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**Date: 21st October 2021**

Dear Sir/Madam,

A digital meeting of the **Cabinet** will be held via Microsoft Teams on **Wednesday, 27th October, 2021** at **10.30 am** to consider the matters contained in the following agenda. You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so.

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 present and/or speaking at Cabinet will be publicly available to all via the recording on the Council website at [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)

Yours faithfully,

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

**Christina Harrhy**  
CHIEF EXECUTIVE

## AGENDA

	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 the 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 gwyrdach**



To approve and sign the following minutes: -

3 Cabinet held on 13th October 2021. 1 - 6

To note the Cabinet Forward Work Programme.

4 Cabinet Forward Work Programme. 7 - 10

To receive and consider the following reports on which executive decisions are required: -

5 Corporate Performance Assessment Six Month Update 2021. 11 - 50

6 Local Housing Strategy 2021-26. 51 - 84

7 Corporate Plan 2018-2023 Review and Annual Performance Report 2020/21. 85 - 142

8 Payment to Commissioned Domiciliary Care Providers from Welsh Government Social Care Recovery Fund. 143 - 148

9 Public Interest Test.  
To receive and consider the following report which in the opinion of the Proper Officer may be discussed when the meeting is not open to the public and first to consider whether the public interest requires that the meeting should be closed to the public for consideration of this item:-

10 Purchase of Land at Groveside Road, Oakdale, Blackwood for Alternative Allotment Provision. 151 - 172

**Circulation:**

Councillors S. Cook, N. George, C.J. Gordon, P.A. Marsden, L. Phipps, J. Pritchard, Mrs E. Stenner, A. Whitcombe and R. Whiting

And Appropriate Officers

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# Agenda Item 3



## CABINET

### MINUTES OF THE REMOTE MEETING HELD VIA MICROSOFT TEAMS ON WEDNESDAY, 13<sup>TH</sup> OCTOBER 2021 AT 10.30 A.M.

#### PRESENT:

Councillor P. Marsden (Leader) - Chair

#### Councillors:

S. Cook (Social Care), N. George (Waste, Public Protection and Street Scene), C. Gordon (Corporate Services), L. Phipps (Housing), J. Pritchard (Infrastructure and Property), E. Stenner (Performance, Economy and Enterprise), A. Whitcombe (Sustainability, Planning and Fleet) and R. Whiting (Learning and Leisure).

#### Together with:

D. Street (Acting Chief Executive) R. Edmunds (Corporate Director Education and Corporate Services) G. Jenkins (Acting Corporate Director Social Services) and M.S. Williams (Corporate Director – Economy and Environment).

#### Also in Attendance:

R. Tranter (Head of Legal Services and Monitoring Officer), S. Richards (Head of Education Planning and Strategy), A. West (21<sup>st</sup> Century Schools Admissions and Exclusions Manager), S. Harris (Head of Finance and Section 151 Officer), J. Carpenter (Finance Manager, Revenues), R. Hartshorn (Head of Public Protection, Community and Leisure Services), A. Dallimore (Regeneration Services Manager) M. Harris (Committee Services Support Officer/Chauffeur) and E. Sullivan (Senior Committee Services Officer).

#### And:

Councillor C. Mann and Councillor P. Leonard

## RECORDING AND VOTING ARRANGEMENTS

The Leader reminded those present that the meeting was being filmed but would not be live streamed, however a recording would be available following the meeting via the Council's website – [Click Here To View](#). She advised that decisions would be made by Microsoft Forms.

### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from C. Harray (Chief Executive)

### 2. DECLARATIONS OF INTEREST

Councillors J. Pritchard and S. Cook declared a personal interest in relation to Agenda Item No. 6 – 21<sup>st</sup> Century Schools and Colleges Band B Programme – Update on Phase 2, in that they

are Local Authority Appointed Governors at Plasyfelin Primary School, as this was a personal interest only there was no requirement for them to leave the meeting and could take full part in the debate and vote.

Councillors R. Whiting declared a personal and prejudicial interest in relation to Agenda Item No. 9 - Outcome of Public Consultation on a Proposed Community Hall in Ty Sign, Risca in that he is on the Committee of the Channel View Community Centre and as such he would leave the meeting when the matter was considered and take no part in the debate and vote.

Councillors N. George declared a personal and prejudicial interest in relation to Agenda Item No. 9 - Outcome of Public Consultation on a Proposed Community Hall in Ty Sign, Risca in that he is on the Committee of the Channel View Community Centre as well as other Community Groups in the area and as such he would leave the meeting when the matter was considered and take no part in the debate and vote.

**3. CABINET – 29th SEPTEMBER 2021**

RESOLVED that the minutes of the meeting held on 29<sup>th</sup> September 2021 were approved as a correct record.

**4. CABINET FORWARD WORK PROGRAMME – TO NOTE**

Cabinet were provided with the Cabinet Forward Work Programme, which detailed the scheduled reports until the 8<sup>th</sup> December 2021. Members were reminded that the Cabinet Forward Work Programme is a working document and therefore subject to change.

Following consideration and discussion, it was moved and seconded that the Forward Work Programme be noted. By a show of hands this was unanimously agreed.

RESOLVED that the Cabinet Forward Work Programme be noted.

**5. CAR PARKING AT THE TWYN, CAERPHILLY AND REAR OF HIGH STREET, BLACKWOOD**

Consideration was given to the report which provided Cabinet with an update in relation to the use of car parks at The Twyn, Caerphilly and Rear of High Street, Blackwood and outlined the process required to implement any changes to the ticketing/charging arrangements in place at these locations.

Cabinet were referred to Section 5.6 of the report which detailed Option 1, Section 5.7 of the report which detailed Option 2 and Section 5.8 of the report which detailed Option 3 and Members duly considered the advantages and disadvantages.

The Cabinet Member outlined his efforts to include Local Ward Members on the issues contained within the report and thanked Councillor Kevin Etheridge and Councillor Andrew Farina-Childs for meeting with him.

Following consideration and discussion an additional recommendation was moved and seconded at 3.2 of the report to read; promotion of underutilised car parks close to town centres, such as Crescent Road, be undertaken to increase footfall in town centres be agreed and by way of electronic voting this was unanimously agreed.

RESOLVED that subject to the inclusion of the additional recommendation and for the reasons contained in the Officer's report: -



- 3.1 The temporary free parking agreed on 1st September 2021 prevails and any changes to parking tariffs or ticketing at the Twyn, Caerphilly and High Street, Blackwood are considered as part of the cross-party Scrutiny task and finish work on the future of car parking charges.
- 3.2 The promotion of underutilised car parks close to town centres, such as Crescent Road, be undertaken to increase footfall in town centres be agreed.

## **6. 21<sup>ST</sup> CENTURY SCHOOLS AND COLLEGES BAND B PROGRAMME – UPDATE ON PHASE 2**

Councillor J. Pritchard and Councillor S. Cook declared a personal interest only in that they are Local Authority Appointed Governors at Plasyfelin Primary School. As such there was no requirement for them to leave the meeting and they could take full part in the debate and vote.

Consideration was given to the report which updated Cabinet on the 21<sup>st</sup> Century Schools and Colleges Band B Phase 2 Programme and sought approval to proceed to consultation in respect of the Phase 2 Projects which included the amalgamation of Llancaeath Junior and Llanfabon Infants School, a new replacement Plasyfelin Primary School and the establishment of a new Centre for Vulnerable Learners (Pupil Referral Unit). Cabinet were also asked to approve the setting aside £4.716m from the Authority's Place-Shaping Reserve in respect of the Authority's contribution to Phase 2 of the 21<sup>st</sup> Century Schools and Colleges Band B Programme.

The key aims of the 21<sup>st</sup> Century Schools and Colleges Band B investment programme were outlined, and the schemes identified were detailed. Cabinet welcomed the report and proposals and placed on record their thanks to Lisa Thomas, Andrea West and Sue Richards for all their hard work.

Cabinet noted that the report had been considered by the Education Scrutiny Committee at its meeting on the 21<sup>st</sup> September 2021 and were referred to section 10.2 of the report which detailed the comments made, it was confirmed that the Education Scrutiny Committee had unanimously supported the proposals.

Members confirmed that the proposals in relation to Plasyfelin Primary School would be whole heartedly welcomed by the Community and Governors. Reference was made to multi-use sports facility included in the proposals that could be used both by the school and the wider community for years to come.

Officer's highlighted how the Placeshaping Reserves were being used to drive forward significant projects such as these and the new respite facilities being considered later in the agenda that cut across directorates providing long term benefits for residents and communities.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By way of electronic voting this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report: -

- a) The contents in this report be noted.
- b) The recommendation to proceed to consultation on the proposal for the amalgamation of Llancaeath Junior School and Llanfabon Infants School in line with the requirements of the Welsh Government's School Organisation Code 2018 be approved.

- c) The consultation process outlined in 5.4.3 and 5.5.4 in respect of Plasyfelin Primary School and the Centre for Vulnerable Learners that are not subject to the Statutory requirements of the Welsh Government School Organisation Code 2018 be approved.
- d) £4.716m be set aside from the Authority's Place-Shaping Reserve in respect of the Authority's financial contribution to Phase 2 of the 21st Century Schools and Colleges Band B programme be approved.

## **7. WRITE-OFF DEBTS OVER £20,000 – BUSINESS RATES ARREARS FOR LIMITED COMPANIES.**

Consideration was given to the report which sought Cabinet approval to write-off debts for two limited companies where, in each case, the aggregated values per business were greater than £20,000.

Cabinet were assured that every effort had been made to recover the debts detailed, but they were irrecoverable and no further legal remedy existed.

Following consideration and discussion it was moved and seconded that the recommendation contained within the Officer's report be approved and by way of electronic voting this was unanimously approved.

RESOLVED that for the reasons contained in the Officer's report the business rate debts detailed in paras 5.2.1 to 5.3.9 inclusive be written off on the grounds that they are irrecoverable.

## **8. PROPOSAL TO DEVELOP TWO NEW RESPITE FACILITIES**

Consideration was given to the report which sought Cabinet approval for the proposal to develop two new purpose-built facilities in Pontllanfraith, one for adults and one for children.

Cabinet noted that the three existing respite buildings were becoming unfit for purpose to meet the increasing needs of the children and adults that attend. There were also a significant number of children and adults who have autism and associated behaviours who need much more space than the present buildings and gardens offer. The former Pontllanfraith Comprehensive School site had become available and would be ideal to co-locate this service in two separate houses.

Officers confirmed the capacity of the new facilities and explained the reasons for the numbers referenced within the report. It was further noted that the designated safe play and garden areas would be able to be enjoyed by all and there was also potential for the Ty Gwilym site to be brought back into use as emergency extended stay accommodation for children with disabilities.

Following consideration and discussion, it was moved and seconded that the recommendations in the report be approved. By way of electronic voting this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report: -

1. The proposal to develop two new respite facilities, one for adult and one for children co-located in Pontllanfraith be agreed.

2. A further £1,001,436 be allocated to the project from Social Services reserves be endorsed.

## 9. **OUTCOME OF PUBLIC CONSULTATION ON A PROPOSED COMMUNITY HALL IN TY SIGN, RISCA**

Councillor N. George and Councillor R. Whiting having declared a personal and prejudicial interest left the meeting and were not present when the matter was considered and did not participate in the vote or debate.

Consideration was given to the report which sought to inform Cabinet of the outcome of a public consultation exercise relating to a proposal presented by the Agape Community Church, Ty Sign (ACCTS) to develop a new Community Hall on land at Holly Road, Ty Sign.

Cabinet noted that the responses to the public consultation reflected a lot of opposition to the proposal with 91% of those who gave a view disagreeing with the proposal.

Councillor P. Leonard, Local Ward Member addressed Cabinet on behalf of residents in opposition to the proposal, she highlighted the importance of the field to the community and the importance of its preservation for future generations. Councillor Leonard advised that this was the only flat green space in the heart of the community and was recognised as a safe outdoor space for the community to enjoy. She then outlined the plans the community had for the area, including a walkway, trees, flower beds and picnic benches and advised that an application to the Community Empowerment Fund had been made for this. Councillor Leonard asked Cabinet to listen to the views of the 91% of respondents in opposition to the proposals.

Cabinet recognised the community plans for the area as a good example of a project that could tie into the Community Empowerment Fund.

Following consideration and discussion it was moved and seconded that the recommendation contained in the Officer's report be approved and by way of electronic voting and verbal confirmation this was unanimously agreed by those present.

RESOLVED that for the reasons contained in the Officer's report as a result of the outcome of the consultation, and in accordance with the wishes of the community, the request from ACCTS **not be supported** and that Officers be authorised to notify ACCTS that the request to lease the land in question is declined.

## 10. **REGENERATION BOARD – PROJECT PROPOSALS**

Consideration was given to the report which sought approval for the allocation of £150k Regeneration Development Fund to fund the appointment of a Multi-Disciplinary Consultant Team to support Council staff and facilitate the delivery of the Caerphilly Town 2035 Plan.

Cabinet were advised that the proposed £150k would be match funded and it was envisaged that the appointed team of external consultants would support Officers with specific technical requirements that are not immediately available from in-house teams or where resources were not available to meet the requisite funding timescales and could be called on for other place-shaping plans and large projects. It was noted that the Caerphilly Town 2035 Plan comprised 60 projects to be taken forward and these appointments would be critical to progress.

Following consideration and it was moved and seconded that recommendation contained in the Officer's report be approved and by way of electronic voting this was unanimously agreed.

RESOLVED that for the reasons contained in the Officer's report £150k of the Regeneration Project Board Development Fund be allocated to progress the procurement of a Multi-Disciplinary Consultant Team for a period of up to three years. The appointed Team will support Council staff and facilitate the delivery of the Caerphilly Town 2035.

The meeting closed at 11.20am

Approved and signed as a correct record subject to any corrections made at the meeting held on 27<sup>th</sup> October 2021.

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CHAIR

**Cabinet Forward Work Programme – as at 20th October 2021**

27/10/2021 10:30	Corporate Performance Assessments (CPA's)	To provide Cabinet with information and detailed analysis of performance for the period 01/04/20 to 31/03/21 and forms part of the Council's self-assessment activity.	Richards, Sue;	Cllr. Stenner, Eluned;
27/10/2021 10:30	Local Housing Strategy	To seek Cabinet approval for the acquisition of the former Oakdale School site from the General Fund to the HRA and the development of the site by Willmott Dixon on behalf of Caerphilly Homes.	Roberts-Waite, Jane;	Cllr. Phipps, Lisa;
27/10/2021 10:30	Annual Performance Report and Corporate Plan 2018-2023	For Cabinet to consider the Council's Annual Performance Report which provides information and analysis of performance against the six well-being objectives for the period 01/04/20 to 31/03/21.	Roberts, Ros; Richards, Sue;	Cllr. Stenner, Eluned;
27/10/2021 10:30	Urgent item - Payment to social care providers from WG Recovery Fund	WG funding available to support independent social services providers.	Williams, Jo;	Cllr. Cook, Shayne;

**Cabinet Forward Work Programme – as at 20th October 2021**

27/10/2021 10:30	Urgent Item – Land at Groveside Road, Oakdale – Alternative Allotment Provisions – Exempt Item	To seek Cabinet approval to purchase land in Oakdale for alternative allotment provision.	Roberts-Waite, Jane;	Cllr. Phipps, Lisa;
10/11/2021 10:30	Commercial & Investment Strategy	For Cabinet to note the progress made against the actions and success measures within the strategy during the first 12 months To seek an extension of an additional 12 months for the refresh of the Commercial & Investment Strategy to November 2022.	Camp, Victoria;	Cllr. Stenner, Eluned;
Page 8 10/11/2021 10:30	Homeless Project Plan	To provide Cabinet with the Rapid Rehousing and transitional plan which needs to be submitted to WG by June 2022.	Denman, Kerry;	Cllr. Phipps, Lisa;
10/11/2021 10:30	Dog Control PSPO Proposals	To consider the outcome of a public consultation, together with any recommendations from Scrutiny Committee, on proposals to amend and extend the Public Spaces Protection Order (PSPO) relating to dog control to include the exclusion of dogs from marked sports pitches/areas	Hartshorn, Robert;	Cllr. George, Nigel;

**Cabinet Forward Work Programme – as at 20th October 2021**

10/11/2021 10:30	ASB/street drinking PSPO	To consider the outcome of a public consultation together, with any recommendations from Scrutiny Committee, on proposals to vary and extend the Public Spaces Protection Orders relating to anti-social behaviour and drinking alcohol in a public place	Hartshorn, Robert;	Cllr. George, Nigel;
10/11/2021 10:30	Town Centre Management Groups	Report on the revised format for the Town Centre Management Group meetings	Wilcox, Steve;	Cllr. Whitcombe, Andrew;
10/11/2021 10:30	George Street Walls, Cwmcarn	To seek approval to deploy Private Sector Housing Capital monies to assist private sector homeowners at George Street, Cwmcarn.	Wilkins, Fiona;	Cllr. Phipps, Lisa;
24/11/2021 14:00	Team Caerphilly Transformation Programme – 6 monthly update	To provide Cabinet with an update on progress against the Team Caerphilly Transformation Strategy	Richards, Sue;	Cllr. Stenner, Eluned;
24/11/2021 14:00	Grass Cutting Regime	To seek the views of Cabinet in relation to grass cutting regimes across the county borough and proposals to enhance and promote bio-diversity following consultation with local members and presentation to Scrutiny Committee.	Hartshorn, Robert;	Cllr. George, Nigel;
24/11/2021 14:00	The principles of a regional approach to employability programme	To consider a regional approach to the provision of employment support programmes within the Cardiff Capital Region.	Kyte, Rhian;	Cllr. Marsden, Philippa;

**Cabinet Forward Work Programme – as at 20th October 2021**

24/11/2021 14:00	Business Rate Relief - WG Funding'	To seek Cabinet approval of a proposal for the distribution of targeted rated relief.	Carpenter, John;	Cllr. Stenner, Eluned;
08/12/2021 10:30	Welsh Education Strategic Plan 2022-2032	For Cabinet to consider and approve the new 10 year plan.	Cole, Keri; Mutch, Sarah;	Cllr. Whiting, Ross;





## CABINET – 27TH OCTOBER 2021

**SUBJECT: CORPORATE PERFORMANCE ASSESSMENT SIX MONTH UPDATE 2021**

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

### 1. PURPOSE OF REPORT

1.1 To present Cabinet with the Corporate Performance Assessment (CPA) which is part of the Council's new Performance Framework following the presentation of the Directorate Performance Assessments to Scrutiny.

1.2 **The CPA provides summary of information and analysis for the 6-month period October 2020 to March 2021.** The CPA forms part of the overall Council 'self-assessment' activity, of which members are invited to discuss, challenge, and scrutinise the information in the CPA.

### 2. SUMMARY

2.1 As the Council embarked on its ambitious Transformation Programme, Team Caerphilly, alongside the emergence of new legislation such as the Local Government and Elections (Wales) Bill 2019, the Council took the opportunity to redevelop and enhance the Performance Framework.

2.2 The new Performance Framework was endorsed by Cabinet February 2020 and this report introduces one of the key components of the Framework, the Corporate Performance Assessment, (CPA). The CPA is a 'self-assessment' of the Authority's progress across a wide range of information types.

2.3 Beneath the CPA are the Directorate Performance Assessments (DPA) which are detailed sources of information for each Directorate. Information from the DPA's is fed up into the CPA. Both the CPA and the DPA are an opportunity for Cabinet and Scrutiny to ask, how well we are performing? and what evidence are we using to determine this.

2.4 As part of the Performance Framework, this report presents to Cabinet the CPA attached as Appendix 1 Corporate Directorates Performance Assessment up to March 2021.

- 2.5 The dates the DPA's were received by Scrutiny are noted in para 5.7 and this report provides feedback from those Scrutinys.

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

### **5. THE REPORT**

- 5.1 The Council reviewed its Performance Management Framework 2 years ago, with a view to making better use of the wide range of information and intelligence that it holds, and to future proof any new processes in line with the new Performance legislation.
- 5.2 The new Performance Framework has been developed to meet several strategic and operational needs as well as to align with emerging legislation and further the Council's desire to be a high performing learning organisation focused on meeting the needs of its residents.
- 5.3 The framework was piloted in 2019 and endorsed by Cabinet in February 2020.
- 5.4 Part of the framework was to develop a reporting dashboard at directorate level, that fed into an overall Council assessment, called the CPA (appendix 1). To show how the CPA fits into the overall framework the components are noted below:

#### **5.5 The Framework**

The Council's new Performance Framework has several component parts:

- **Corporate Performance Assessment (CPA)**
- Directorate Performance Assessment (DPA)
- Service Planning, identifying priorities resources and actions to improve.
- Risk Management – the barriers that may prevent improvement.
- My-Time Extra – personal learning and development, skills to deliver on objectives.

- 5.6 The Corporate Performance Assessment (CPA) dashboard is used by the Corporate Management Team (CMT) and Cabinet to monitor the Council's progress in delivering its strategic priorities, identifying and challenging areas of underperformance and discussing and agreeing any remedial actions that may be required.

The dashboard is received by CMT on a quarterly basis and twice yearly with Cabinet. While the dashboard itself offers a rich insight, it is set at a high-level position and designed to be an 'at a glance' overall picture.

The detail that sits underneath it is within the DPA. The DPAs that inform the CPA were reported to Scrutiny on the dates noted in paragraph 5.7.

## 5.7 Directorate Performance Assessment (DPA)

The DPA dashboards were reported to their respective scrutinies on the dates below;

Scrutiny	DPA's Presented	Date
Policy & Resources	Corporate Services DPA	28 <sup>th</sup> September
Housing & Regeneration	Caerphilly Homes DPA Economy & Environment DPA	7 <sup>th</sup> September
Social Services	Social Services DPA	13 <sup>th</sup> September
Environment & Sustainability	Economy & Environment DPA	14 <sup>th</sup> September
Education	Education DPA	21 <sup>st</sup> September

Each DPA covered the following sections:

- Overall summary of the Quarter
- Progress on a Directorate's Priorities
- Performance Data
- Customer Intelligence / external opinion
- Resources – financial / workforce and assets
- Risk Register
- Well-being Objectives
- Lessons Learned
- Conclusion

5.8 Each Director/Chair introduced the Directorate Performance Assessment to Scrutiny and explained the DPA was less about performance and targets (though they have their place) rather is designed to provide a wider picture of knowledge and learning, to identify cause and effect and to invite mature conversations that enhance learning which leads to improvement. This is summary of the discussions at each Scrutiny:

### Policy & Resources Scrutiny Committee

At the meeting there was a request for more information on the underspend reported for Corporate Services, the Director suggested that the Head of Corporate Finance provide the committee with a further breakdown. Data Subject Access requests were discussed as performance remains below target. The Director assured members that it remains high on their list of priorities and there is nothing to suggest that as soon as the backlog of requests is cleared that performance will improve. Sickness levels were discussed as they have not improved, especially when compared with other authorities. The Director said that the Workforce Development Strategy would help to drive sickness down, but this would take time. They also need to look at how other authorities collect the information to ensure that the data is comparable.

A request was made before the meeting for the document to be made more user friendly and easier to read. The Director said that the Business Improvement Team would be working on the layout to try and make improvements before the next report is presented to the committee.

### **Housing & Regeneration Scrutiny Committee**

Members sought information in relation to the number visitors to Cwmcarn Forest Drive. Members were updated on the progress made and informed that Cwmcarn Forest Drive is now open and in collaboration with Natural Resources Wales over £1m has been spent on resurfacing works. It was highlighted to members that there are aspirations for Cwmcarn to be a regional tourist attraction. Members raised a query regarding the complaints process and The Director of Economy and Environment provided an overview of the complaints received and explained how and when they are dealt with. Members were informed that the Public Services Ombudsman for Wales has introduced a new regime where service requests are now classified as complaints.

It was highlighted that the Covid-19 pandemic has had a significant impact on the Housing service in 2020/21, with core services having to be considerably reduced and staff redeployed to support wider community needs. Members raised concerns regarding accessing of Housing Officers and were advised that there are no dates, at present for staff to return to the neighbourhood housing offices. Phone lines have been changed to increase access to staff. Housing Services Manager updated members on the current position and provided members with information on the development of community surgeries.

Reference was made to the average number of calendar days taken to deliver a Disabled Facilities Grant. Members were informed that performance was been significantly impacted during 2020/21 because of the pandemic and the approach to delivering Disabled Facilities Grants was explained to Members. The importance of customer satisfaction was highlighted, and the Housing Services Manager informed Members that the number of days taken to deliver a Disabled Facilities Grant is not a reflection on the service provided.

### **Social Services Scrutiny Committee**

The chair discussed the content of the DPA report and explained each element to all members. There was one element which was discussed in detail and that was resources, in particular the underspend in Social Services. This question was answered by the Director who explained that in 2020-21 the directorate received extra grant funding from Welsh Government in the last quarter of the year, as a result the ability to spend the reserve was limited. No further questions were raised on the report by the members.

### **Environment & Sustainability Scrutiny Committee**

Information well received and duly noted. No direct challenge to content. Director explained the impacts and effects of Covid and services abilities to continue and maintain appropriate levels of services throughout the pandemic. Committee praised the achievements maintained and manner of staff flexibilities and adaptations (redeployments).

### **Education Scrutiny Committee**

Members reviewed the Education Directorate Performance Assessment for the year end and discussed, challenged, and scrutinised the information. The Director thanked everyone for their response effort during the pandemic, as a result the Directorate has moved forward over the last 18 months in terms of what they have set out in our Shared Ambitions Strategy. The Chair highlighted that there is still 1 Secondary and 2 Primary schools in the significant improvement category of the ESTYN review. The councillor explained that they are confident of the work done to address the 3 recommendations within the Secondary school. One recommendation was regarding attendance which is now at 94.3%. The result of the ESTYN review will be shared shortly to the group.

## **5.9 Conclusion**

The Council's new Performance Framework as set out will provide Cabinet, Scrutiny Committees, CMT and DMTs with a regular and embedded mechanism for monitoring progress, managing performance and driving improvement. The dashboards, which provide 'a single source of the truth', enable key aspects of performance to be discussed, action to be agreed and learning to be generated. The ability to specifically link individual contributions to organisational goals provides a platform for every employee to understand how they fit and to be recognised for the part they play in delivering the Council's objectives. Each Directorate Scrutiny welcomed and acknowledged the improvement in performance reporting, in both the accessibility and range of information available to scrutinise.

## **6. ASSUMPTIONS**

6.1 No assumptions were thought to be required in this report.

## **7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

7.1 This report is for information and has no decision-making requests, so the Council full Integrated Impact Assessment process does not to be applied. Information on equalities and Welsh language will be included appropriately within the DPA and CPA as part of a picture of Directorate's self-assessments.

## **8. FINANCIAL IMPLICATIONS**

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

## **9. PERSONNEL IMPLICATIONS**

9.1 There are no personnel implications within this report, however the CPA (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 are contained within para 5.8. The consultation is the response to whether members liked the DPA method and the questions raised from reviewing it.

## **11. STATUTORY POWER**

11.1 The Local Government Measure (2009) and Local Government and Elections (Wales) Bill

Author: Ros Roberts, Business Improvement Manager, [roberr@caerphilly.gov.uk](mailto:roberr@caerphilly.gov.uk)

Consultees: Christina Harray, Chief Executive  
Richard Edmunds, Corporate Director of Education and Corporate Services  
Dave Street, Corporate Director, Social Services  
Mark S. Williams, Corporate Director Communities  
Councillor Eluned Stenner, Cabinet Member for Performance and Customer Services  
Councillor Gez Kirby, Vice Chair of P&R Scrutiny Committee  
Councillor Tudor Davies, Chair Environment & Sustainability Scrutiny  
Councillor Adrian Hussey, Vice Chair Environment & Sustainability Scrutiny  
Councillor Teresa Parry, Chair of Education Scrutiny Committee  
Councillor Carol Andrews, Vice Chair of Education Scrutiny Committee  
Councillor Carmen Bezzina, Vice Chair of Social Services Scrutiny Committee  
Councillor Mrs Christine Forehead, Vice Chair of Housing and Regeneration Scrutiny Committee  
Jo Williams, Assistant Director of Adult Services  
Gareth Jenkins, Assistant Director of Children's Services  
Robert Hartshorn, Head of Public Protection, Community & Leisure Services  
Rhian Kyte, Head of Regeneration and Planning  
Marcus Lloyd, Head of Infrastructure  
Mark Williams, Interim Head of Property Services  
Keri Cole, Chief Education Officer  
Sue Richards, Head of Education Planning & Strategy  
Steve Harris, Head of Financial Services and S151 Officer  
Rob Tranter, Head of Legal Service and Monitor  
Liz Lucas, Head of Customer and Digital Services  
Lynne Donovan, Head of People Services  
Anwen Cullinane, Senior Policy Officer, Equalities, Welsh Language & Consultation)  
Steve Pugh, Corporate Communications Manager

Appendices:  
Appendix 1 Corporate Performance Assessment (October 2020 – April 2021)

## Chief Executive Summary

### The Chief Executives Summary for the year 2020/21, including any changes and pressures resulting from Covid 19

We must consider the data contained within the corporate performance assessment, in its widest context. The many achievements detailed within this report have been achieved, whilst responding to the unprecedented global pandemic. In response to this major event, the Council quickly reframed and repurposed itself.

