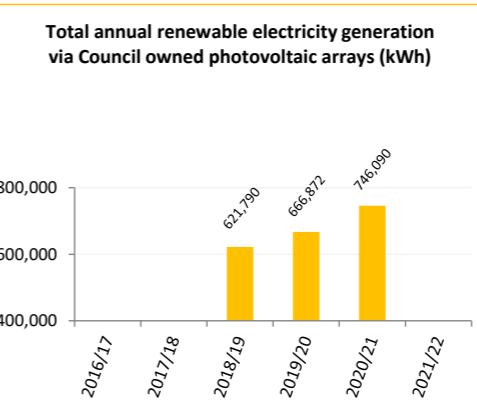
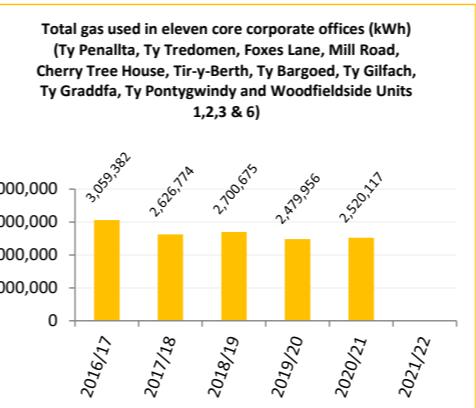
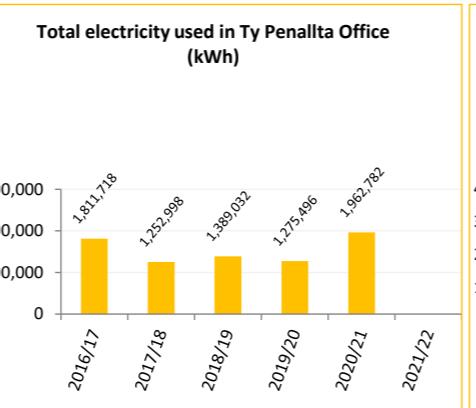
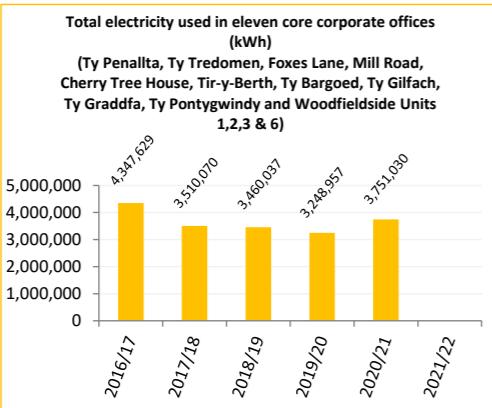
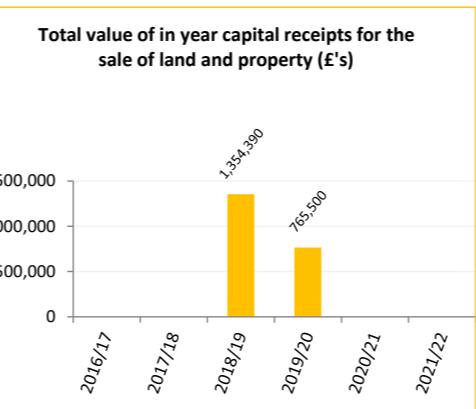
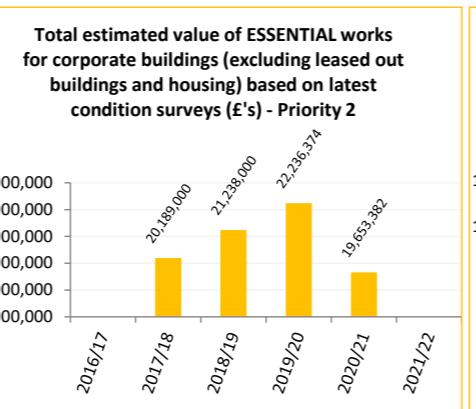
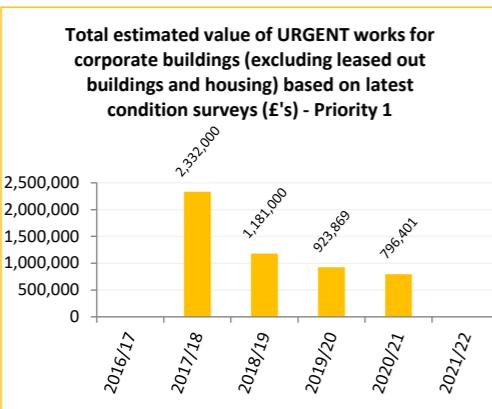
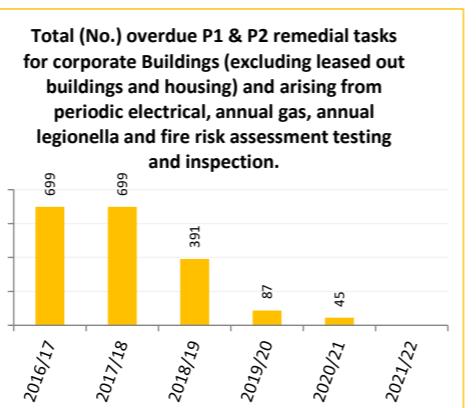
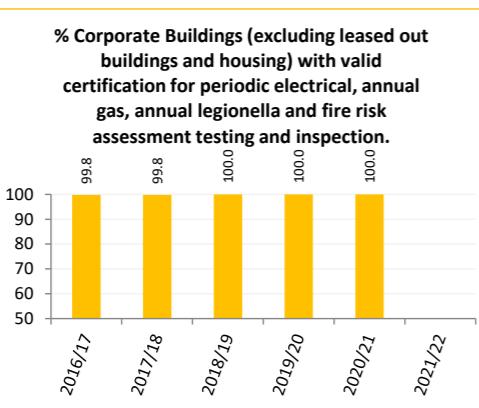
[Link to Base Data](#)



Comments should be manually entered into the text box to explain any unusual performance trends

What is performance telling us?

CORPORATE PROPERTY - Measures



Utility Consumption - There was a noticeable increase for key sites during 2020/21, despite reduced occupancy, due to changed building ventilation requirements resulting from the Covid-19 Pandemic. I.e. increased airflows and ventilation - higher consumption and heat losses.

Renewable Electricity - For 20/21. This has been based on estimated values (from historical trends) due to limited Regeneration Meter access of certain sites (e.g. Care homes)

Performance

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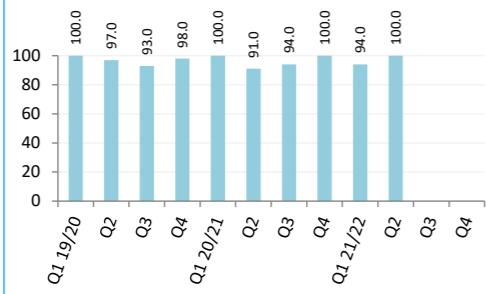
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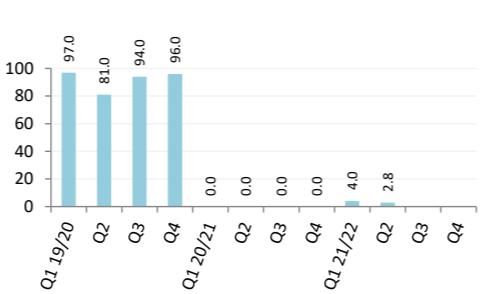
Comments should be manually entered into the text box to explain any unusual performance trends

PUBLIC PROTECTION - Measures

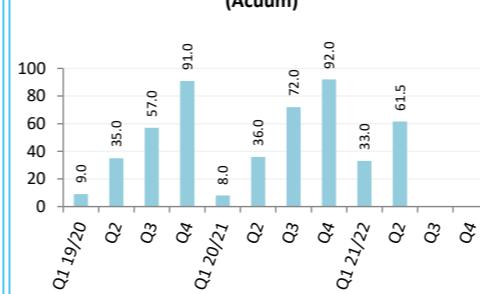
The percentage of significant breaches that were rectified by intervention for Trading Standards (Accum)



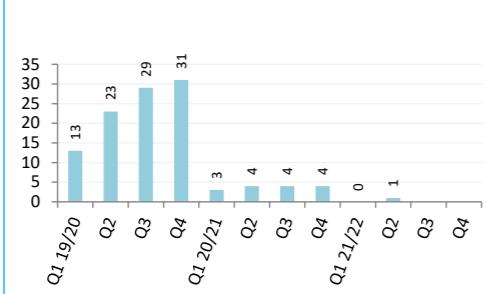
The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene (Accum)



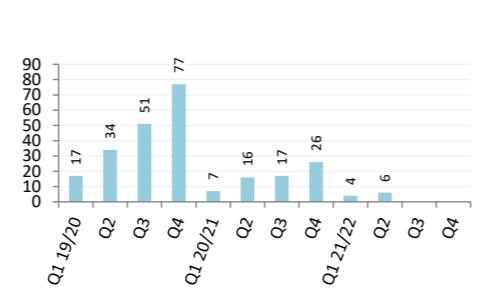
The percentage of high risk businesses that were liable for a programmed inspection that were inspected for Food Standards (Accum)



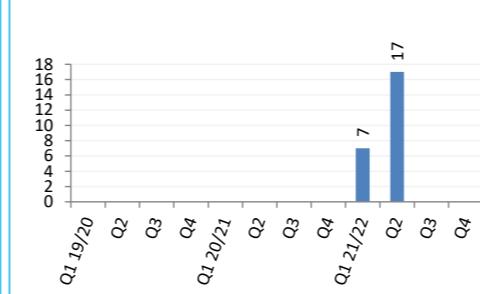
Number of Fixed Penalty Notices issued for dog fouling and not having the means to pick up (Accum)



Number of Fixed Penalty Notices issued for littering (Accum)



Number of Fixed Penalty Notices issued for fly tipping and householder duty of care (Accum)



What is performance telling us?

Fixed Penalties: Resources redirected to focus on and deal with the increased fly-tipping issues since the start of the pandemic.

Performance

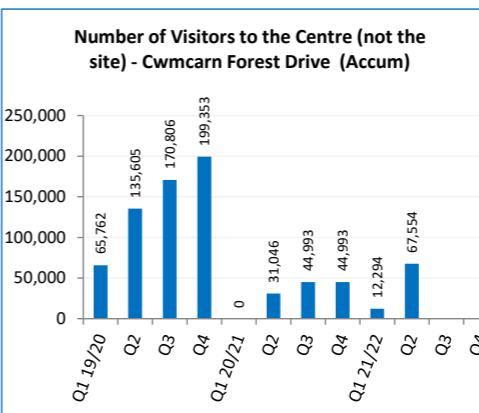
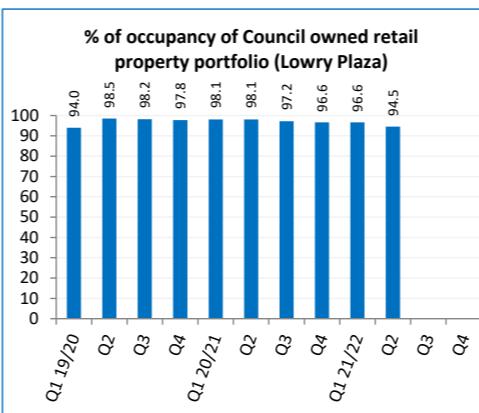
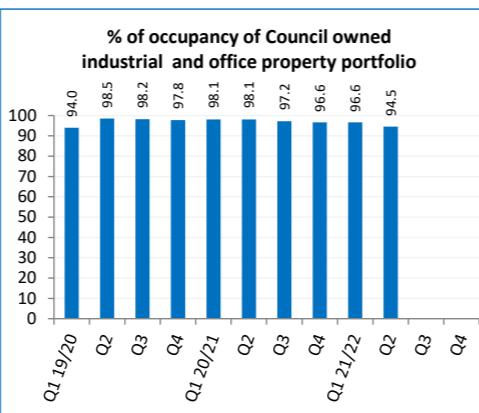
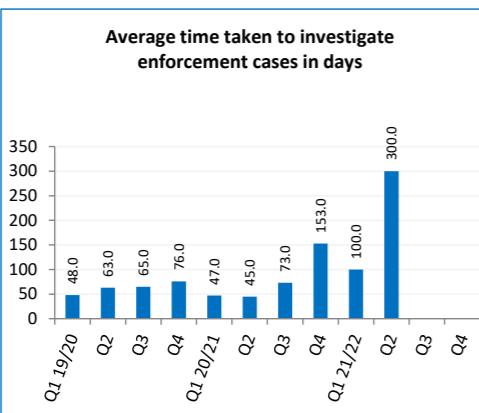
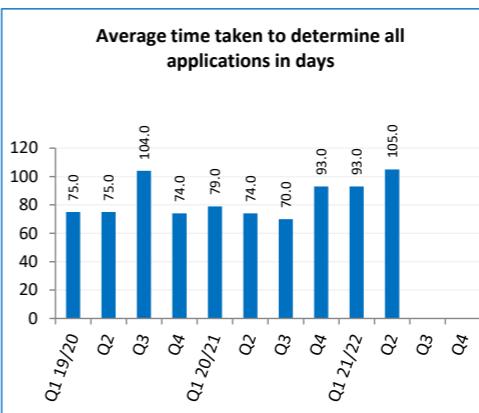
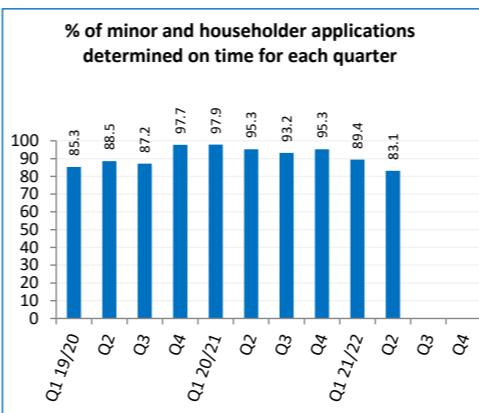
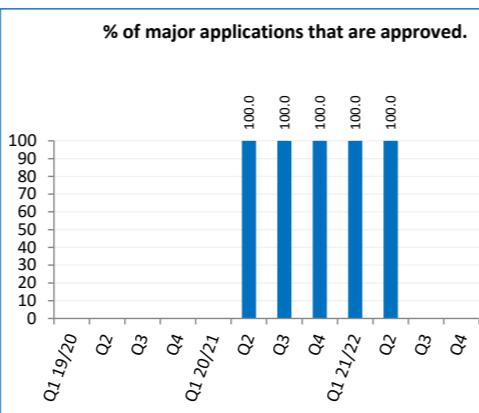
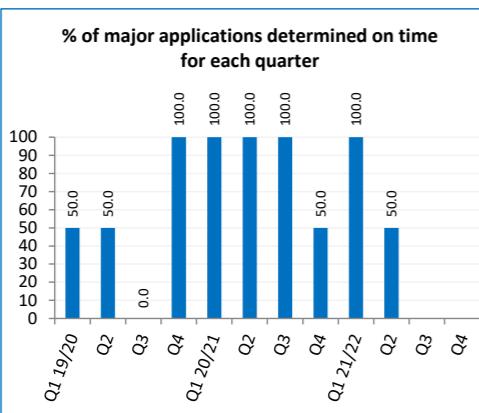
These charts will 'auto-update' from the data tab 'Base Data - Performance'

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REGENERATION & PLANNING - Measures

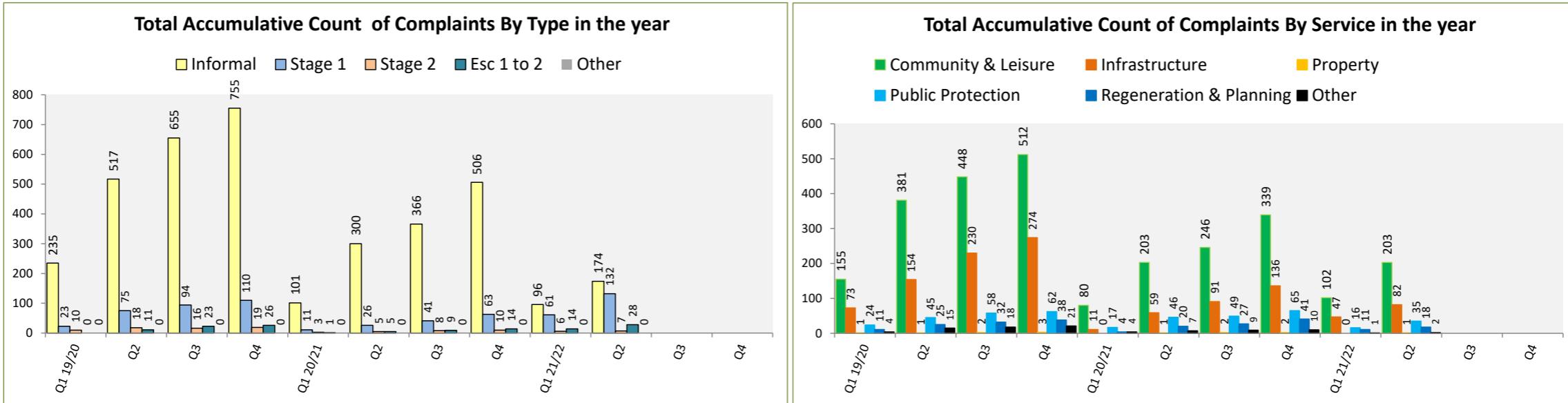


What is performance telling us?