Our primary purpose of "protecting our people and place" continues to provide the focus of everything we do. Services were quickly turned off, and then reframed to ensure they met the new needs of our communities. New services were quickly introduced that met the requirements of our most vulnerable during the darkest of days. Staff were redeployed from their normal duties and placed into our ever-changing priority areas.

Our Covid response has been far reaching and deep - we have issued millions of pounds of grant support to our business community; seen an army of volunteers deliver in excess of a million Free School Meals to children most in need; seen our buddy service develop into the new Caerphilly Cares Team; seen our school communities respond to significant challenges and shifting guidance to support learning and progression within and outside of school; witnessed social care staff operate at the front line to look after our most vulnerable residents and watched our operational services staff continue to keep the County Borough as clean, tidy and functional as possible during difficult times.

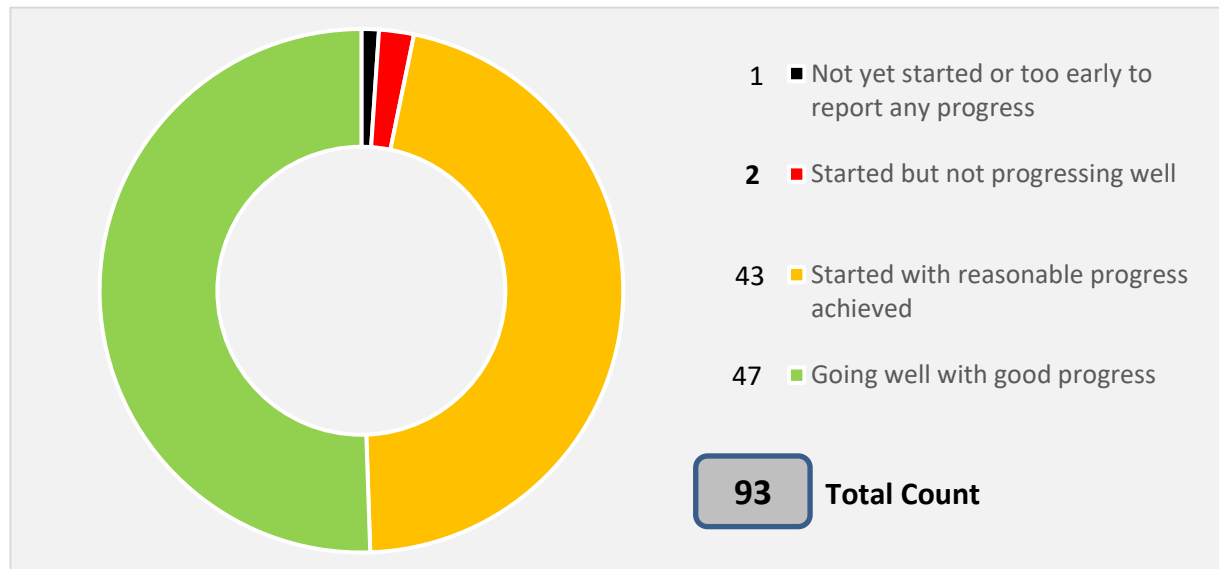
The acts of kindness, humility and true public service shown across the organisation and our partners throughout the early part of the pandemic continue to humble me and make me immensely proud. Despite the many challenges, our performance assessment still shows many areas of good performance as well as some areas where we need to focus our efforts.

We will continue to respond to the pandemic, ensuring our communities remain safe and supported during these unprecedented times, and continue to drive our TeamCaerphilly improvement programme forward.

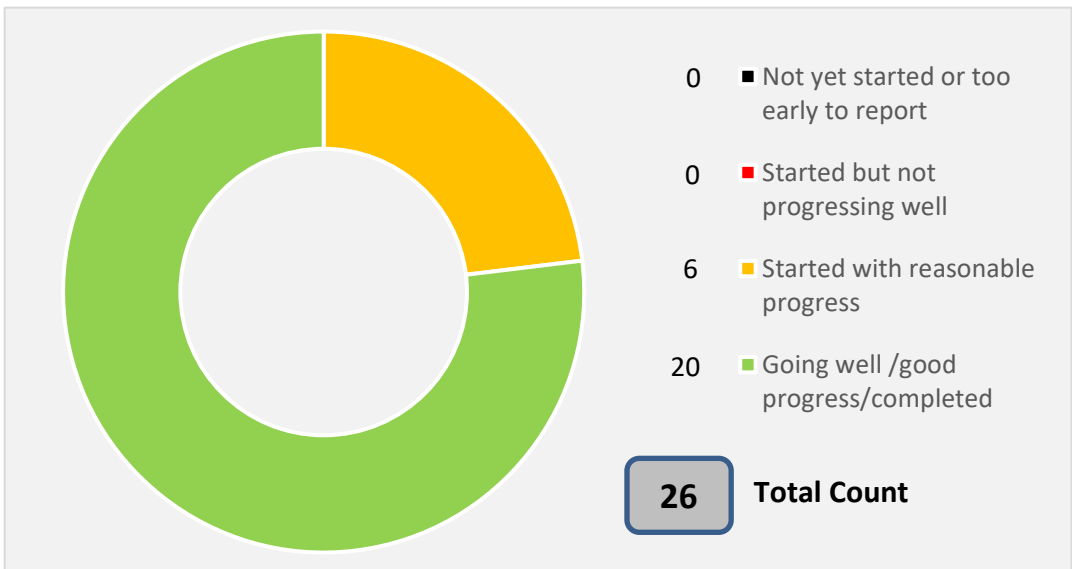
# Corporate Performance Assessment (CPA)

**Qtr 4 2020/21**

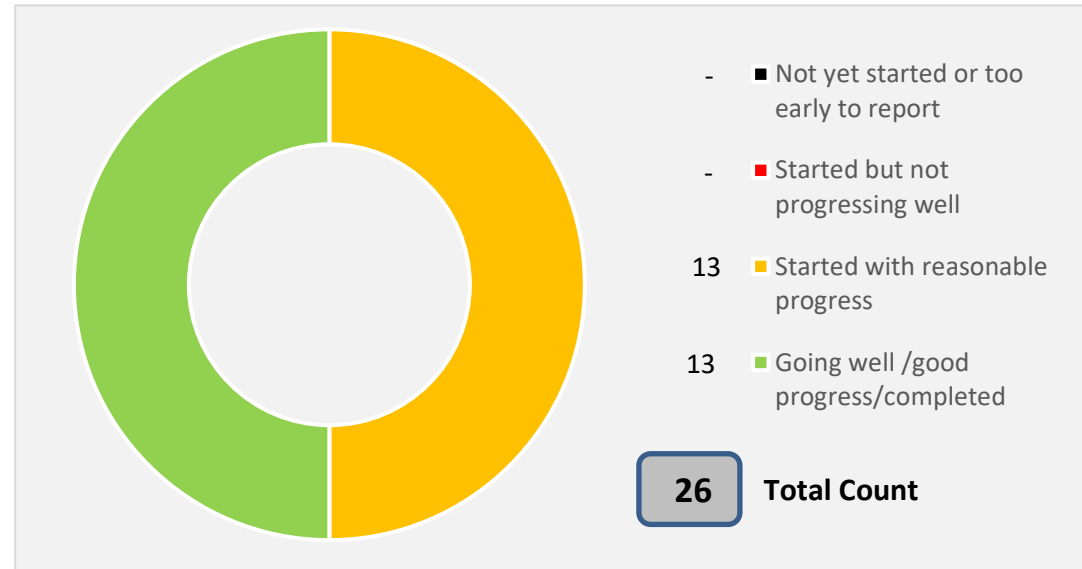
## All DPA (Directorate) Priorities - Progress



## Team Caerphilly Action Plan - Progress



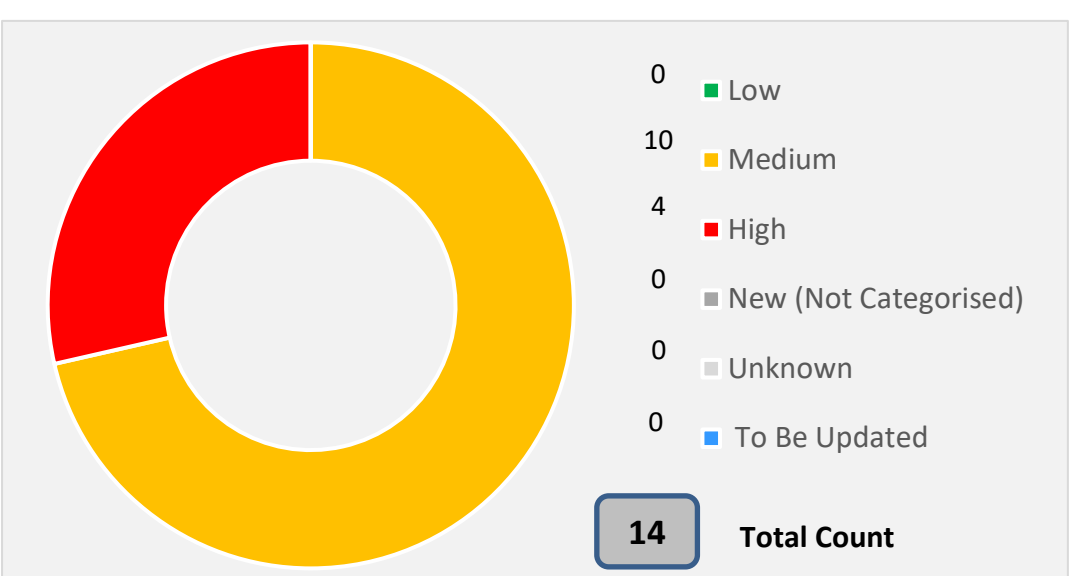
## CMT Priorities - Progress (See below for more details)



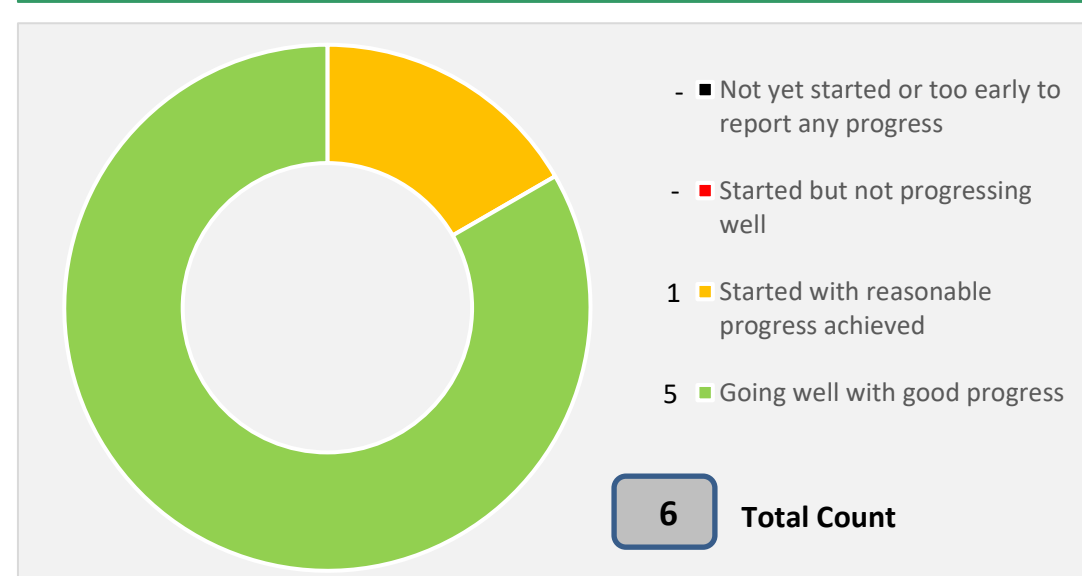
## Finance - Budget Monitoring Report

Service Area	Underspend/ (Overspend) £m	Take to General Fund £m	Ring-fenced Reserves £m	Take to Service Reserves £m
Education & Lifelong Learning	3.035	1.517	-	1.517
Social Services	5.547	2.753	-	2.794
Communities	1.648	0.622	0.355	0.670
Corporate Services	2.684	1.342	-	1.342
Miscellaneous Finance	3.772	3.772	-	-
Council Tax Surplus	1.743	0.621	1.122	-
<b>Sub-Totals: -</b>	<b>18.429</b>	<b>10.628</b>	<b>1.477</b>	<b>6.324</b>
Housing Revenue Account (HRA)	10.018	0.000	10.018	-
Schools	10.070	0.000	10.070	-
<b>Overall Totals: -</b>	<b>38.517</b>	<b>10.628</b>	<b>21.565</b>	<b>6.324</b>

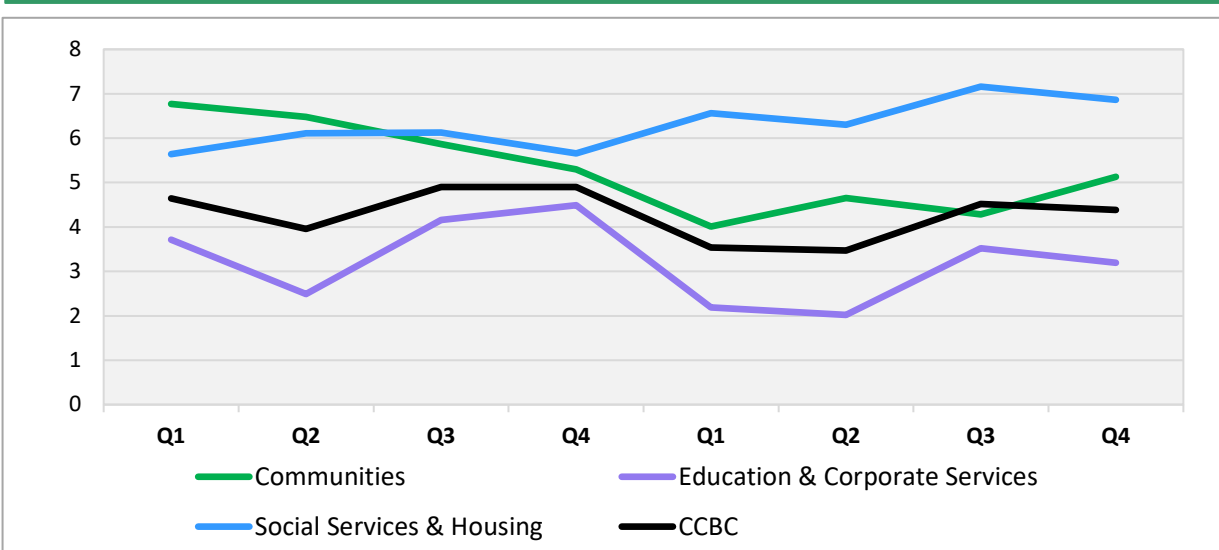
## Risk Register - Number/Category of CMT Risks - (Q4)



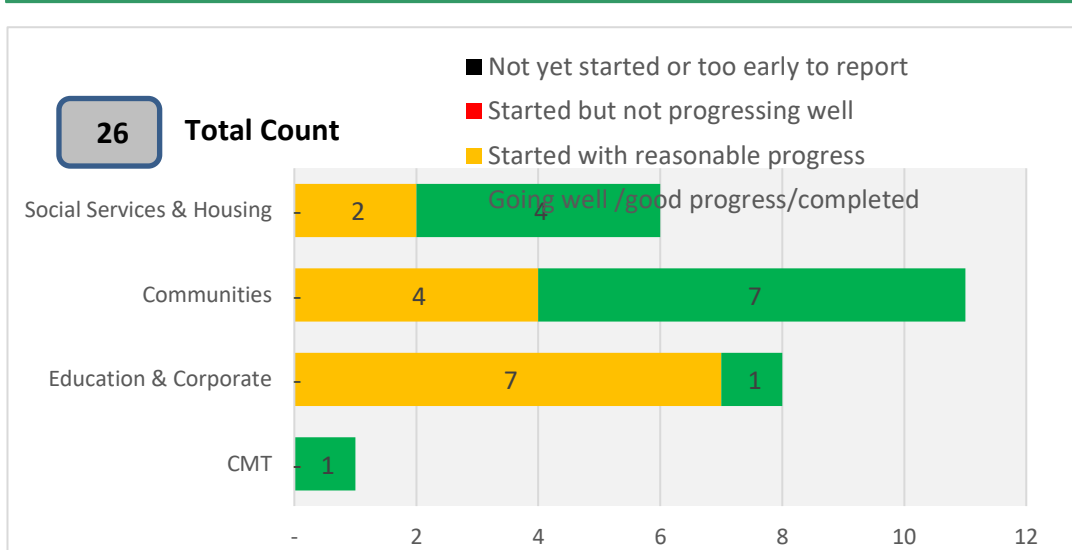
## WBO: Well-being Objectives - Progress/Status



## % Sickness Absence by Directorate



## CMT Priorities - Progress (Details by Directorates)



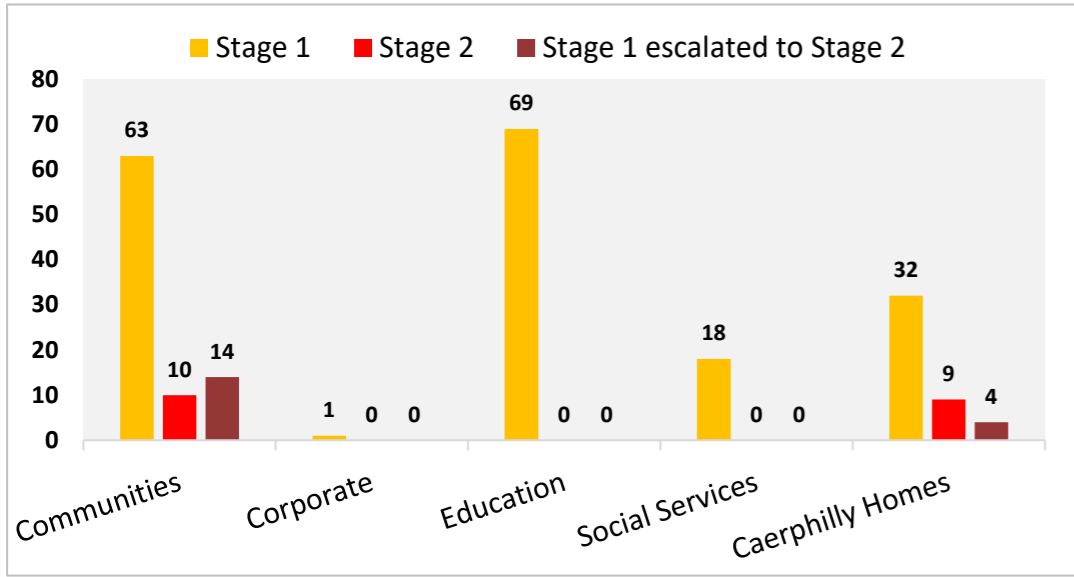
## Workforce breakdown

Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Voluntary Leavers	66	141	116	92
Other Leavers	29	68	37	26
Total Leavers	95	209	153	118
External New Entrants	44	167	160	126
Number of Agency Staff	191	296	322	310
Headcount	8,330	8,289	8,309	8,296
55 and over	2,013	2,068	2,047	2,076
% of headcount	24.16	24.95	24.63	25.02

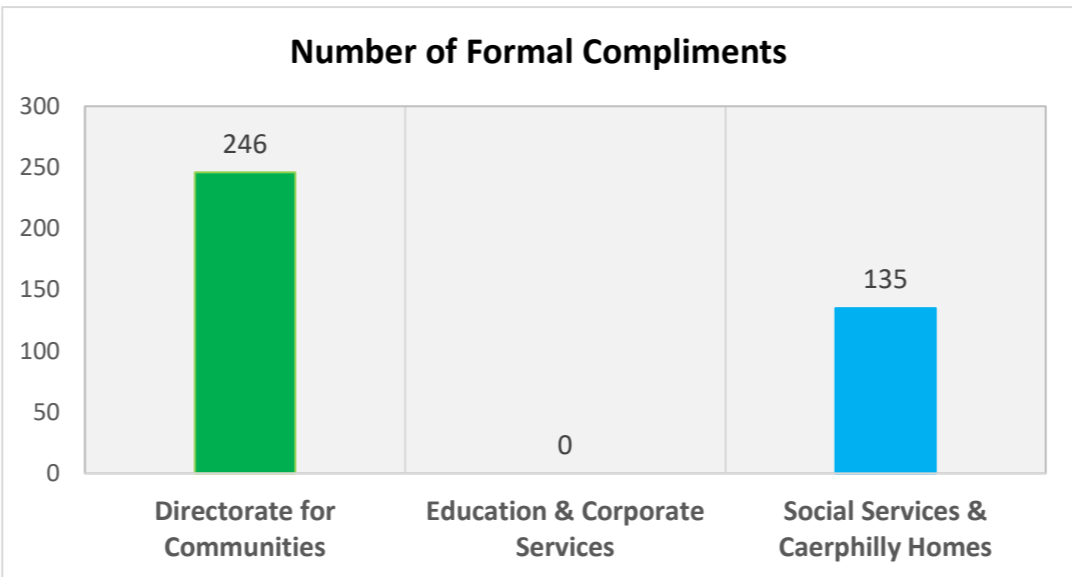


# Corporate Performance Assessment (CPA)

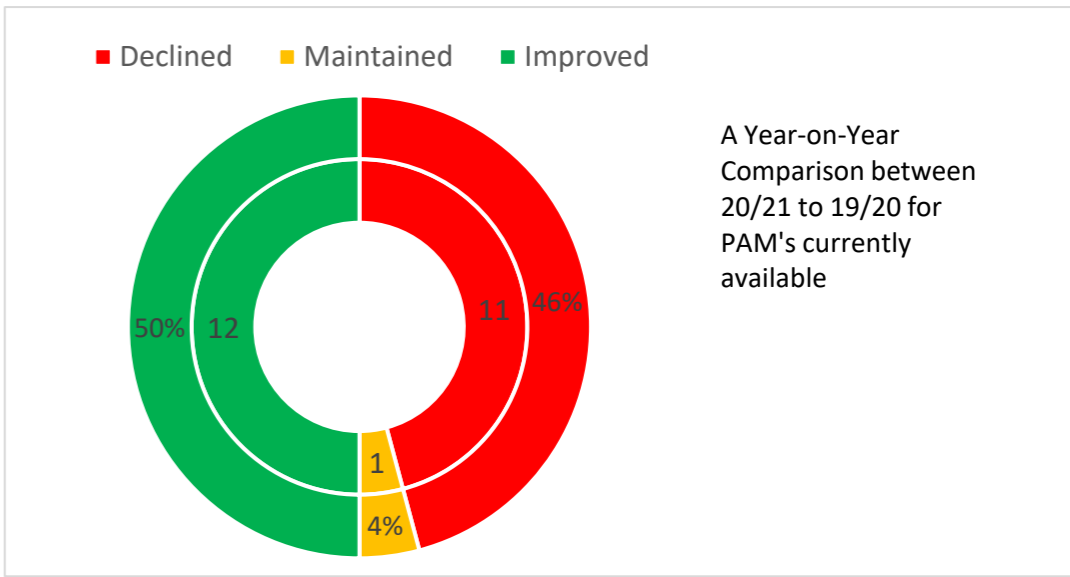
## Corporate Complaints: Number of Stage 1 & Stage 2



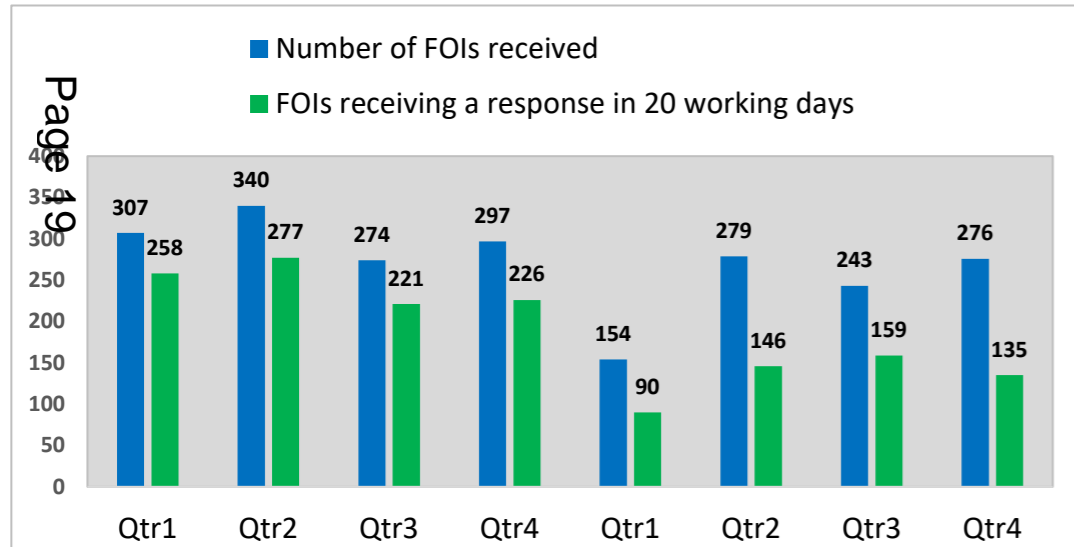
## Compliments (Positive Feedback)



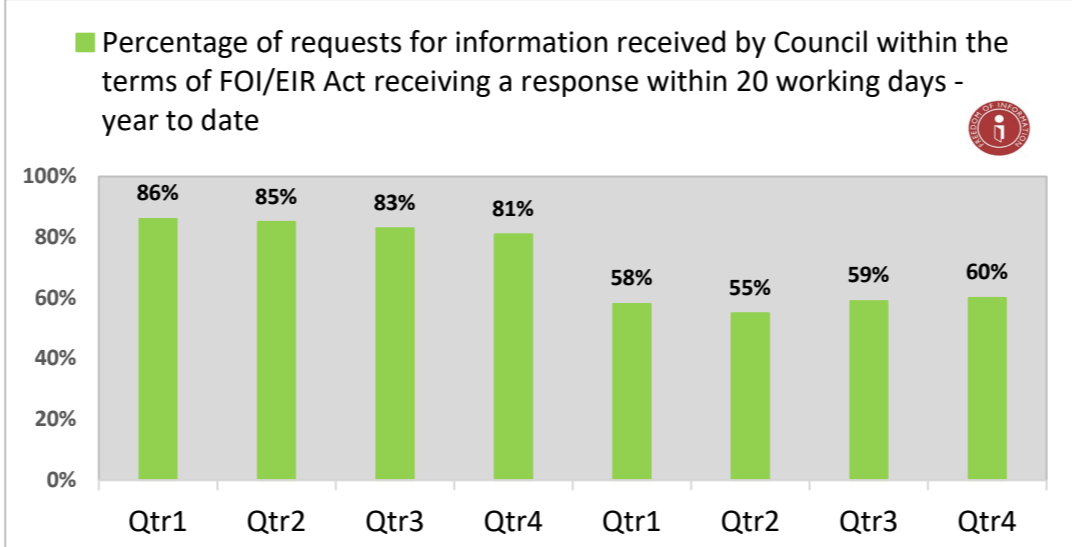
## Public Accountability Measures (PAM's) 2020 - 21



## FOI's - Freedom of Information Requests - CCBC



## FOI - Compliance - 20 days (%)



## KPI's - Team Caerphilly - Key Performance Measures

- The staff survey and household (Caerphilly Conversation) survey have been completed.
- The staff survey built on the covid/changed practices surveys and agile working surveys that took place in 2020 asked specific question to feed the 'proud and trusted staff' objective. It is currently being analysed.
- The household survey was designed to feed the 'working better with communities' objective. Analysis has happened and the results are directly influencing the corporate reviews.
- The original strategic action plan has concluded with any remaining actions being absorbed into the corporate reviews.
- Performance dashboards for corporate reviews and commercialisation have been developed and are used at Programme Board and summarised to scrutiny/Cabinet

## AOI's - Areas of Interest - Directorate for Communities

The pandemic has adversely affected performance levels in some services, and has also impacted on the ability of our services and related partners, to deliver, as expected on the Wellbeing Objectives.

- Increased missed waste/recycling collections, highlighted in themes of complaints at the early part of the year.
- Reduction of sport and recreation facilities/access/revenue (as a result of Covid-19).
- Uncertainties over Brexit and the ongoing MTFP implications.
- The challenges faced with the ongoing Hafodyrnys air quality and remedial and regeneration works that are ongoing to minimise community impacts.
- Adoption of the Authority's new Decarbonisation Plan and implementation of its resultant Action Plan.
- Ongoing Fleet review works, findings, and fleet management considerations (resourcing) for service continuity (e.g. Future needs, and electric vehicles).
- Sickness levels and cover, continues to be a challenge for some of the service areas.
- Energy consumption and carbon emissions has increased in our core buildings during the year due to increasing air flows and ventilation requirements, despite reduced occupancy levels in some cases.