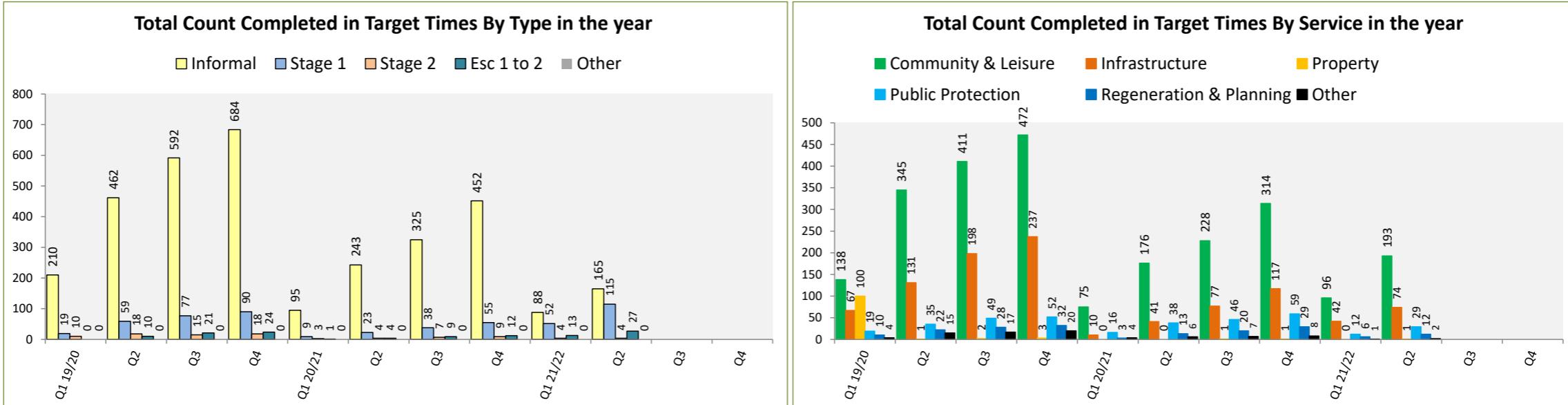


Customer Intelligence

1. How many Complaints do we have?



2. How well are we doing?





3. Is anyone better off?

Complaints: Between April 2021 and Sept 2021

Main things people complain about, are there any trends and themes?

- Refuse/Bin Collections (Assisted collections / General Pick ups / Overflowing Bins / Spillages)
- Vegetation Overgrowth - Weed Controls
- Behaviour at CA sites & Accessibility
- Blocked Drains / flooding
- Parking
- Cleanliness of Area
- Street Lighting
- Due diligence of Planning
- Smells / spillages from Highway maintenance works
- Litter / Broken Glass and Dog fouling
- Delays in responses
- Cemetery respect / maintenance
- Footpath quality
- Planning approvals / controls / impacts
- Illicit tipping
- Early morning grass cutting
- Anti-social behaviours (neighbours)
- Park maintenance / cleanliness

3. Is anyone better off?

Complaints: Between April 2021 and Sept 2021

Have we learned anything or made a changes, as a result of complaint intelligence?

- Resource constraints are impeding efficiencies
- Covid restrictions hinder some normal service response
- We are still resolving/responding to over 91% + within prescribed target times.
- Community tolerance and understandings have somewhat diminished during Covid
- Frontline, direct community facing services acquire more complaints when compared to other services
- We have implemented a better data collection, reporting and communications process since 2021
- Year on year complaints display similarities, year on year (topics/subjects/themes)
- Key staff have undergone Ombudsman Complaints Training to improve understanding of National Guidance, systems applications, importance of monitoring, evaluating and taking action.
- More data is now collated than ever before, to aide clearer understanding of events.
- The number of registered complaints, is, currently less than in previous years.
-
-
-
-
- A Corporate Review is being undertaken to evaluate, report and improve current systems, guidance, policy and application of the Complaints Process.

Service Requests by Service

Number of SRs by Service and percentage completed in target times	Standard	%	Members	%
Community & Leisure				
Infrastructure	4,532	96%	460	93%
Property				
Public Protection				
Regeneration & Planning				
Other				
Totals	4532		460	

Service Requests: What are we learning from the SR's?

Are there any particular learnings issues or matters arising identified from SR's?

Services started to investigate opportunities and functions around these data sets across all services in 2019/20. Only Highways/Infrastructure currently has an established mechanism (through MAYRISE) at present. Other services data is fragmented, but it is anticipated that new digital processes and applications will change this position.

Covid-19 lock-down has interrupted this progression.

Freedom of Information Requests by Service

Number of FOIs by Service and percentage completed in target times	FOI's	%	SAR's	%
Community & Leisure				
Infrastructure				
Property				
Public Protection				
Regeneration & Planning				
Other				
Totals	0		0	

Freedom of Information Requests: What are we learning from the FOI's and/or Subject Access Rights requests?

Are there any particular learnings, issues or matters arising identified from FOI's/SAR's?

BIT are currently making enquires with the GDPR Team regarding available data/stats sets.

The GDPR Team started (mid 19/20) working on re-configuring parts of their database in order to produce the necessary reports. At present, they are not yet in a position to provide such data sets (was originally hoping to have something in Q4 of 19/20).

Customer Intelligence



Compliments received by Service

Service	Accum Count	%
Community & Leisure	75	82.42%
Infrastructure	9	9.89%
Property	0	0.00%
Public Protection	7	7.69%
Regeneration & Planning	0	0.00%
Other	0	0.00%
Totals	91	100%

Compliments: What are the key themes identified from such positive feedback?

Compliments Received By Type/Count

- Service Delivery = 31
- Service Response = 11
- Quality of Work = 10
- Staff - Operatives = 32
- Communications = 7
- Totals 91

Customer Intelligence



Household Survey - Very/Fairly Satisfied

Year	2015	2017	2020/21	2021/22
Civic Amenity / Household Recycling Sites	86%	84%		
Garden & Food Waste Collections	91%	84%		
Refuse Collection	89%	83%		
Recycling	93%	85%	89%	
Cleanliness of streets <i>(Street and Environment Cleansing 20/21)</i>	65%	64%	59%	
Parks & Play Area's	85%	83%		
Recreation & Sports Grounds	88%	86%		
Country Parks	88%	93%	74%	
Anti Social Behaviour - Community (Levels the same or better)	65%	54%		
Crime - Community (Levels the same or better)	71%	63%		
CCBC & Police deal with ASB & Crime	63%	51%		
Road Surfaces	52%	51%		
Pavement Surfaces	65%	61%		
Drains & Gullies	68%	65%		
Signs & Road markings	82%	76%		
Street Lighting	89%	81%		
Winter Maintenance	72%	70%		
Highway Management <i>(Highway Maintenance 20/21)</i>	61%	49%	60%	
Town Centre - Services & Amenities		60%		
Town Centre - Shopping	60%	57%		
Quality of life - Local Town	70%	63%		
Quality of life - Local Neighbourhood	76%	64%		
Local Transport Services - Overall			77%	

What is our general citizen customer intelligence telling us?

- Public perception (Household Survey satisfaction levels) are declining but this is inevitable with MTFP service reductions.
- Waste/recycling targets may have possibly reached a threshold/peak, given the focus on public behaviour.
- Street cleansing services have been constrained, so will see further deterioration in performance.
- Highways maintenance budgets are restricting opportunities to keep on top of, let alone improve highway conditions.
- Several years budgetary cuts to Parks, Recreation, Country Parks are reflected in the Household Survey results and will likely to continue to show decline in future years.
- The retail climate is proving challenging for our retailers and this is adversely impacting on vacancy rates and thus customer satisfaction in respect of our town centres.

As part of the wider service transformation considerations, a revised Resident Survey was delivered - Nov 2020 to Jan 2021, as part of the new Caerphilly Conversation Engagement Plan.

Within the survey, citizens were also asked "How easy or difficult have you found accessing council services while offices have been closed during the lockdown period?

The results showed:

24.5% Very easy
48.0% Quite easy
16.8% Quite difficult
10.6% Very difficult

Customer Intelligence



Individual Service Surveys - Very/Fairly Satisfied:

Year	2017/18	2018/19	2019/20	2020/21
Customer satisfaction with Licensing	N/A	100%	N/A	N/A
Trading Standards – Trader/Business satisfaction	99%	98%	100%	N/A
Trading Standards –consumer advice satisfaction	98.75%	98.70%	98.00%	N/A
Customer Satisfaction with Health and Safety (%)	100%	85%	N/A	N/A
Customer Satisfaction with Food Safety (%)	99%	100%	N/A	N/A
Customer satisfaction with Registrars	100%	100%	100%	N/A
Net Promoter Score - Leisure Customer Rating (0-10) Survey: How likely are you to recommend Leisure Lifestyle to friends and family (% Promoters scoring 9-10 less % Detractors scoring 0-6)		56	64	N/A

What is our service specific customer intelligence telling us?

Regulatory - Inspectorate - Other Control Views

ISO 9001:2015 Certification

Building Cleaning Services (BCS) has maintained their certification (April 2020).

Networking Contract Services (NCS) has maintained their certification. Next full certificate renewal date - April 2021.

Engineering Projects Group (EPG) has maintained their certification. Next full certificate renewal date - March 2022 (Feb 2020 Surveillance Visit highlighted a number of Minor and Major non-conformities that need re-work).

CCTV Control room maintained their NSI (National Security Inspectorate) Silver Award for Public Open Space CCTV monitoring.

Regulatory Work Programme - Reports - Feedback

See separate data tab for any Recommendations and Proposals' for improvement.



Compliments

A sample of compliments received by the various services across the Directorate are included below:

Sports and Leisure

The staff member I spoke to recently was so helpful and an exemplary representative of the Council.

I primarily train at the Heolddu centre, this centre is an absolute pleasure to attend the staff are second to none, nothing is to much trouble and they are all willing to help at any time, I use several of the CCBC leisure centres and Heolddu is the most welcoming of all the centres and I believe all the staff there form the cleaning staff to management need to be praised for their hard work and dedication to their jobs they really are a credit to the company.

I just wanted to express my thanks to the team at the Centre of Sporting Excellence. They have been absolutely superb in supporting us at the hub. They are so friendly and helpful – I cannot thank them enough.

The staff could not have been more friendly and helpful. The pool and changing rooms were spotlessly clean. We really enjoyed it.

Waste Strategy & Operations

At our recent Community Council Meeting, Councillors asked me to pass on their thanks to CCBC's Cleansing Team for their excellent productivity in cleansing for the county borough. They have noted that the team has caught up with the cleansing of the area since lockdown and are maintaining that good work. I would be grateful if you could forward this email to the relevant department.

Mrs Katherine Wright 22 Capel St, Bargoed wanted to pass on her thanks to the litter picker working in her street on 25th May. She tripped over and injured her arm and the litter picker ran to her assistance, made sure she was ok, asked if he could help her to her house or phone an ambulance for her. Unfortunately she didn't take his name but wanted us to know how impressed she was with his actions.

Dear Sir/madam, Yesterday my partner and I visited the refuse site at Caerphilly / Pwll Y Pant twice. We were met by a very polite young man name Matthew Johns. Helped us and other people over and above. I would like to say a big thank you to him.

She would also like me to pass on her thanks to the crew for this wonderful service.

Mr and Mrs James have taken the time this morning to call in to praise the refuse crews. They said they are so helpful and she would like her appreciation passed on to them.

A call from a member of the public stating how helpful the staff at Treher CA site were and what a fantastic set up there is down there.

The area around the castle from the cenotaph past the castle through Dafydd Williams park out to Crescent Road this morning at 10:00 was absolutely immaculate there was not one piece of litter around. It looked beautiful and is a credit to the workers who achieved this.

Community Safety Wardens

Trading Standards

Customer Intelligence



Registrars

- I wanted to share with you the fantastic and friendly customer service myself and my wife have received from Rebeca Williams in the registry dept. We met Rebecca when we first registered our sons birth September 2020. Rebecca was also on hand to complete all the relevant paperwork prior to our wedding and really helped to make it a success. Today I have meet Rebecca to re-register our son as part of our marriage and again she was friendly and happy as the day we first met. It has been an absolute pleasure dealing with Rebecca, she is truly made us feel very welcome and has always been extremely respectful and inclusive where our same sex relationship and son are concerned. We'd both like to thank Rebecca and hope that this formal compliment will express our gratitude.

Licensing

-

CCTV

-

Track & Trace

-

Environmental Health:

Thank you so much and thank you for your patience

Temporary testing site 4 - 10 August Caerphilly. I wanted to say a big thank you for agreeing for us to park in Bargoed yesterday we vaccinated 42 people which is fantastic we are so pleased with this. Thanks again for all your help it's great to be part of such a great team (Aneurin Bevan UHB - Primary Care and Community Division)

Pest Control

Thank you for your help in alerting the Pest Control Officer to my problem He called on me earlier this week and I was impressed. Once again, thank you for a most prompt response.-

Food /Health & Safety Team

Thank you for your support throughout us being in Incident (from care Home Manager)
Well done and thanks to everyone involved in the organisation and delivery of VAMC training-

Thank you for the support you have given us during the pandemic and your continued support during these weeks. I appreciate how hard everyone is working in these difficult times (Care home)

Regeneration & Planning

- I own a business that operates in Caerphilly and Merthyr council areas..... I would like to give mention to Geoff Peters and Steven Wilcox in your Business Team as without their help, support and advice I wouldn't have known where to turn or how to access the different forms of support. There was so much information out there that it was really confusing and other avenues I tried weren't helpful.
- Hi Sally , just wanted to say thank you to you and your colleague Sarah-Kate for all the help with the application, it's hugely appreciated..... I know that you had to do a fair bit of extra stuff in putting mine together , and I'm very grateful indeed for all you both did .

Thank you for all your support and assistance with this grant application, they are very much appreciated. I can confirm that I am delighted to accept the Terms and Conditions of the start-up grant. This grant will go a long way to protecting our business as we begin to re-build. Thank you again for all your support and help.

-Oh my god sally you've made my week. This lockdown being on my own is lonely and depressing. I can't express enough thanks ☺

- *Hi Sally. I wanted to say thank you to you and Jeff Peters for my help you gave in getting the discretionary grant. I'll also thank Jeff for his help alsomany thanks*

- Delicious Sunday lunch today, plenty of food and good value for money! Collection is simple and organised and the food comes out warm which is great! Highly recommended

We go here every Saturday for an hour and half of uninterrupted bliss whilst our daughter is at a kid's club. Lovely and welcoming staff, small range of cakes and one of the nicest hazelnut lattes I've ever had. All of that whilst having a view of the stunning Caerphilly castle- what more could you ask for.

Compared to some other places in town this was a great place to sit and chat. Fab customer service, nice clean toilets.