## AOI's - Areas of Interest - Educations & Corporate Services

- NEETS decreased to **1.7%** (34 pupils) as the lowest figure since 2012
- Approx **6000** chromebooks have been allocated and delivered to schools.
- Improved connectivity in schools has been identified as a main priority for improvement.
- Early years total transformation (now antenatal to 7years) has gone live, with excellent progress
- Works in total over the lifetime of Band A programme has resulted in **£56.5** million of investment in new facilities
- Libraries - Borrowbox users increased by **22.87%**, eBook Loans increased to **27,819** from **15,385**, an increase of **58.27%**, eAudiobook Loans rose by **31.19%**.
- Percentage of requests for information received by Council within the terms of FOI/EIR Act receiving a response within 20 working days has been below **60%** all year, the target is 80%.
- The number of data breaches remains high with **35** breaches reported in the last 6 months.
- **2** data breaches were reported to ICO within 72 hours, 1 in Q3, 1 in Q4.

## AOI's - Areas of Interest - Social Services & Caerphilly Homes

- WHQS unavoidably delayed due to the Covid-19 pandemic
- Significant increase in demand for homelessness services and use of hotels and B&B accommodation to comply with WG guidance. Alternative accommodation are being sought with success.
- The adaptations team focussed on higher priority cases due to the risks associated with delivering core services to this client group.
- Adults Services - The first quarter saw a reduction in the number of referrals into adult services, only urgent assessments were completed in accordance with WG guidelines, however there was an increase in the number of referrals in Q3 and Q4 which was mainly for Mental Health Services.
- Children Services referrals were relatively stable throughout the year, likewise Children looked after numbers were also stable (454 at q1 to 456 at q4) and we have also seen stability with numbers of children on the Child protection register.

Page 2

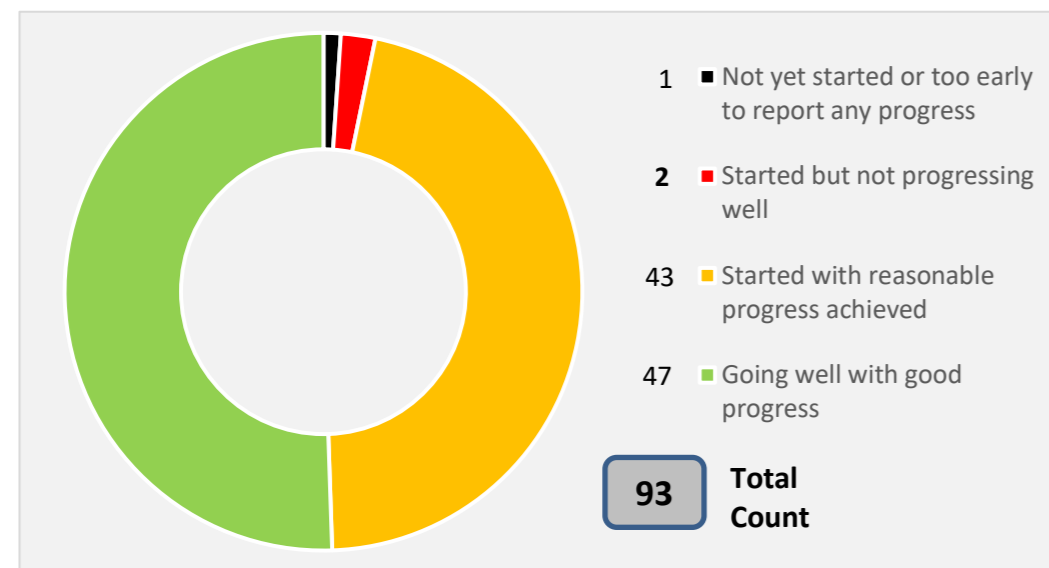
## Progress of all Directorates: Priorities



Qtr 4

2020/21

	Communities	Housing	Social	Corporate	Education	Totals
Not yet started or too early to report any progress	1	0	0	0	0	1
Started but not progressing well	2	0	0	0	0	2
Started with reasonable progress achieved	22	6	1	9	5	43
Going well with good progress	16	4	12	11	4	47
<b>Total</b>	<b>41</b>	<b>10</b>	<b>13</b>	<b>20</b>	<b>9</b>	<b>93</b>



# Team Caerphilly Action Plan Progress

Qtr 4 2020/21

The action plan was closed down by the board in December and will not be used any more. Anything outstanding will be covered in the Corporate Reviews and their dashboards.



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

No.	Action	Political Lead	Officer Lead	Timescale	RAG	Progress - Achievements - Comments
<b>CREATING THE RIGHT ORGANISATIONAL CULTURE (SECTION 5):</b>						
1.	Culture Book to be finalised, approved and formally launched with staff	Leader	Chief Executive	30 November 2019	●	To be incorporated into the Induction Programme as part of corporate review - Workforce Planning
<b>ENCOURAGING AND SUPPORTING INNOVATION (SECTION 6):</b>						
2.	Licence to Innovate initiative to be launched	Leader	Chief Executive	During staff roadshows (Autumn 2019)	●	Scheme idea is drafted and within the Commercial Strategy due to be adopted at Cabinet 09-12-20
3.	Striving for Excellence staff recognition scheme to be launched	Leader	Chief Executive	During staff roadshows (Autumn 2019)	●	Staff recognition will be considered as part of corporate review - Workforce Planning
<b>EMBRACING NEW TECHNOLOGIES - "DIGITAL FIRST" (SECTION 7):</b>						
4.	Customer and Digital Strategy to be approved by Cabinet	Cabinet Member for Corporate Services	Head of Customer and Digital Services	12 June 2019	●	Complete
5.	Progress against key actions in the Customer and Digital Strategy to be regularly reported to and monitored by the Digital Leadership Group	Cabinet Member for Corporate Services	Head of Customer and Digital Services	Frequency to be agreed	●	Complete
<b>ESTABLISHING A STRUCTURED PROGRAMME OF SERVICE REVIEWS (SECTION 8):</b>						
Page 22	Service Review pilots in Catering and Building Cleaning to be completed	Cabinet Member for Environment and Public Protection	Head of Business Improvement Services	31 July 2019	●	Outcomes reported to 05-12-19 Board
	Service Directory to be completed	Leader	Chief Executive	30 September 2019 <i>(Framework outline completed Aug 2019)</i>	●	Almost complete
	Consistent methodology for Service Reviews to be adopted	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	30 September 2019	●	Complete - training and support offered to Management Network 24-11-20
	Structured programme of Service Reviews to be agreed	Cabinet	Head of Business Improvement Services	Cabinet approval by 31 October 2019	●	Programme in place but currently being reviewed. Corporate reviews taking precedence. Other reviews may be with Team support or self-reviewed
<b>ADOPTING A MORE COMMERCIAL APPROACH (SECTION 9):</b>						
10.	Nominate a Cabinet Member as the Council's "Commercial Champion"	Cabinet	Head of Business Improvement Services	12 June 2019	●	Cllr Sean Morgan nominated. This action is complete.
11.	Commercial and Investment Strategy to be drafted and approved by Cabinet	Leader	Chief Executive	Cabinet approval by 31 October 2019	●	Approved by P & R. Cabinet sign off 09-12-20
12.	Establish a Commercial Panel	Cabinet	Head of Business Improvement Services	30 November 2019	●	Option for Regeneration Board to take this role being developed. Revised Terms of Ref and TPCG will be the assessment body.
13.	Undertake a review of the Council's portfolio of investments	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive and Section 151 Officer	31 December 2019	●	Corporate review - Sustainable Financial Planning will look at treasury and investment management
14.	Explore potential trading vehicles that would allow us to trade with other public sector organisations and beyond	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive, Section 151 Officer and Head of Legal Services	31 March 2020	●	Work to date with various departments on options including training and awareness. Corporate review - Front Line Services to consider ADM's as workstream.
<b>ENGAGING AND WORKING WITH OUR COMMUNITIES (SECTION 10):</b>						
15.	Corporate Volunteering Policy to be developed and initially piloted in one service area	Cabinet Member for Social Care and Wellbeing	Head of Business Improvement Services	31 December 2019	●	Corporate review - Corporate Volunteering
16.	Community Asset Transfer Policy to be finalised and approved by Cabinet	Cabinet Member for Homes and Places	Head of Business Improvement Services	31 December 2019	●	Cabinet approval 28-10-20
17.	Develop a Consultation and Engagement Framework to support empowered communities to come on this journey with us	Leader and Cabinet Member for Finance, Performance & Governance	Chief Executive	31 December 2019	●	Cabinet approval 26-02-20. Caerphilly Conversation will underpin corporate Reviews and placeshaping.

# Team Caerphilly Action Plan Progress

**Qtr 4**      **2020/21**

*The action plan was closed down by the board in December and will not be used any more. Anything outstanding will be covered in the Corporate Reviews and their dashboards.*

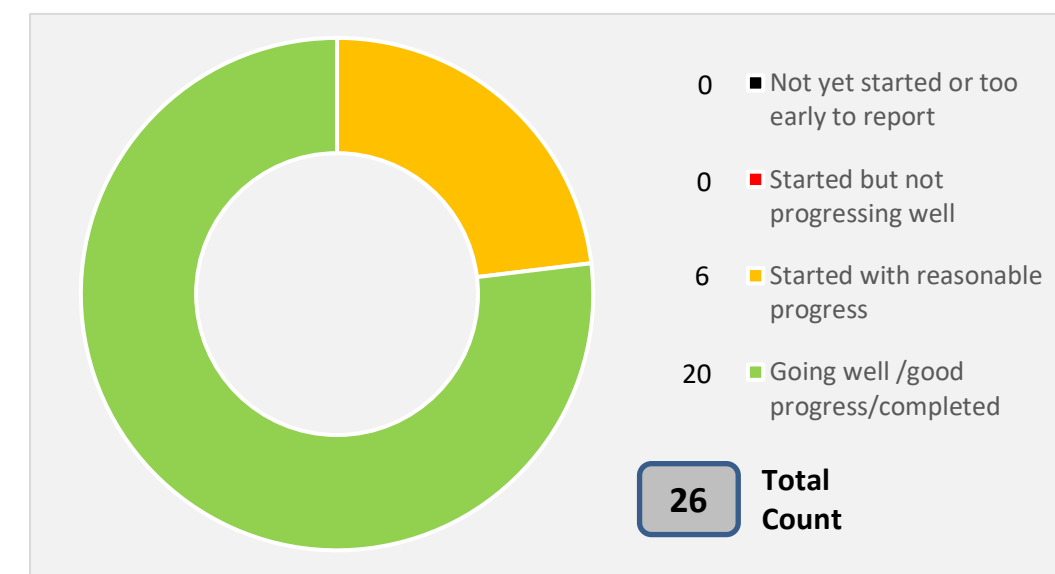


RAG	Status
0 Black	Not yet started or too early to report any progress (achievements/changes)
1 Red	Started but not progressing well
2 Amber	Started with reasonable progress achieved
3 Green	Going well with good progress

No.	Action	Political Lead	Officer Lead	Timescale	RAG	Progress - Achievements - Comments
<b>ACTIVELY SEEKING OPPORTUNITIES FOR COLLABORATION (SECTION 11):</b>						
18.	Explore potential new collaborative opportunities where the Council can be the Partner of Choice	Cabinet	Leadership Team	30 November 2019	●	Collaboration underpins all the corporate reviews and Service Review Methodology. Register of Partnerships and Collaborations maintained
19.	Report to be prepared outlining proposals for the development of Community Hubs across the county borough	Cabinet Member for Social Care and Wellbeing	Corporate Director for Social Services and Housing	31 December 2019	●	Corporate reviews - Walk-in Services will consider options for community resources alongside delivery locations
<b>RESOURCES AND CAPACITY (SECTION 12):</b>						
20.	Cabinet approval to be sought to appoint three Transformation Managers initially on fixed-term contracts for a period of two years	Cabinet	Head of Business Improvement Services	Cabinet approval on 12 June 2019	●	Complete Jan 2020 plus Hayley Lancaster seconded from Nov 2019 on the Caerphilly Conversation
21.	Embed the new Directorate Performance Assessments across the Council	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Quarterly reporting from June 2019 onwards	●	Embedded. This action is complete. New Framework agreed by Cabinet 26-02-20
<b>ENSURING THAT WE HAVE A WORKFORCE THAT IS FIT FOR THE FUTURE (SECTION 13):</b>						
22.	Performance Development Review process to be reviewed	Cabinet Member for Corporate Services	Head of People Services	30 September 2019	●	Complete. My Time Process rolled out 13-10-20 in line with World Mental Health Day.
23.	Workforce Development Strategy: Better Together to be finalised and approved by Cabinet	Cabinet Member for Corporate Services	Head of People Services	31 January 2020	●	Working document in progress with Head of Service for review. This includes Workforce Planning Framework and strands for implementation will be included as part of corporate review - Induction, Onboarding, Vacancy Mgmt
<b>PERFORMANCE MANAGEMENT ARRANGEMENTS (SECTION 14):</b>						
24.	Terms of Reference for the Project Board to be agreed and formally signed-off	Leader	Project Board	July 2019	●	Complete. Agreed at 24-10-20 Board Meeting
<b>THE #TEAMCAERPHILLY STRATEGIC ACTION PLAN (SECTION 15):</b>						
25.	Progress reports on the Strategic Action Plan to be presented to:	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Timescales as shown in 'Action'	●	In place. Board meeting monthly at present.
	- The Project Board on a quarterly basis					
	- The Policy and Resources Scrutiny Committee and Cabinet on a six monthly basis					
26.	Key actions in the Strategic Action Plan to be incorporated into Directorate Performance Assessments	Cabinet Member for Finance, Performance & Governance	Head of Business Improvement Services	Quarterly	●	Complete

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TEAM Caerphilly - Action Plan Progress		
		Count No's
Black	Not yet started or too early to report	0
Red	Started but not progressing well	0
Amber	Started with reasonable progress	6
Green	Going well /good progress/completed	20
<b>Total</b>		<b>26</b>





# CMT & Directors Priorities

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



Qtr 4

2020/21

CMT Priorities	Completion Date	RAG	Progress - Achievements - Comments
To identify savings proposals to ensure that a balanced budget for the 2020/21 financial year can be approved by Council in February 2020.	All	●	<p><b>Complete</b> - The 2020/21 budget proposals were approved by Council at its meeting on the 20th February 2020. This included total savings across the Council of £3.007m (taken from Corporate Services DPA)</p> <p><b>Dir for Communities:</b>                      Agreed budgets and MTFP's position for 20/21 are fully covered in the existing Council Financial Plan. However, financial projections are likely to be affected as a result of the Covid-19 implications and changes to service delivery and emerging responses. So, each of our monitoring reports will likely show a changing and evolving picture.                      Corporate Property is included in the budget monitoring reports submitted to Policy &amp; Resources Committee. Infrastructure, Public Protection and Community &amp; Leisure budget monitoring is submitted to the Environment &amp; Sustainability Scrutiny.</p>
Education & Corporate Priorities	Completion Date	RAG	Progress - Achievements - Comments
Page 24 Improve attainment at Key Stage 4	Ongoing	●	<p>Due to the ongoing suspension of Estyn Inspections, there is no change to existing data sets that provide a summary of performance. However, schools identified as a cause for concern continue to be subject to regular meetings which ascertain progress towards recommendations or internal development targets. The evidence of school progress discussed at these meetings, which are attended by senior leaders across the Local Authority and EAS, are shared with Estyn in termly visits. Following review in spring term, one primary school was removed from 'estyn review'. As a result, there is currently one secondary school in 'significant improvement', two primary schools in 'significant improvement', and two schools in 'estyn review' (one primary, one secondary). There are no schools in 'special measures'.</p> <p>The Education Achievement Service introduced the 'Celebrate, Share, Support and Refine' project in the spring term to ascertain how schools have maintained a commitment to standards and provision over the last twelve months. More specifically, the project has helped the Local Authority and EAS understand the full range of teaching strategies that are being utilised to support learning. The Local Authority has requested that all schools identified on the schools causing concern register participate in the project.</p> <p>In response to the Coronavirus (Covid-19) pandemic, the Welsh Government have cancelled all statutory data collections that were due to take place in Summer 2021. This means that no end of key stage data will be submitted. Therefore, there will be no data available for FP through to KS3. Similarly, Welsh Government will not be reporting on KS4 and KS5 school performance measures for 2020/21.</p>
Increase the percentage of pupil attendance across primary and secondary in order to maximise pupils' learning.	Dec-19	●	<p>The LA revised attendance strategy impacted positively on improving attendance trends in secondary schools - a rise of 0.7% over 3 years. The September 2019 Welsh Government Statistical Release identifies improvement compared with outh Local Authorities (18/19-7th, 17/18-17th, 16/17-21st). Primary attendance over three years made more marginal gains but was still favourable compared to local authorities with similar numbers of FSM pupils.</p> <p>However, the decision by Welsh Government to cancel all statutory data collections related to attendance and pause all statistical releases due to the coronavirus outbreak has meant that there will not be an official record of pupil attendance for 2019-2020. WG data collection (if any) for 2020-2021 will not be a measure of the impact of the attendance strategy, but largely reflect the number of pupils required to isolate as a result of advice from environmental health services. Attendance has been removed from the service priorities, as a specific priority although it is still a measure of improvement within the Well-being Objective.</p>
Transform educational opportunities for learners by delivery of fit for purpose 21st Century Schools	Mar-20	●	<p>The 21st Century Schools Team have been managing a range of investment and development opportunities to support building improvements across schools in the Borough.</p> <ul style="list-style-type: none"> <li>• 21st Century Schools and Colleges Band A Programme – Trinity Fields refurbishment</li> <li>• 21st Century Schools and Colleges Band B Programme – Ysgol Gymraeg Cwm Gwyddon / Trinity Fields – proposals are currently at consultation stage and a report is being prepared for Cabinet to decide on whether to proceed with both projects.                         <ul style="list-style-type: none"> <li>• CCBC Capital Maintenance Programme</li> <li>• WG Capital Maintenance Programme                                 <ul style="list-style-type: none"> <li>• WG Welsh Medium Grant</li> <li>• WG Childcare Grant</li> </ul> </li> <li>• Community Hubs – Athletics track at Oakdale</li> </ul> </li> <li>• Sporting Facilities – 3G pitches at St Cenydd, Lewis School Pengam, Cwm Rhymni (Gelli Haf)</li> </ul>

# CMT & Directors Priorities

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



Qtr 4

2020/21

	Reduce the rates of exclusion, therefore impacting upon pupil attainment		●	Similarly to attendance the statistical release for exclusions has also been paused, therefore, preventing a comparison against other local authorities. Prior to lockdown, pupil exclusion across a range of indicators remained too high (number of fixed term exclusions, number of pupils, number of permanents) and was a significant area for improvement. As in the case of the educational welfare service, education psychology and the inclusion team work with schools and individual pupils to limit the number of exclusions during the lockdown period.
	Deliver Shared Ambitions Strategy		●	The positive impact of the Shared Ambitions Strategy was demonstrated in August 2019's results and outcome indicators. One of the key indicators used to judge performance at that time, the KS4 L2+, showed Caerphilly schools had continued to build momentum with a gain of 5% on the Welsh average. As the pandemic hit in early March, GCSE & A Level exams did not take place that spring and the performance data emerging in August 2020 was a combination of algorithmic and center assessed grades. While it again showed progress, the performance data cannot be a guaranteed measure of continued progress.
	Transform Post 16 Education		●	The Post 16, Single Sex and Surplus Places Board focused its initial work on developing a Post 16 proposal that would transform provision and develop a sustainable approach across Caerphilly. As part of this work, two partnerships were established (Caerphilly Basin and Upper Rhymney Valley) with the schools within establishing a management board and adopting a joint approach to maximising and sustaining the learner off and provision. There were some early challenges with the local lockdown causing some difficulties with pupil movement but these have now been ironed out and the approach is progressing well.
Page 25	Deliver #TeamCaerphilly	Key deadlines are included in the Strategic Action Plan.	●	<b>Ongoing</b> - The Transformation Programme has continued, picking up pace again from September onwards. All ten Corporate Reviews are underway and are reporting in line with progress to the Team Caerphilly Board. Actions on the original Strategic Action Plan (July 2019) are now complete or included within the corporate review programme. The Commercial and Investment Strategy was adopted and actions are underway including business plans to reduce the subsidy at Tourism destinations. Licence to Innovate process has been piloted. Caerphilly Conversation continued with the residents survey (first since 2017) including feedback that has informed the 2021/22 budget report and the corporate reviews. Members seminar in early April as part of strengthening the role of Scrutiny.
	Deliver Customer and Digital Strategy	5 year programme	●	<b>Ongoing</b> - Strong progress being made across all elements of the strategy. The progress being made in terms of automation is particularly pleasing and is attracting national interest. The requirement to close front of house customer first offices as a result of the pandemic has also seen a steady channel shift toward digital engagement which the Council will now seek to retain and build on further over coming years.
<b>Communities Priorities</b>		<b>Completion Date</b>	<b>RAG</b>	<b>Progress - Achievements - Comments</b>
	Inputting and contributing to the team Caerphilly Work		●	Team Caerphilly Programme Board meetings have been delayed by Covid-19 but have recently been re-instated. CMT members continue to input to the board meetings as key projects and service reviews are rolled out.
	Conclusion of waste disciplinary matters and completion of service review in waste service.	Mar-20	●	Waste disciplinarys are now concluded and posts that were vacated are now being filled. Work is on ongoing in relation to the development of a waste strategy and associated service review and consequently key decisions that will need to be made over the next 2 years.
	Securing a decision relating to the closure Pontllanfraith Leisure Centre	Jan-20	●	The future of PLC will form part of the placeshaping plan to be determined by cabinet in late 2020The future of PLC forms part of the placeshaping plan which has been agreed by cabinet and council. Plans for the former Pontllanfraith comprehensive school site are currently being formulated with development likely to commence in 2022/23. This development will then inform future decisions relating to the future of PLC
	Securing a decision relating to Caerphilly LC setting up appropriate project management arrangements thereafter	Apr-22	●	In progress and linked to decisions around Ness Tar site. Decisions relating to the Ness Tar development and draw down of WG loan have now been taken by cabinet and the land appraisal and due diligence work has commenced. Once this due diligence work is completed the site will be "masterplanned" and a programme for physical works on site will follow. This a medium term project which will span a number of financial years.
	Taking forward the energy agenda with key partners.		●	The Decarbonisation Strategy, energy prospectus and action plan have been considered by 2 Scrutiny Committees, Cabinet and Council in line with the declaration of a climate emergency. Some of the initiatives outlined in this strategy and action plan are already progressing (eg: solar farm at eglwysilan feasibility work, ELV infrastructure).

# CMT & Directors Priorities

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



Qtr 4

2020/21

Commencing SDP/LDP work and associated governance arrangements	Mar-23	●	Work is progressing slowly, but, progressing well. The CCR governance structure is now agreed for the SDP. The minister has now clarified the cessation of LDP "drop dead" dates and the Caerphilly LDP process has commenced. The annual LDP monitoring report and delivery agreement for the new LDP is due to be considered by council and will then be submitted to WG. Stakeholder events are on going but the progress and resultant adoption of a new LDP will span a number of financial years.
Completion and adoption of 2 remaining regeneration masterplans		●	The Heads of the Valleys Masterplan is complete. A new member of staff has been appointed and commenced CCBC employment. Consequently work has commenced on the Newbridge to Risca masterplan with the greater Blackwood plan to follow.
Development of a strategy for the regeneration of the A465 corridor with particular focus on Rhymney.	Mar-23	●	Securing inward investments across the whole county borough is challenging but, the HOVRA even more so. WG Valleys Task Force (VTF) A465 corridor work, was delayed by Covid-19 and the VTF has now been wound up by WG. However, collaborative work by the HOVRA LA's has now commenced with a joint approach for economically regenerating the HOVRA. In the meantime CCBC has planned a programme of public realm investment in Rhymney town centre for 2021/22.
Developing the new Caerphilly transport interchange and associated town centre improvements in collaboration with key partners such as TFW and WG.	Mar-23	●	Good progress being made on Metro Plus ( Caerphilly Interchange) TRI Thematic and TRI Projects with WG support and funding being made available. Taking the interchange to welltag stage 2 during 2021/22 will enable a future levelling up fund bid to be submitted to the UK Government.
Stimulating inward investment at key employment sites such as Oakdale, Ty Ddu, etc.	Mar-23	●	Partnership with WG to bring Plateau 1 at oakdale into beneficial use is progressing well with interested companies currently being targeted. Regeneration Board funds have been identified to facilitate development on other parts of the Oakdale Business Park. New employment units at Ty ddu, Nelson are nearing completion with handover planned for late May 2021. These units are being marketed by Knight Frank on behalf of CCBC
Generally moving to a point where we are getting infrastructure "built"		●	A number of capital projects are being designed by property staff for tendering in 2021. These include band B schools projects at Trinity fields and Cwm gwyddon, Parc Penallta visitor centre, Longbridge demolition (Risca), Conversion of former Woolworths store Bargoed, Chartist gardens play area and conversion of former Virginia park golf club for the youth service. These are scheduled for tendering in the summer /autumn of 2021. Further projects are likely to result from the adoption of the placeshaping plans by cabinet and council.
<b>Social Services &amp; Housing Priorities</b>	<b>Completion Date</b>	<b>RAG</b>	<b>Progress - Achievements - Comments</b>
Finalise the WHQS programme	Dec-20	●	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
Progress new build/affordable home linking with social care/demands & opportunities	Mar-21	●	New schemes are ongoing with our Registered Social Landlord partners utilising Social Housing Grant. A total of £4,570,753.00 has been committed during 20/21. This has included spend on a number of energy efficient/Passivhaus schemes. Caerphilly Homes have published a tender for a multi-disciplinary consultancy to examine and undertake development appraisals for HRA and General Fund land that may be suitable for residential development. IHP grant funding of £3.1M has been secured from Welsh Government to fund Caerphilly Homes, first Passivhaus developments in Trecenydd and Trethomas. Construction is scheduled to begin on both sites in June 2021. 8 new properties are being purchased via S106, including 2 LCHO properties and 6 properties have been purchased for social rent using Phase 2 Homelessness funding.
Establish a second Children's Home for Caerphilly children and young people	Mar-21	●	Property purchase completed in March 2019. Refurbishment was due to commence but property had to be used for an emergency placement. Refurbishment has now commenced and completed December 2020. Work at property complete now beginning to house children.
Continue to embed corporate safeguarding arrangements	Mar-21	●	Corporate Safeguarding Board will meet quarterly to monitor an Action Plan to address the recommendations that has been developed by the Designated Safeguarding Officers in each Service area. Review and Action Plan to be presented to Cabinet and Scrutiny Committees. Corporate Action Plan has been developed and ratified by CMT, Scrutiny Committees and Cabinet. Actions are 85% completed.