We visited here today for a coffee and a Welsh cake set in the heart of Caerphilly with the most beautiful view of the castle its ideal for visitors or locals reasonably priced and delicious great customer service would recommend to anyone.



Customer Intelligence

An excellent well-run tourist information centre with souvenirs and gifts on sale. There are useful leaflets detailing the cornucopia of local attractions, festivals, trips, events, and businesses.

If you spend some time here at the start of your stay, you will be able to plan a fantastic holiday, or even if you're a local, learn of loads to do.

Nice cup of coffee, lovely to sit outside when the weather is nice, also lovely view of Caerphilly Castle opposite.

Called in to the visitor centre before going to the castle on a late Sunday morning. The cafe provided a nice space and a pleasant bite.

The cafe is spacious and offers nice views of the imposing castle across the road. The ciabatta I purchased was generously filled and enjoyable. There are, a number of other options including snacks and a decent selection of drinks.

There are also a selection of Caerphilly cheeses and we took one away with us to enjoy later at home.

The visitor centre has had a make-over for the better, still the same friendly helpful staff and good quality products to eat and drink. The old table and chairs replaced with bright red cushion seating and chairs , so now a more modern relaxed feel plus with art gallery below and new modernised toilets that you can use even if not eating or drinking upstairs. Overall if in the area or after visiting castle you relax and still get great views of the castle.

Great stop for coffee and cake. Lovely staff and very happy. Coffee was good, and the coffee cake was yummy. Great little gifts as well.

Whether you're a local or a visitor, the Visitor Centre coffee lounge is an absolute must. The coffee lounge selection of foods and drink is excellent and very good value. The coffee lounge has recently been refurbished and Martin the Manager has excelled in the selection of the decor and choice of furniture. Depending on the weather you are, able to sit outside and partake in the wonderful views of the Castle. The visitor centre is ideal for holiday makers who wish to enjoy a well-earned cup of tea, coffee with other.

Accoutrements if so desired. The staff are fantastic and give tremendous service with a smile. I strongly recommend a visit . The white chocolate drink is fantastic!!

Beautiful views of the castle. Very nice coffee friendly staff and as it's right next to the car park it's ideal for a quick business meeting.

One of the important items on my visit was to find some Caerphilly cheese, and this was where it was recommended, I visit . Warm friendly and helpful , very interesting gallery with local arts and crafts and upstairs a very pleasant cafe with views over towards the castle. It was quite busy- a good sign , and I found some cheeses, all made in Wales as well as other interesting local foods. The building is built on the slope so access for disabled is easy, the loos are very clean and there's outside seating if it's a fine day.

I recently visited the Visitor Centre on a weekend with my grandchildren and the weekend staff were so lovely. They were really very busy but took time out to be welcoming to everyone. They were professional in their work and promoted our lovely Welsh produce with great pride and knowledge. My grandchildren love visiting here and especially wanted to say thanks to Rhian, Ffion, Kayleigh and Karyn. My feedback would be to try everything on offer but, at the moment, I'm really enjoying the Leek and Potato soup. The view is fab as well

This is the perfect place to begin your tour of Caerphilly. They've lovely cakes & coffees served with expert advice on what to see & do. Wonderfully friendly, unique gifts and souvenirs, maps, etc... just an overall charming spot to visit. Service was exceptional. Service a smile. Helpful staff. Especially Karyn. Good local produce with Welsh cakes and local cheese on sale. Friendly atmosphere. Very clean.

If visiting the area, and do not know anyone here, then this place is a must visit. It holds a plethora of information trading places to visit - costs - distances - transport - offers + lot's more - This is right in the heart of Caerphilly opposite Caerphilly Castle and 10 steps away from a small shopping mall - supermarket - parking area and the main high street - There is also a small cafe for a refreshing cafe attached where you can sit by the big glass windows opposite the castle itself....enjoy.

Llancaiah Fawr Manor:

- Highly recommend the Sunday lunch! Ours was delicious and very good value for money. Efficient and well organised collection arrangement too. Thank you! Diolch x
- Delicious Sunday lunch today, plenty of food and good value for money! Collection is simple and organised and the food comes out warm which is great! Highly recommended
- Enjoyed my ploughman's lunch today
- Llancaiah Fawr Manor delicious afternoon tea thankyou
- Dinner sorted, thanks to Llancaiah Fawr Manor. It was absolutely delicious. Corned beef pie, buttery light pastry and loads of filling. Can highly recommend
- It was an absolutely fantastic afternoon tea. Can't recommend it highly enough
- It was beautiful loved it (regarding a take away afternoon tea)
- Beautiful place, excellent cafe, perfect place to just get out xx
- People have also been enjoying the historical posts that are issued several times a week
- Enjoying your exploration of some of these sayings, which would likely have been heard throughout the manor many times over the years. Thanks.

Infrastructure:

- Just want to say thank you to Highways Team who, in all weathers and 24 hours a day, attend to flooded roads, culverts, drains. The culvert in Waterloo is a 'very loyal customer' and without your support we would be cut off for longer, more cars

Regulatory



Table showing extract from the CCBC Audit Action Plan. Response to Regulator Proposals and Recommendations

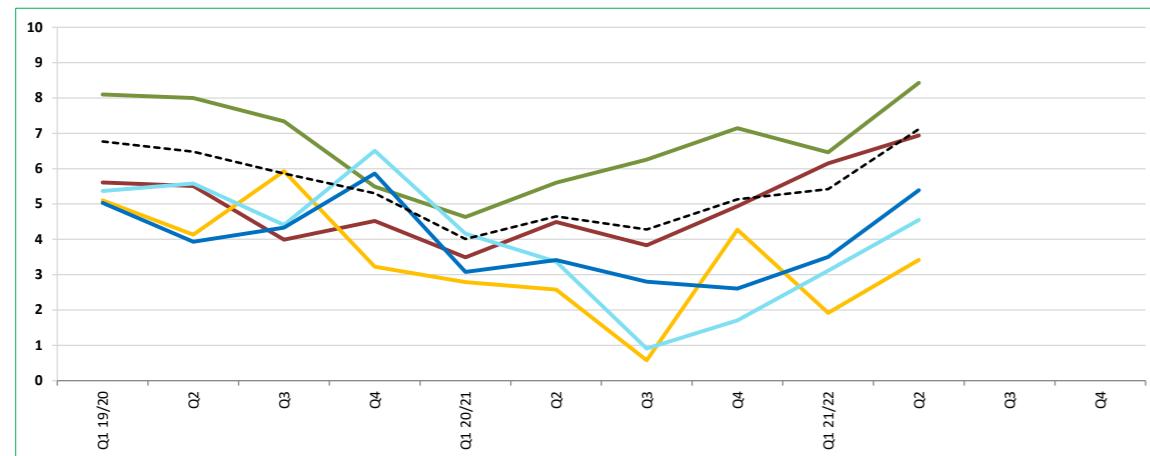
Number and reference of action	Name of Report	Regulator Proposal	Action	PREVIOUS UPDATE	Service Officer Responsible	When will it be completed by	CURRENT UPDATE Specify date here	Status	Percentage completed
None listed at present	No report outstanding	No proposals outstanding	No actions required	No previous updates required	Not applicable	Not applicable	No current updates required	Not applicable	Not applicable

Resources

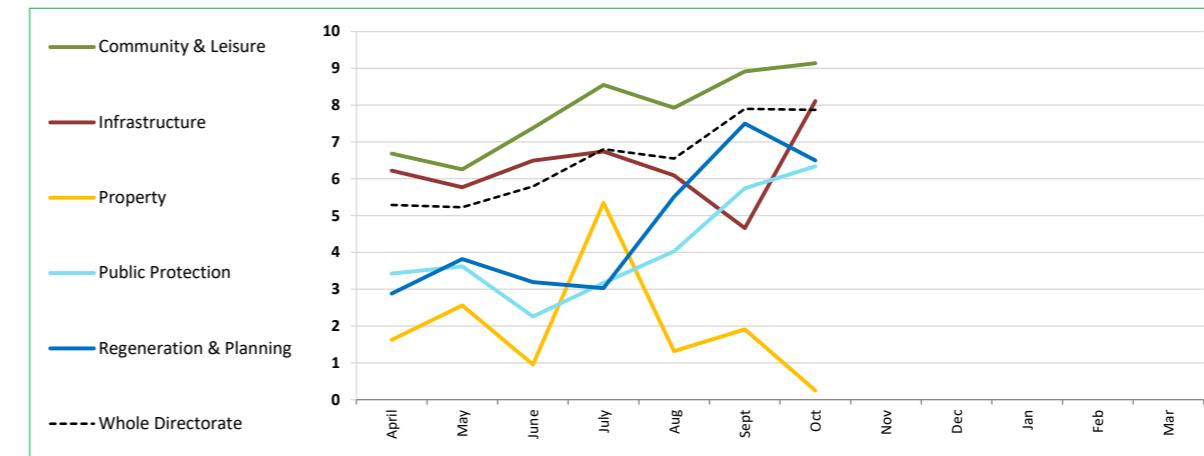


Staff Counts	Head-count	FTEs	Over 55	Total Leavers	New entrants	Vacant Posts	Agency Staff
Q1	2035	1119.96	614	55	53	?	178

% Sickness 'in-quarter' Trend



% Sickness 'in-month' Trend



For details of Short-Term Sickness & Long-Term Sickness - refer to the Base Data - Resources tab

Link to Base Data

What is our Workforce Information telling us?

Key issues identified:

- Age profile and recent loss of experienced staff.
- Market competitiveness to attract and recruit quality / qualified personnel.
- Long term sickness absence remains an issue and can affect staff morale.
- Continue to support and facilitate relevant corporate and topical matters.
- Instigated the My Time Extra programme and endeavour to act upon the feedback and information gathered from this process.

Key actions being taken:

- Sickness absence scrutiny by Corporate Management Team (CMT).
- Consideration of amendments to sickness absence policy.
- Apprenticeship programmes being re-established.
- Business links to Universities/Colleges being strengthened.
- Service rationalisation and restructures to make better use of resources.
- Well-being of staff being considered through Well-being Group.
- An active recruitment process has commenced and will contribute to a more secure, reliable workforce.



Finance

Budget Monitoring	Original Estimate 2021/22	Revised Estimate 2021/22	Anticipated Outturn 2021/22	Anticipated Variance 2021/22
Value	£ ,000's	£ ,000's	£ ,000's	Under (Over)
Regeneration & Planning	2,866	2,866	2,609	258
Infrastructure Services	20,694	20,694	20,169	525
Public Protection	7,543	7,543	7,180	363
Community & Leisure	22,284	22,284	22,230	54
Directorate General	178	178	229	(51)
*Property Services (P&R Scrut)				
Sub-total	53,565	53,565	52,417	1,149
Less Recharged Transport Costs: -				
- Education and Lifelong Learning	(7,923)	(7,923)	(7,572)	(351)
- Social Services	(1,564)	(1,564)	(1,398)	(166)
Total	44,078	44,078	43,447	631

What is our Financial Information telling us?

The figures in the table opposite are based on information available as at Period 5 of the 2021/22 financial year. Budget monitoring reports have been prepared for the Housing & Regeneration Scrutiny Committee (30/11/21) and the Environment & Sustainability Scrutiny Committee (07/12/21) outlining the reasons for the projected variations against budget.

Housing & regeneration (Period 5)	Economy and Environment (Period 5)	Appendix 1A.pdf	Appendix 1B.pdf	Appendix 1C.pdf	Appendix 1D.pdf
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For *Property Services budget monitoring information, cross-reference to the Corporate Services budget monitoring statements.

Finance - 2021/22 Revenue Budget - period 5	2021-22	2021-22	2021-22
	Revised Budget £	Projected Outturn £	Under / (Over) spend £
Corporate Services (extract)			
- Corporate Property	4,948,718	5,007,330	(58,612)



Resources

General Assets

What is our Assets Information telling us?

The Directorate operates a diverse range of front line services which rely on a significant level of depot infrastructure (Penmaen, Bedwas, Tiryberth, Penalta, Iswyn Park & Cwmcarn) and vehicles such as, Heavy and Light Goods fleet, vans, trailers, tractors and a large range of other plant and equipment.

The Directorate owns and manages 234 industrial units on 12 employment sites throughout the County Borough and 13 office buildings in Oakdale, Tredomen and Woodfieldside and two small individual premises. There is an urgent need to invest in the upgrade of these strategically important assets in order to ensure that they remain fit for purpose and meet the ongoing needs of our tenants. Funding secured through Brexit Economic Stimulus Fund to enhance a number of premises. Further funding needs to be identified to enable remaining stock to be upgraded.

A service review of Fleet Management and Maintenance has commenced. The Fleet Service is a critical support service to front line services, who operate circa 500+ vehicles.

The approach with Service Asset Management Plans (SAMPs) has been agreed at Corporate Management Team (CMT) and SAMPs for every service will be developed over the next 12-24 months (20/22).

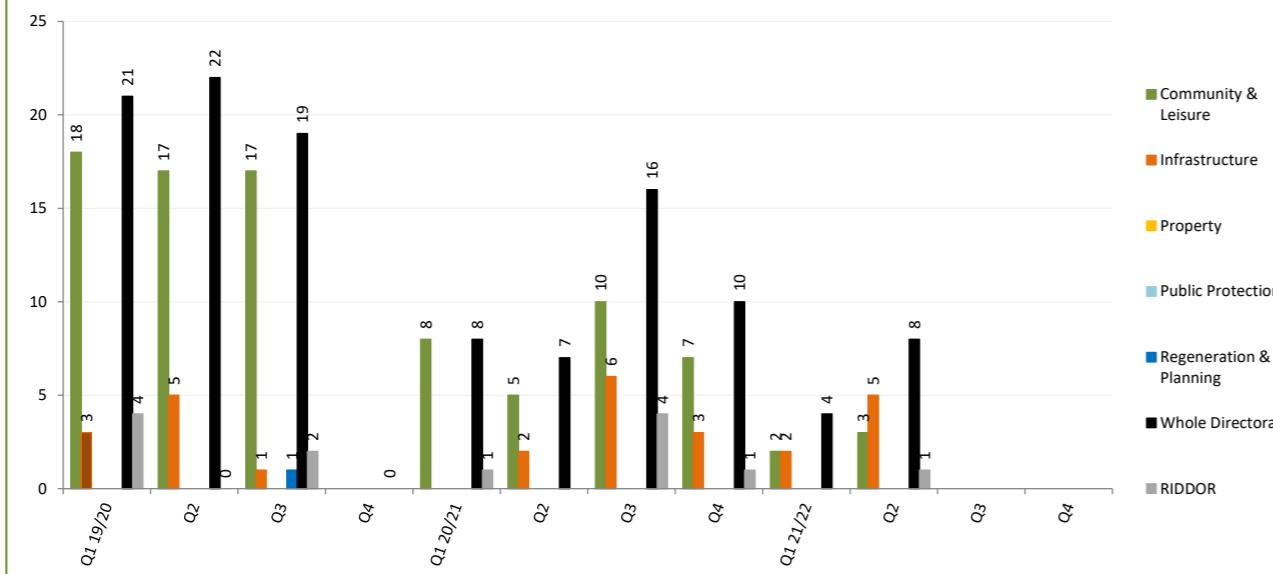
This will inform future asset rationalisations and/or alternative approaches to the locational delivery of services. To date finalised SAMP's have been completed for: Countryside, Infrastructure Highways, Infrastructure Depots and Office, Bereavement Services and the Waste and Leisure Services is in its final approval stage.

The Authority has a significant amount of green infrastructure, comprising; Parks and Gardens; Amenity Space; Natural Green Spaces; Green Corridors; Natural Green Spaces - there are 3 types that cover large parts of the county borough (Woodland and Scrub 18%; Grassland 15%; Farms 34%).

Health and Safety

Health and Safety (H&S) Number of Reported Accidents

For more information: See Quarterly Accident & Violent Incident Reports and Corporate Health & Safety Committee Reports



What is our Health and Safety information telling us?

Add any relevant key findings, investigation outcomes, training, development, support or follow up action needs

Statistics and underpinning information is obtained from the Quarterly Accident & Violent Incident Reports, as produced by Emma Townsend, Health and Safety Manager (& Andrew Wigley)

Risks



Select Risk Level from the cell drop-down list										
Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2021-22 Q1	Risk Level 2021-22 Q2	Risk Level 2021-22 Q3	Risk Level 2021-22 Q4	Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
DC04 16/17	Community & Leisure: Waste Management Service Continuity & Target Achievement	The Welsh Government (WG) drive for source segregated collections and substantial change to the recycling Material Recovery Facility (MRF) market and restrictions on exporting low grade recyclate could potentially affect service delivery to the public and/or target achievement if mitigation measures are not put in place. UK and Welsh Government proposals for a Deposit Return Scheme for drinks containers may also impact kerbside recycling rates. The ability to meet future recycling and landfill diversion targets with our current collection, disposal and treatment framework. Specific areas that need to be considered are: i. Levels of contamination in our recycling; ii. Loss of food waste within residual waste; iii. Type of collection (WG blueprint or alternative); iv. Contractual arrangements for recycling and organics v. Appropriate levels of budget and staffing structure to support daily front line collection services and our future strategy; vi. Insufficient community participation in food recycling. vii. Amount of residual waste deposited at HWRC's.	A Waste Review Board has been established, Chaired by the Director and including relevant senior officers. A new Waste Strategy is being developed with the intention of enhancing recovery rates and attaining WG targets. i. Continue with local and national campaign work. ii. Continue delivery of Project Gwyrdd to further reduce reliance on landfill. iii. Long term organics in place. MRF options are being re-assessed following the end of dialogue with RCTBC on a partnership solution. iv. Work on reducing contamination continues through various communications with the public. v. Budget growth implemented for 2021/22 to address service pressures. x. Trade unions and staff representatives have been participating in a working group to discuss working practices and service changes and improvements.	Year-end 20/21 Statement: Waste Review - The Green (Food and Garden) Waste collection service has been reassessed with options being consulted on with a view of implementation after May 2022 elections. New waste collection rounds are also programmed in for implementation during the same time period. The Street and Environmental Cleansing Service has been reviewed and a proposal to change working practice has been submitted for consideration. A booking system for the HWRC sites is being proposed and research on how the system is working across Wales together with a consultation exercise with residents is being progressed. The Authority is delivering a range of activities to support the National Be Mighty Recycling campaign aimed at making Wales the best nation in recycling. The Authority is also one of only 12 UK Councils that will be subject to a behavioural research and compositional analysis on food waste and residual waste programmed to take place during December 2021.	High	High			Yes, the purpose of the landfill directive is to divert biodegradable waste away from landfill to reduce pollution. A diverse natural environment with healthy functioning ecosystems contributes to a 'Resilient Wales'. Failure to deal with waste properly affects future generations.	Medium
DC11 16/17 Linked to CPA CRR 06 Page 96	Regeneration & Planning: Local Development Plan	The Adopted LDP was due to expire on 31st December 2021, however further to the Ministerial letter received by the Leader in September 2020 this is no longer the position. The Replacement Local Development Plan was well advanced, however, the Council withdrew that plan in July 2016 following local opposition to a number of development sites contained within the document. The Council has resolved to progress the preparation of a Strategic Development Plan and a new LDP in parallel. Work on the new plan commenced with the public consultation on the Delivery Agreement at the start of the 2020, which was impacted by the pandemic. This work recommenced on 25 January 2021 and concluded on the 29 March 2021 The adopted LDP allocates land for the development of 8625 houses to be built over a 15 year period. The annual monitoring of the LDP indicates that many of the allocated sites are not available or viable within the required 5 year period, and there is therefore a shortfall of housing land. Housing developers will therefore submit applications to develop land that is not allocated in the LDP. The Council will consider the applications, but the lack of an adequate housing land supply will be a material planning consideration which could outweigh other policies in the plan. A refusal of planning permission may lead to an increase in appeals and award of costs if the Council is considered to have behaved unreasonably, e.g. where a reason for refusal is not based on any sound evidence.	The Adopted Local Development Plan (LDP) remains in force until it is superseded by the 2nd Replacement LDP. On 29th January 2018 the Cardiff Capital Region Cabinet agreed that work should commence on a Strategic Development Plan (SDP) for the area. A formal report was considered by the Cabinet on the 10th June 2019 which determined the timeline for reporting this matter to all ten Councils. Caerphilly Council considered this matter in October 2019 and resolved to commence work on the SDP and a new LDP as soon as practicable. Future Wales The National Plan 2040 was published by WG in February 2021 this requires the adoption of a Strategic Development Plan by the new SE Wales Corporate Joint Committee when it is formed for the S E Region i.e. The Cardiff Capital Region. The work on the 2nd Replacement LDP for Caerphilly CB has commenced and that plan is anticipated to be adopted by the end of 2024.	Chief Planning Officers and Planning Policy lead officers were meeting regularly as a Project Group to progress various work streams necessary to establish the SDP project in advance of the formal commencement of plan preparation, however the newly created CJC will become the Strategic Planning Body from February 2022. It is unlikely that the housing land supply can be addressed in the short term. In the medium to long term a 2nd Replacement LDP will increase the land supply position. A number of significant applications have been submitted and approved by Welsh Government on appeal. Funding identified and approved for SDP and the new LDP.	High	High			Yes, the lack of an LDP threatens the timely delivery of land for development, particularly housing and employment, making it more difficult to achieve the goal of prosperity.	Medium
DC19 Prev linked to CMT 47	Property Services: Asset Management (Buildings / Property)	Insufficient budget to manage existing assets or pursue necessary development. The authority has too many buildings and insufficient capital programme allocation to maintain them. Additionally revenue budgets for building maintenance are being diverted to meeting the demands of the necessary legal standards, in particular health and safety legislation and that might well mean that normal building maintenance will suffer. 1. Maintenance of existing sites will not be to a required standard. 2. Disposal of assets must be managed carefully to minimise community and service impacts. 3. Community Asset Transfer as an option brings risks in relation to continued liability. 4. Asset disposal may not realise expected returns. 5. Inability to pursue issues that we would wish, to improve service provision and community outcomes e.g. **Band B of 21st Century Schools.	1. Development of asset management and rationalisation programmes 2. Cost benefit assessment before planned expenditure supported by business case where relevant 2. Early stakeholder and community consultation before asset disposal 3. Support for recipient organisations accepted for Community Asset Transfer 4. Long term view of the needs of local communities balanced against the need to secure budget savings in the short to medium term. 5. Services to identify what buildings they can realise as a consequence of Medium Term Financial Plan (MTFP) savings.	Nov 2021 update Delivery of the Asset Management Strategy - Buildings and Land continues. The strategy assumed a move to more agile working and rationalisation of our office accommodation but the pandemic has allowed this move to be accelerated. Progress in period: • Bedwelly Fields site sold for residential development and Caerphilly Homes will acquire the social rented dwellings. • Chartist Gardens residential development has planning consent and the land sale is expected to be concluded by the end of 2021 • The leased in De Clare house now vacated • The leased in Pontygwindy House to be vacated Spring 2022 • Cherry Tree House now vacated - 2021 • The Statutory Maintenance compliance continues to be excellent and quarterly updates to CMT continue	Low	Low			Potentially disposal of assets across the authority may affect some communities disproportionately in the short to medium term. However, this has to be balanced against the need to manage a 'fit for use' portfolio to secure provisions for future generations over a longer timeframe.	Low
DC19 Continued Prev linked to CMT 47	Resources and ability To deliver	The projects workload is high and the proposed **21st Century Schools Band B programme could mean the existing team would be overstretched compromising their ability to deliver in line with the objectives of the various service areas. Recruitment is proving difficult and there is potential for retirements to exacerbate the situation.	Review Recruitment Strategy. Manage service area expectations. Utilise Private Sector Partners where appropriate	Nov 2021 update Workload continues to be very high and recruitment is challenging. Six new permanent posts created to help deliver the workload but recruitment into these posts has been largely unsuccessful to date. Some project work outsourced. CMT aware of recruitment issues which is impacting other teams and other local authorities. The Head of Property is retiring on March 2022 and a successor will be sought early 2022.	Medium	High			Over the medium to longer term, market competitiveness and availability of appropriately skilled staff is likely to be challenging. This will no doubt affect our ability to be resilient, let alone prosper in this specialist field.	High

Risks



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Select Risk Level from the cell drop-down list				Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
					Risk Level 2021-22 Q1	Risk Level 2021-22 Q2	Risk Level 2021-22 Q3	Risk Level 2021-22 Q4		
DC23 Linked to CPA CRR 05	Community & Leisure: Greenspace and Landscape Services	Ash die back (Chalara Fraxinea) is the most significant disease to affect the UK tree population since Dutch Elm disease in the 1960's. The disease will result in the decline and death of the majority of ash trees in Britain. Unfortunately, many ash trees predominant line our roadside verges, so the disease will affect high risk locations. In our borough, ~ 37,400 + ash trees could be affected by this, requiring substantial resource, logistics and environmental considerations/implications, such as: a) Thorough surveys (to identify needs/requirements) b) The formulation of a Removal Strategy c) Budgeting and Finance d) Considerable clean-up and disposals e) Wider environmental impact (contaminations/biodiversity/eco systems) e) Wider impacts on road sweeping and weed treatment. All of which, will ultimately lead to damage to the environment and its infrastructure and have an effect on the 'look and feel' of the county borough.	Initial action to include: 1. Development of a Removal Strategy 2. Discussions at WLGA and representations to Welsh Government (WG) in relation to funding.	This will require a substantial cost implication due to the logistics and labour intensive nature of addressing such matters. Work is still progressing nationally for a funding model to be adopted by WG. Some Green Infrastructure funding was received in 2020-21 to allow for some felling. We continue to fell any trees noted with significant ash die back whether this is identified during routine inspections, service requests or during ad-hoc site visits. Green Recovery Funding was received in 2021 from WLGA, £111K was allocated to deal with ash die back across the county borough. In July 2021, Cabinet approved funding (£750k over the next three financial years) to manage ash die back across the county borough.	High	Medium				Medium
DC18 18/19 Linked to CPA CRR 04	All Services: Climate Change	Not being prepared for the impacts associated with climate change. For Caerphilly this will manifest as a more volatile weather pattern: 1. More severe storms resulting in damage to trees and buildings. 2. Increase in winter rainfall resulting in flooding, affecting people, property and infrastructure, including availability of outdoor sport pitches. 3. Extreme Weather Conditions: Difficulty in modifying temperatures in some of our buildings (incl. Housing) could lead to increased financial burden, uncomfortable environment conditions (dangerous temperatures) affecting people's health, wellbeing and delivery/receipt of effective services. 4. Changes in species including a decline in native species, changes in migration patterns and increases in alien and invasive species, including pests and disease. 5. Reduction in summer rainfall resulting in reduced river flows and water availability. 6. Increase in levels of extreme weather such as snow/ice which could potentially impact on not only the travelling public but the elderly/frail and those in fuel poverty. 7. Grass fires. 8. Vehicles being used by the authority are outdated and therefore consuming more fuel and producing higher levels of emissions. 9. (New) Extremities in foliage growth, and the reduction in both street/highways cleansing, and weed control, will have a direct impact on future maintenance and environmental damage controls, potentially leading to systematic failures and increased costs to the authority for response repairs (e.g. Footpaths; Highways; Gullies; Drainage; Cycle-ways) as well as public liabilities.	A Local Climate Impact Profile (LCLIP) has been prepared and links to other plans including Highways Winter Maintenance Plans, Business Continuity Plans & Emergency Plans etc. Mitigation work being undertaken includes: 1. A Tree Management Strategy and implementation of resources to manage tree stock. (See DC 24 - Ash Die Back Risk above) 2. Assessing the condition of trees. (See DC 24 - Ash Die Back Risk above) 3. Assessing the vulnerability of drainage infrastructure in excessive rainfall 4. Installing flood risk measures at priority vulnerable locations 5. Considering climate change in the Asset Management Programme lighting options being considered to reduce Carbon emissions (See DC 01 - Action 14 above)	Year-end 20/21 Statement: 1. Resources are in place for surveying our tree stock and tree works being undertaken in accordance with survey recommendations. 2. Local Flood Risk Management Strategy (Engineering) in place. Sustainable Drainage Approval Body (SAB) implemented from 7 Jan 2019 to improve control and approval for drainage infrastructure on new developments. 3. Climate emergency declared by full council and decarbonisation strategy and action plan combined with an energy prospectus have been adopted by the Council with a number of actions/ projects being progressed. 4. Electric vehicle charging infrastructure being rolled out in public car parks and council strategic sites and switch to ELV council fleet has commenced with the delivery of a number of smaller electric vans. 5. Street lighting: switch to LED combined with night switch off now fully implemented to achieve carbon reduction and avoid significant additional energy costs.	Medium	Medium			Yes - there is an impact to a 'Resilient Wales' by not proactively addressing the operational response to climate change. The contribution to global issues and a 'Globally Responsible Wales' is met through low carbon planning and sustainable development. There is a direct impact to Health also.	Medium
DC20 19/20	Infrastructure: Asset Management (Highways)	Highways Management / Claims / Litigation: Highways Act 1980 / Flood and Water Management Act 2010 / Well Managed Highway Infrastructure - Code of Practice. Failure to maintain/sustain a safe, efficient and effective transport and land drainage infrastructure, by not delivering timely quality engineering solutions which have regard to the value of the built and natural environment, would ultimately affect inward investment, community mobility and future well-being of our citizens (including air pollution/carbon emissions/shaping our future). Failure to deliver the Statutory function provided by Schedule 3 of the Flood and Water Management Act 2010, and continue to better manage flood risk within CCBC.	1. Develop and implement a Highway Management Plan (HMP). 2. Adhere to relevant sections of the 'Well Managed Highway Infrastructure - Code of Proactive (2016). 3. Secure funding and deliver appropriate engineering solutions to prevent further deterioration of the Highways Assets (including Street Lighting). 4. Further embed the principles of a "risk based approach" to highways maintenance (intervention criteria). 5. Develop a Highway Asset Management Plan (HAMP) that provides an overview of asset management for the Highway Infrastructure maintained by CCBC 6. Restructure of the Drainage team.	For the Mitigating Actions: 1. SALIX delivery of replacement programme completed by the end of January 2021. 2. SAB set up in January 2019, and continues to deliver function for CCBC, operating in partnership with TBCB and BGBC. Continued pressures from internal interested parties and developers present a challenge to SAB delivery, increasing numbers of applications and fee targets continue to present a significant challenge. Multifunctional roles, with a focus on operational issues, hamper delivery in times of increase workload. Recruitment of suitably qualified staff and fee income targets associated with function presents a continued challenge. A continual review on how services need to be provided is required throughout 2021/2022. 3. Drainage re-structure to be undertaken in 2021/22.	Medium	Medium			Yes - there is an impact to a 'Resilient/Prosperous Wales' by not proactively addressing the rate of highway deterioration. Also, through 'good engineering solutions' we could improve 'Globally Responsible Wales' by embracing and planning for low carbon and sustainable developments.	Medium
DC24 2020 Linked to CPA CRR 11	Fleet	1. Non-compliance of our Heavy Goods Vehicle fleet which poses a significant road safety risk, reputational damage and puts our Operator's Licence at risk. 2. A road accident caused by a defective vehicle operated by the authority. 3. Failure to support front line services such as refuse collection, social services and winter road maintenance because we are unable to keep vehicles in service. 4. Significant recharge costs from our managed service provider should a vehicle fail due to a lack of or poor standards of maintenance. 5. Insufficient staffing levels to deliver the service due to recruitment and retention issues.	1. Work is ongoing to improve all areas of compliance with the requirements of the Operators Licence. 2. Use of the fleet management system to its fullest extent will ensure vehicle road tax, MOT and insurances are renewed in a timely manner. 3. Service area supervisors have undertaken Operator Licence understanding training and driver referral systems have been implemented to address areas where non compliance are identified which trigger retraining. 4. No comment at present. 5. Work with People Services to address recruitment and retention difficulties.	A Fleet Service Review has been undertaken with a number of improvements identified and in progress including significant investment in new diagnostic and testing equipment. An Action Plan was presented to the Team Caerphilly Transformation Board on 8th July 2021. A further Report has been drafted for Corporate Management Team to further inform and provide evidential intelligence for Senior Executives to a) better understand existing service needs b) identify existing service shortfalls c) consider options for mitigating the risks identified. Work is in progress with People Services to develop proposals to address recruitment and retention difficulties. A Fleet Review Officer post (in the Policy Team) has also been developed to undertake a detailed review of vehicle utilisation as part of our switch to electric and ultra low emission vehicles.	High	High			Yes - Prosperity: Resilience: Healthier: Cohesive Communities: Globally Responsible	High