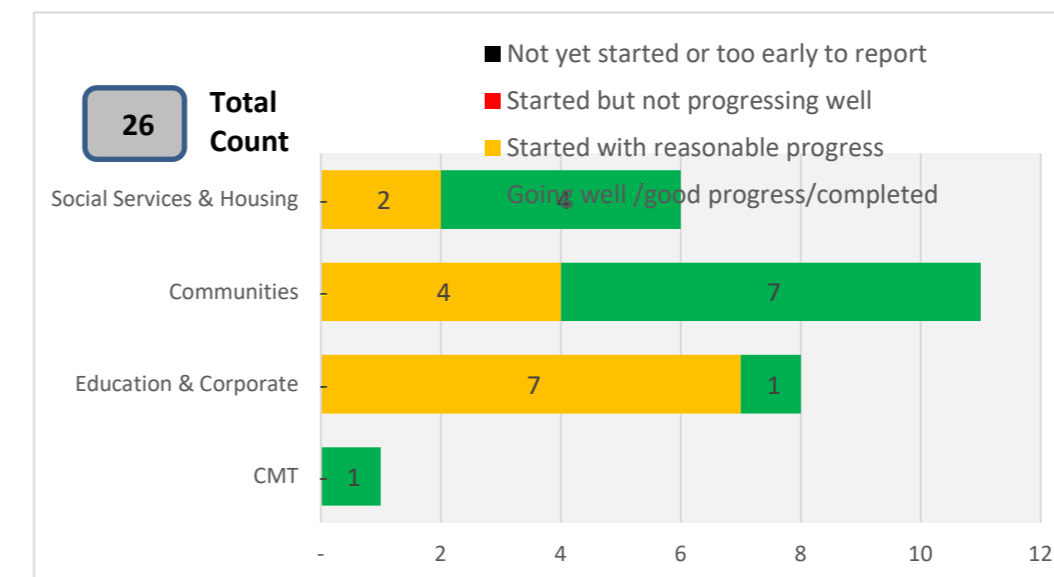
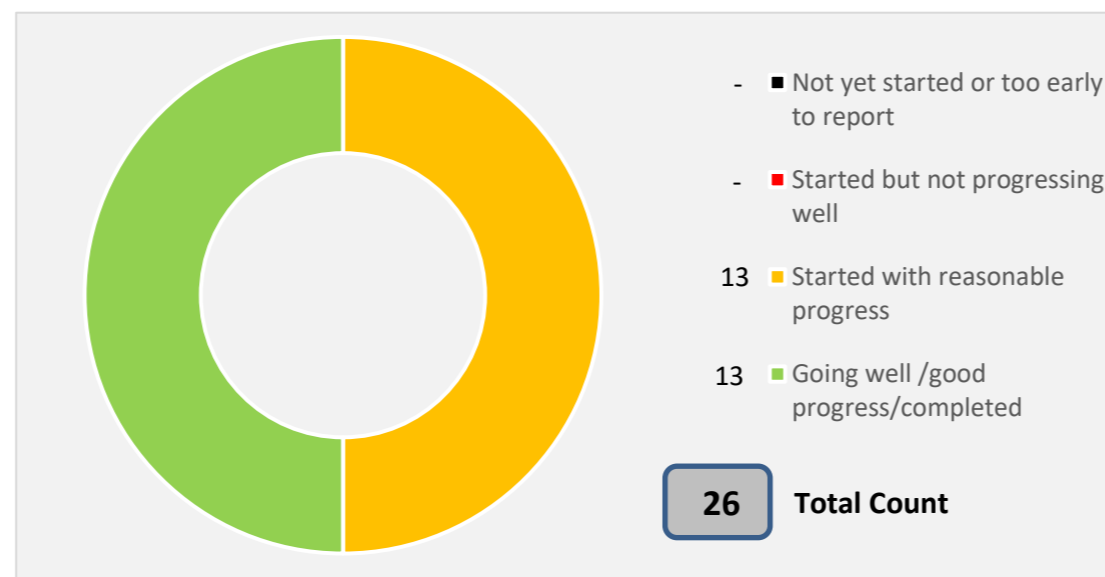
# CMT & Directors Priorities



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

Continue to monitor recruitment in terms of children services social workers and adult services carers and to identify innovative recruitment opportunities	Mar-21		Cabinet approved the introduction of a Market Supplement applied to the key posts to attempt to boost recruitment. Secondments of unqualified staff to undertake the Social Work Degree re-introduced. An improved Social Media campaign and review of job adverts has led to an increase in the number of applications received and a doubling of appointments made since the Market Supplement was introduced. The Supplement has been reviewed and will now remain in place for those specific teams. Ongoing monitoring through weekly Divisional Management Team and periodic reporting to Senior Management Team. Recruitment in the North of the Borough continues to be very challenging. Issues regarding social worker salary levels are being flagged up nationally with a view to prompting discussion with government as to the possibility of national salary levels.
Expand the provision of integrated hubs with ABUHB and other Directorates within CCBC	Mar-21		Significant community engagements events held, including session with elected members on healthier Gwent. Workshop planned for November to launch Independent Well-being Networks (IWN) in the north of the borough. Subject to review by IPC initial workshop held.

	Total	CMT	Education & Corporate	Communities	Social Services & Housing	
Not yet started or too early to report	-	-	-	-	-	Black
Started but not progressing well	-	-	-	-	-	Red
Started with reasonable progress	13	-	7	4	2	Amber
Going well /good progress/completed	13	1	1	7	4	Green
<b>Total</b>	<b>26</b>	<b>1</b>	<b>8</b>	<b>11</b>	<b>6</b>	



# Finance - 2020/21 Revenue Budget



Qtr 4

2020/21

## Summary by Directorate/Service Division

Directorate/Service Division	Revised Budget 2020-21	Outturn Position 2020-21	(Overspend)/ Underspend 2020-21
	£	£	£
<b>1) Revenue Budgets</b>			
<b>Education &amp; Lifelong Learning</b>			
- Schools Related	118528626	108257602	10271024
- Education	16654038	15161674	1492364
- Lifelong Learning	3818457	3376965	441492
- Home to School/College Transport	7282962	6382967	899995
<b>Sub-Total: -</b>	<b>146284083</b>	<b>133179208</b>	<b>13104875</b>
<b>Social Services</b>			
- Children's Services	25216354	25094772	121582
- Adult Services	66193906	62200199	3993707
- Service Strategy and Business Support	2138183	1127508	1010675
- Social Services Transport	1557420	1135923	421497
<b>Sub-Total: -</b>	<b>95105863</b>	<b>89558402</b>	<b>5547461</b>
<b>Communities</b>			
- Regeneration and Planning	2245710	2097152	148558
- Infrastructure	11128617	10894855	233762
- Community and Leisure Services	21823209	20927937	895272
- Public Protection	7513442	7066226	447216
- Directorate General	177053	254269	-77216
<b>Sub-Total: -</b>	<b>42888031</b>	<b>41240439</b>	<b>1647592</b>
<b>Corporate Services</b>			
- Chief Executive/Director	361813	454195	-92382
- Corporate Finance	1895219	885855	1009364
- Legal and Governance	3213165	3086197	126968
- Business Improvement Services	1334961	1222181	112780
- Customer and Digital Services	5802819	4922101	880718
- People Services	2849423	2645313	204110
- Corporate Property	4920919	4840505	80414
- General Fund Housing	1342897	1032879	310018
- Private Housing	302895	250454	52441
<b>Sub-Total: -</b>	<b>22024111</b>	<b>19339680</b>	<b>2684431</b>
<b>Miscellaneous Finance</b>	<b>49828413</b>	<b>46056382</b>	<b>3772031</b>
<b>Housing Revenue Account (HRA)</b>	<b>0</b>	<b>-10017824</b>	<b>10017824</b>
<b>Council Tax Surplus</b>	<b>0</b>	<b>-1742752</b>	<b>1742752</b>
<b>Revenue Budget Totals: -</b>	<b>356130501</b>	<b>317613535</b>	<b>38516966</b>

CMT - Risk Register



Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation 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 Levels				Does the risk affect the Well-being of our Communities?	Well-being Risk Level			
					Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	2020-21 Q1			2020-21 Q2	2020-21 Q3	2020-21 Q4
CRR 01 - All Directorates	Exit from the EU (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. There is also potential for price increases in the event of a No Deal exit.	An internal Brexit Working Group has been established consisting of key staff across all Directorates. There is also cross-party political representation on this Group. The Council has also set aside £1m to meet any short-term financial impacts arising from Brexit.	The Brexit Withdrawal Agreement was signed in January 2020 and the transition period ended on the 31st December 2020. The recently agreed withdrawal deal has resulted in the UK leaving the EU at the end of December 2020. Officers will continue to work with the WLGA in establishing what the recently agreed deal means for Welsh Local Government. Following the signing of the withdrawal deal the Council reconfigured its internal arrangements and established a Brexit Strategic Group consisting of key Heads of Service and cross-party political representation. This Group was supported by a Brexit Operational Group which focussed on key issues, actions and mitigation across all service areas. Although a deal is agreed there will be implications for the Council to manage and this will add additional burdens on key staff that are already fully committed on dealing with the ongoing impact of Covid-19.	Medium	Low	Low	High	High	Medium	Medium	Potential impacts are not fully understood but they are likely to be felt over the short, medium and longer-term.  Unable to assess 'Risk Level' currently due to the level of uncertainty	Unknown
				Following the signing of the withdrawal deal the Council reconfigured its internal arrangements and established a Brexit Strategic Group consisting of key Heads of Service and cross-party political representation. This Group was supported by a Brexit Operational Group which focussed on key issues, actions and mitigation across all service areas. Although a deal is agreed there will be implications for the Council to manage and this will add additional burdens on key staff that are already fully committed on dealing with the ongoing impact of Covid-19.									
				Key risks have been identified in respect of potential disruption to the supply chain; potential increases in prices for goods and services; potential impact on the supply of labour, particularly for commissioned services; and potential negative impacts on small businesses in the short to medium-term, along with the potential for a lack of inward investment in the longer-term. This list is not exhaustive and the Brexit Strategic Group will meet during the coming months to ensure that all impacts are considered and that appropriate actions are identified wherever possible. Given the potential negative impacts of Brexit the Council has agreed to set aside one-off funding of £1m to meet any financial implications that may arise in the short to medium-term.									
CRR 02 - All Directorates	Medium-Term Financial Plan (MTFP)	Failure to identify sufficient savings to support the Medium-Term Financial Plan (MTFP). It is currently anticipated that further savings of up to £44m will be required for the four-year period 2020/21 to 2023/24 with savings of £15.7m required for 2020/21 alone.	The Authority has a strong record of delivering balanced budgets and planning is already underway to ensure that 2020/21 Draft Budget Proposals are presented to Cabinet on the 13th November 2019.	We have faced an unprecedented situation this year with details of the 2021/22 Provisional LG 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 will mean that no new savings will be 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 move into the new financial year. 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.	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Yes, we need to explain how it affects the Well being of Future Generations in our Communities	Medium
CRR 03 - All Directorates	GDPR Information Governance	<ul style="list-style-type: none"> <li>Failure to locate reliable information quickly impacts on service delivery, plus we are missing an opportunity to use the Council's information assets more widely to benefit other Council services.</li> <li>GDPR introduces fines of up to 20million Euros for failing to evidence compliance, including Privacy Impact Assessments at early stage, and for data breaches.</li> <li>Failure to comply with information requests (e.g. FOI) could lead to action by the Information Commissioner's Office - compliance expectation increased to 90%</li> <li>These risks could result in adverse press, loss of trust by the public, and criticism from the Council's auditors.</li> </ul>	IGPT activity reported to Corp Gov Panel, including: <ul style="list-style-type: none"> <li>Report on options for GDPR DPO role</li> <li>Review Information Asset Registers to include info required by GDPR, e.g. legal basis for processing</li> <li>Continue SIRO review of Information Risk Returns</li> <li>Update and re-launch DPA training, inc Members</li> <li>Update info sharing register to identify contract improvements</li> <li>Enforce use of privacy notices and Privacy Impact Assessments</li> <li>Implement records management programme, including better identification/creation of records and backlogs addressed (e.g. email, networks) and ensure records with historic value are protected</li> <li>Review publication scheme and charges for info requests</li> <li>Continue suspension of surveillance activity</li> </ul>	Reducing risk via: modular eLearning launched but poor member uptake to date; awareness raising via intranet stories, CMT updates (inc Corporate Risk Register), IG Stewards and Go Digital; DPIAs/contracts increasingly used; Internal Audit checklist; data breach methodology; Covid19 Risk Log maintained, covering cyber security and IG; communication to all users from Chief Executive issued Dec 2020, cyber security strategy under development.	Medium	Medium	Medium	Medium	Medium	Medium	Medium	Yes - protection of privacy (Article 8 HRA), Duty to Document and protection of historic records to evidence public sector activities	Medium



CMT - Risk Register



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					Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	2020-21 Q1			2020-21 Q2	2020-21 Q3	2020-21 Q4
CRR 04 - All Directorates	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. 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. 2. Assessing the condition of trees. 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. 6. Street lighting options being considered to reduce Carbon emissions.	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	Medium	Medium	Medium	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
CRR 05 - Communities Directorate	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 predominantly 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) f) 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.  THIS NEEDS TO BE ESCALATED TO THE CORPORATE/CMT RISK REGISTER	Initial action to include:  1. Interim CEO to discuss at G10 meeting of Gwent Chief Executives with a view to them lobbying WG for funding. 2. Interim Director of Communities to raise with the WLGA so that they can lobby WG for funding.  Followed by:  3. Write, approve and implement a Removal Strategy and 4. Secure appropriate Funding Streams to implement the Removal Strategy. 5. Source and secure wider partnership and collaborative arrangements to implement all necessary works. 6. Clarify known 'hot-spots' for initialising works, to control and manage any associated public risks/disruptions.	It is already known, that this will require a substantial cost implication due to the logistics and labour intense nature of addressing such matters.  Considered the content and guidance as available from The Tree Council publication: <i>ASH DIE-BACK: an Action Plan Toolkit First published February 2019</i>  Recently published research by the University of Oxford, Fera Science, the Sylva Foundation and the Woodland Trust calculated that this disease will have a significant cost impact across the country, due to the significantly high levels of mortality rates to the tree species affected (75%+).  Welsh Local Government Association (WLGA) have set up a working group comprising of local authority, Welsh Government, Natural Resource Wales (NRW) for the 1st December to look at the issue of Ash Die-Back. 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. Members will be asked to consider a budget to allow the programme to continue over the next three years.	High	High	High	High	High	High	High	Level unknown at present	Medium
CRR 06 - Communities Directorate	Regeneration & Planning:  Local Development Plan	The Adopted LDP is due to expire on 31/12/21. The Replacement LDP was well advanced, however, the Council withdrew that plan in July 2016 following local opposition to a number of development sites contained within the Plan. The Council has resolved to progress the preparation of a Strategic Development Plan and a new LDP in parallel. The adopted LDP allocates land for the development of 8625 houses to be built over a 15 year period. The annual Joint Housing Land Availability Study 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 a five-year 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 LDP remains in force until 2021. In the interim, officers are working closely with Welsh Government officials to agree the appropriate footprint for strategic planning for the Cardiff Capital Region. 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 is to be considered by the Cabinet on the 10th June 2019 which will determine the timeline for reporting this matter to all ten Councils.	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 expectation is that the CIC will become the Strategic Planning Body and this is not due to be set up until September 2021. 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	High	High	High	High	High	Yes, the lack of an LDP threatens the timely delivery of land for development, particularly housing, making it more difficult to achieve the goal of prosperity.	Medium
CRR 07 - Education & Lifelong Learning Directorate	School Attainment	1. Attainment levels are still below the Welsh average, below local Authorities with a similar Free School Meal population. 2. There is a gap between the attainment of Free School Meals pupils and Non-Free School Meals pupils which must be addressed. 3. Higher than expected rates of exclusion will impact on pupil attainment.	1. Standards of attainment are monitored and reported to the Senior Management Team (SMT) / Corporate Management Team (CMT) / Scrutiny Committee, through an annual programme of reporting described in the Directorate Plan Handbook. 2. Through the newly revised Sharing Ambitions document, the LA will continue to work closely with the EAS to ensure that schools are challenged and supported effectively. 3. Schools most at risk of underperformance will be monitored through the regional Schools Causing Concern process. 4. Where schools fail to make the expected progress at the expected rate, in consultation with the EAS, the LA will consider the use of statutory powers.	Requires updating	High	High	High	Medium	High	High	High	Yes, this limits contribution to 'Prosperous and More Equal Wales'. Standards of attainment and gaps in inequality can result in a low skilled, low paid workforce, and higher levels of unemployment leading to poverty. Over the long-term (25 years) in the life of a young child to adult the potential outcome of the attainment gap makes this a high risk. This is a long term risk	High

CMT - Risk Register



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					Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	2020-21 Q1			2020-21 Q2	2020-21 Q3	2020-21 Q4
CRR 08 - Social Services & Housing Directorate	Fragility of the Social Care market. The independent sector social care market across Wales is in an unprecedented position in terms of its fragility and this is starting to be felt in Caerphilly.	<ul style="list-style-type: none"> <li>Providers unable to sustain existing packages of care.</li> <li>National Minimum Wage and National Living Wage creating additional financial strain which providers are expecting LA's to resolve.</li> <li>Little additional capacity to take on new packages of care.</li> <li>Ongoing Judicial Review across Wales re responsibility for Funded Nursing Care Payments.</li> <li>Potential financial impact on the Directorate and Authority.</li> </ul> Introduction of RISCA from 01.04.18 could have significant implications for recruitment and retention of staff.	Fee levels for 2017/18 agreed at 3.1%. This was funded via a mix of core funding and CCBC's element of the Social Care Workforce grant paid by Welsh Government. A further element of workforce funding has recently been released by WG. Discussions are ongoing with commissioned providers to determine how these monies should be allocated. Fee levels for 18/19 agreed at 2%	No change in risk level. Further concerns with regard to stability. Coronavirus Pandemic has had major consequences for care homes across the UK. Positive cases have meant that new admissions to care homes have not been possible for a significant period of time with the knock on consequence in relation to the financial viability of homes. Welsh Government funding has eased the position for 20/21 but the ongoing support is unclear for 21/22. Additional payments have been made to care providers with effect from 23rd March 2020 to compensate them for additional costs and lost income resulting from the Covid 19 pandemic. These additional payments will be funded through the Welsh Government's Hardship Fund for Adult Social Care.	High	High	High	High	High	High	High	Yes - reducing help that can be provided for the most vulnerable in our society will affect our ability to contribute to a 'Healthier Wales' which requires peoples mental and physical well-being to be maximised. Whilst this may be a medium risk operationally from a FGA perspective this would be high as it directly affects those most in need.  Risk Level deemed 'High' over the 'Medium Term'.	High
CRR 10 - Social Services & Housing Directorate	Welsh Housing Quality Standard (WHQS) programme	Failure to meet WHQS for all our social housing stock by 2020. Everyone in Wales should have the opportunity to live in a good quality home within a safe and secure community. To help achieve this, the physical standard and condition of existing housing must be maintained and improved to the Welsh Housing Quality Standard (WHQS).	The WHQS programme has its own specific risk register which is reviewed and updated by the Project Board quarterly.  The highest risks are: <ul style="list-style-type: none"> <li>Failure to achieve programme objectives - the probability level has increased due to one of the main internal works contractors having ceased trading and another (Vinci) terminating their contract early. Arrangements were made to initiate internal work via the DPS to achieve WHQS by 2020. There is still a risk in relation to the external works, however significant improvements in performance have been made. Contingency arrangements have been implemented as identified below.</li> </ul>	The programme is now constantly being reviewed and more work undertaken in-house to provide us with a level of certainty and control as we move towards the final stages of the programme. There are some concerns in relation to contracts which include leasehold properties as these are incurring significant delays due to the need to follow legal consultation processes and subsequent challenges from leaseholders. This situation is currently being closely monitored and has been raised with WG who advise that other authorities have encountered similar problems.	Medium	Low	Low	Medium	Medium	Low	Medium	Yes	Medium
			<ul style="list-style-type: none"> <li>New contract arrangements for the south of the borough have been put in place for the external works and this is operating well. Originally the Dynamic Purchasing System (DPS) arrangement was introduced to provide an opportunity to undertake both internal and external works around the authority as a further contingency measure. As a result of two of the main internal works contractors ending their contracts, alternative arrangements have been implemented whereby the in-house workforce will pick up the majority of this workload by moving resources from other contract areas. This includes a recent transfer of contracts from the DPS of approximately 150 properties to ensure continuity of our in house workforce and to take advantage of the better performance and tenants satisfaction levels that are being experienced via our in house workforce. Additional support will be provided by external contractors via the DPS.</li> </ul>	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 will require full decants which may delay completion, but discussions with WG indicate that these can be categorised as acceptable fails. Internal work was originally suspended as a consequence of the Covid pandemic but reinstated following further guidance from WG. 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 in advance of the revised deadline of December 2021									
			This has been reflected in a recently reprofiled programme which was made available to members and tenants in April 2019. Monthly Project Board meetings will continue to be held to monitor ongoing performance and to assist with the decision making process. The completion date for full compliance is currently projecting June 2020 which is still within our target date.	The Housing Revenue Account business plan submitted to WG in March 2020 did not account for Covid-19 but high-level updates have been run through the plan to consider additional costs associated with social distancing measures and rent arrears, and the plan remains viable with the possibility of additional borrowing. The borrowing cap agreed by Council was £85m in total. 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.									
NEW 2020 CRR 11 - Communities	Fleet	<ol style="list-style-type: none"> <li>Poor standards of maintenance and lack of drivers hours controls leading to non-compliance with the terms of the Authorities Goods Vehicle Operators licence – These issues may lead to suspension, curtailment or even revocation of the operator's licence. This would mean that the authority would be prohibited from operating any vehicles over 3.5 tonnes gross weight, for example refuse collection or highway maintenance vehicles.</li> <li>MOT failures - Vehicles presented for MOT testing and found to be in an unroadworthy condition are likely to have been in use as such risking road safety and regulatory action. These vehicles are also likely to be unreliable and risk reputational damage to the authority should an accident occur because of a defect.</li> <li>Lack of or untimely completion of driver defect reports - Driver defect reporting is a mandatory requirement of goods vehicle operator licensing and fundamental to safe and reliable vehicle operation of all sizes and types of vehicles.</li> <li>Poor budgetary controls and our inability to create timely and accurate charges/recharges to client groups – Essential to maintaining cash-flow and manage finances – service areas, partners (SFS) &amp; clients.</li> <li>Appropriate and timely vehicle taxation, plating and insurance cover in order to remain in compliance – Risks regulatory action and significant financial penalties.</li> <li>Timely training and education of vehicle and service operatives, to fully understand regulatory requirements and correct operation of fleet vehicles – Risk of non-compliance and damage to vehicles with associated costs.</li> <li>Appropriate repair &amp; maintenance scheduling – risks, for clarity of and ability to respond to service demands and maintaining an active fleet.</li> </ol>	<ol style="list-style-type: none"> <li>Work is ongoing to improve all areas of compliance with the requirements of the operators licence since the DVSA Fleet inspection, including major changes to the driver defect reporting system, standards of safety inspections and repairs, close monitoring of Mot test performance and investment in new diagnostic and testing equipment.</li> <li>Changes to the scope of vehicle maintenance such as thorough cleaning of vehicles prior to inspection and the removal of road wheels as part of annual service will improve general vehicle condition and ensure vehicles remain safe and compliant throughout the year.</li> <li>Return to hand written driver defect reporting with strict management of reports submitted.</li> <li>Introduction of financial Month end procedures which ensure timely recharges and invoicing of work carried out for 3rd parties, including obtaining order numbers prior to invoicing.</li> <li>Use of the fleet management system to its fullest extent will ensure vehicle road tax, MOT and insurances are renewed in a timely manner.</li> <li>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.</li> <li>Monthly advance planning of vehicle maintenance operations distributed to users well in advance to aid operational planning. Service areas are also now invited to become involved in the planning of annual maintenance to assist service delivery.</li> </ol>	A Fleet Service Review has been undertaken with a number of improvements identified and in progress. An Action Plan is being drafted for presentation to the Transformation Board on 8th July 2021. A new Fleet & Vehicle Maintenance Manager has been appointed and supported by an Assistant Transport Manager / Compliance Officer post has been secured to make the necessary improvements. 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.	New	New	High	High	Medium	Medium	Medium	Yes - Prosperity: Resilience: Healthier: Cohesive Communities: Globally Responsible	Low
	Fleet Continued...	<ol style="list-style-type: none"> <li>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.</li> <li>Contract management with SFS, to maximise the value of the managed fleet contract to the Council.</li> <li>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.</li> </ol>	<ol style="list-style-type: none"> <li>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.</li> <li>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.</li> <li>A detailed review of user fleets is underway including detailed work on ultra low emissions vehicles.</li> </ol>										



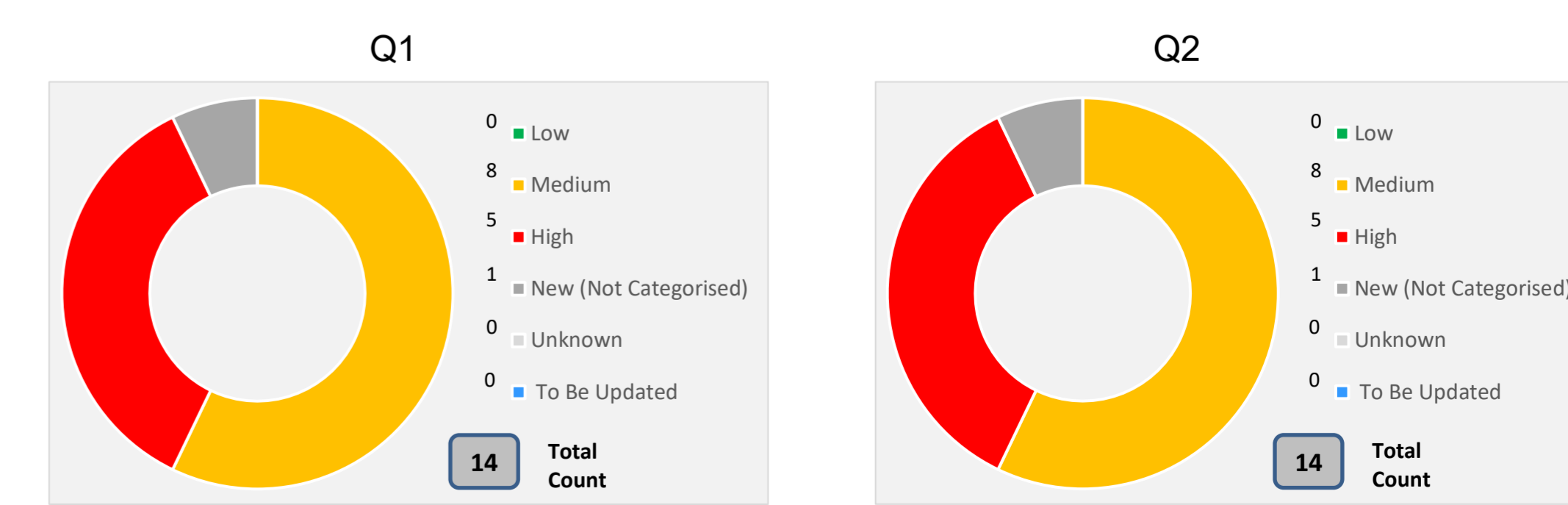
CMT - Risk Register



Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation 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	Risk Level	Risk Level	Risk Levels				Does the risk affect the Well-being of our Communities?	Well-being Risk Level
					2019-20 Q2	2019-20 Q3	2019-20 Q4	2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
CRR 12 - Covid 19 New Q1 20/21	Covid 19 Recovery Plan Whole Authority	Covid 19 Pandemic resulting in public health emergency, lockdown, suspension of services, workarounds to safely find new ways to deliver services.	A separate Risk Register specific to the Covid 19 situation has been established and is being regularly monitored and updated by the Corporate Management Team.	As there is a specific register and group to respond to the ongoing situation and its recovery - it would be repetition to repeat here, but is acknowledged here as part of the high level Council risk register.  Throughout 20/21: - Corporate Management Team (CMT) and key senior officers will be meeting on a daily basis from Mon 16th March 2020. - Internal Coronavirus Group meeting twice weekly cycles and due to meet daily. - Management Network briefing to discuss Human Resource (HR) response. - Managers checking Business Continuity Plans. - Human Resources (HR) reacting to Central Government & Public Health Wales advice as it is issued - Staff returning from areas recognised by the Government, or affected by the coronavirus, including close contacts are self-isolating as medical suspension. - Chief Executive and Leader are in regular dialogue with ABUHB, Public Health Wales, Welsh Government (WG) and Welsh Local Government Association (WLGA). - HR advice issued to officers/offices/staff to: Catch It - Bin It - Kill It. - Intranet and public advice regularly updated.  Public health advice on Novel Coronavirus (COVID-19) is also available via the all-Wales Health Protection service on 0300 003 0032 during working hours (and with access via this number to out of hours services) Guidance for self-isolation can be found on the following weblink: <a href="https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/self-isolation-advice/">https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/self-isolation-advice/</a>			New	Medium	Medium	Medium	Medium		Medium
CRR 13 - New Q1 20/21 Homelessness	Increased Homelessness	Increased numbers of homelessness could result in increased incidents of rough sleeping and increased use of B&B/hotel type accommodation to address emergency needs. This in turn could result in poor outcomes for the households concerned and a repeat of the homelessness cycle. As national Covid policy delaying evictions by private landlords comes to the end, evictions could rise significantly.	An increase in the requirement of suitable accommodation within the borough has been identified and in particular that of single person accommodation to meet the level of demand in this area. In addition a review of the support arrangements needs to be undertaken to ensure this is sufficient to meet demand, is outcome focused and in particular is structured to ensure that the needs of each specific household can be supported e.g. vulnerable and complex needs.	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. 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 60 people per month continue to be accommodated. This is funded by the WG Covid-19 hardship fund.			New	Medium	Medium	Medium	Medium		Medium
CRR 14 - Microsoft operating support	Whole Authority	Unsupported operating systems increase risk of cyber threats, halting services both front line and back office. Maintain supported software to ensure latest security features in place.	Upgrade path identified and being implemented; working with suppliers to ensure compatibility of solutions	This is included within the processes for security standards and accreditations within the Authority. Further development of 5 year plan to be completed as part of ICT Strategy.			New	Medium	Medium	Medium	Medium	Cyber threats could affect key front line services	High
CRR 15 - Contractors	Changes to supply and demand chain means rising costs of building and infrastructure materials and contractor costs. Lack of available contractors.	The availability of contractors, material shortages and cost increases are having a significant impact on services ability to progress with key infrastructure or day to day building projects. Key areas affected are Education (school replacement works, boilers), infrastructure, property services and Housing. 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. If they do submit, we are unable to proceed as their prices are far in excess of our rates. This is a particular concern in Housing as all of these products are targeted for our most vulnerable residents such as making disabled adaptations. 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 example) is a factor. There are import backlog issues, part linked to the Brexit ports issue but also the shipping industry backlog still hasn't recovered fully from the suez canal incident a few months ago. Construction material providers are still recovering from supply backlog when production ceased in lockdown but also many staff still furloughed so some suppliers still not back to "full fighting weight". 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 throughout all of the service areas outlined above	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 there may be potential opportunities to overcome the pricing restrictions of the schedules of rates and frameworks. There may be some opportunities to work with procurement to identify other reasons for a reduction in volume of contracts being tendered.	New			New	New	Medium	Medium	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 Education, Housing, Employment (travel) and transport projects are Well-being objectives this is key to the Corporate Plan success.	Medium	

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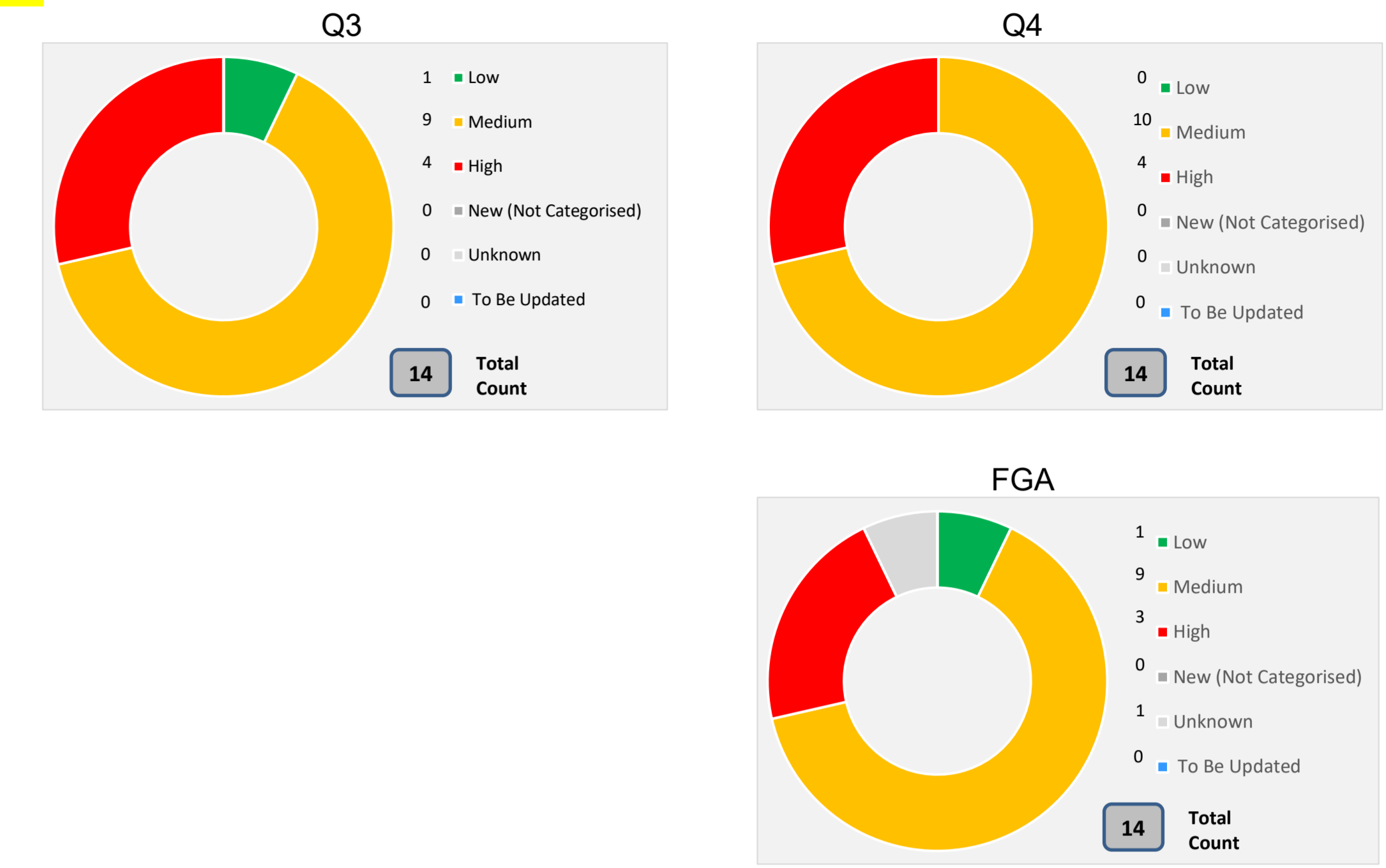
Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4	Count Number and Category of Risks	Well-being Risk Level
0	2	2	0	0	1	0	Low	1
5	3	3	8	8	9	10	Medium	9
4	4	5	5	5	4	4	High	3
1	1	3	1	1	0	0	New (Not Categorised)	0
0	0	0	0	0	0	0	Unknown	1
0	0	0	0	0	0	0	To Be Updated	0
10	10	13	14	14	14	14	TOTAL	14





Ref	Topic (& Service)	Risk, opportunities and Impact	Mitigation 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 Levels				Does the risk affect the Well-being of our Communities?	Well-being Risk Level
					Risk Level 2019-20 Q2	Risk Level 2019-20 Q3	Risk Level 2019-20 Q4	2020-21 Q1		

Select chart to copy periodic Quarterly updates onto Page 1 Tab



# WBO - Well-being Objectives

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

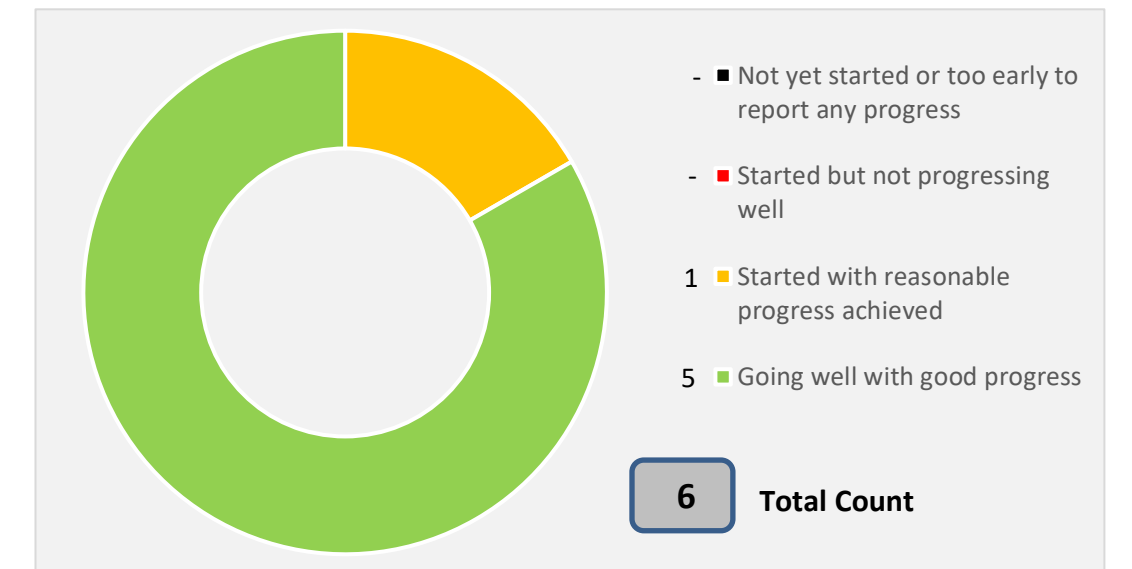
WBO	Detail	Status	RAG
WBO1	Improve education opportunities for all	On track, progressing well & impact being made	●
WBO2	Enabling employment	On track, progressing well & impact being made	●
WBO3	Address the availability, condition and sustainability of homes throughout the county borough and provide advice, assistance or support to help improve people's well-being	Partially successful, some progress made but we need to do more.	●
WBO4	Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the environment	On track, progressing well & no impact yet as this is a long-term infrastructure change	●
WBO5	Creating a county borough that supports a healthy lifestyle	Partially successful, some progress made but we need to do more.	●
WBO6	Support citizens to remain independent & improve their well-being	On track, progressing well & impact being made	●

Status	Total	RAG
Not yet started or too early to report	-	Black
Started but not progressing well	-	Red
Started with reasonable progress	1	Amber
Going well /good progress/completed	5	Green
<b>Total</b>	<b>6</b>	



Qtr 4 2020/21

Current:



We have assessed our objective based on the Future Generation Commissioner's 'Journey Checker'. The Journey Checker is a way of assessing how well we are developing and delivering our objective within the sustainable development duty. At this time we believe we are owning our ambition in delivering this objective, which means we are stepping out of a 'business as usual' mind set and acting to change how things are currently done.

WBO	Detail	stage
WBO 1	Being more adventurous	2
WBO 2	Owning our own ambition	3
WBO 3	Being more adventurous	2
WBO 4	Being more adventurous	2
WBO 5	Being more adventurous	2
WBO 6	Being more adventurous	2

Sateg 1	Making simple changes - doing the obvious
Sateg 2	Being more adventurous - getting resourceful
Sateg 3	Owning our ambition - stretching ourselves
Sateg 4	Using one voice - leading the way

Previously Reported:



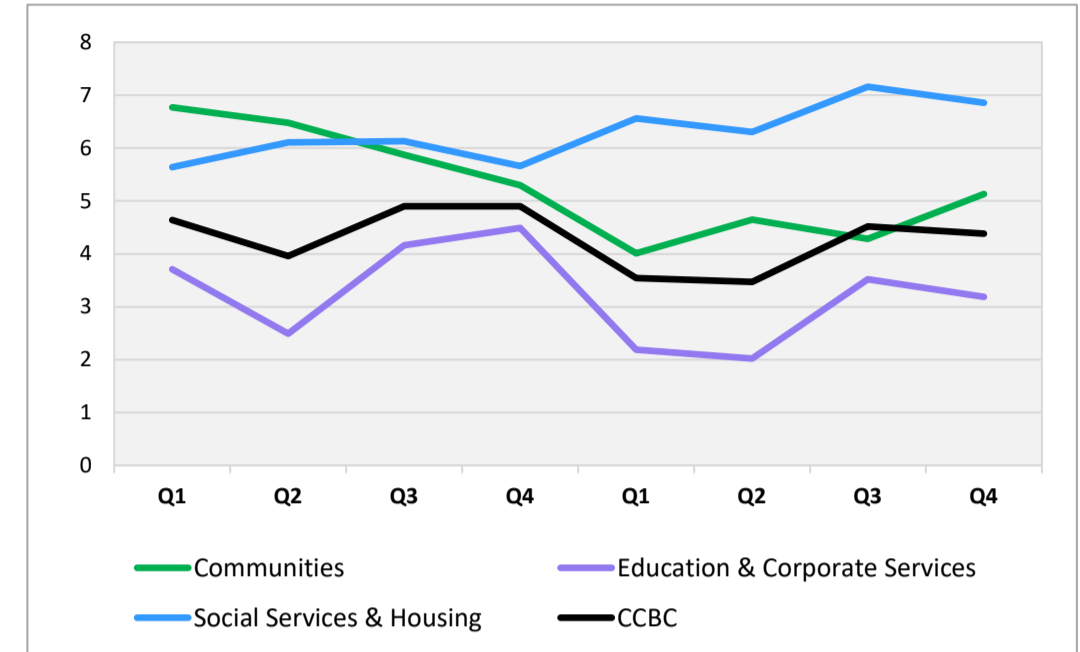


# Sickness

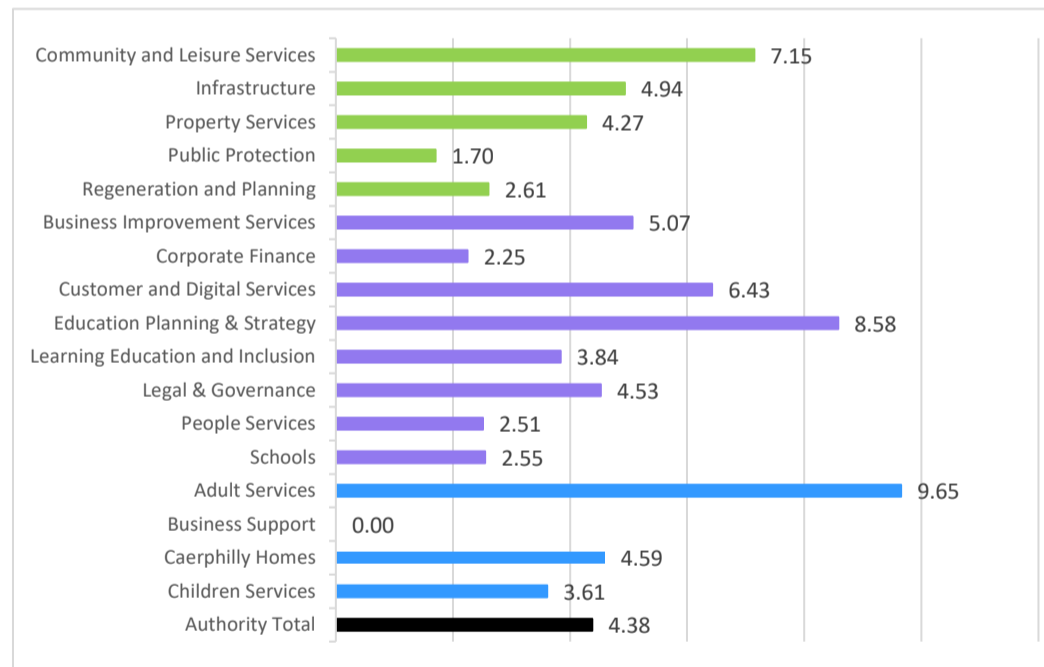


Change chart range links according to period being reported

Quarterly Sickness Absence (%) - Authority & Directorates	2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Communities</b>		4.62	4.36	5.08	6.77	6.48	5.87	5.30	4.01	4.65	4.28	<b>5.13</b>
<b>Education &amp; Corporate Services</b>		2.28	4.18	4.55	3.71	2.49	4.16	4.49	2.19	2.02	3.52	<b>3.19</b>
<b>Social Services &amp; Housing</b>		6.03	6.20	5.62	5.64	6.11	6.13	5.66	6.56	6.30	7.16	<b>6.86</b>
<b>CCBC</b>		3.69	4.69	4.89	4.64	3.96	4.90	4.90	3.54	3.47	4.52	<b>4.38</b>



LATEST Quarterly Sickness Absence (%) - By Service Area	Q4
Service Area	Overall Abs %
Community and Leisure Services	<b>7.15</b>
Infrastructure	<b>4.94</b>
Property Services	<b>4.27</b>
Public Protection	<b>1.70</b>
Regeneration and Planning	<b>2.61</b>
Business Improvement Services	<b>5.07</b>
Corporate Finance	<b>2.25</b>
Customer and Digital Services	<b>6.43</b>
Education Planning & Strategy	<b>8.58</b>
Learning Education and Inclusion	<b>3.84</b>
Legal & Governance	<b>4.53</b>
People Services	<b>2.51</b>
Schools	<b>2.55</b>
Adult Services	<b>9.65</b>
Business Support	<b>0.00</b>
Caerphilly Homes	<b>4.59</b>
Children Services	<b>3.61</b>
<b>Authority Total</b>	<b>4.38</b>



# HR Data



Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Voluntary Leavers	66	141	116	92
Other Leavers	29	68	37	26
<b>Total Leavers</b>	95	209	153	<b>118</b>
External New Entrants	44	167	160	126
Number of Agency Staff	191	296	322	310
<b>Headcount</b>	8,330	8,289	8,309	<b>8,296</b>
55 and over	2,013	2,068	2,047	2,076
% of headcount	24.16	24.95	24.63	25.02

**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 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.

Total Authority Staff Resource information Qtr4 2020/21				
	Education and Corporate Services	Communities	Social Services and Caerphilly Homes	Total Authority
<b>Voluntary Leavers</b>	36	17	41	<b>92</b>
<b>Other Leavers</b>	13	5	8	<b>26</b>
				<b>118</b>
<b>New Entrants</b>	77	14	35	<b>126</b>
<b>Number 55 plus</b>	1140	423	558	<b>2076</b>
<b>Headcount</b>	5068	1483	1906	<b>8296</b>
<b>% of headcount</b>	20.22%	25.73%	27.51%	<b>25.00%</b>
<b>Agency Staff</b>	146	136	28	<b>310</b>

# Formal Registered Complaints

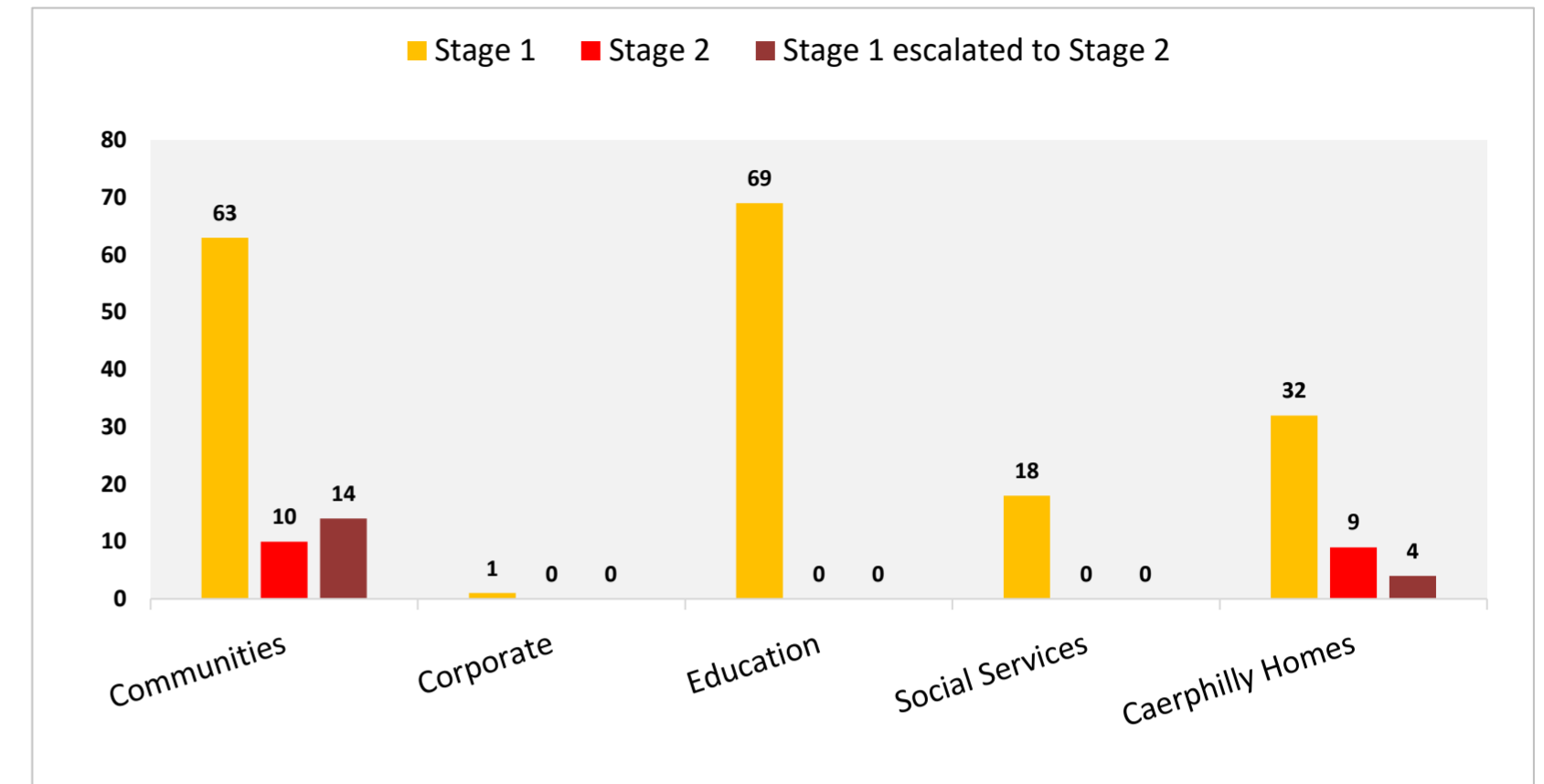


Qtr 4

2020/21

Complaints Accumulative to reporting period	Stage 1	Stage 2	Stage 1 escalated to Stage 2
Communities	63	10	14
Corporate	1	0	0
Education	69	0	0
Social Services	18	0	0
Caerphilly Homes	32	9	4

Updated for Q3&Q4 totals (6mths) 25/05/2021 AB



## DPA Extract - Social Services Complaints: Between October 2020 and March 2021

### Adult Services themes:

Delay in receiving support  
Restrictions to day services due to Covid 19  
Lack of support for vulnerable adults during pandemic  
Concerns for Care home residents

### Children's Services themes:

Contact restrictions or delayed contact due to Covid-19  
Lack of communication from Social Worker  
Unhappy with Social Worker believing to be biased  
issues around "supervision" of contact

## Equalities/Welsh Language Complaints: Between October 2020 and March 2021 - 5 Complaints

### Welsh - There were 2 complaints relating to Welsh.

Highways - Resident didn't receive a letter from the Council notifying them of changes to the road access to housing estate. Delay in receiving response felt this was due to their initial query being in Welsh.

Chief Executive - Covid Update from the Chief Executive and Leader was in English Only. Explained to complainant that this was allowed in line with the relevant Standard in the Council's Compliance Notice

### Equalities - There were 3 complaints relating to Equalities

Highways - Complaint from resident in relation to Disabled Parking Spaces for residents  
Highways and Planning - Complaint regarding customer vehicles for a business parking on pavements around residential area  
Education - Complaint from a grandparent regarding her grandson being racially abused in a primary school within the county borough

## DPA Extract - Dir for Communities: Complaints: Between April 2020 and March 2021

As recorded on the Corporate Complaints Register - Checked on 29th April 2021

### Ongoing key issues identified. Summary of key findings as at Sept 2020 are

- Waste collection delays
- Waste spillages, relocation and replacement of bins/bags on/for collections
- CA Site access/availability
- Waste Collection & CA site staff behaviour/attitudes
- Foliage, tree overgrowth and street cleansing
- Littering, dig fouling, fly-tipping
- Street lighting & Traffic Management Controls
- Pot holes and resurfacing
- Parks availability & maintenance
- Antisocial behaviour during Covid
- Pest and vermin control
- Cemetery damage
- Parking enforcement
- Noise pollution (business & public)
- Maintaining Covid controls in public places

## DPA extract Education Complaints Year End 20/21 (October- March 21)

This period relates from the start of lockdown and COVID-19. These issues have dominated complaints and queries. Within the first couple of weeks of lockdown, a lot of queries and a high call volume relating to Hub placements for key workers. These were not logged as complaints but dealt with by the department.

More school based complaints were brought to our attention during the 3<sup>rd</sup> quarter, these are higher than the complaints received in 4<sup>th</sup> quarter, this is down to the fact that schools closed again a few days prior to the Christmas holidays. The hub provisions were once again put in place for Jan-March. Also during the 4<sup>th</sup> quarter the amount of Education support services complaints raised, the main trend for these concerns were due to complaints surrounding the Hub provisions and parents eligibility for these places.

COVID-19 is again the common theme for the year and dealing with the concerns and anxieties of parents during the lockdown period.

Other themes of complaints prior to Covid relate to use of social media and potential bullying on social media

## DPA Extract - Caerphilly Homes Complaints: Between October 2020 and March 2021

**WHQS** 3 stage one complaints and 1 stage one, which escalated to a stage two and 1 direct stage 2 complaint. Ranging from the safety of contractor parking to the leaks in a private home, after a new roof was fitted to the neighbouring council home.

**Housing Management** 11 stage 1 complaints, 2 complaints escalated to stage two and 2 direct stage two complaints. Examples of these complaints are an ongoing dispute between a private home owner and Caerphilly Homes regarding the removal of a chimney. Decking which subsequently needed planning permission and a family member being asked to leave the property after his wife passed away

**Tenancy Enforcement** 1 stage two complaint, which escalated from a stage one. Including a complaint from a neighbour about the breach of a tenancy agreement.

## DPA Extract - Corporate Services Complaints: Between October 2020 and March 2021

## Formal Registered Complaints



Qtr 4

2020/21

**Response Repairs** 5 stage one complaints. Examples of these are drafty windows and issues with damp

**Heating** 1 stage one complaint, concerning having an engineering visiting during the pandemic.

**Common Housing Registry** 4 stage one complaints, including one where a resident felt her current accommodation did not meet her needs, another from a resident who wished to move as they felt any internal or external adaptations would not meet their needs

**Private Sector Housing** 1 Stage one complaint, which escalated to a stage two. Challenging a roof repair following enforcement activity.

**Rents** 1 stage one which related to the management of a use and occupation account

**Lease Holders** 2 Stage one complaints and 2 stage two complaints. Including one where the final costings following WHQS works and the second complaint was regarding a leak which the leaseholder was told they were responsible for when in fact it was due to a response repair.