Risks



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Select Risk Level from the cell drop-down list				Does the risk affect the Well-being of Future Generations?	Well-being Risk Level	
					Risk Level 2021-22 Q1	Risk Level 2021-22 Q2	Risk Level 2021-22 Q3	Risk Level 2021-22 Q4			
	Fleet Continued...	6.. Stability of staff, adequate resourcing, use of technology, better control of our office and workshop environments, securing quality management of business processes, supplies and client outputs. 7. Contract management with SFS, to maximise the value of the managed fleet contract to the Council. 8. Constant fleet vehicle reviews and use across the Council, with a view to reducing costs, fuel use, materials consumption, carbon emissions, environmental impacts, complaints and improving client satisfaction and Council reputation.	6. The fleet management office has suffered a staff turnover which has impacted upon the service levels, similarly, despite advertisement we have been unsuccessful in obtaining a vehicle technician. Team meetings now take place where fleet staff are encouraged to become involved in improvement measures and ideas. 7. Meetings with the managed service provider have been held where the added value of the contract has been discussed and areas remaining outstanding such as community benefits are being addressed. 8. A detailed review of user fleets is underway including detailed work on ultra low emissions vehicles.	See above.							
DC26 21/22 New To be linked directly to the CPA also..	Regeneration: Closure of EU / WEFO Grant Funding Streams and related programmes (Insert year)	Cessation of certain funding streams will have a direct impact on Council budget. Pressures will thus lead to negative effects on certain Council service delivery workstreams, leading to: 1. Less staff to deliver services. 2. Failure to maintain and/or pursue continual improvements. 3. Limit service diversity and inclusion. 4. Loss of skills and intelligence. 5. Greater pressures on core Revenue Budgets (deliver the same or similar with less). 6. Reputational disruptions. 7. Impact on wider service provisions and cross-working opportunities. 8. Changes to the Council's priorities and opportunities to deliver wider strategies moving forward. 9. Increased demand on remaining staff. 10. Increased pressures to seek and secure alternative funding options for potential ongoing workstreams. 11. Increased pressures to adapt key functions into main-stream provisions (where necessary). 12. Closure of certain activities that may be essential, necessary or considered preventative measures in our communities. 13. Consider any wider implications that may apply in relation to any operations involving State Aid (record keeping >10 yrs.). 14. On final claims, any shortfall of income, may result in the lead beneficiary providing funding from its own resources.	1. Programme closure discussions and consultations 12 months prior to end dates. 2. Closures actioned in collaboration with PDO. 3. All programmes must finish before prescribed end dates. 4. All programme documentation and supporting evidence must be completed, securely stored and distributed accordingly, with final claim submissions, in compliance with grant conditions and call-off dates. 5. All audit trails and accessibility for regulatory and audit purposes must be properly implemented, for post programme completion and any follow up audit requirements. 6. Maintain WEFO contact and provide access to archived evidence where required. 7. Submit programme claims in a clear, concise and timely manner. 8. Complete any related inventories (assets >5k), sales and include when completing final claims. 9. In the event of programme related staff losses, secure alternative provision for access to any maintained evidence and claims trail records in the future (to at least 2026). 10. Secure timely consultation's to deal with grant funded staff appointed on fixed term contracts. 11. Secure 'sign-off' of any 'special conditions' by WEFO and retain evidence. 12. All expenditure and income must be defrayed prior to programme end date. 13. Consider 'signposting options' and 'communication channels' post programme end date for diversion to other possible or related provisions. 14. Retention of key staff should be considered to secure final claims and programme closures. 15. Ensure there is a clear and fully agreed 'Closure Plan'. 16. Secure good controls and close monitoring for final recovery of any grant 'retention amounts' (10% or otherwise specified). 17. Pursue alternative funding streams for 'identified and needed' ongoing workstreams.	For Regen & Planning, see new key priority for 21/22. This will also be a risk for Education, Countryside and Social Services as they also have programmes coming to an end	Medium	Medium			Yes, the financial resources available will impact on the services we deliver and the way we deliver them. This will affect staff and the wider community.	High	
DC27 21/22 New Up to CRR 16 of the CPA 88	Recruitment & Retention of Staff	Appointment of staff to key positions is a significant challenge and is starting to affect delivery of certain services.	CMT/Cabinet currently considering areas where there is greatest pressures. May require a review of pay and grading. Use of agency staff where possible. Potential use of market supplements.						High	High	High

Q1	Q2	Q3	Q4	Count Number and Category of Risks	Well-being Risk Level
1	1	0	0	Low	1
4	4	0	0	Medium	5
5	5	0	0	High	4
0	0	0	0	Not yet categorised	0
0	0	0	0	Unknown	0
0	0	0	0	To be updated	0
10	10	0	0	TOTAL	10

Well-being Objectives



Currently, within the CCBC Corporate Plan, there are 6 Well-being Objectives (with a suite of outcomes set over five years - 2018/2023). Three of those objectives are coordinated through this Directorate. See below:
The content below has been brought forward as at Year-End 20/21 - It will need updating going through 21/22.



WBO 2 – Enabling Employment

This objective has 5 medium to long-term outcomes. The 2020-21 delivery year has been an unprecedented year for the objective of Enabling Employment. The Covid-19 pandemic has presented unique challenges for the economy, with far-reaching consequences for both employers and employees. The first quarter of the year saw an almost total stall in employment across many sectors, followed by a slow and intermittent recovery throughout the remainder of the year, which was impacted by further lockdowns. Although the Furlough scheme has provided security for many employees, mass redundancy and unemployment has been an inevitable feature of the economic fallout from the pandemic. Internally, the initial onset of the pandemic also saw large sections of the Council's workforce redeployed to priority service areas (for example ESF employment programme staff were redeployed to support foodbanks and free school meals), resulting in unavoidable effects on employment support capacity. Unsurprisingly, these major external factors have had a significant impact on the progress of the Wellbeing Objective within the reporting period. However, at an overall level and taking into account the challenges of the pandemic, this objective is judged to be progressing satisfactorily, particularly in relation to employment support.

What has gone well?

Employment programmes (please note, although only the CfW and CfW+ programme sit within this directorate, for the purpose of the Wellbeing Objective figures have been collated from all CCBC employment programmes, including those ESF programmes that sit within Education (Bridges into Work2, Inspire 2 Work, Working Skills for Adults 2, Nurture, Equip and Thrive)

- **256 participants supported into employment** - Despite the major challenges to employment presented by the pandemic, the Council's employment programmes continued to deliver a high-quality employment support service which supported customers into employment throughout the year. Whilst these challenges did ultimately result in outcomes falling below target across the various employment programmes, it is felt that this can be justified given the unprecedented circumstances of the reporting period. Employment managers from other authorities have also confirmed that this is indicative of performance levels across Wales over the past year. Detailed performance figures for each programme are contained within Appendix 1.
- **Positive Outcomes for 16-24 age group** – The picture in terms of young people (aged 16-24) was far more positive, with delivery generally running according to profile. This is of particular importance given that this age group were determined to have been most at risk with regards to employment prospects as a result of the pandemic.
- **40% “Into Employment” conversion rate** (as an average across all programmes) - Figures for job entries must also be considered in the context of lower engagement figures generally. Engagement of new customers in general was a significant challenge over the past year, due to issues including shielding, childcare and limitations to public transport. When this lower rate of engagement is taken into account, the conversion rate of engagements to job entries is extremely positive.
- **Support for customers with disabilities and work limiting health conditions** – Employment programmes also continued to provide excellent support for customers with disabilities and work limiting health conditions, despite the fact that the pandemic and subsequent increased risks to health exacerbated barriers for many of these individuals. For example, the Communities for Work Plus programme met Welsh Government targets for supporting those with disabilities, with 20% of all job entries relating to participants with either a disability or work limiting health condition.
- Staff members from employment teams have been flexible in adapting and responding to the challenges of the pandemic and remote working. With face to face contact severely limited, employment mentors have had to adjust to supporting customers via remote means (phone and video calls), whilst maintaining the same quality of service. The restrictions of lockdowns have also led to the emergence of new barriers for customers in relation to remote working considerations. A shift to remote communication has resulted in increased demand for online training and interviews, meaning that employment staff have had to adapt their services to support customers in developing new digital skills to enable them to participate in the labour market.
- **Social Media engagement** – As a response to the challenges presented by the pandemic, all employment programmes within the Authority have worked closely together to adapt and develop an updated and co-ordinated approach to engagement in our most deprived communities. Most notably, in the latter part of the year this engagement activity has included a focused effort to greater expand our social media presence, which has resulted in real outcomes in terms of increased engagement.
- **Business Liaison** – With the economic challenges of the past year, maintaining contact with employers has been more important than ever. The ongoing work of the Business Liaison Team, based within the employment programmes, has ensured that employment officers have been able to respond quickly to changes in labour market demand. An ongoing dialogue with local employers has enabled employment teams to anticipate upcoming opportunities and plan participant training accordingly, supporting employers to recruit successfully at each stage of the economy's re-opening after each lockdown.

Procurement

Significant progress has been made on the implementation of Themes, Outcomes and Measures (TOMs) and their formal adoption via the Social Value Portal. From early 2020/21 the TOMs methodology is being included in all relevant procurement processes in line with the Programme for Procurement (2018-2023). In addition, the team continue to be actively involved with a National TOMs Framework for Wales via the WLGA and supported by the National Social Value Taskforce Wales (NSVT Wales). Caerphilly CBC specific and National TOMs for Wales have been designed to help Caerphilly CBC and other organisations measure and maximise the Social Value they create through the delivery of their services across the 7 Well-being Goals and importantly they will allow organisations to report Value created as a financial contribution to society. A draft of the Council's Social Value Policy has been developed and is being readied for consultation.

An exceptional response was received from suppliers & contractors for the annual Food Bank appeal despite the current pandemic. Donations were received from 56 suppliers & contractors totalling over £8,000.

In addition to the above the team were awarded winners status at the Go Awards Wales 2020 for the Social Value category and recognised at the National Go Awards.

City Deal Alignment

In March 2020, a Full business Case was approved by the Cardiff Capital Region Joint Cabinet for Homes for all the Region through the Housing Investment Fund(HIF). The HIF will provide capital funding for housing sites that are unviable due to the high cost of remediation and or infrastructure costs. In January 2021 the Council submitted 3 applications for funding, 2 of which have been successful and progressed to the next stage of assessment.

The Planning Team are also working closely with colleagues in Housing and Property to identify potential small sites for redevelopment. Several sites have been assessed to determine their suitability for development and are working with colleagues to market these sites as development plots for individuals that would like to build their own home. Interested individuals can look for plots of land on the Council's web page.

What has not gone well?



Well-being Objectives

Employment Programmes

- Employment programme outcomes have fallen below profile within 2021/21, as a direct result of the Covid-19 pandemic. There are many factors that have contributed to this profile variance, from the effect of lockdowns on individuals through to the wider impact on the economy in general. Poor IT access, low digital skills and lack of equipment has hampered delivery as many participants either do not have access to or are unable to use the internet.
- In particular, outcomes relating to Economically Inactive participants, those aged 25+ and those from the most deprived communities have been the most negatively impacted. Whilst all customers have experienced increased barriers as a result of the pandemic, these groups in particular have been disproportionately impacted due to factors including childcare/home-schooling considerations and also by shielding due to increased medical vulnerability.
- Referrals to employment programmes from Job Centre Plus (JCP) have fallen dramatically over the course of the pandemic, due to JCP office closures, staff redeployment and a removal in the conditionality for customers to demonstrate job seeking activity as a requirement of their claim. This has contributed significantly to general lower engagement numbers across the employment programmes, given that JCP has always been the main referrer into these programmes. Consequently, this has demonstrated the problem of an over-reliance on one dominant referral source; and forward planning for the employment programmes will include a focus on how teams can grow additional referral sources moving forward.
- Training outcomes for the period were also low. Many training providers were not running courses during the earliest lockdown phases; and the limited provision that was available was delivered online, excluding those with lack of digital skills and/or appropriate equipment. In addition, many accredited courses and licences, which are a requirement of specific vocations (e.g. CSCS), were not able to be granted without assessment conducted face to face, which was not an option during the strictest lockdown periods.

Procurement

The current pandemic has impacted some suppliers, service providers and contractors ability to proactively deliver community benefits / social value outcomes. However, the team are supporting these suppliers to remove barriers and reduce emerging risks that would prevent agreed outcomes being met.

Housing Stock Investment

Due to the Covid-19 pandemic Housing Repair Operations (HRO) and Welsh Housing Quality Standard (WHQS) works have been suspended for much of the year, with the exception of emergency repairs and works to voids. As a consequence, neither HRO or WHQS have recruited any apprentices or been able to accommodate work placements during 2020/21. It is anticipated that apprenticeships and placements will be made available during 2021/22.

Impact

Employment

Despite falling below profile (primarily due to the lower numbers of participants who chose to engage), employment programmes still achieved the following headline outcomes in 2020/21, representing very real successes for those customers who felt able to engage throughout the pandemic. The impact of gaining employment is significant and presents a very clear route of poverty and social exclusion for many customers in deprived communities. For those customers who may have become unemployed as a result of the pandemic and were then supported back into employment, these outcomes may have prevented a long-term reliance on benefits and potential other issues including debt and housing concerns which may arise from longer-term unemployment. The following figures represent stats from all of the Council's employment programmes (funded by both WG and ESF):

Total Participants Supported 718

Qualifications Gained	78
Vocational Training	56
Voluntary Placements	6
Job Entries	256

(Please note: these figures may include some double counting of participants due to customers becoming eligible for different programmes at different stages; however each outcome claimed represents a separate event).

Procurement

Successful suppliers, service providers & contractors continue to deliver community benefit / social value initiatives as part of contract arrangements, which include but are not limited to Targeted Recruitment & Training, Community, Educational and Supply Chain initiatives. A number of initiatives have been delivered and supported throughout the year as part of various projects and programmes of work. Further case studies to follow in due course.