**Adaptations** 1 stage one complaint, escalating to stage two and under investigation. Relating to the decision not to undertake adaptations to a property

**Housing Advice** 2 stage one complaints, one relating to how an applicant's homeless application was handled and another in relation to a resident receiving a letter from our Housing Advice Centre confirming their mortgage company had advised they were in arrears and had a Possession Order on their property when this was not the case

# Compliments

Record 'accumulative data' within the Fiscal Year



Qtr 4 2020/21

Directorate for Communities		
Compliments By Service Area	Count	%
Community & Leisure	185	75.20%
Infrastructure	16	6.50%
Property	0	0.00%
Public Protection	35	14.23%
Regeneration & Planning	10	4.07%
Other	0	0.00%
<b>Totals</b>	<b>246</b>	<b>100.00%</b>

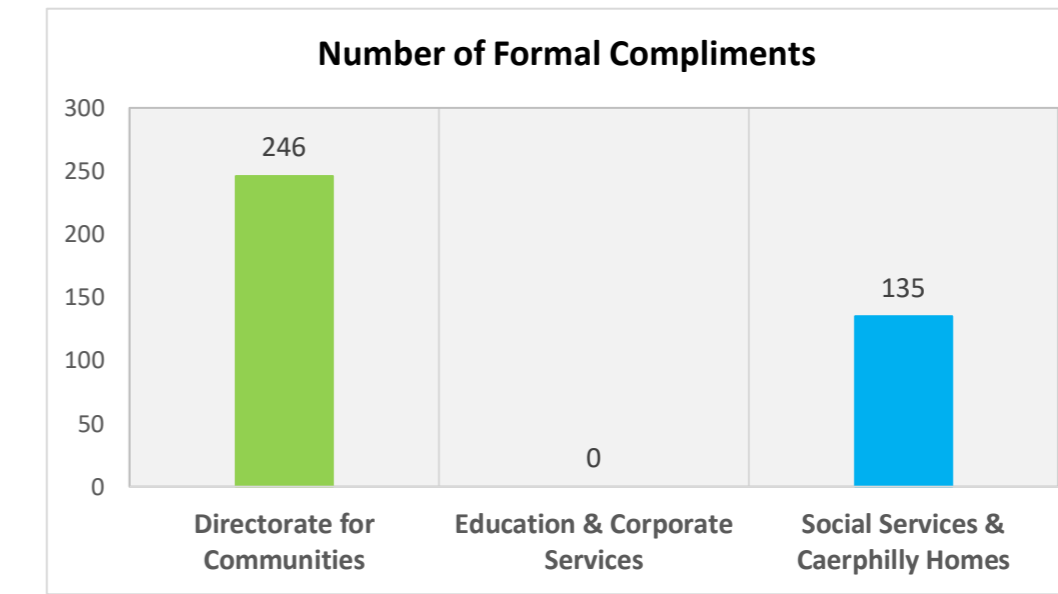


### Previous Information

See below: Re: Example of: Directorate for Communities - Compliments

<< These results are look ups from each Directorate 'accumulative data' tables on the left

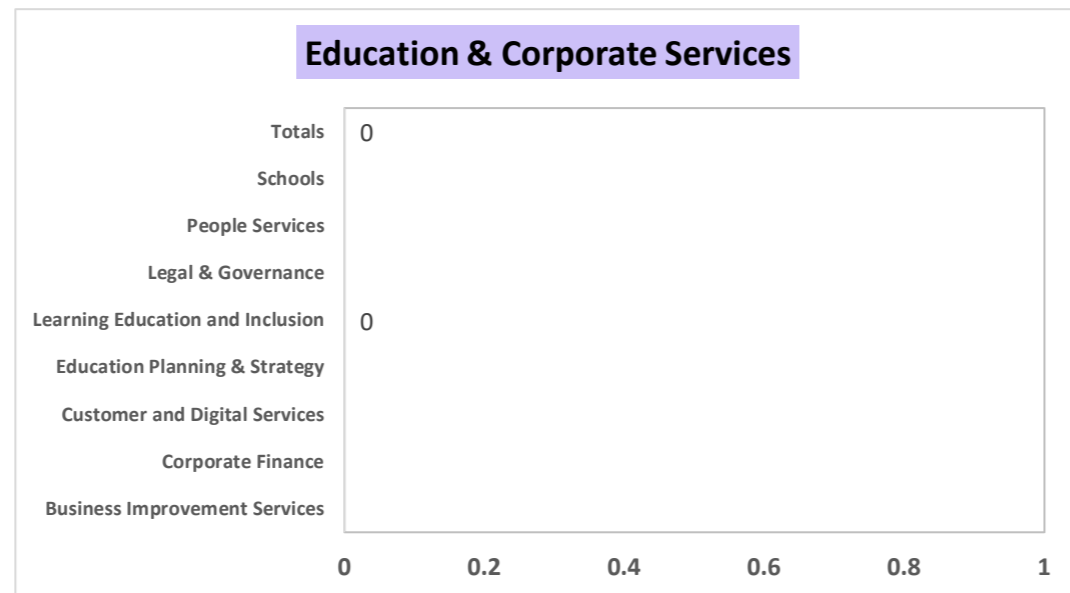
Number of Formal Compliments	Count
Directorate for Communities	246
Education & Corporate Services	0
Social Services & Caerphilly Homes	135



### Previous Information

There were no compliments received for this period

Education & Corporate Services		
Compliments By Service Area	Count	%
Business Improvement Services		#DIV/0!
Corporate Finance		#DIV/0!
Customer and Digital Services		#DIV/0!
Education Planning & Strategy		#DIV/0!
Learning Education and Inclusion	0	#DIV/0!
Legal & Governance		#DIV/0!
People Services		#DIV/0!
Schools		#DIV/0!
<b>Totals</b>	<b>0</b>	<b>#DIV/0!</b>



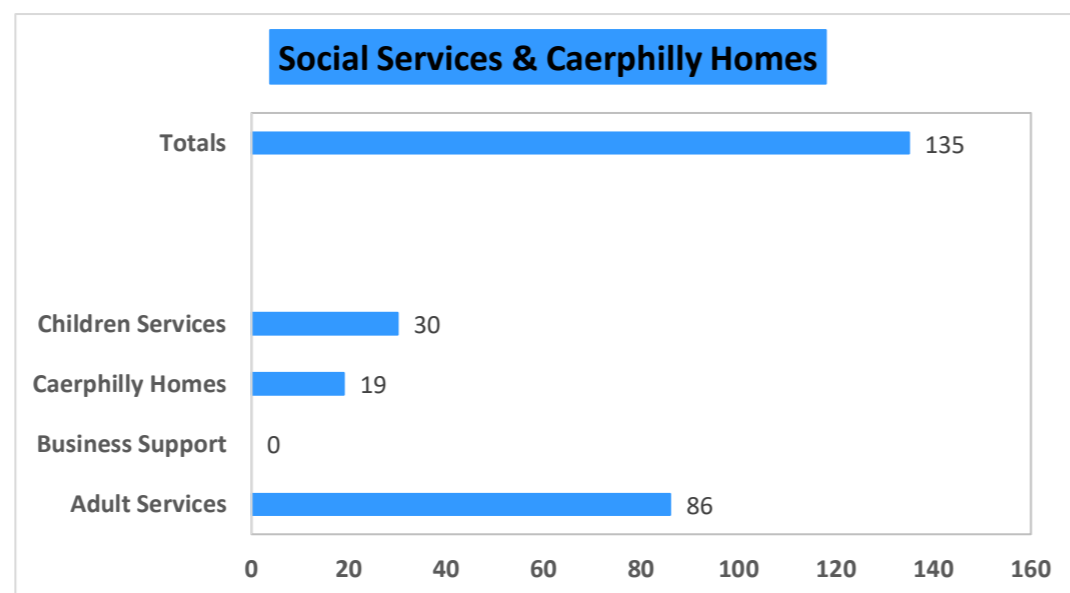
### Previous Information

#### Social Services

Qtr 2	Positive Feedback & Compliments	Qtr3	Positive Feedback & Compliments	Qtr4	Positive Feedback & Compliments
childrens services	17	childrens services	19	childrens services	11
adult services	97	adult services	45	adult services	41

Positive Feedback - individual messages received - Childrens Services:

Positive Feedback - individual messages received - Adults Services:



A sample of compliments received by the various services within the Directorate for Communities:

#### Waste Strategy & Operations

I wish to express my admiration and appreciation to the staff of the Environmental Services Dept for their work for our community. The continuous service of refuse, recycling, food and garden waste collection has been exemplary during this COVID-19 epidemic. The demeanour, assistance and hard work of the staff is a credit to them and your Authority. Refuse collectors using initiative to help residents with their bins. Nice to see the streets as clean and tidy as they have ever been and continuing to be cleaned everyday.

#### Trading Standards

Re Covid 19 Compliance Sound advice, guidance and support continues to be delivered with the new rules & regulations, with clarity and general help., with prompt responses.

#### Registrars



# Compliments

Record 'accumulative data' within the Fiscal Year



Qtr 4 2020/21

Fiendly and helpful staff. - makes all the difference - eases formalities.

### Licensing

The Chief of Gwent Police sent thanks and compliments regarding the manner and way officers engage and keeps them updated with current legislation. We value your expertise, showing that by working together in partnership, we can achieve great things. The support and help given helps build confidence ensuring that we are getting things right.

### CCTV

Very helpful, professional and courteous staff. Good response in dealing with me complaint.

### Track & Trace

Really grateful for your support , reassurances and patience - Primary Head

### Pest Control

Rodent officer is very efficient in his responses to requests and is to be commended. Helpful, reliable and professional team service.

### Food /Health & SafetyTeam

Helpful staff with sound advice, and support, much appreciated.

### Regeneration & Planning

Economic Development - congratulations on still having this team and providing grants for businesses. CCBC Regeneration Team have been absolutely fantastic. - community groups. Professional, very courteous and provided the advice I required in a prompt fashion.

### Infrastructure:

Quality of workmanship and products commendable, as is the conduct of staff. Swift responsiveness of service appreciated, particularly in such difficult times. General thanks and appreciation for dealing with community issues - much appreciated. CCBC are doing a fantastic job in these troubled times. Very impressed by the number of workers doing all the jobs on the bypass roads (grass cutting, litter picking, lighting maintenance and roundabout clearing ) - Well done and thank you. Flooding: Council boys have been excellent fair play they have done all they can - much appreciated. Willingness to help - It made a massive difference. Active travel improvements noticed and much appreciated by residents. Taking time to listen and resolve concerns - appreciated.

### Bereavement Services:

Compliments to the Cemetery staff on the cleanliness and work done - impressive - Thank You.

### Parks:

CCBC are doing a fantastic job in these troubled times - Thanks. Impressed with the Parks team - grass cutting. Very knowledgeable about managing grass cutting alongside promoting biodiversity. Service and staff better consideration of the biodiversity, is leading to healthier environments - they're doing a great job.

A sample of compliments received by

### Education and Corporate Services:

A sample of compliments received by

### Social Services:

### Caerphilly Homes:

A 'thank you' telephone call received to thank the WHQS operatives for the tenants lovely new kitchen. A 'thank you' telephone call received to thank the WHQS operatives for their new bathroom. A 'thank you' telephone call received to thank the Welfare Benefits Officer for their help and patience. Thank you from a family member to acknowledge the empathy they received whilst returning the keys/property of a passed family member. Tenant wanted to thank staff for helping her attend her Covid 19 vaccination. 'thank you' - call to operative in the Housing Repairs section 'I want to praise the brilliant efforts and support through the pandemic' – a resident called into the Older Person's team 'Thank you' call for the assistance provided by a Welfare Benefits Officer

**Compliments**

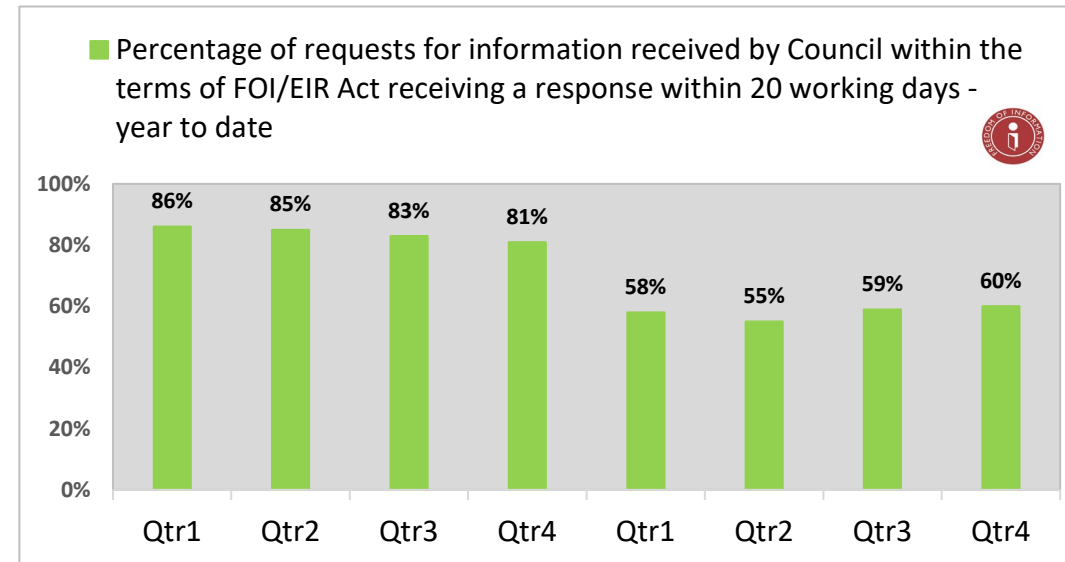
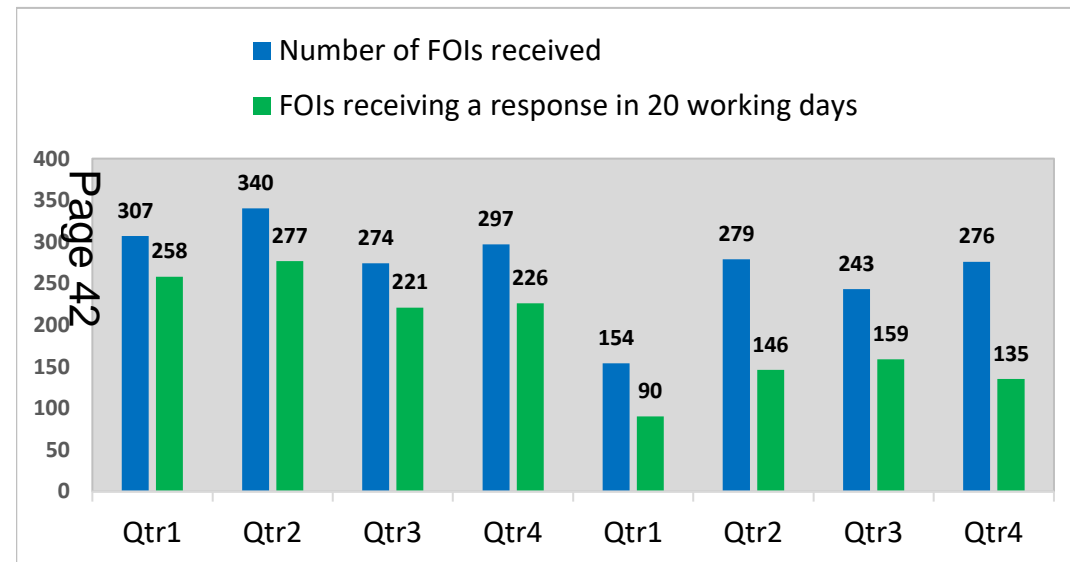
Record 'accumulative data' within the Fiscal Year



Qtr 4 2020/21



Compliance Rates	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Percentage of requests for information received by Council within the terms of FOI/EIR Act receiving a response within 20 working days - year to date	86%	85%	83%	81%	58%	55%	59%	60%
Numbers	Qtr1	Qtr2	Qtr3	Qtr4	Qtr1	Qtr2	Qtr3	Qtr4
Number of FOIs received	307	340	274	297	154	279	243	276
FOIs receiving a response in 20 working days	258	277	221	226	90	146	159	135





# Public Accountability Measures (PAM's)



Public Accountability Measures		2017/18	2018/19	2019/20	2020/21	Performance
PAM001	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	12.3	11.3	12	12	Maintained
PAM007	Percentage of pupil attendance in primary schools	94.7	94.5	94.7	94.8	Improved
PAM008	Percentage of pupil attendance in secondary schools	93.30	93.40	94.00	93.5	Declined
PAM010	The percentage of highways inspected of a high or acceptable standard of cleanliness	96.4	96.5	96.2	*	
PAM012	Percentage of households threatened with homelessness successfully prevented from becoming homeless	75.7	75.5	73.1	62.99	Declined
PAM013	The percentage of empty private properties brought back into use	4.7	2.3	2.1	0.3	Declined
PAM015	The average number of calendar days taken to deliver a Disabled Facilities Grant	292	253	199	325	Declined
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	7,191.5	7,292.8	5,976.0	394.0	Declined
PAM018	Percentage of all planning applications determined within required time periods.	88.5	86.4	86.4	95.4	Improved
PAM019	Percentage of appeals against application decisions dismissed	77.8	75.0	75.0	75.9	Improved
PAM020	The percentage of principal (A) roads, that are in overall poor condition	4.60	3.90	4.10	3.00	Improved
PAM021	The percentage of principal (B) roads, that are in overall poor condition	3.6	3.4	3.1	2.4	Improved
PAM022	The percentage of principal (C) roads, that are in overall poor condition	7.30	6.60	5.70	4.90	Improved
PAM023	The percentage of food establishments which are 'broadly compliant' with food hygiene standards	94.8	95.7	95.8	95.85	Improved
PAM025	Rate of people kept in hospital while waiting for social care per 1,000 population 75+	3.65	6.23	4.21	*	
PAM028	Percentage of child assessments completed in time	93.49	90.49	91.12	98	Improved
PAM029	Percentage of children in care who had to move 3 or more times	10.91	9.4	8.72	6.8	Improved
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	66.7	63.0	62.5	61.9	Declined
PAM032	Average Capped 9 score for pupils in Year 11	New	337.6	**	*	
PAM035	Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	New	2.5	2.6	1.7	Improved
PAM036	The number of additional affordable housing units delivered per 10,000 households	6	11	16	**	
PAM037	Average number of calendar days taken to complete all repairs	New	9	11.21	17.02	Declined
PAM038	Percentage of homes that meet the WHQS	New	57.1	83.4	99.02	Improved
PAM039	Percentage of rent debit lost due properties being empty	New	1.8	1.82	2.82	Declined
PAM040	Percentage of quality indicators (with targets) achieved by the library service	New	/	/	**	
PAM041	Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16 weeks	New	51.0	52.0	**	
PAM042	Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks	New	73.0	76.0	**	
PAM043	Kilogram of residual waste generated during the year per person	New	162.0	156.1	274.1	Declined
PAM044	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	New	New	5.36	2.65	Declined
PAM045	The number of additional dwellings created as a result of bringing empty properties back into use	New	New	18	0	Declined
PAM046	Percentage of Year 11 leavers known to be in education, training or employment (NEET)	2.60	2.20	2.40	1.70	Improved

\* No Data Available  
 \*\* Currently Unavailable  
 No highway survey in 2020/21 due to the Covid-19  
 WG has suspended the collection of this data set.  
 No exams have taken place

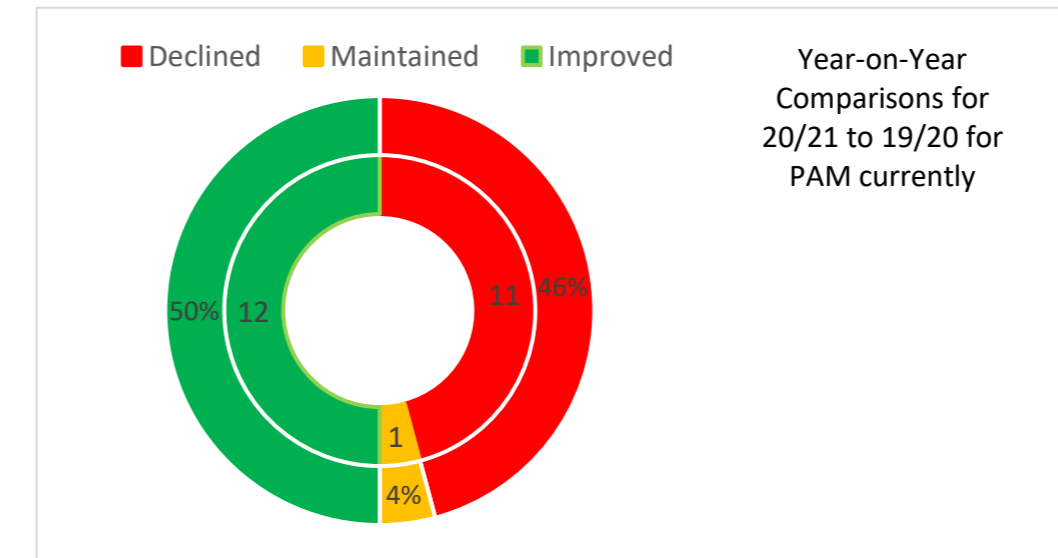
# Public Accountability Measures (PAM's)



Of those 24 PAMs available to date 02/06/2021	Declined	Maintained	Improved	N/A	Total
Public Accountabilty Meaures Tally	11	1	12		24

45.8% 4.2% 50.0% 31 Total No PI's Listed for 20/21

24 Total No PI's that are currently available & comparable



# Public Accountability Measures (PAM's)

Data Unit Wales and the WLGA will be collecting all PAM data for 2019/20 and 2020/21 this year. A date for collection is yet to be arranged



Qtr 4

2020/21

Public Accountability Measures Collected Annually	2017/18	2018/19	2019/20	2020/21
PAM012: Percentage of households threatened with homelessness successfully prevented from becoming homeless	75.7	75.5	73.1	62.99
PAM045 The number of additional dwellings created as a result of bringing empty properties back into use	(New for 2019/20)		18	0
PAM/036 The number of additional affordable housing units delivered per 10,000 households	6	11	16	0
PAM032: Average Capped 9 score for pupils in Year 11	New	337.6	N/A	N/A
PAM007: Percentage of pupil attendance in primary schools	94.7	94.5	94.7	94.8
PAM008: Percentage of pupil attendance in secondary schools	93.30	93.40	94.00	93.50
PAM046: Percentage of Year 11 leavers known to be in education, training or employment (NEET)	2.60	2.20	2.40	1.70
PAM010: The percentage of highways inspected of a high or acceptable standard of cleanliness	96.4	96.5	96.2	**
PAM035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	New	2.5	2.6	1.7
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	66.7	63.0	62.5	61.9
PAM043: Kilogram of residual waste generated during the year per person	New	162.0	156.1	274.1
PAM020: The percentage of principal (A) roads, that are in overall poor condition	4.60	3.90	4.10	3.00
PAM021: The percentage of principal (B) roads, that are in overall poor condition	3.60	3.40	3.10	2.40
PAM022: The percentage of principal (C) roads, that are in overall poor condition	7.30	6.60	5.70	4.90
PAM017: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating	7,191.5	7,292.8	5,973.0	394
PAM041: Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise		51.0	52.0	**
PAM042: Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16		73.0	76.0	**
PAM040: Percentage of quality indicators (with targets) achieved by the library service	New	/	/	**
PAM023: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	94.8	95.7	95.8	95.85
PAM018: Percentage of all planning applications determined within required time periods.	88.5	86.4	86.4	95.36
PAM019: Percentage of appeals against application decisions dismissed	77.8	75.0	75.0	75.86
PAM001: The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness	12.3	11.3	12	**
PAM044: Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	New	New	5.36	2.65
PAM028: Percentage of child assessments completed in time	93.5	90.5	91.1	98
PAM029: Percentage of children in care who had to move 3 or more times	10.91	9.4	8.7	6.8
PAM025: Rate of people kept in hospital while waiting for social care per 1,000 population 75+	3.65	6.2	4.2	N/A

No exams have taken place

WG has temporarily suspended the collection of this data set.

Public Accountability Measures Collected Quarterly	2019/20			2020/21			
	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PAM013: The percentage of private sector dwellings that had been vacant for more than 6 months during the year through	1.1	1.66	2.2	0	0	0	0
PAM015: The average number of calendar days taken to deliver a Disabled Facilities Grant	187	220	206	153	296	348	380
PAM037: Average number of calendar days taken to complete all repairs	10	12.06	13.78	6.21	24.53	19.54	12.37
PAM038: Percentage of homes that meet the WHQS (Internal)	91.78	94.64	96.97	97.06	97.59	98.54	98.77
PAM038: Percentage of homes that meet the WHQS (External)	83.92	87.94	94.33	95.55	97.61	98.92	99.36
PAM039: Percentage of rent debit lost due properties being empty	1.82	1.77	1.82	2.56	2.8	2.82	2.82
PAM028: Percentage of child assessments completed in time			85	78	83	97	95
PAM029: Percentage of children in care who had to move 3 or more times			3.8	0	1.5	0	0.88
PAM025: Rate of people kept in hospital while waiting for social care per 1,000 population 75+	1.78	2.74	4.21	(See WG comment below)			
<b>Welsh Government Commentary regarding DTOC</b> - Following the announcement on Friday 13th of March regarding the cancellation of certain medical procedures and the relaxation of performance targets, several national data collections have been temporarily ceased and we will also temporarily stop reporting performance statistics. These changes will be in place until at least the October reporting period. Therefore monthly StatsWales data will not be updated until data collection resumes.							



### Caerphilly Homes

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. The project is 97.02% complete at the end of 2020/21.

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. % of households threatened with homelessness successfully prevented from becoming homeless decreased from 73.1% in 2019/20 to 62.99% in 2020/21. The maximum number of households in B&B accommodation throughout the year went from 41 in Q1 to 100 in Q4. A Homeless Project Plan is be devised to 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. The adaptations team have focussed efforts on the higher priority essential cases for most of the year due to the risks associated with delivering core services to this vulnerable client group.

### Social Services

In terms of Adult services we are now starting to see the demand for our services beginning to increase, referrals have climbed steadily through the year with corresponding numbers in terms of the number of assessments. In terms of reviews we saw a fall in the number completed in quarters 2 and 3, however numbers have increased during quarter 4. It should be noted that the indicator for DTOC was suspended by WG at the start of the year until further notice.

In terms of Children's services referrals were relatively stable throughout the year, likewise Children looked after numbers were also stable (454 at Qtr1 to 456 at Qtr4) and we have also seen stability with numbers of children on the Child protection register. It is particular pleasing to see the number of assessments completed on time being at 95% despite the challenges posed by our new way of working.

From a budgetary perspective the directorate underspent against its allocated budget, this was primarily as a result of additional COVID monies allocated by WG, in addition some of our services were stopped or reduced during the pandemic with the subsequent reduction in expenditure, 50% of this underspend will now be taken into Directorate reserves.

**NEETS** - Due to the Covid situation, the NEET figure will likely rise for the next reporting period as the nature of the work requires considerable contact opportunities and face to face support and the Virus lockdown restricted this level of contact opportunities, compounded by the closure of Schools, in the Summer term of 2020.

This has resulted in elevated numbers of vulnerable young people without confirmed post-school destinations, particularly those already less engaged with schools for various reasons and this may result in a decline in the NEETS figure. Recent performance is 2.40% and this equates to 47 pupils out of 1937, potential to rise to 5%+. New risk on the Education risk register.

**Education Data still cancelled.** In response to the Coronavirus (Covid-19) pandemic, the Welsh Government cancelled all statutory data collections that would have been due to take place in Summer 2020. This means that no end of key stage data was submitted, therefore there is no data available for FP through to KS3. Due to the cancellation of summer 2020 GCSE, AS and A level examinations, the Welsh Government will not be reporting on KS4 and KS5 school performance measures for 2019/20. Analysis of standards for this year cannot include aggregated LA data or individual school performance data and, therefore, comparison of year on year progress is not possible, but there is a report to scrutiny which has anonymized school outcomes. Education – Exclusions Statistics are available up to March 2020 but have not been included in the DPA. ESTYN - School inspections have been cancelled until Sept 2021



## Area's of Interest (AOI's)



**NEETS** - Due to the Covid situation, the anticipation was that the NEET figure would rise for the next reporting period as the nature of the work required considerable contact opportunities and face to face support however this did not transpire as people stayed at home, which meant they were easier to contact.

The NEET figure dropped to 1.7% which relates to 34 people out of 1927 pupils.

**The Edtech programme** has been repurposed due to national lockdown risk to digitally disengaged learners. Wave 1 -3: The network infrastructure as part of waves 1-3 replace network switches and access points in progressing. 33 schools completed, 37 school partially completed, 17 schools remaining. Wave 4: The investment in filtered Guest wifi throughout schools has enabled pupils to use their own suitably enabled devices. A further **£1.4 m** Edtech funding has been allocated to purchase **7710** Lenovo Chromebooks for learners without their own device. Roll out plan required to consider priority year groups to receive devices.

As part of the Stay Safe, Stay Learning project a total number of **1076** laptop devices from **47** schools were repurposed into Chromebooks and supplied to learners.

### **Early Years -**

Has and is being transformed through the new model which takes people from anti natal to 7 years of age. Welsh Government asked for and welcomed this integration. This has bought a range of complex and varying services - together into one place, from Midwifery, Healthy Child Wales, Flying Start, Families First, First Thousand Days, Childcare Offer, Integrated Care Fund, Statutory services, Voluntary sector provision, Supporting People, Childcare and play. This range of complexity has been bought together to remove artificial boundries and access criteria and to become truly person centered and acknowledge that the person is the expert in their own life. After piloting the model went live in May 21

### **Directorate for Communities:**

- The pandemic has adversely affected performance levels in some services, and has also impacted on the ability of our services and related partners, to deliver, as expected on the Wellbeing Objectives.
  - Increased missed waste/recycling collections, highlighted in themes of complaints at the early part of the year.
    - Reduction of sport and recreation facilities/access/revenue (as a result of Covid-19).
      - Uncertainties over Brexit and the ongoing MTFP implications.
- The challenges faced with the ongoing Hafodyrynys air quality and remedial and regeneration works that are ongoing to minimise community impacts.
  - Adoption of the Authority's new Decarbonisation Plan and implementation of its resultant Action Plan.
- Ongoing Fleet review works, findings, and fleet management considerations (resourcing) for service continuity (e.g. Future needs, and electric vehicles).
  - Sickness levels and cover, continues to be a challenge for some of the service areas.
- Energy consumption and carbon emissions has increased in our core buildings during the year due to increasing air flows and ventilation requirements, despite reduced occupancy levels in some cases.

WHQS Funding - if there is withdrawal of funding there are potentially 15 people at risk in Digital Services. There are currently a number of staff across the Customer & Digital Services area (and others across Corporate Services ) funded by WHQS. Unable to recruit into posts because they are not sure when funding will come to an end. This is causing big problems. Currently have a supplier relationship officer role vacant because cannot get approval to advertise. Unable to run service on short term funding.

## Area's of Interest (AOI's)



Qtr 4

2020/21

Freedom of Information - Percentage of requests for information received by Council within the terms of FOI/EIR Act receiving a response within 20 working days has been below 60% all year, the target is 80%. Request numbers decreased in Q1 due to the start of Covid lockdown in March 2020, but started to climb again from Q2 onwards. Reminders have been sent to service areas and reports have been circulated in an attempt to clear the backlog that has built up during the COVID.

**The number of data breaches remains high with 35 breached reported in the last 6 months** - there were 16 breaches in Q3 and 19 in Q4. Trends indicate that mis-addressing of correspondence (email and hard copy) is the most common cause, along with using the text from a previous response as template for a new response and failing to remove personal data contained in it, selecting the wrong e-mail address from the dropdown list that appears when you start typing an e-mail address and letters being attached to another person's letter in error. Mandatory annual learning covers all these points, and IG Stewards are reminded to reinforce these messages throughout their service.

**Data breaches reported to ICO within 72 hours where legally required** - there was 1 in Q3 and 1 in Q4. The breach reported in Q3 actually happened in Q2, but wasn't reported to the ICO until Q3 (investigation was ongoing) and relates to a member of staff accessing records when there was no business case for them to do so. There was no action taken by the ICO in relation to the breach that was reported in Q4.

# Key Performance Indicators (KPI's)

See text box comments - Page 2 data tab.



<b>Qtr 4</b>	<b>2020/21</b>
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## **CABINET – 27TH OCTOBER 2021**

**SUBJECT: LOCAL HOUSING STRATEGY 2021-26**

**REPORT BY: ACTING CHIEF EXECUTIVE AND CORPORATE DIRECTOR OF SOCIAL SERVICES AND HOUSING**

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

- 1.1 To seek the views and approval of Cabinet on the new Local Housing Strategy, '*An Agenda for Change 2021-26*' following its presentation to Joint Scrutiny Committee on 21<sup>st</sup> October 2021.

### **2. SUMMARY**

- 2.1 In the summer of 2020 the Council appointed Arc4 Ltd to assist it to produce a new Local Housing Strategy.
- 2.2 A robust methodology was agreed with Arc4 to complete the various stages of development and a plan was put in place to effectively manage the project.
- 2.3 At various stages of the project consultation took place with key stakeholders, both internal and external. Views of residents were sought via a 9-week public consultation exercise, which took place between July and September 2021.
- 2.4 The Strategy covers the period December 2021 to December 2026. The objectives within the Strategy will be met via a range of actions, which will be outlined in a Delivery Plan.
- 2.5 An investment plan will be formulated by March 2022 and will underpin the Delivery Plan.
- 2.6 Progress on the actions contained in the Delivery Plan will be monitored on a biannual basis by the Affordable Homes Partnership and reported to the Housing & Regeneration Scrutiny Committee periodically.

### **3. RECOMMENDATIONS**

- 3.1 That the contents of this report and the strategy, '*An Agenda for Change 2021-2026*' are noted and approved by Cabinet.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 The Local Housing Strategy sets out the strategic housing priorities of the Council and

provides a framework for the Council and its partners to tackle a range of housing needs including homelessness, housing disrepair, a lack of suitable accommodation etc., which prevent people living in safe, good quality, affordable homes located in vibrant and sustainable communities.

- 4.2 To ensure that the Council's own priorities align with Welsh Government's national policy context on themes including homelessness prevention, affordable housing provision, promotion of the foundational economy and reducing carbon emissions.

## **5. THE REPORT**

- 5.1 The Welsh Government's Review of Affordable Housing undertaken in 2019 has led to significant changes to the way in which homes are funded, delivered and managed hence a new, updated Strategy which reflects these changes and takes into account the impact of Brexit and Covid-19 is required. The last strategy expired in 2013.
- 5.2 In the summer of 2020 the Council appointed Arc4, consultants experienced in developing housing strategies throughout England and Wales, to assist in the development and production of a new Local Housing Strategy.
- 5.3 A project plan was agreed between the Council and Arc4 to oversee the various stages of development of the Strategy, which included:
- a. A literature review of local and national policy context;
  - b. Interviews with the Leader of the Council and Cabinet Member for Housing, Council officers and partner organisations to identify issues and priorities;
  - c. Analysis of a robust evidence base to identify key housing issues and highlight key strategic direction;
  - d. Production of a concept document which outlined the proposed principles, sections and key messages of a draft Local Housing Strategy;
  - e. Extensive consultation on the concept document with a wide range of stakeholders;
  - f. Production of a draft Local Housing Strategy and revision of the document following a public consultation exercise;
  - g. Facilitating a series of virtual public consultation events;
  - h. Input into the production of the Integrated Impact Assessment; and
  - i. Formulation of a collaborative draft Implementation Plan.
- 5.4 Following interviews with members, officers and partners, Arc 4 produced a Concept Document, which outlined the principles, sections and key messages the draft Local Housing Strategy would contain. Stakeholders views were sought on the Concept Document in April 2021. 152 stakeholders were contacted, with 27 providing a response (17.7%). The Concept Document was updated in light of responses received.
- 5.5 To ensure that the final version of the Local Housing Strategy took into consideration the aspirations and views of residents and stakeholders, whilst, also complying with statutory requirements, a robust consultation methodology was determined in conjunction with the Council's Consultation & Public Engagement Officer. The type and level of engagement achieved as a result of the process was unfortunately constrained due to guidance issued by Welsh Government in relation to Covid-19.
- 5.6 In order to gain the views of residents and stakeholders on the contents of the draft Local Housing Strategy an online consultation exercise was undertaken between Monday, 12<sup>th</sup> July 2021 and Friday, 3<sup>rd</sup> September 2021 (9 weeks in total).

- 5.7 Prior to the commencement of the consultation exercise an A5 poster was delivered to every household in the county borough. The dedicated web page on the Council's website was updated and the Communications team raised awareness of the consultation exercise through an article on the News section of the Council's website, providing a press release to local newspapers, via social media and sharing information with partner organisations. A poster was also displayed in Council leisure centres and libraries throughout the entire period of the consultation exercise.
- 5.8 In order to increase levels of accessibility and to encourage responses from a wide range of people, the draft Local Housing Strategy was also translated into an Easy Read version and a British Sign Language (BSL) video.
- 5.9 The primary method for providing responses on the draft Local Housing Strategy was via an on-line survey, although, alternative methods were made available for people unable to use or access the internet and who wanted to contribute.
- 5.10 In order to try to stimulate a good response rate a prize draw was promoted. Residents completing the survey were entered into the prize draw for a chance to win 1 of 4 high street vouchers to the value of £50. In total, 76 responses were received. The table below provides a breakdown on respondents:

Residents	67
Other, not specified	3
CCBC officers	2
Housing association officer	2
Voluntary organisation representative	1
Business person	1
<b>Total Number of Respondents</b>	<b>76</b>

- 5.11 A consultation questionnaire was produced to provide feedback on key areas of the Local Housing Strategy and to help update the Integrated Impact Assessment. An open question option was provided to allow respondents to comment on areas of the Local Housing Strategy not covered in the set questions.
- 5.12 The consultation showed that:
- 64% said that the housing vision was right, with 28% disagreeing and 8% saying they don't know;
  - 69% said the cross-cutting themes were right, with 23% disagreeing and 8% saying they don't know;
  - 59% said the priorities were right, with 33% disagreeing and 8% saying they don't know;
  - 68% said that the Local Housing Strategy would not have a negative impact on them because of a protected characteristic, with 15% saying it would and 18% saying they don't know;
  - 28% said that the priorities set out in the Local Housing Strategy will help to reduce levels of socio-economic disadvantage in the county borough, with 47% saying it wouldn't and 25% saying they don't know;
  - 39% said that the priorities set out in the Local Housing Strategy will have a positive impact on future generations living in the county borough, with 37% saying it wouldn't and 24% saying they don't know; and

- 42% said that the priorities set out in the Local Housing Strategy will ensure that the Welsh Language is treated no less favourably than the English language, with 23% saying it wouldn't and 35% saying they don't know.

NB. Not all respondents answered every question so the percentages will not necessarily total 100% in every instance. The percentage calculations are based on a small number of responses overall.

- 5.13 After each question respondents were provided with the opportunity to qualify their response. A review of these comments found that respondents may not have in every instance answered the question in the context it was set, which may have impacted on some of the percentage levels. However, in general, these comments have been very useful in helping to confirm the key parts of the Local Housing Strategy.
- 5.14 As part of the consultation, respondents were asked to pick a preferred name for the Local Housing Strategy. The highest response (39%) suggested, '*The Caerphilly County Borough Housing Strategy: An Agenda for Change.*'
- 5.15 With no face-to-face engagement permitted, Arc4 also facilitated a series of virtual consultation events for residents. In total, 5 events were arranged between July and August, on various days and at different times to try to cater for people who may have been in work, on holiday, had caring responsibilities etc. Unfortunately, interest in the virtual sessions was poor.
- 5.16 All of the responses received through the consultation exercise have been reviewed and a document summarising the responses has been produced by Arc4. The draft Local Housing Strategy has been revised by Arc4 in light of some of the responses. These amendments, together with the summary document, were sent to key leads across the Council to ensure that all responses have been adequately considered and the Strategy updated appropriately. A copy of the summary document produced will be made available for viewing in the Members' Library.
- 5.17 Despite the extensive consultation and engagement efforts that were made to ensure residents had the opportunity to shape the strategy, the overall response was disappointing. Of the responses that were received, there were some consistent messages which have been reflected in the strategy including;
- Ensuring new residential developments are accompanied by investments in infrastructure.
  - Focus on zero carbon targets and tackling climate change.
  - Rebalance inequity within the housing market to 'level up' areas.
  - Create choice and ensure affordability of housing options.
- 5.18 The draft Local Housing Strategy, revised following the public consultation exercise, sets out a vision for housing throughout the county borough. The vision not only focuses on the provision of new housing and the maintenance and improvement of existing homes but also focuses on those services which support people to access housing and maintain independence to live in their homes for longer. The vision also focuses on the wider community, the environment and maximising the community benefits that can be derived from the investment in housing that will take place over the period of the Strategy.
- 5.19 Underpinning the vision are 5 strategic priorities:
1. Creating better choices;

2. Creating great places to live;
  3. Creating healthy homes and vibrant communities;
  4. Delivering new homes; and
  5. Supporting specialist housing needs.
- 5.20 In addition to the 5 strategic priorities there are 3 themes which will cut across everything the Council and its partners will do over the period of the Strategy:
1. Sustainable development – achieving a better and more sustainable future;
  2. Health and wellbeing – improving health outcomes and promoting wellbeing; and
  3. Equality, diversity and inclusion – providing services without barriers, which respect difference and promotes inclusion.
- 5.21 The Local Housing Strategy will be accompanied by a Delivery Plan. The purpose of the Delivery Plan will be to outline the range of actions which the Council and/or its partners will undertake to realise the 5 objectives set out in the Strategy.
- 5.22 It is proposed that the Delivery Plan will be monitored on a biannual basis by the Affordable Homes Partnership, with periodic update reports being presented to the Housing & Regeneration Scrutiny Committee. The Delivery Plan and supporting Investment Plan will be formulated over the next few months and presented to the Housing and Regeneration Scrutiny Committee later this year.
- 5.23 Upon receipt of approval by Cabinet the Local Housing Strategy will be sent to the Graphic Design team for professional design. The Strategy will also be reproduced in an Easy Read version and as a BSL video.

### **Conclusion**

- 5.24 The Local Housing Strategy clearly sets out the strategic housing priorities of the Council and aligns with Welsh Government's national policy context.
- 5.25 The Local Housing Strategy will provide a framework from the provision of housing and related services throughout the county borough over the next 5 years.
- 5.26 The Delivery Plan will set out those actions to be undertaken by the Council and/or its partners to improve the housing situation throughout the county borough.
- 5.27 The Investment Plan will detail how the actions contained within the Delivery Plan will be resourced.

## **6. ASSUMPTIONS**

- 6.1 The Local Housing Strategy is based on an in-depth analysis of housing needs throughout the county borough. The housing vision outlined in the Strategy assumes that a series of actions will be undertaken in order to realise this vision.
- 6.2 The Delivery Plan will set out the actions that the Council and/or its partners will undertake over the period of the Strategy in order to improve the housing situation throughout the county borough. Where noted, it is assumed that sufficient resources will be made available to undertake those actions.

## **7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

- 7.1 The Integrated Impact Assessment suggests that the Local Housing Strategy will have a positive impact upon the residents of the county borough.
- 7.2 By providing a framework to meet the diverse range of housing needs throughout the county borough the Local Housing Strategy will have a positive impact on equality, diversity and inclusion, on tackling social disadvantage and on promoting the wellbeing of existing and future generations. The actions that will be contained within the Delivery Plan are expected to contribute, both directly and indirectly, to several of the Council's wellbeing objectives and will not have an adverse impact on the promotion of the Welsh language.
- 7.3 [Link to the Integrated Impact Assessment](#)

## **8. FINANCIAL IMPLICATIONS**

- 8.1 The successful outcome of the Local Housing Strategy is dependent on the availability of resources to achieve the successful delivery of each of the specific actions that will be outlined in the Delivery Plan.
- 8.2 The funding required to take the actions that will be outlined in the Delivery Plan forward will come from a variety of sources including Welsh Government grants, the General Fund, Housing Revenue Account, partner organisations own funding streams and private finance. An investment plan will be formulated to underpin the Delivery Plan thereby detailing which resources will be allocated or sought and from where.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 There are no personnel implications arising directly from the report. However, there may be personnel implications arising out of the actions that may be included within the Delivery Plan. Such implications will be considered by the relevant organisation prior to the commencement of said action.

## **10. CONSULTATIONS**

- 10.1 Consultation has been carried out at various stages of development of the Local Housing Strategy, as outlined in section 5 above.
- 10.2 Comments from Consultees are reflected in the report.
- 10.3 Comments from Joint Scrutiny Committee on the 21<sup>st</sup> October 2021 will be reported verbally to Cabinet on the 27<sup>th</sup> October 2021.

## **11. STATUTORY POWER**

- 11.1 Local Government Act 2014, Housing Wales Act 2014

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Consultees:

- Cllr Lisa Phipps, Cabinet Member for Housing
- Cllr John Ridgewell, Chair – Housing & Regeneration Scrutiny
- Cllr Mike Adams, Vice Chair – Housing & Regeneration Scrutiny
- Dave Street, Acting Chief Executive & Corporate Director for Social Services and Housing
- Richard (Ed) Edmunds, Corporate Director of Education & Corporate Services
- Mark S Williams, Corporate Director Economy and Environment
- Rob Tranter, Head of Legal Services & Monitoring Officer
- Stephen Harris, Head of Financial Services & Section 151 Officer
- Mark Williams, Interim Head of Property Services
- Marcus Lloyd, Head of Infrastructure
- Rhian Kyte, Head of Regeneration & Planning
- Fiona Wilkins, Housing Services Manager
- Kerry Denman, Housing Solutions Manager
- Lesley Allen, Principal Group Accountant (Housing)
- Anwen Cullinane, Senior Policy Officer – Equalities, Welsh Language and Consultation
- Liz Sharma, Consultation and Public Engagement Officer

Appendices:

Appendix 1 Draft Local Housing Strategy 2021-2026

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# Caerphilly County Borough Housing Strategy: An Agenda for Change – December 2021 to December 2026

Introduction by Cllr. Lisa Phipps, Cabinet Member for Housing

Wording to be inserted here

DRAFT

## Our vision for the Housing Offer in Caerphilly County Borough

Our housing offer will be an affordable and attractive one. It will support an excellent quality of life, being connected economically, physically and socially and in communities to be proud of.

The new homes that are built will improve choice and quality. New homes will be zero net carbon and through retrofitting of existing homes we will deliver climate resilient homes in response to the climate emergency. Existing homes will be well managed and receive the investment that they need to ensure their safety, security, warmth and physical accessibility.

There will be a safe, decent and affordable offer regardless of whether people buy or rent in the social or private rented sector.

For those requiring specialist accommodation, in need, homeless or at risk of becoming homeless, there will be options and support available.

Our homes and communities will deliver high quality green infrastructure and promote good health.

In order to achieve this vision the Council will work alongside our partners to support mixed communities to thrive and provide services that meet the needs and aspirations of all residents.

Five strategic priorities have been identified to help achieve the vision:

### Creating Better Choices

We are focusing on Person Centred Solutions, moving away from blanket ground policies and engaging more with residents so that we may better understand people's needs, develop tailored solutions that promote equality and reduce inequality. This will bring new offers for first time buyers, keyworkers, people requiring adaptations, people in mid and later life and people who rent their home.

### Creating Great Places to Live

We believe that good design and creating sustainable, liveable places will help deliver strong, lasting communities with housing that people want. Our regeneration and investment plans will seek to rebalance housing markets across the County Borough. Collectively we will invest in environmentally sustainable and energy-efficient materials and technologies for new and existing homes thereby delivering on the climate emergency that the Council has declared.

### Creating Healthy Homes & Vibrant Communities

Our Local Housing Strategy cuts across tenure to offer support, advice and solutions to improve the quality and health of people's lives and homes. We will promote the Caerphilly Cares model and we will work in partnership with Private Landlords to

improve the offer for tenants and use all available powers to tackle poor quality accommodation

## Delivering New Homes

Caerphilly is 'Open for Business'. Recognising that whilst there are challenges to delivery there is a determination and plan to create innovative solutions that will establish models and funding to bring new housing into communities, supported with new infrastructure. The Council will build new Council homes and invest in the housing market to support housing providers to build more homes.

## Supporting Specialist Housing Needs

A specialist accommodation prospectus will drive forward new development that supports independence and positive pathways for people with complex needs. We will focus on preventing homelessness and rough sleeping by providing specialist and timely advice and increased housing options.

These priorities are informed by evidence of housing need in the County Borough and what we have heard from our residents and partners.

In addition to the five priorities, we are also committing to the following cross-cutting themes that reflect our values and commitments:

- Sustainable development – achieving a better and more sustainable future
- Health and wellbeing – improving health outcomes and promoting wellbeing.
- Equality, diversity and inclusion – providing services without barriers, which respect difference and promote inclusion

## Delivering the strategy

The strategy is supported by a Delivery Plan, developed in partnership, which sets out what will be done, when and by whom, to deliver on each of the key priorities. We will continue to monitor our progress, inviting scrutiny to drive up quality and benchmark performance.

## Creating Better Choices

Some people choose to buy, whilst others rent a home and people need to make different choices throughout their life. We are committed to supporting people to be able to have access to a good quality, secure and affordable home regardless of whether they rent or buy. This means that we need to ensure that there is a choice of homes across Caerphilly in terms of size and type of housing and at different prices and rents. Living where you can afford and having security, helps people put down roots and have a stable base, a sense of community and belonging and so the quality of the management of rented homes also affects choice.

Using the Local Housing Market Assessment we will set out plans to create a more balanced housing offer for different groups of people. Our priorities will focus on co-producing tailored solutions to help remove barriers that people in our housing market currently experience. This will promote equality and diversity and underpin health and wellbeing. We want to ensure that there are housing choices for everybody living in Caerphilly from first time buyers to households looking to upsize as their family grows, right through to 'right sizing' for people in later life.

### Support for People Who Want to Buy a Home

The social landlords working in Caerphilly have a successful track record of delivering affordable home-ownership options. The Council want to widen this offer and are introducing a Low-Cost Home Ownership product for people that aspire to home ownership but cannot afford to buy, without financial assistance. It will enable people to buy a home, delivered through s.106 agreements or through homes built by the Council, and will typically offer an equity loan of up to 30% but this could be higher to reduce the purchase price of new homes. It will be promoted to lower- and middle-income first-time buyers and key workers wanting to access affordable home ownership and during the lifetime of this strategy, we will explore the potential of introducing a similar product for properties on the existing housing market.

We want to attract more people to move to the north of the County Borough and will research potential products that may help achieve this. We want to attract first time buyers, tenants wanting to buy, newly forming households, graduates returning to Caerphilly and key workers. It could follow a 'homesteading' model that offers homes at below market value but requiring investment and could form part of the empty home's strategy.

### Support for People Who Own Their Home

We think that challenges of affordability may be limiting households to move as their families expand and we will test this in the Local Housing Market Assessment. If this is the case, we want to consider whether support can be provided through an equity loan for up sizing. It would work in the same way as the Low-Cost Home Ownership equity loan and would be available on new and existing homes.

Where households own their own property and need to have extensive adaptations undertaken to support specialist housing requirements of family members, the



Council can provide a Disabled Facilities Grant; the maximum grant is £36,000. There are occasions where there remains a shortfall and we will be exploring the potential of offering an equity loan to bridge this gap. It may also be applied where households live in homes that are unsuitable for adaptations and a move to a new home is required but unaffordable.

Recently, the Right to Buy opportunity for social tenants was removed in Wales and we will try and support tenants who want to buy a home to do so through these homeownership solutions.

## Support for People Who Rent a Home in the Private Rented Sector

The Private Rented Sector accounts for around 12% of all homes across Caerphilly. It is a housing option on which many households are now dependent, and our evidence confirms that it is a natural progression for many newly forming households. Our evidence shows rent levels are increasing, an outcome of a popular market with a shortage of property.

We want to ensure that this sector provides the best possible properties and management services that it can, and our evidence suggests that there is room for improvement. We know the sector is dominated by older terraced housing, often in need of investment, many with low rent levels and there are around 200 Houses in Multiple Occupation, often of low quality but not requiring a license. When we get complaints, they tend to be about tenancy management, which suggests that landlords may need some further support.

We want to improve the offer that is available in Caerphilly and so we will:

- continue to be a partner in Rent Smart Wales, a national organisation that assists those who let or manage rental properties to comply with the Housing (Wales) Act 2014 obligations and provides advice and relevant training on renting safe and healthy homes. Over 90% of rented properties in the borough are now registered.
- increase our knowledge of who is living in the Private Rented Sector through primary research as part of our revised Local Housing Market Assessment and tailor our approach to intervention based on what residents living in it, or plan to live in it, tell us.
- Maximise the take up of funding to support home improvements for tenants through government schemes or Rent Smart Wales.
- continue to grow membership of our Landlord Forum. Whilst we want to positively work with landlords, where we need to, we will use our enforcement powers to improve the sector.
- develop a section of the Caerphilly website that provides advice and support for tenants. This would include advice on finding a property, standard contracts, claiming benefit, rights and responsibilities, how to complain, Rent Smart Wales, adaptations and energy efficiency etc.
- explore the potential of creating a new build offer, potentially focused on our town centres but also as part of the offer in other locations. We will research opportunities, potential demand and the type of property that should be provided

and the levels of rent that would provide housing options for key workers. We will work with developers and social landlords to deliver on this offer and the Council may also be involved in its delivery.

## Support for People Who Live in Social Housing

Around 20% of people in Caerphilly live in social housing. The largest landlord is the Council but homes are also provided by Linc Cymru, Pobl Group, United Welsh and Wales & West housing associations.

Our evidence and the Welsh Government Household projections tell us that we need to increase the supply of affordable homes and in particular provide more smaller (1 bed) and larger (4 bed) homes but requirements are different across Caerphilly and future provision will take this into account. Our updated evidence base will consider the needs of people who are on our waiting list as well as feedback from primary research, so that we can get an accurate understanding of future need and current provision.

Whilst we have fewer smaller and larger social homes, the council has too many 3 bed homes an over provision of 3 bed homes in some locations and we are considering different options to undertake extensions and loft conversions to increase the number of bedrooms and convert some homes into smaller flats. We will explore options of selling surplus stock to first time buyers or growing households and using the receipt to replace with smaller and larger new homes. As part of improving how we best use our stock, we have developed a detailed understanding of the accessibility of Council owned homes and have established a central repository that updates stock and medical categories for all social housing allowing our Housing Solutions Team to better match tenants needs with properties. We will be working with social landlord partners to do the same.

Through the Memorandum of Understanding with social landlords, we will challenge all social housing providers, including the Council, to work toward consistent standards of management that 'raise the bar' and our offer for tenants living in social housing. We want the service across Caerphilly to be at the forefront of good practice, building on the tenancy support already offered to reduce the need for enforcement. We want to look at how we can measure the health of our communities, support resilient communities and promote the positive outcomes set out in the Wellbeing of Future Generations Act. We will be developing shared performance indicators to monitor our impact and success.

The Council will revolutionise its services through digital technology and investment that provide improved customer focus and enable people centred services. We will be utilising data and information about tenants to support predictive analytics as a means of identifying forthcoming need and tailoring services. We will take services into communities through customer hubs and agile working and create more opportunities for tenants and leaseholders to engage through internet-based opportunities, to manage their accounts and order repairs. Customers will be able to have multiple queries dealt with in a single interaction and front-line staff will have the tools and information they need to operate across departmental boundaries.

## Delivering a Better Offer in Later Life

Our population is ageing. In 2033, 23.5% of the population will be in the 65 and over age group, an increase from 19.3% in 2018<sup>1</sup>. Where and how older people live depends on their individual needs, taste, lifestyle and financial circumstances, much the same as any other age group. The majority of older people will remain living in their current home as they age but others will want to or will need to move. There will be older people who live independently all of their lives, whilst some people will need specialist care and support.

We value people in later life, want to promote equality between generations, so that residents are able to contribute to and benefit from sustained prosperity and enjoy a good quality of life.

Our evidence tells us that the majority of older people, want to remain living in their own homes, whilst others want to move. The ageing population will necessitate a renewed emphasis on ensuring that support is available to enable people to remain living in their own homes but for those that do want to move, a diverse range of housing is available.

This will require new homes to be built as Lifetime homes and designed with potential care needs and accessibility in mind. There is also a need to have much better options for those who would like to move to a home of a more appropriate size, in a location that enables them to easily access local services and facilities. Working with partners, we will introduce a 'road map' that sets out how we will design and develop a housing offer for older people. It will be based on engagement with older people and recognise that whilst new housing options are required, the majority of older people want to and will age in their current home. We will:

- compare how the current offer meets what older people tell us they want and where the gaps in provision are.
- set out a framework of investment and partnerships for meeting those gaps and in particular the role of social landlords through the Memorandum of Understanding.
- establish the types of support services required such as support for rightsizing.
- explore the options to expand the services of the Home Improvement Agency (HIA) to maintain independent living for longer.
- consider whether the 2<sup>nd</sup> replacement LDP should have formal requirements for older person provision, linked to site thresholds.
- build on the growth of digital technologies introduced during the Covid-19 pandemic, for example remote care concepts have been implemented much more widely and there been a major surge in the digital take up of older people. This can help support engagement, improve inclusion and reduce isolation.
- remodel, redesignate and redevelop the Council's sheltered accommodation in response to changing needs and aspirations of older tenants and secure the future of these assets.

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<sup>1</sup> Source: Stats Wales 2018-based population projections

## Creating Great Places to Live

### Supporting Equality, Investment & Opportunity

Our commitment to a County Borough wide Wellbeing and Place Shaping Framework will see us encourage, facilitate and support investment that make 'great places to live'. We want places to be inspired by the people who live there, promote sociability, have great schools and access to great health care. Places should have good and sustainable transport system so that people can access quality jobs and training, a retail and leisure offer and good quality housing. We know that not all places are created equal and that we have locations with long term structural socio-economic problems where targeted investment will make significant changes, often beyond the investment itself, creating support for local business and creating local employment.

We have set out a vision and opportunity to address these challenges through a strategically coordinated approach set out in our '*Regeneration Strategy-a foundation for Success*'<sup>2</sup>. Here, we are linking investment decisions with targeted outcomes and maximising the potential of the Cardiff Capital Region with the investment of City Deal, the Valleys Taskforce and further funding streams. An unwavering approach to tackle some of the most deep-seated issues that the County Borough is facing, sets out improvements to transport connectivity, increasing, still further, people's skill levels, supporting people into work and giving businesses the support, they need to innovate and grow. A key element in the proposals is the Metro, a new transport system for the region that will provide faster, more frequent and joined up services using trains, buses and rail, connecting people, places and jobs.

We want to align this Strategy with the priorities of the Regeneration Strategy, to close the gap between the North and South of the County Borough. Underpinning this will be the housing offer; a residential offer that supports a more prosperous, healthier, resilient and equal Caerphilly. Getting the housing offer right in terms of type, size, tenure and price and in communities that are sustainable in terms of popularity, crime, environment and access to services is essential. The interdependence of the regeneration and housing strategies is critical. A key outcome of both is to raise income levels to afford better homes and services.

Achieving this involves assisting existing residents in accessing better paid employment, encouraging young professionals/managers and families to remain in the area and attracting more residents to move into the area. This is a significant challenge for us and one that we understand can only be delivered through partnership with other stakeholders and we will be working closely with social landlords to establish how we maximise the impact of housing led regeneration in terms of both new homes and support for the foundational economy.

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<sup>2</sup> <https://www.caerphilly.gov.uk/RegenerationStrategy>

## The Imbalance of Our Housing Markets

At the moment, there are significant variations across the County Borough. The choice of housing in the Heads of Valley is particularly limited and, in some villages, up to 90% of housing is pre-1914 terraced housing which is generally poorer quality with challenges for achieving modern energy standards and often not adaptable to modern family living. The majority of homes have 3 bedrooms, with limited choices of smaller and larger accommodation. Whilst prices are generally more affordable, this can impact on the viability of new housing schemes and so there are fewer new homes built, reducing choice further. That said, our evidence suggests that people will move here for the right property and we believe that the Covid-19 pandemic may offer a platform for demand in the north as more people choose to live in more rural settings and work from home.

The Northern Connections Corridor (NCC) has been successful in attracting substantial public and private investment, transforming this part of the County Borough and bringing new housing development and jobs. This has led to an increased diversity in the housing stock in terms of the type of homes available but there is a need to identify more land to build more homes. A lack of supply of new homes alongside the popularity of the area means that prices have been pushed upwards and homes are unaffordable to buy or rent for many people. This situation may worsen further as the Principal Town of Ystrad Mynach is a significant employment centre and has been identified along with Caerphilly as a Strategic Hub by the Ministerial Taskforce for the South Wales Valleys, Our Valleys, Our Future; and this is likely to create additional demand for new homes.

The Caerphilly Basin is the highest value market in the County Borough with strong links to the Cardiff housing market. The Caerphilly Basin has been a focus for housing development and has a better diversity of housing stock than other locations. As with the Northern Connection Corridors, rising demand and prices has impacted negatively on affordability but this area is more affordable than Cardiff and attracts residents unable to afford prices in the capital. Widening the choice of homes for rent and sale could attract further households.