Lessons learned/Need to Improve

- As a service we have had to adapt and review our operating methods - the service has been operating on a mainly remote basis, which has produced some positives and has identified some areas where efficiencies can be made by operating more remotely; however it is evident that for many customers, particularly those who are most vulnerable and excluded, a return to face to face contact will be necessary once restrictions allow.
- Need to identify more intensive engagement methods to engage Economically Inactive participants. Learnt importance of not having over-reliance on DWP/Jobcentres for engagement, as this presents significant impact upon engagement outcomes if JCPs lock down
- Identified need to further build relationships and promotion of programmes internally within CCBC, to maximise internal referrals received
- Need to revisit relationships formed previously with partners to retain contact and encourage new referrals

Future Focus

- Respond to continuing economic recovery maintaining close links with employers to gain labour market intelligence and enable us to be responsive to emerging opportunities
- Develop relevant training pathways for demand sectors (e.g. hospitality) as economy begins to reopen in many sectors
- Plan and develop new initiatives to engage Economically Inactive participants

Well-being Objectives



- Collaborate with other CCBC ESF employment programmes to develop exit plans as we transition into final year of funding
- Work with other authorities within CCR to develop pilot initiatives as precursor to potential future funding, including Shared Prosperity Fund (in line with Cardiff Capital Regional Skills Partnership [Employment and Skills Plan](#))



WBO 4 - Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment

This objective has 6 long-term outcomes. [Good progress](#) continues to be made in relation to most of the key outcomes related to this Well-being Objective.
To date, we have:

- Continuing to implement programmed works as referenced in the Integrated Network Maps for Active Travel Routes (15 year plan), that was formally approved by Welsh Government in February 2018. Review of INM is required by December 2021 and there is already good progress with the review and public consultation.
- Caerphilly continues to work with the delivery of the South Wales Metro and a £30m jointly funded investment package for Metro Plus schemes has been agreed with Welsh Government at the start of 2019/20. There has been good progress with regard RIBA and WelTAG process for the proposed Caerphilly Interchange.
- Work on site investigation for Llanbradach Park and Ride, as part of Metro plus schemes, has been completed. Feasibility design is ongoing.
- Discussions in relation to the Nelson to Ystrad Mynach passenger services have started, but are in relatively early stages. This line is still currently used as a freight line, transporting coal from the opencast mine in Merthyr Tydfil.
- The issue of protecting a route between Caerphilly to Newport, to potentially allow the reinstatement of a public transport route, is with Transport for Wales for consideration as part of their Metro Enhancement Framework. This is a long term aspiration.
- Improvements to bus stops in the Caerphilly basin have been substantially delivered in 2019/20. Design and construction of the first phase of 200 Mid Valley area bus stops is progressing well with delivery of approx. 100 stops in 2019/20 with the remainder in 2020/21. Completion of the outstanding bus stop improvements for the Caerphilly mid corridor have commenced and are due for completion during 2021/2022.
- Broadband improvements to Risca area continued through 2019/20. 7,500 homes in Risca have been connected to the Virgin broadband network with a 350Mb speed and capability for up to 500Mb speed at the property. The Risca scheme was second in country in the initial take up with sales figures at around 33%. Virgin Media are now in the process of building their fibre network in Caerphilly town over an 18 month period to connect 12,500 homes. Connectivity of the first homes is expected to go live at the end of February 2020 with 300 – 480 homes per month thereafter. This Plan has connectivity at its heart, promoting accessibility, the Metro and digital and Broadband improvements that support innovation and improves accessibility for all.
- The £30m jointly funded investment package for Metro plus schemes across the region has been progressed in 2019/20. The key project for the authority within this programme is the Caerphilly Interchange. The initial feasibility work for this project has been completed and the final draft Caerphilly 2035 Plan has been presented to key stakeholders. The Caerphilly Interchange is a key aspect of the Caerphilly 2035 project. The [Caerphilly 2035 Plan](#) covers many other Regeneration aspects and proposals within the Town. A wider public consultation will be undertaken in early 2020.

The progress we have made in 2020/21:

Despite the impact of the Covid-19 pandemic TfW are progressing the detailed design for the [Core Valley Lines \(CVL\) transformation programme](#). The Rhymney line is part of the South Wales Metro Project (2019 to 2024). A WelTAG Stage 1 study was commissioned via TfW and completed for the Central Rhymney line Park & Ride (P&R) study. This confirmed support for the Llanbradach and Ystrad Mynach P&R proposals. A WelTAG Stage 2 study has been commissioned and will be completed in 2021/22.

The £30m jointly funded investment package for Metro plus schemes across the region has been progressed in 2020/21. The key project for the authority within this programme is the Caerphilly Interchange. A RIBA Stage 1 study, commissioned via TfW, was completed. Working with the Design Commission for Wales, work has begun on commissioning the RIBA Stages 2 & E study/design in 2022/22 along with the WelTAG Stage 2. Wider public consultation will be undertaken during 2021/22 as part of the Caerphilly 2035 project.

A dialogue is being maintained with WG & TfW officials to discuss the ongoing CVL committed investment and the Council's Metro plus aspirations. This dialogue includes both the longer term aspirations for the Ystrad Mynach to Nelson rail line and the Caerphilly to Newport corridor Metro improvements. Through the Cardiff Capital Region Transport Authority (CCRTA), Officers are working with WG to identify future Metro strategic priorities.

The second phase of the Mid Valley area bus corridor improvements progressed in 2020/21 with the delivery of 60 bus stop improvements with the limited funding award from WG. Further funding has been secured in 2021/22 to complete the bus corridor improvement programme for the county borough that will improve accessibility for passengers.

TfW are still developing proposals for a 4 trains per hour service on the Ebbw Valley Railway that would require significant improvements to Crumlin and Newbridge stations, with a view to delivery by 2024. Details of the revised business case are expected to be shared by TfW with key stakeholders in 2020. This work has somewhat been delayed by the Covid-19 pandemic and the significant impact it has had on public transport services.

The Ystrad Mynach to Penpedairheol and Cefn Hengoed active travel route (INMC24) has been substantially completed. The outstanding works will be completed in Q1 of 2021/22.

£980k was secured from WG's in year Sustainable Travel Covid Response grant. This funded a social distancing schemes in Blackwood (widened footways and with Parklets), Risca and Fleur-de-Lis (bus stop improvement) and active travel schemes in Maesycwmmer (pedestrian crossing), Nelson (one way, footway and cycleway) and Ystrad Mynach (Lewis Street cycleway).

Installation of new electric vehicle 22kw fast charge points for residential / public use in 11 of the Council's public car parks.

Virgin Media have continued to accelerate their lightning build throughout Caerphilly Borough, where customers will be able to take benefit from the new Gig 1 service – delivering average broadband speeds of 516mbps download (50x faster than the standard UK

Well-being Objectives



broadband). Virgin are nearing the end of the fibre network construction in Caerphilly, with 10.5k homes reached to date, the final 1.5k homes to be reached by July 2021. Sales penetration in the area has been great with 39%* of customers choosing to take service with us.

*%based on 12 month average

The impact of our work, including what have we learnt and where do we need to improve:

Whilst the Covid-19 pandemic has significant impacted on the country in many tragic ways, one of the positives has been the increase in active travel and the greater interest in improving local infrastructure. This has been evidenced by the significant public engagement with the consultation on the review of the adopted Active Travel Integrated Network Map (almost 3000 hits/responses). The use of on line data mapping has proved to be very effective and easy to use. This form of public engagement should be used more extensively for future consultations.

The near completion of the bus corridor enhancement programme means that all residents across the county borough will benefit from accessible bus stop infrastructure and passenger transport information.

WG is providing increasing sums for Active Travel grant funded schemes, so we need to build up our capacity into increase our development and delivery of the Active Travel infrastructure programme.

What is our future focus?

Continue to make progress with the above activities. In particular:

Complete the review of the Active Travel Integrated Network Map and development of the new Active Travel Network Map.

Increasing out capacity for faster delivery of the Active Travel infrastructure programme

Progress the detailed architectural design for Caerphilly Interchange and target the new UK Levelling Up Fund for its delivery my March 2025.

Design of the Llanbradach and Ystrad Mynach Park & Ride schemes and design.

Review the updated business case for the Ebbw Valley Railway ensuring the Council's priorities for Crumlin and Newbridge are taken into account.

Continue to develop the EV charging infrastructure for public, taxi and public transport use.



Summary of progress:

This objective has 2 long-term outcomes, and at present, the objective is judged to be **progressing well**. The differences and impacts made in this 3rd year of a 5-year plan, are outlined below.

What went well in 2020/21.

Key progress and achievements were:

- The development of an Athletics Track in Oakdale that will support Education, community use and future club development



Well-being Objectives

- The enhancement of 2 x multi use 3G pitches at Lewis School, Pengam and Ysgol Cwm Rhymni, Fleur de Lys.
- Accessing funding from a Sport Wales to support the development of an enhanced outdoor facility at St Cenydd Campus from an aged and poorly maintained Astro Turf Pitch (ATP) to a new multi-use 3G facility;
- Working collaboratively with Play Wales and Welsh Government (WG) to access funding that supports and increases opportunity for play development through the medium of sport and physical activity and enhanced play activity in our leisure centres, parks and tourism venues.
- Maximising the realignment of the Welsh Government Free Swim Initiative (FSI) capital funding allocation to improve the provision and opportunity of aquatics across our portfolio of leisure centres. An example includes the provision of aquatic based spin bikes at Heolddu LC (The first in south - east Wales) building upon the significant growth in (group) cycling across the UK.
- A significant investment into the enhancement of the fitness suite provision at Newbridge Leisure Centre – scheduled to open later this year
- A broad and varied range of taster and competition activities delivered in partnership with primary and secondary schools across the county borough engaging thousands of young people in active recreation
- Supporting engagement with the 'Daily Mile' aimed at encouraging primary school aged children to become more active on a more regular basis
- A range of intergenerational 'return to' activities that have seen people aged 18-75 re-engage with active recreation, EG: Walking Netball, Walking Football and Walking Rugby.
- The Positive Futures programme, working in collaboration with a range of stakeholders, including Gwent Police,
- Over 30 young people engaged and trained as part of the 'Coach of the Future' programme
- Supporting the Caerphilly Challenge Series and over 3000 pupil visits to various outdoor venues
- More than 1400 clients engaging in the National Exercise Referral Scheme (NERS) in programmes such as Cardiac Rehabilitation, Pulmonary Rehabilitation, Diabetes and Obesity.

Healthy Schools: 20 schools have now achieved the Healthy Schools National Quality Award. This equates to 23% of our schools. This is well above the national target of 10%.

Period Dignity: The period dignity working group continues, and during the pandemic, we sent out over 1200 packs of sanitary products to Free School Meal registered girls aged 10-18. Additionally, products were also delivered out to our communities and all schools, to distribute where necessary. Eco friendly products have been purchased from the 2019/20 grant, and distributed to all schools.

The impact of our work, including what have we learnt and where do we need to improve:

Healthy Schools: Unfortunately, due to covid-19 the Healthy Schools Scheme has currently been suspended, due to many key Public Health Wales staff being redeployed to other areas. This has meant we haven't been able to support any schools in achieving the National Quality Award since March 2020. A full review on whether accreditations can continue will take place in April 2021.

Period Dignity: Develop a structured process that ensures products are delivered directly to schools and made freely available to girls throughout the year (primary and secondary). Develop educational resources that supports our young peoples knowledge on eco-friendly products.

Our focus for the future:

Healthy Schools: A full review on whether accreditations can continue will take place in April 2021.

Period Dignity: Ensure grant money is utilised to provide girls with eco-friendly produces. All young people receive education on the need for using eco-friendly products, as well on how to use them correctly. Develop a more suitable logistical plan, ensuring products are distributed to schools and girls more frequent.

Conclusion

Refer back to
Directors Summary



Are we: 1. Involving 2. Collaborating 3. Thinking Long-term 4. Integrating 5. Preventing (& Sustainable) ?

Highlights coming out of the information

- Refer to Directors Self Assessment Summary Page

What have we learnt and what needs improving and why?

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Progress against priority actions from last quarter	By whom	By when	Update
Despite the significant effects of the Covid-19 pandemic, service priorities and Well Being Objectives have generally been well progressed with only 1 priority showing as black (not yet started) and 2 showing as red (started but not progressing well) out of a total of 41 priorities.			

Priority actions for next quarter - What support is needed from Corporate Management Team	By whom	By when	Update
Progressing key service reviews in the Waste Service and Fleet Management Service	Dir/HoS	Ongoing	
Implementing Recovery Plans following the Pandemic (new)	Dir/HoS	Ongoing	
Progressing the demolition of the properties on Hafodyrynys Road in accordance with the Welsh Government (WG) Air Quality Direction	Dir/HoS	Ongoing	
Progressing with key 'Regeneration Actions' linked to the external funding streams, WG Regional Strategies and the Authority's emerging Placemaking Plan. Support with the Circular Economy Re-Use Shop Project.	Dir/HoS	Ongoing	
Take part of deep dive 'review' into understanding absence	Dir/HoS	1st quarter update	
To update Risk Register - especially those that are part of the CPA risk register	Dir/HoS	Jul-21	

Conclusion

Refer back to
Directors Summary



Are we: 1. Involving 2. Collaborating 3. Thinking Long-term 4. Integrating 5. Preventing (& Sustainable) ?

Feedback recognition and actions from Corporate Management Team	By whom	By when	Update
Recognition and appreciation for how hard people have worked through the pandemic.	Chief Exec and Director		

Base Data - Performance



Link to
Performance
Charts

Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
WS & O	Refuse & Cleansing	WS&O - Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	Quarterly	Number	5.0	Hayley Jones	5.00	4.00	6.42	1.70	0.86	2.70	2.14	2.31	2.40	3.65		
WS & O	Refuse & Cleansing	WS&O - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way [WMT009] (Accum)	Quarterly (accum)	%	58.0	Hayley Jones	65.60	66.63	62.77	59.80	59.06	61.37	61.05	61.92	61.62	60.50		
WS & O	Refuse & Cleansing	Average time (days) to collect bulky waste items	Quarterly	days	N/A	Hayley Jones	7.40	5.04	16.18	6.01	10.63	17.30	10.08	5.59	14.00	14.00		
WS & O	Refuse & Cleansing	Number of; Missed waste and recycling collections (food, garden, waste, recycling) (Accum)	Quarterly (accum)	Number	N/A	Rhodri Lloyd & Melanie Jones	2,086	4,382	4,891	6,561	3,030	6,247	8,451	10,706	2,294	5,279		
WS & O	Refuse & Cleansing	Missed waste and recycling collections as a % of total collections undertaken (food, garden, waste, recycling) (Accum)	Quarterly (accum)	%		Hayley Jones	0.06	0.02	0.03	0.04	0.02	0.04	0.05	0.07	0.09	0.03		
Transport	Fleet Vehicles	Vehicle Availability (%) - Refuse (RCVs)	Quarterly	%	85.0	Lynne Price	76.70	82.98	88.15	76.32	85.84	78.84	77.53	75.04	77.05	81.46		
Transport	Fleet Vehicles	Vehicle Availability (%) - Recycling	Quarterly	%	85.0	Lynne Price	83.55	87.86	81.55	79.63	83.33	85.09	84.72	90.71	94.87	92.68		
Transport	Fleet Vehicles	Vehicle Availability (%)- Green Waste	Quarterly	%	85.0	Lynne Price	90.38	90.33	92.87	84.77	91.45	89.43	91.20	89.29	78.21	86.45		
Sports & Leisure	Finance (Costs)	S&L - Net cost per visit to indoor sport facilities (£'s)	Quarterly	£'s	1.58	Jeff Reynolds	1.48	1.26	1.07	1.10	N/A	N/A	23.14	N/A	16.33	14.13		
Sports & Leisure	Customer Satisfaction	Net Promoter Score - Leisure Customer Rating (0-10) Survey: How likely are you to recommend Leisure Lifestyle to friends and family (%) Promoters scoring 9-10 less % Detractors scoring 0-6)	Quarterly	Number	53.0	Jeff Reynolds	61.00	62.00	60.00	56.00	53.00	45.00	61.00	64.00	62.00	62.00		
Sports & Leisure	Sport & Health Engagement	Number of participants in Sports Development and NERS activities (Accum)	Quarterly (accum)	Number	85,468	Jared Louher	16,846	36,838	57,542	71,574	0	3,915	6,056	6,936	7,272	13,596		
100																		

Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Sports & Leisure	Sport & Health Engagement	S&L - PAM017 (LCS002b) - Number of visits to indoor & outdoor sport facilities per 1,000 population	Annual	No/1,000	9,000	Jeff Reynolds	7,791.5	7,191.5	7,292.8	5,976.0	394.0	
Sports & Leisure	Sport & Health Engagement	S&L - % Children age 11 yrs able to swim 25 metres (Yrly)	Annual	%	76.0	Jeff Reynolds	54.0	54.0	47.0	36.5	0.0	
Green Spaces	Outdoor Facilities	GS - Number of visitors to Country Parks	Annual	Number	1,350,000	Philip Griffiths	1,200,000	1,450,000	1,520,000	1,530,000		
Transport	Carbon Management	T&F - CCBC Operating Fleet -Tonnes CO2 emissions from Diesel Consumption (Yrly)	Annual	Tonnes		Robert Mitcham	3,893	3,884	3,795	3,647	3,416	
Transport	Carbon Management	Number of electric vehicles	Annual	Number		Mike Headington	0	0	0	0	3	6

Base Data - Performance

Link to
Performance
Charts



Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
TEG	Demand & Response	TEG - The total number of planning applications sent back to the Planning authority within the required timescale	Quarterly	Number		Andrew Vick	109	79	80	91	111	70	109	130	148	98		
TEG	Demand & Response	TEG - The total number of planning applications received	Quarterly	Number		Andrew Vick	124	80	83	92	113	72	105	136	149	100		
TEG	Enforcement	Civil Parking Enforcement (CPE) - Number of Notices Issued	Quarterly	Number		Dean Smith	3,145	2,729	2,771	2,882	32	1,423	1,550	568	1,021	1,711		

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
TEG	Highway Adoptions	TEG - Number of highway adoptions completed	Annual	Number		Andrew Vick	21	15	8	5	9	
TEG	Highway Safety	TEG - Number of casualties per 100,000 vehicle kilometres of local roads reported during the year	Annual	Number		Andrew Vick	19.2	Not Available	Not Available	Not Available	Not Available	
TEG	Bus Services	TEG - Subsidy per bus passenger (£)	Annual	£		Geraint Roberts	0.71	0.68	0.73	0.90	2.89	
EPG	Inspections	EPG - Number of general bridge inspections	Annual	Number	Under Review	Jonathan Abraham	190	140	178	115	172	
EPG	Inspections	EPG - Number of general inspections for confined space culverts	Annual	Number	Under Review	Jonathan Abraham	55	54	95	34	51	
EPG	Inspections	EPG - Number of Principle Inspections (PI's - 6 Yr Cycles)	Annual	Number	12.0	Julian Higgs	4	1	8	12	0	
HOG	Road Conditions	HOG - THS012 The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition [Yrly]	Annual	%	4.5	Gareth M Richards	6.53	5.66	5.20	4.50	3.90	
HOG	Highway Repairs	HOG - Eng 5 Average time taken to rectify highway surface defects that were identified for this period (No of days) [Yrly]	Annual	Number of Days	42.0	Gareth M Richards	33.0	44.9	43.0	32.8	43.6	
HOG	Highway Maintenance	HOG - Percentage of budget spent on Planned Maintenance against Reactive Maintenance (APSE - Relates to carriageway works only)	Annual	%	70.0	Gareth M Richards	56.60	54.70	63.24	58.30	62.11	

Base Data - Performance

Link to
Performance
Charts



Grouping	Description	CORPORATE PROPERTY - Measures	Frequency	Unit of Measure	Target	OWNER	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
STATUTORY TESTING	Compliance for Key Disciplines	% Corporate Buildings (excluding leased out buildings and housing) with valid certification for periodic electrical, annual gas, annual legionella and fire risk assessment testing and inspection.	Annual	Percentage	100%	Alun Ford	99.75	99.75	100.00	100.00	100.00	
STATUTORY TESTING	Overdue Remedial Tasks for Key Disciplines	Total (No.) overdue P1 & P2 remedial tasks for corporate Buildings (excluding leased out buildings and housing) and arising from periodic electrical, annual gas, annual legionella and fire risk assessment testing and inspection.	Annual	Number	0	Alun Ford	699	699	391	87	45	
CONDITION	Value of Backlog Maintenance - Urgent	Total estimated value of URGENT works for corporate buildings (excluding leased out buildings and housing) based on latest condition surveys (£'s) - Priority 1	Annual	£	0	Alun Ford		2,332,000	1,181,000	923,869	796,401	
CONDITION	Value of Backlog Maintenance - Essential	Total estimated value of ESSENTIAL works for corporate buildings (excluding leased out buildings and housing) based on latest condition surveys (£'s) - Priority 2	Annual	£	Reduction	Alun Ford		20,189,000	21,238,000	22,236,374	19,653,382	
DISPOSALS	Capital Receipts	Total value of in year capital receipts for the sale of land and property (£'s)	Annual	£	None	Tim Broadhurst			1,354,390	765,500		
ENERGY	Consumption Electricity	Total electricity used in eleven core corporate offices (kWh) <i>(Ty Penallta, Ty Tredomen, Foxes Lane, Mill Road, Cherry Tree House, Tir-y-Berth, Ty Bargoed, Ty Gilfach, Ty Graddfa, Ty Pontygwindy and Woodfieldside Units 1,2,3 & 6)</i>	Annual	kWhrs	Reduction	Paul Rossiter	4,347,629	3,510,070	3,460,037	3,248,957	3,751,030	
ENERGY	Consumption Electricity	Total electricity used in Ty Penallta Office (kWh)	Annual	kWhrs	Reduction	Paul Rossiter	1,811,718	1,252,998	1,389,032	1,275,496	1,962,782	
ENERGY	Consumption Gas	Total gas used in eleven core corporate offices (kWh) <i>(Ty Penallta, Ty Tredomen, Foxes Lane, Mill Road, Cherry Tree House, Tir-y-Berth, Ty Bargoed, Ty Gilfach, Ty Graddfa, Ty Pontygwindy and Woodfieldside Units 1,2,3 & 6)</i>	Annual	kWhrs	Reduction	Paul Rossiter	3,059,382	2,626,774	2,700,675	2,479,956	2,520,117	
ENERGY	Renewable Electricity Generation	Total annual renewable electricity generation via Council owned photovoltaic arrays (kWh)	Annual	kWhrs	Increase	Paul Rossiter			621,790	666,872	746,090	
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Grouping	Description	PUBLIC PROTECTION - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Trading Stds	Enforcement & Support	The percentage of significant breaches that were rectified by intervention for Trading Standards (Accum)	Quarterly (accum)	%	100%	Jacqui Morgan	100	97	93	98	100	91	94	100	94	100		
Food Safety	Inspections	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for <u>Food Hygiene</u> (Accum)	Quarterly (accum)	%	100%	Maria Pinch	97	81	94	96	Not available	Not available	0	0	4	3		
Food Standards	Inspections	The percentage of high risk businesses that were liable for a programmed inspection that were inspected for <u>Food Standards</u> (Accum)	Quarterly (accum)	%	100%	Jacqui Morgan	9	35	57	91	8	36	72	92	33	62		New for 21/22
Env Health	Enforcement	Number of Fixed Penalty Notices issued for dog fouling and not having the means to pick up (Accum)	Quarterly (accum)	Number		Gary Mumford (Jillian Nott)	13	23	29	31	3	4	4	4	0	1		
Env Health	Enforcement	Number of Fixed Penalty Notices issued for littering (Accum)	Quarterly (accum)	Number		Gary Mumford (Jillian Nott)	17	34	51	77	7	16	17	26	4	6		
Env Health	Enforcement	Number of Fixed Penalty Notices issued for fly tipping and householder duty of care (Accum)	Quarterly (accum)	Number		Gary Mumford (Jillian Nott)									7	17		New for 21/22

Grouping	Description	REGENERATION & PLANNING - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Planning	Applications Processing	% of major applications determined on time for each quarter	Quarterly	%	50%	Ryan Thomas	50.0	50.0	0.0	100.0	100.0	100.0	100.0	50.0	100.0	50.0		
Planning	Applications Processing	% of major applications that are approved.	Quarterly	%	90%	Ryan Thomas								100.0	100.0	100.0	100.0	



Base Data - Performance

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Planning	Applications Processing	% of minor and householder applications determined on time for each quarter	Quarterly	%	80%	Ryan Thomas	85.3	88.5	87.2	97.7	97.9	95.3	93.2	95.3	89.4	83.1		
Planning	Applications Processing	Average time taken to determine all applications in days	Quarterly	Days	65	Ryan Thomas	75.0	75.0	104.0	74.0	79.0	74.0	70.0	93.0	93.0	105.0		
Enforcement	Enforcement	Average time taken to investigate enforcement cases in days	Quarterly	Days	84	Ryan Thomas	48.0	63.0	65.0	76.0	47.0	45.0	73.0	153.0	100.0	300.0		
Regeneration	Industry/Office Provision	% of occupancy of Council owned industrial and office property portfolio	Quarterly	%	98	Allan Dallimore	94.0	98.5	98.2	97.8	98.1	98.1	97.2	96.6	96.6	94.5		
Regeneration	Retail Provision	% of occupancy of Council owned retail property portfolio (Lowry Plaza)	Quarterly	%	95	Allan Dallimore	87.5	87.5	87.5	100.0	100.0	100.0	100.0	100.0	100.0	100.0		
Destination & Events	Tourism	Number of Visitors to the Centre (not the site) - Cwmcarn Forest Drive (Accum)	Quarterly (accum)	Number	250,000/yr	Antony Bolter	65,762	135,605	170,806	199,353	0	31,046	44,993	44,993	12,294	67,554		

Public Accountability Measures - Base Data - Performance



Grouping	Description	Community & Leisure - Measures	Frequency	Unit of Measure	Target	OWNER	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
WS & O	PAM's	PAM010: The percentage of highways inspected of a high or acceptable standard of cleanliness	Annual	%		Tudor Lewis	96.8	96.4	96.5	96.2	0.0	
WS & O	PAM's	PAM035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	Annual	Number		Tracy Gwyther			2.5	2.6	1.7	
WS & O	PAM's	PAM030: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	Annual	%		Hayley Jones	65.5	66.7	63.0	62.5	61.9	
WS & O	PAM's	PAM043: Kilogram of residual waste generated during the year per person	Annual	Kg		Hayley Jones			162.0	156.1	274.1	
Sports & Leisure	PAM's	PAM017: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	Annual	Number /1,000		Jeff Reynolds	7,791.5	7,191.5	7,293	5,976	394	
Sports & Leisure	PAM's	PAM041: Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16 weeks	Annual	%		Jared Laugher & James Craig			51.0	52.0	0.0	
Sports & Leisure	PAM's	PAM042: Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks	Annual	%		Jared Laugher & James Craig			73.0	76.0	0.0	

Can/Are any of the PAM's collected or measured QUARTERLY?

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
HOG	PAM's	PAM020: The percentage of principal (A) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)	4.30	4.60	3.90	4.10	3.00	
HOG	PAM's	PAM021: The percentage of principal (B) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)	3.70	3.60	3.40	3.10	2.40	
HOG	PAM's	PAM022: The percentage of principal (C) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)	8.70	7.30	6.60	5.70	4.90	

Grouping	Description	PUBLIC PROTECTION - Measures	Frequency	Unit of Measure	Target	OWNER	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	PAM's	PAM023: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	Annual	%		Maria Pinch	95.00	94.80	95.67	95.77	95.85	

Base Data - Resources

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Resource Tab



1. In-Month - STS - SHORT TERM SICKNESS Only

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure	1.55	1.90	1.63	2.51	2.43	3.08	2.94					
Infrastructure	1.77	1.62	1.92	3.46	1.51	3.49	3.65					
Property	0.25	1.55	0.00	2.60	1.03	1.91	0.25					
Public Protection	1.06	0.67	0.33	1.54	1.14	2.02	2.14					
Regeneration & Planning	0.97	1.04	0.53	0.52	2.34	2.77	0.80					
Whole Directorate	1.36	1.53	1.31	2.32	2.05	2.93	2.56					

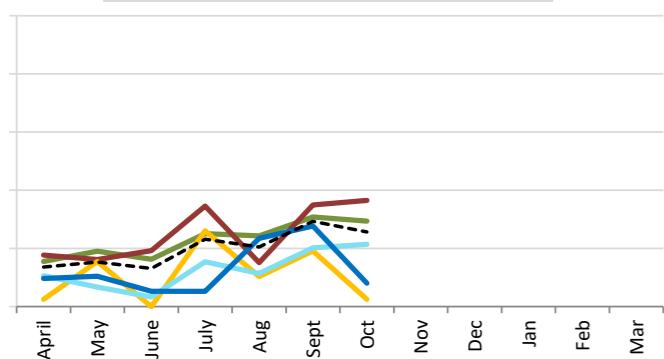
2. In-Month - LTS - LONG TERM SICKNESS Only

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure	5.13	4.35	5.75	6.05	5.50	5.84	6.20					
Infrastructure	4.45	4.15	4.57	3.28	4.58	4.66	4.46					
Property	1.37	1.01	0.96	2.74	0.28	0.00	0.00					
Public Protection	2.37	2.95	1.93	1.63	2.89	3.72	4.19					
Regeneration & Planning	1.91	2.79	2.67	2.51	3.17	4.73	5.71					
Whole Directorate	3.93	3.69	4.49	4.49	4.50	4.97	5.31					

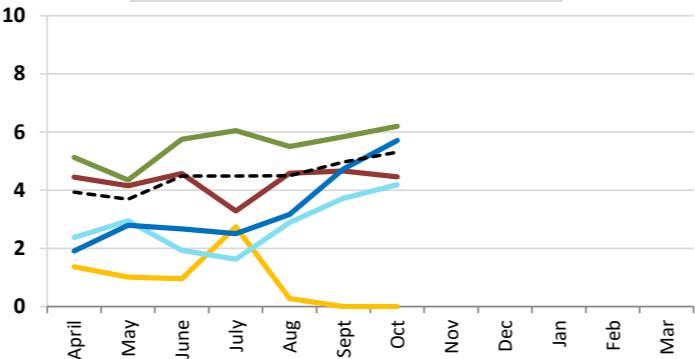
3. In-Month - OVERALL - TOTAL Sickness

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure	6.69	6.26	7.38	8.55	7.93	8.92	9.14					
Infrastructure	6.22	5.77	6.49	6.74	6.09	4.66	8.11					
Property	1.62	2.56	0.96	5.35	1.32	1.91	0.25					
Public Protection	3.43	3.62	2.26	3.17	4.03	5.74	6.34					
Regeneration & Planning	2.88	3.82	3.20	3.03	5.51	7.50	6.50					
Whole Directorate	5.29	5.23	5.79	6.81	6.55	7.90	7.87					

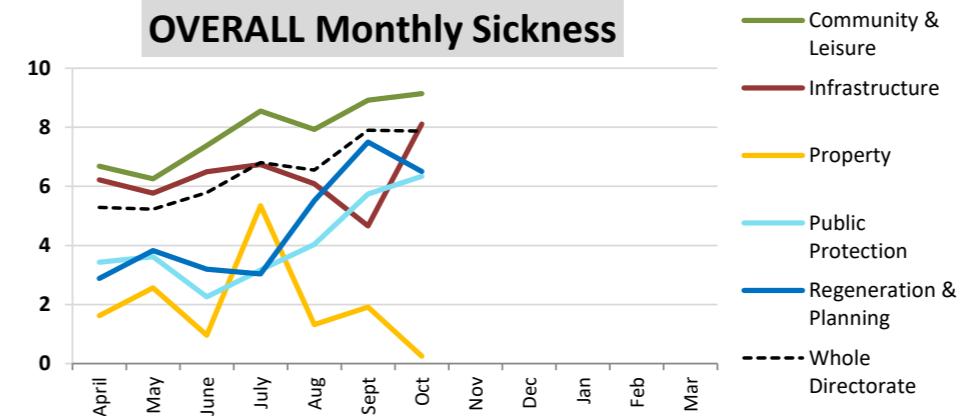
STS - Short Term Sickness



LTS - Long Term Sickness



OVERALL Monthly Sickness



Base Data - Resources

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Resource Tab



1. In-Quarter - STS - SHORT TERM SICKNESS Only

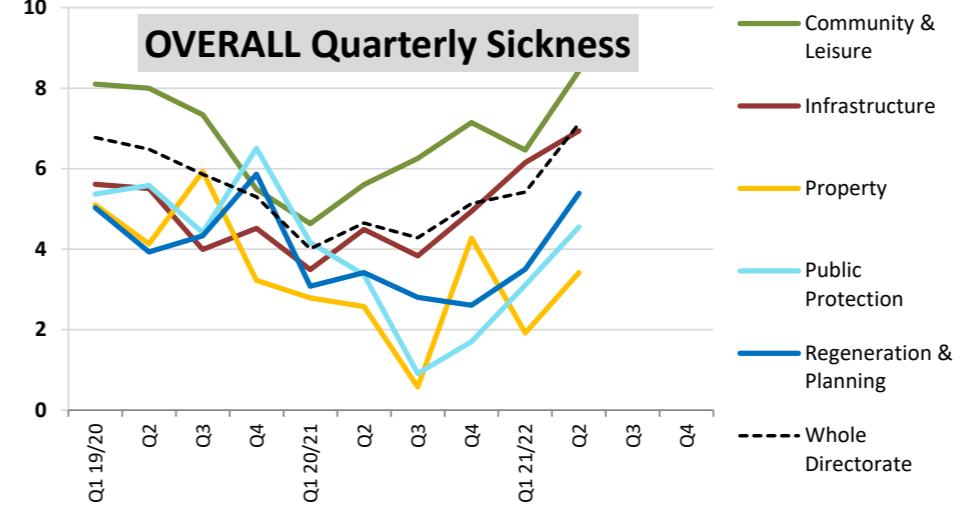
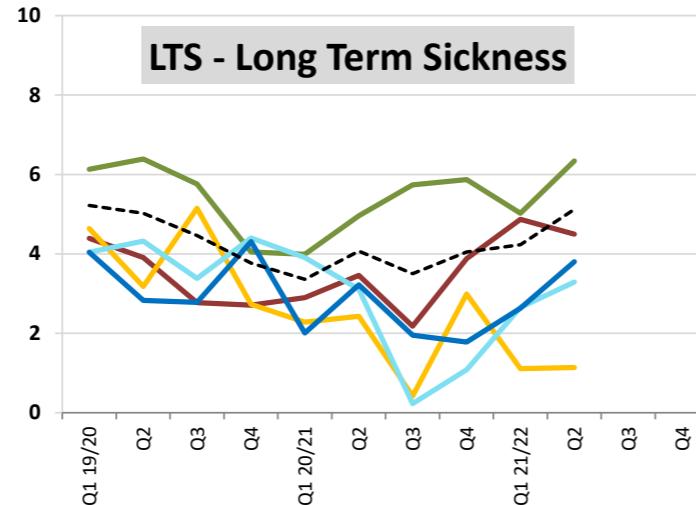
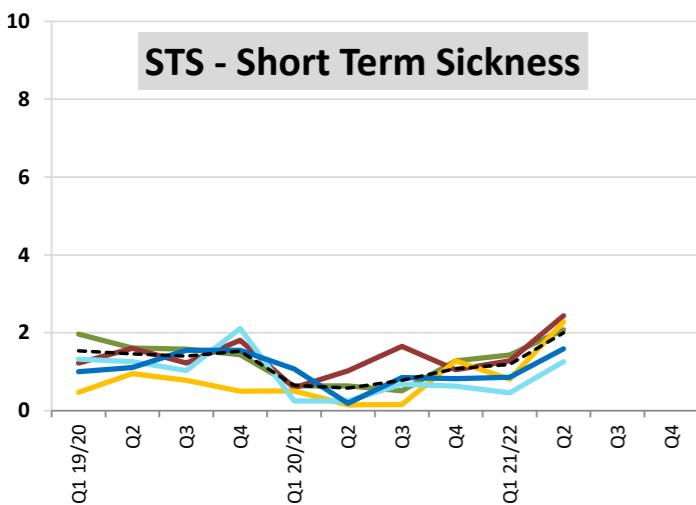
Staff Sickness Stats (%)	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Community & Leisure	1.97	1.61	1.58	1.44	0.64	0.64	0.51	1.28	1.43	2.08		
Infrastructure	1.22	1.60	1.22	1.81	0.59	1.02	1.65	1.05	1.28	2.44		
Property	0.47	0.95	0.78	0.50	0.51	0.15	0.16	1.28	0.81	2.28		
Public Protection	1.32	1.26	1.03	2.11	0.25	0.25	0.68	0.63	0.46	1.26		
Regeneration & Planning	1.00	1.11	1.55	1.55	1.07	0.19	0.85	0.82	0.86	1.59		
Whole Directorate	1.54	1.46	1.40	1.53	0.65	0.58	0.78	1.08	1.19	2.00		

2. In-Quarter - LTS - LONG TERM SICKNESS Only

Staff Sickness Stats (%)	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Community & Leisure	6.13	6.39	5.76	4.05	3.99	4.96	5.74	5.87	5.02	6.34		
Infrastructure	4.39	3.91	2.77	2.71	2.90	3.46	2.18	3.88	4.87	4.50		
Property	4.64	3.18	5.15	2.73	2.28	2.43	0.42	2.99	1.11	1.14		
Public Protection	4.04	4.32	3.38	4.40	3.91	3.11	0.23	1.08	2.65	3.29		
Regeneration & Planning	4.04	2.83	2.78	4.31	2.01	3.22	1.95	1.78	2.63	3.80		
Whole Directorate	5.22	5.02	4.46	3.77	3.36	4.07	3.50	4.05	4.23	5.12		

3. In-Quarter - OVERALL - TOTAL SICKNESS Only

Staff Sickness Stats (%)	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Community & Leisure	8.10	8.00	7.34	5.49	4.63	5.60	6.26	7.15	6.46	8.43		
Infrastructure	5.61	5.51	3.99	4.52	3.49	4.49	3.83	4.94	6.15	6.94		
Property	5.10	4.13	5.93	3.22	2.79	2.58	0.58	4.27	1.92	3.42		
Public Protection	5.37	5.58	4.41	6.51	4.16	3.36	0.91	1.70	3.11	4.55		
Regeneration & Planning	5.03	3.93	4.33	5.86	3.08	3.42	2.80	2.61	3.50	5.39		
Whole Directorate	6.77	6.48	5.86	5.30	4.01	4.65	4.28	5.13	5.42	7.12		



Base Data - Resources

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Resource Tab



Complaints Data

Customer Tab:		Accumulative											
Total Accumulative Count of Complaints By Type in the year	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	
Informal	235	517	655	755	101	300	366	506	96	174			
Stage 1	23	75	94	110	11	26	41	63	61	132			
Stage 2	10	18	16	19	3	5	8	10	6	7			
Esc 1 to 2	0	11	23	26	1	5	9	14	14	28			
Other	0	0	0	0	0	0	0	0	0	0			
Whole Directorate	268	621	788	910	116	336	424	593	177	341	0	0	
Customer Tab:		Accumulative											
Total Count Completed in Target Times By Type in the year	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	
Informal	210	462	592	684	95	243	325	452	88	165			
Stage 1	19	59	77	90	9	23	38	55	52	115			
Stage 2	10	18	15	18	3	4	7	9	4	4			
Esc 1 to 2	0	10	21	24	1	4	9	12	13	27			
Other	0	0	0	0	0	0	0	0	0	0			
Whole Directorate	239	549	705	816	108	274	379	528	157	311	0	0	
Number of Complaints received in each Qtr		Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Informal	235	282	138	100	101	199	66	140	96	78	-174	0	
Stage 1	23	52	19	16	11	15	15	22	61	71	-132	0	
Stage 2	10	8	-2	3	3	2	3	2	6	1	-7	0	
Esc 1 to 2	0	11	12	3	1	4	4	5	14	14	-28	0	
Other	0	0	0	0	0	0	0	0	0	0	0	0	
Whole Directorate	268	353	167	122	116	220	88	169	177	164	-341	0	
Check	268	621	788	910	116	336	424	593	177	341	0	0	
Number of Complaints Completed in Target Times in each Qtr		Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Informal	210	252	130	92	95	148	82	127	88	77	-165	0	
Stage 1	19	40	18	13	9	14	15	17	52	63	-115	0	
Stage 2	10	8	-3	3	3	1	3	2	4	0	-4	0	
Esc 1 to 2	0	10	11	3	1	3	5	3	13	14	-27	0	
Other	0	0	0	0	0	0	0	0	0	0	0	0	
Whole Directorate	239	310	156	111	108	166	105	149	157	154	-311	0	
Check	239	549	705	816	108	274	379	528	157	311	0	0	

Base Data - Resources

Link to
Resource Tab



Customer Tab:		Accumulative											
Total Accumulative Count of Complaints By Service in the year	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	
Community & Leisure	155	381	448	512	80	203	246	339	102	203			
Infrastructure	73	154	230	274	11	59	91	136	47	82			
Property	1	1	2	3	0	1	2	2	0	1			
Public Protection	24	45	58	62	17	46	49	65	16	35			
Regeneration & Planning	11	25	32	38	4	20	27	41	11	18			
Other	4	15	18	21	4	7	9	10	1	2			
Whole Directorate	268	621	788	910	116	336	424	593	177	341	0	0	
Customer Tab:		Accumulative											
Total Count Completed in Target Times By Service in the year	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	
Community & Leisure	138	345	411	472	75	176	228	314	96	193			
Infrastructure	67	131	198	237	10	41	77	117	42	74			
Property	100	1	2	3	0	0	1	1	0	1			
Public Protection	19	35	49	52	16	38	46	59	12	29			
Regeneration & Planning	10	22	28	32	3	13	20	29	6	12			
Other	4	15	17	20	4	6	7	8	1	2			
Whole Directorate	338	549	705	816	108	274	379	528	157	311	0	0	
Number of Complaints received in each Qtr		Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Community & Leisure	155	226	67	64	80	123	43	93	102	101	-203	0	
Infrastructure	73	81	76	44	11	48	32	45	47	35	-82	0	
Property	1	0	1	1	0	1	1	0	0	1	-1	0	
Public Protection	24	21	13	4	17	29	3	16	16	19	-35	0	
Regeneration & Planning	11	14	7	6	4	16	7	14	11	7	-18	0	
Other	4	11	3	3	4	3	2	1	1	1	-2	0	
Whole Directorate	268	353	167	122	116	220	88	169	177	164	-341	0	
Check	268	621	788	910	116	336	424	593	177	341	0	0	
Number of Complaints Completed in Target Times for each Qtr		Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Community & Leisure	138	207	66	61	75	101	52	86	96	97	-193	0	
Infrastructure	67	64	67	39	10	31	36	40	42	32	-74	0	
Property	100	-99	1	1	0	0	1	0	0	1	-1	0	
Public Protection	19	16	14	3	16	22	8	13	12	17	-29	0	
Regeneration & Planning	10	12	6	4	3	10	7	9	6	6	-12	0	
Other	4	11	2	3	4	2	1	1	1	1	-2	0	
Whole Directorate	338	211	156	111	108	166	105	149	157	154	-311	0	
Check	338	549	705	816	108	274	379	528	157	311	0	0	

Base Data - Resources

Link to
Resource Tab



Health and Safety (H&S) Number of Reported Accidents		Stats obtained from the Quarterly Accident & Violent Incident Reports, as produced by Emma Townsend, Health and Safety Manager (& Andrew Wigley)											
Number by Service & Report Arena		Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4
Community & Leisure		18	17	17		8	5	10	7	2	3		
Infrastructure		3	5	1			2	6	3	2	5		
Property													
Public Protection													
Regeneration & Planning				1									
Whole Directorate		21	22	19	0	8	7	16	10	4	8		
RIDDOR		4	0	2		1		4	1		1		

LINGUISTIC PROFILE OF WORKFORCE - WELSH LANGUAGE ABILITY BY SERVICE AREA AND FLUENCY (Welsh Language Standards Annual Report - Level 5)

Service Area (Year End Data)	19/20 - Total Staff	Welsh Speakers	20/21 - Total Staff	Welsh Speakers	21/22 - Total Staff	Welsh Speakers
Community & Leisure	762	135	716	125		
Infrastructure	236	31	227	35		
Property	61	17	63	18		
Public Protection	115	20	159	34		
Regeneration & Planning	338	53	332	49		
Other	0	0	0	0		
Whole Directorate (No's)	1512	256	1497	261	0	0
Whole Directorate (%)		16.93%		17.43%	#DIV/0!	

Look Up - RAG Key

Priorities - RAG	Status
Black	Not yet started or too early to report any progress (achievements/changes)
Red	Started but not progressing well
Amber	Started with reasonable progress achieved
Green	Going well with good progress

Risk Levels
Low
Medium
High
Not yet categorised
Unknown
To be updated

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Equalities & Welsh Language

Characteristic Strand
Age
Disability
Gender Reassignment
Marriage and Civil Partnership
Pregnancy and Maternity
Race
Religion/Belief or Non-belief
Sex
Sexual Orientation
Welsh Language
More than one Strand

No Linked to Service Priorities	No Linked to Directors Priorities
0	0
0	0
0	0
0	0
0	0
0	0
0	0
1	0
0	0
0	0
1	0
2	0

Directors Priorities



Table 1 showing summary count and status of the Directors Priorities

Count	Progress R A G Status	Status reference	Count Priorities specifically linked to Equalities or Welsh Language Strands
0	Black	Not yet started or too early to report any progress (achievements/changes)	0
1	Red	Started but not progressing well	0
9	Amber	Started with reasonable progress achieved	0
2	Green	Going well with good progress	0
12	Total		0

Table 2 showing a list of Directors Priorities and their status

NOTE - Refer to core service priorities for linked workstreams and progress updates - some are direct links and others, are contributory links to the Directors Priorities.

Links to 21/22 DPA Services Priorities	Economy & Environment	Completion Date	Progress R A G Status select from drop down list	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain...(IIAs) Select from drop down list
1	Progressing the ground breaking Ness tar project through to due diligence in conjunction with WG and linking it to the wider aspirations for Caerphilly Town.		Green		
2	Preparation and submission of high quality Levelling up fund bids in accordance with round 2 of the fund deadline in June 2022.		Amber		
3	Assisting and providing the framework for recovery from the Covid pandemic including assisting CCBC businesses to effect a recovery from the pandemic. This will include a focus on town centre regeneration.		Amber		
4	Progressing key strategies and strategic documents including the LDP, remaining area regeneration masterplans, focussed town centre plans and the A465 corridor partnership strategy.		Amber		
Page 117			Amber	<p>WASTE SERVICES: Electric and Eco friendly vehicles are being trialled with a view to procuring carbon friendly fleet. A Fleet Review Officer (in the Policy Team) has been appointed to undertake a detailed review of vehicle utilisation as part of our switch to electric and ultra low emission vehicles.</p> <p>INFRASTRUCTURE: Work on decarbonisation has already made good progress with the introduction of LED street lighting and part night lighting. £4.8m 2021/22 ULEV funding has been awarded to the RTA to progress EV charger installation. CCBC will benefit from the installation of 5 fast chargers for taxi use only in Bargoed, Blackwood, Caerphilly (2no.) and Newbridge. There will also be an Ultra fast charger installed at the Council's Tredomen offices for the benefit of the CCR taxi 'try before you buy' scheme.</p> <p>PROPERTY: Year End 20/21 - Electricity consumption across the core corporate offices has significantly reduced through a combination of rationalisation and energy saving measures including the upgrade of all lights in Ty Penallta to LED fittings. Over 3,400 PV panels have been installed to date on Council buildings and these generate 620 megawatts of renewable electricity per annum. Options to further increase energy generation on the Tredomen campus are being presented to Cabinet in 2020. High overnight consumption in Ty Penallta has been investigated and steps taken to reduce. Reinvestment of LEAF loan funds continues at pace.</p> <p>PUBLIC PROTECTION: Vehicles in situ , waiting for Welsh Government to establish ownership company so that vehicles can be licensed and trialled.</p>	
5	Progressing key decarbonisation decisions and projects in accordance with the adopted strategy, action plan and energy prospectus.	Mar-24	Amber		
6	Progressing the feasibility and final design for repairs to the A469 and lobbying WG for funding for the construction phase of the project..		Amber		
7	Delivering in accordance with the cabinet's cleaner / greener agenda and resultant £1m funding allocation.		Green		
8	Ensuring the timely production of a waste strategy and paving the way for key strategic decisions in relation to waste management to be made early in the new political administration.	Jul-22	Amber	A key decision timeline has been developed which needs refining prior to consideration formally by the new political administration. This decision timeline will need to focus on the key change decisions required and their impact on recycling levels in advance of the next statutory recycling target in 2024/25.	
9	Progressing to compliance with the WG direction relating to Hafodyrnys including demolition of housing stock and design of revised footway / landscape.		Amber		
10	Commencing delivery (tendering and start on site) of major build projects including Chartist Gardens		Amber		
11	Lead and support the organisation's Team Caerphilly Transformation Programme		Amber		
12	Input to the Council's future financial management strategy to maximise financial resilience.	Feb-22	Red	Budget allocations for 2021/22 have not posed any particular constraints and was welcomed by services.	
				However, there is a level of uncertainty around the financial settlements forthcoming from Welsh Government, that impede longer term planning, let alone service sustainability predictions, improvements and investments.	

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