Lower Islwyn market area is included as part of the Southern Connections Corridor in the Local Development Plan strategy, alongside Caerphilly Basin. However, in housing market terms the two areas are distinct housing markets with Lower Islwyn relating well to the Newport housing market rather than Cardiff and with private rent levels close to the northern corridors than the higher levels in Caerphilly. This imbalance in our markets is limiting choice for people to put down roots in Caerphilly. The latest 2018-based population projections show that the County Borough is losing younger age groups and retaining and attracting these households with an economic and housing offer is a priority. The same data also confirms the growth of older households and creating an offer for housing in later life is just as important.

## Rebalancing Our Housing Markets

There are 5 masterplans that set out the spatial investment framework to achieve the positive outcomes set out in the Regeneration Strategy. These are in Caerphilly

Basin, Ystrad Mynach Heads of the Valleys, Greater Blackwood and the Newbridge to Risca Corridor. Housing led regeneration will play a significant role in delivering many of these outcomes.

As the evidence base is updated, housing priorities will be developed that provide detailed housing requirements in communities where we know there are gaps in supply through co-production to reflect the ambitions of local people.

We will develop detailed guidance for investors in our market and promote them through our developer hub that will set out:

- the current and (2) future target mix of type, size, tenure and affordability of homes relative to local incomes.
- the number of new homes of each type, size, tenure and affordability (income) required in order to move from the current to the new position; and
- explain how this mix of new homes, the people who live in them and any other local development and infrastructure will create a better balance for the market.

## Repurposing Town Centres

Like most Welsh towns, those across Caerphilly are witnessing unparalleled change in consumer habits. Town centres must evolve and the Covid-19 pandemic legacy is likely to accelerate that evolution. Catering for 'live-work-play' alongside technology-enabled shopping perhaps sums up the diversified role that centres require to survive. Day, evening, and night-time economies will become more common place as people work ever more flexibly and our recovery out of the Covid-19 pandemic will prioritise our town centre first approach.

In recent years there has been significant investment in Ystrad Mynach, Blackwood, Risca, Caerphilly and Bargoed, however continued investment by both the private and public sector is necessary if town centre businesses are to succeed and flourish. Town Centre Action plans are being produced to coordinate major development opportunities to diversify the existing offer within Town Centres and retain more expenditure within the local economy. Caerphilly has been awarded £700k targeted regeneration investment funding from Welsh Government and will invest in projects in town centres that promote economic regeneration and create the right environment for businesses to grow and thrive.

An important outcome will be creating town centres that are attractive places to live. During the lifetime of this Strategy, we will introduce more opportunities to live in town centres, above shops and promote mixed use development and will explore demand through the Local Housing Market Assessment. New homes in town centres will serve to address a number of key objectives such as addressing the acute shortage of homes; diversify the housing offer, increasing expenditure in local retailing and adding life in the evenings/ weekends. Where investors in our town centres need our support to maintain thriving centres, we will work to achieve this.



## Supporting Good Quality Places and Design

Placemaking and sustainable development will be a major consideration in the selection of sites for inclusion in the 2<sup>nd</sup> Replacement LDP.

Supporting good quality places and design creates places where people want to live and so we will work with local communities to develop a 'Caerphilly checklist' and we will use it throughout our planning and place-shaping activity to make sure we consider all the important elements in how to develop good quality places. Such a checklist might include:

- infrastructure – including GPs, schools, road traffic: How are the infrastructure requirements of the new development being considered?
- parks and green spaces: How will the development minimise the impact on our green spaces and/or create new parks and green spaces?
- transport, active travel, air pollution: How does the new development enable people to get around in a way that limits air pollution?
- Decarbonisation-how will the development promote this agenda, does it support car free living, provide car charging points.
- connected, healthy people: How will the development produce spaces where people like to meet and congregate?
- asset-based approach: Are we building on local community assets and creating resilient communities based on their strengths and local assets?
- healthy living: How might the new environment support people to become more active? The quality of local food shops?
- access to healthcare and schools: How will the people living there access healthcare in their community? How will their children be enrolled in schools?

Meeting Zero carbon targets, promoting innovation and exemplary design

The Council has formally declared a climate emergency as a Notice of Motion and as a result of this has committed to being net carbon neutral in its operation by 2030. We will develop a policy framework within the 2<sup>nd</sup> Replacement Local Development Plan that presumes in favour of carbon friendly construction and where we build new homes, will use carbon friendly construction methods which result in a reduction in energy consumption in all new housing developments. We will use, innovative housing techniques such as modular build and passivhaus which will utilise eco-friendly material to create highly efficient homes.

In addition to improving the speed and efficiency of the housebuilding process, there are many potential environmental benefits associated with the construction of new homes in a factory setting as opposed to directly on-site. These include a reduction in road traffic movements from construction vehicles, leading to both congestion and pollution benefits; reductions in energy usage, both during the construction and occupation of homes; and significant reductions in waste materials. All new homes will achieve a minimum EPC band A rating and energy efficient glazing and insulation that minimise heat loss, introduce efficient internal heating systems and reduce overall levels of carbon.

The Memorandum of Understanding with social landlords and the Council's participation in an all Wales Council House Development Forum includes commitments to work collaboratively and share knowledge and resources to work towards delivering more energy efficient housing. During the lifetime of the strategy further opportunities will be explored to develop local modular off site construction opportunities to help develop at scale and pace, reduce energy consumption and options that create heat and power by using photovoltaics, ground source and air source energy and heating.

As well as delivering increased energy efficiency, innovation in design and construction also creates better quality housing. We are collectively exploring the use of Modern Methods of Construction (MMC) in which homes are built off site, precision manufactured and built with high levels of quality control. The Council will ensure that the necessary smart infrastructure is introduced within homes to future proof them so they can take full advantage of emerging SMART technologies.

Guidance on housing design is set out in Supplementary Planning Guidance and Welsh Government's Beautiful Homes and Spaces (2020):  
[LDP6 - Building Better Places to Live](#)  
[LDP7 - Householder Developments \(PDF 898kb\)](#)

In addition, our Highways service has prepared the Highways design guide that sets out standards for road design in developments.

## Creating Healthy Homes and Vibrant Communities

The impact of a safe, warm and secure home is remarkable to health and wellbeing. It improves general health outcomes and enables people to maintain independence; it is the platform on which people can build their future. It can prevent physical and mental ill health and reduce hospital admissions; it can support us to get better more quickly and enable timely discharge from hospital. Good health is an asset that the Council will support and build on and good quality homes and communities will help to achieve it.

Unfortunately, not everyone has the same opportunities for good health. Those who are elderly or young, isolated, without a support network, and adults with disabilities are more likely to be affected. Investing in housing, particularly for vulnerable people, can support better health and reduce costs of other public services. We want to focus on collaborative opportunities that can help create healthy homes and communities.

### Our commitment to Caerphilly Cares

Through the Wellbeing Plan, Caerphilly Public Services Board is committed to improving the well-being of all residents living in the County Borough. The Public Services Board recognises that currently, most services are delivered when residents are in need; at a crisis point. We need to shift this position to become more preventative in nature, so that problems are identified and addressed before individuals require intervention. Our commitment to Caerphilly Cares will do just that. The proposed Caerphilly Cares model is designed to build confidence and connect communities, improve resilience, wellbeing and reduce inequalities. It will help target resources and support, through people and community centred solutions, promoting independence and increasing people's control over their own lives. It is about mobilising assets within communities such as skills, knowledge and social networks so that individuals who share similar life experiences can support one another to create positive lasting change.

The long-term vision is for a much larger range of services to work collaboratively 'under the umbrella' of Caerphilly Cares to support early intervention and prevention, to meet the needs of all residents and support the most vulnerable. A single point of contact and streamlining responses through a universal gateway (a front door to services via a central coordination and response team) and triage service (a diagnostic service) underpins the offer.

Alongside social landlords, the Council will promote, participate, support and signpost residents through our day-to-day contact encompassing the Caerphilly Cares model into 'business as usual'. We will set out a 'programme of contact', identifying where and how we can engage residents and tenants into Caerphilly Cares; this may be when we provide advice and support for tenants in debt, when we visit a tenant in the private rented sector who has complained about the quality of their home or when we visit an owner who requires an adaptation to their home. We will make our contact with resident's count.

## Promoting Good Health Through Advice and Support

Alongside social landlords, The Council will better coordinate and integrate our current prevention services. Integrated prevention focuses not only on (individual) lifestyle factors, but also on the physical living environment and social problems, such as debt and stress. We and our social landlord partners will continue to deliver our programmes of support to tenants to create stronger relationships with communities, to build resilience. Our focus will be to build on the collaborative and partnership working to deliver excellent community management and maintenance through the Covid-19 pandemic to:

- support income maximisation, provide debt management support and budgeting advice
- maximise community groups to access community grant funding schemes.
- develop employment referral pathways, to offer customers training, qualifications and employability support
- align social landlord wellbeing calls and the Council's buddy scheme, sharing information and connecting people with longer term support through the community.
- Identify where sharing resources adds value to people lives.

## Driving Up Quality in The Private Sector

Tackling the determinants of poor health and wellbeing by improving housing conditions in the private sector is an objective in the Corporate Plan. Improving the quality of housing will reduce pressures on other public services, notably health and social care. For example, there is significant evidence showing links between cold, damp homes and respiratory disease and asthma.

This can be a particularly challenging agenda, Private Sector Housing accounts for about 80% of households in Caerphilly and the Council has a finite resource yet the outcomes can be significant. Private sector housing investment can make an important contribution to improving housing conditions, increasing independence, preventing homelessness, tackling fuel poverty, increasing housing supply, widening choice and creating sustainable communities.

Over the next 2-3 years, our Private Sector Housing interventions will grow, supported through interdepartmental working and an invest to save ethos. We will be establishing a cross specialism working group, with the specific tasks of creating housing led invest to save opportunities through jointly funding pilot initiatives that will tackle housing conditions and poor landlord practices to support better outcomes for people.

The work will build on our current investment that supports people living in the private sector to pay for improvements and adaptations to their homes. We offer a range of interest free loans and grants to make homes safe, warm and secure. We will continue our partnership with Care & Repair enabling vulnerable households to

receive additional assistance via a range of initiatives including the Rapid Response Adaptations Programme and Independent Living Grant.

## Supporting Energy Efficiency & Affordable Warmth

Earlier in our Local Housing Strategy we set out our commitment to being net carbon neutral by 2030 and the Decarbonisation Strategy for the County Borough sets out our priorities and plans. This has significant implications for the existing homes in Caerphilly.

The challenge for the Council is to ensure that existing homes can meet the ambitions of the decarbonisation strategy. Whilst it's possible to build a new home that is carbon neutral or carbon zero (where the house produces as much (or more) energy than it uses), it is far more difficult and expensive to do this on existing homes. Decarbonisation is the right thing to do. Low carbon and carbon zero retrofits focus on remodelling older homes to increase energy efficiency while producing renewable energy on-site to approach carbon neutrality. Alongside the benefits to climate change, this investment helps people heat homes more cheaply, eradicating fuel poverty and that directly helps support our physical – respiratory, rheumatic – and mental health – anxiety and depression. It promotes health and wellbeing.

We are maximising available funding from government and energy suppliers to undertake energy saving measures in both the private and public sector. We will provide advice to people about energy saving measures and help people to help themselves. This will work through the One Stop Shop public service offer which will take advice into the heart of communities and will sign-post residents to appropriate grant agencies to maximise take up. For example, we are promoting ECO, a government led energy efficiency initiative to help reduce carbon and tackle fuel poverty for the most vulnerable residents of the Caerphilly County Borough.

In Council owned homes, we are committed to delivering fabric first improvements considering a whole house retrofit approach where possible to reduce energy consumption and deliver cost savings for tenants. Building on the £261m spent to meet Welsh Housing Quality Standard, we anticipate investing a further £139m in Council homes, over the next 5 years, to maintain the housing stock, incorporating the decarbonisation agenda and maximising grant income.

With social landlords we will support tenants to improve the financial efficiency of heating their homes offering advice with a view to reduce household expenditure.

## A Caerphilly Home & Neighbourhood Health Index

The design of a home and community is a key contributor to the health and wellbeing of the people who live there. This includes factors such as daylight, temperature, air quality, internal layout and a wide range of neighbourhood factors such as the natural environment, amenities and public transport. Our requirement to build new homes provides both a challenge and an opportunity to ensure that we optimise health and wellbeing, as well as respond to the need for housing. We believe both quantity and quality are achievable.

Where the Council builds, we will take into account how new homes will support good health as well as creating great places and will encourage developers and social landlords to do the same. This will consider:

- the level of natural light.
- the size of homes (in terms of overall floor space not just rooms) and how layout supports social interaction.
- how standards of insulation impact on wellbeing and affordable warmth.
- how new developments support place and community.
- The level of sound and noise insulation to promote positive health and well-being.
- access to amenities.

For existing communities, we plan to introduce a healthy community sustainability index that supports the resilience agenda of Caerphilly Cares. This will be a checklist by which communities can be measured and improvement plans considered. They will consider walkability, access to green space and amenities, access to healthy shops etc. We will work with our social landlord partners through the Memorandum of Understanding to develop and implement this.

### Our Approach to Anti-Social Behaviour

Anti-Social behaviour can have a devastating impact on people's lives, leaving them feeling helpless, desperate and hugely impact on their health and well-being. We understand these challenges and reflecting the increasing reporting and complexity of anti-social behaviour nationally and in Caerphilly, we have increased our resources to deal with it.

We are committed to working with other statutory and voluntary agencies to agree effective measures to prevent anti-social behaviour from occurring within our communities: to support vulnerable residents, to take firm and prompt action when anti-social behaviour occurs and when we can, rehabilitate perpetrators back within our communities.

## Delivering New Homes

We need to deliver more homes for people in Caerphilly so that both Caerphilly residents and newcomers can find a suitable, desirable home that they can afford. New homes will be delivered throughout communities, bringing an improved housing offer for everybody.

This can be difficult because there are challenges in our housing market such as poor ground conditions, areas with low sales values and natural factors such as topography and flood risk which means that some sites are harder to develop than others. We need to culturally redefine our mindset so that we find solutions, develop new models and deal with these challenges. We need to be more flexible in the interpretation of our policies, demonstrate consistency across our departments and promote a culture in favour of development that demonstrates that Caerphilly is 'open for business'.

## Developing a 2<sup>nd</sup> Replacement Local Development Plan

The supporting policy infrastructure, to enable more development to come forward, is the Local Development Plan (LDP) and by the end of 2024 we will have developed a 2<sup>nd</sup> Replacement Local Development Plan<sup>3</sup>. This will comprehensively set out the housing priorities across Caerphilly both in terms of numbers and spatial priorities and the supporting infrastructure that will be required including community facilities. The timing for the replacement LDP is set to work with the development of the National Development Framework (NDF)<sup>4</sup>, the 20-year land use framework for Wales which the 2<sup>nd</sup> Replacement Local Development Plan (LDP) will need to align with and respond to.

We will use the process of developing the 2<sup>nd</sup> Replacement LDP as an opportunity to work alongside social landlords and developers to identify new locations for housing, models for delivery and opportunities for funding. Our Local Housing Market Assessment will include information on the housing circumstances and aspirations of local people, which will help to inform future priorities.

As part of the Cardiff Capital Region (CCR), a Strategic Development Plan (SDP) will be prepared which joins up strategic planning for the region to provide an enabling tool for economic growth. A statutory SDP will provide certainty to developers, investors and communities that key strategic decisions around housing, transport, employment and infrastructure provision are being taken at a regional level, whilst still allowing key decisions on planning proposals to be taken locally.

In the period up to the adoption of the 2<sup>nd</sup> Replacement LDP, the Council will continue to address the shortfall in housing delivery through proactive action, including:

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<sup>3</sup> The current adopted LDP will remain the development plan for the determining planning applications until it is replaced.

<sup>4</sup> <https://gov.wales/future-wales-national-plan-2040>



- working in partnership with social landlords and developers to bring sites forward for development.
- considering proposals for new residential development on a site-by-site basis and having due regard for the need to increase the delivery of housing;
- working with Welsh Government and the Cardiff Capital Region (CCR) Deal to bid for funding for the redevelopment of sites with high infrastructure and/or remediation costs for housing;
- utilising a lease-based funding model to bring forward Council owned sites with viability issues;
- the identification of schemes where funding opportunities could be exploited to deliver regeneration projects, including for housing and employment;
- supporting the development of new build council housing on appropriate sites;

### Promoting that we are Open for Business

The Council has set up a Housing Stakeholder Group comprising representatives of the development industry and social landlords. The group is set up to ensure that housing completion figures are recorded correctly and to consider the timing and phasing of allocated LDP sites and sites with planning permission. The Group will also be involved in the preparation of a Housing Trajectory as an integral part of the 2nd Replacement LDP. We will be using the group to help us to develop an online resource for developers and social landlords to enable a better understanding of the housing development process and a more expedient way through. It will include the evidence of need, planning policies, delivery mechanisms, funding, land opportunities and key contacts at the Council.

### Identifying & Bringing New Sites Forward

We are committed to identifying and being more pro-active to bring sites forward for housing delivery. We will support sustainable development, retaining a brownfield first approach. Our priority will be to identify new sites where local people want to live and we will test whether the Covid-19 pandemic has influenced where people want to see new homes built. These sites will be included within the 2<sup>nd</sup> replacement LDP.

We will be undertaking a review of all Council owned or controlled land and estate, as part of the Team Caerphilly Strategy corporate review. This will significantly reduce the number of public facing assets it owns and by co-locating services with other public bodies, we can re-use those assets for housing.

We will work with landowners to identify potential land; but this will be more creative than a simple 'call for sites.' We will create sites, through purchase and demolition, employing Compulsory Purchase Orders where ownership of land is hampering growth. We will utilise the Governments Strategic Sites Acquisition Fund<sup>5</sup> and redesignate land use from employment to housing in town centres; through Council upfront investment, we can drive out value through development opportunities.

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<sup>5</sup> Covid Reconstruction – Challenges and Priorities

## Delivering More Affordable Housing

The delivery of modern, good quality truly affordable homes, for rent and sale, across the whole of the County Borough, will improve quality of life and create stronger and more cohesive communities. The barriers to delivering affordable housing mirror those of delivering market housing and we will explore all opportunities to increase the supply of affordable homes, maximising all available funding and explore different approaches such as utilising capital receipts from land sales to subsidise more difficult and lower value sites.

Our approach is driven by the recommendations of 'The independent Review of Affordable Housing Report'<sup>6</sup> that provided new opportunities to increase the supply and quality of affordable housing and enable local authorities to build. Our social landlord partners bring forward new opportunities to deliver affordable housing; their ambitions for growth are set out in their development strategies and we need to work more closely to support them to achieve their ambitions. We will be seeking to maximise funding for affordable housing and seek longer term certainty of funding to enable better forward planning.

The updated Local Housing Market Assessment will set out need, demand and aspirations and from this we will develop a revised prospectus for affordable housing, with social landlords, to support delivery and planning negotiations. It will set out evidence for both affordable rent and sale requirements and establish what is 'truly affordable' for local people. We know that there are some locations where there is a significant amount of affordable housing already such as in the Upper Rhymney Valleys and other locations where we would want to see increased provision such as the Northern Connections Corridor area and in the Caerphilly Basin area. The updated evidence base will review the affordable housing requirements based on both viability and current provision to help to achieve this.

Social landlords in Caerphilly have an excellent track record in delivering affordable housing for rent and sale. In driving forward this agenda, we want to strengthen our offer to social landlords to find solutions to deliver even more affordable housing. The Council has developed a Memorandum of Understanding with Linc Cymru, Pobl Group, United Welsh and Wales & West Housing Associations that secures closer partnering arrangements and sets out our shared commitment to work collaboratively. We see this as 'resetting our relationship' with social landlords, that will go beyond providing new homes and deliver wider benefits for social tenants in how homes are managed and the quality of service offered.

Caerphilly Homes is embarking on an ambitious new Council home building programme which will increase the number of homes that we own. We are developing a five-year development strategy that details our plans to build and acquire a new generation of homes that meet a growing local need for new social and affordable housing. The Caerphilly Homes *Building Together* programme commits to delivering 400 new affordable homes over the lifetime of this strategy. We are adopting a range of models that will see us deliver directly on Council owned land, acquire sites from the open market, acquire homes via s106 development, buy

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<sup>6</sup> <https://gov.wales/independent-review-affordable-housing-supply-report>

homes on the existing market and buy empty homes. We also want to collaborate with our housing association partners to identify shared opportunities for developing new homes.

## The Council as Investor & Partner in Housing Delivery

We are serious about accelerating housing growth. During the lifetime of our Local Housing Strategy, we will be testing new tools in partnership with developers and social landlords that will speed up delivery of the type of housing that Caerphilly County Borough needs.

A significant change will be our role as investor in the housing market. We are already committed to building new affordable homes and will develop models that will see us invest in market housing. We are currently piloting a lease model as an alternative form of housing delivery which enables both the Council and developer, to bring challenging sites forward and share risk and profit. Working on a deferred capital receipt approach, the model delivers s106 affordable homes in line with policy requirements and other models with similar outcomes will be explored.

The Council has been successful in accessing funding to unlock strategic sites. This often focuses on larger sites and the council wants to explore how it may use alternative funding such as commuted sums to secure its wider objectives of delivering more affordable homes, helping people to access affordable home ownership and supporting people to access specialist and supported housing. Over the lifetime of this strategy, the Council will undertake an options appraisal of how it may utilise different council sources of funding to invest in housing and secure a return that will support reinvestment, creating a revolving fund overtime.

## New Models of Delivery

Community led housing is very much supported in the County Borough and can offer a wide range of benefits in terms of affordability, quality and density, community engagement and training opportunities. We recognise the benefits of the custom and self-build sector in diversifying the housing stock and will identify a list of small sites that would be suitable for this use, which will help facilitate local people building their own homes within their communities.

## Bringing Empty Homes Back into Use

We will be bringing empty homes back into use to increase the supply of housing and extend choice, improve housing conditions and meet housing need. We are piloting a dedicated empty homes team underpinned by a new Empty Homes Strategy and Action Plan that will focus on new tools to bring empty homes back into use. We have over £2m available for loans to support owners to bring empty homes back into use. We will explore a range of alternative models such as lease and repair, repair and sale models and a web-based presence will be developed to provide advice and support to owners and landlords.

The Council has begun a programme of identifying former Council owned properties which were sold under the right to buy process and acquiring them utilising government grant, to bring them back into use as social housing, helping the Council to meet housing need.

### Creating New Jobs & Economic Opportunity

We have a successful track record in delivering training and employment through the construction sector and this Strategy will capitalise on those opportunities. We want to support local businesses, create local jobs and ensure that we maximise our 'Caerphilly pound'.

The Cardiff Capital Region partnership will further promote this agenda. It will engage the affordable housing providers in the region, as one network, that will develop a regional "Housing Plus" strategy in which added value benefits such as training, construction, apprenticeships, energy resilience and job creation are clearly set out and adopted.

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## Supporting Specialist Housing Needs

The outcome of our Local Housing Strategy is to provide a better housing offer in Caerphilly, but our focus is about people. Whether we are building new affordable homes, creating options for first time buyers or developing move on accommodation for people leaving care, we are always looking to provide people centred solutions that improve people's lives, develop innovative approaches, and live up to our values of 'doing things differently'.

The Covid-19 pandemic has proved itself to be a societal disruption unprecedented in modern times. The public health response has not only encompassed specific measures for the physical protection of the population from the virus but increasingly has focused on supporting and protecting the mental health of the population; it is evident that the impact of the pandemic and subsequent response has been experienced very differently by different groups in society and has exacerbated pre-existing inequalities. Our Strategy will respond as the longer term legacy of Covid-19 becomes clearer but we know it has led to an increased number of people who are sleeping rough and people requiring temporary accommodation; this has significantly increased the pressure to find suitable accommodation.

Caerphilly has good quality supported accommodation units and through this Strategy we will take action to ensure that we can support those with more complex needs, providing both the right support and accommodation pathways. Our priority is to promote sustainable communities and tenancies and our primary focus is to ensure we have the correct supporting people services available to enable people to either live independently within their homes or where this is not possible, in supported accommodation that is 'inclusive for all' and meets their primary support need; and when people are ready to move on, they will be supported to successfully achieve this.

In developing solutions, we want to:

- provide the right support, for the right person, at the right time and reduce the use of residential care and inappropriate admissions to hospital. People want and deserve their own front door and we will promote accessibility in all new build homes.
- work closely with our partners to support people to remain living in Caerphilly
- ensure that people live independently in their home and interdependently within their neighbourhoods.
- create choices about where people want to live, how they live and whether they rent or own their property.

We know the amazing role that many family carers offer, and we are planning to increase the availability of respite care for family-based carers by offering more day support placements through the development of a new purpose-built Respite Centre facility at Pontllanfraith with the potential to deliver respite services from a single location for the whole of the County Borough.

## Develop a Specialist Accommodation Prospectus

A full needs assessment will be undertaken to develop a baseline position for individuals requiring specialist accommodation.

The evidence base will involve stakeholders including service providers, service users and officers to set out the aspiration and vision for accommodation, models of support and tenures and location. This will then be formalised into a specialist accommodation prospectus that focuses on:

- maximising the number of people with a specialist need living in their own home with whom they choose to live with, and
- expanding the range and choice of housing, care and support services providing more choice and control over their lives.
- setting out the partners that need to engage with this agenda and plan to achieve this such as housing Support Services and Private Landlords.

The prospectus will be used to engage with the market and commission new accommodation.

## Accommodation Review

The evidence base of need will enable us to undertake an accommodation assessment review approached from an 'invest to save' model to define the most appropriate use of our existing accommodation. Options may include remodelling and decommissioning, and new schemes may be commissioned.

An Accommodation Options Group will be established to create individual pathways for people that require specialist accommodation. For example, it will work alongside looked after children from an earlier age, planning and commissioning accommodation. By referring earlier in the process, properties can be found for individuals or potentially delivered through the planning system. This may also be through Caerphilly Keys, with appropriate tenancy support.

## Develop a Longer-Term Delivery Strategy

We will work with social landlords and market providers to strengthen our evidence about the type of specialist accommodation required in Caerphilly and set out funding and delivery models for move on accommodation and to develop better supported housing schemes including:

- clusters of units in individual locations for individuals with learning disabilities and mental health challenges.
- high quality, professionally managed co-living schemes with individual kitchens and bathrooms but some communal space to manage private and shared living.
- purpose-based flats with support and training for individuals using substances and alcohol.
- individual 1 bed move on accommodation pepper potted throughout the County Borough.
- opportunities for home ownership for people with long term disabilities.

## Supporting People Who Are Homeless & Rough Sleeping

The Covid-19 pandemic has been a stark reminder of the urgency of reversing rising rates of homelessness and rough sleeping. Preventing homelessness and tackling rough sleeping brings the resources of the Council, social landlords and support partners together to deliver a 'Housing First' approach securing permanent self-contained accommodation with flexible, intensive community support offered around the needs of the person.

During the Covid Pandemic, we supported almost 1,000 people into emergency temporary accommodation and more continue to be supported each day. Many people who have previously been unable to engage with services are now benefiting from support and advice including mental health support and substance use treatment, laying the foundations for a permanent exit from homelessness. We must now turn to planning for the future and helping people into more permanent housing.

Our focus will be to move away from a reliance on unsuitable temporary accommodation and towards a rapid rehousing approach, supported by Welsh Government. Rapid Rehousing moves people into settled, secure and suitable homes as quickly as possible as the default solution when homelessness cannot be prevented.

It calls for prevention to be targeted at certain groups proven to be at greater risk, such as vulnerable young people and people leaving care or prison. It also wants the legal duty to prevent homelessness to be extended across the wider public sector, not just placed at the door of housing services. The initial focus will be on the development of a move on protocol for re-housing those in emergency/temporary accommodation into more suitable permanent accommodation. We will develop a Rapid Rehousing Transition Plan setting out how our service will move toward a Rapid Rehousing approach. We will:

- Carefully review our evidence to identify anticipated demand for services both now and over the next five years
- Identify the scale of need for permanent housing and the complexity of that need and include plans in our new build development programmes where possible.
- Consider the likely location and type of accommodation and support required
- Map the quantity, quality and location of temporary housing across the county Borough

### Identify the Resources We Will Require

Our priorities are to:

- acknowledge and plan for the impact of Covid-19 on homelessness and the increased demand on services now and in the future as the economy provides an unstable platform for economic growth and we will work with social landlords and other stakeholders to create solutions.



- prevent people from becoming homeless by ensuring that information on housing options is easily accessible, supporting residents facing eviction so that they can remain in their existing homes and using data analysis to target our interventions at resident groups at highest risk of homelessness.
- support those experiencing the crisis of homelessness, to regain their independence and by working in partnership with social landlords, voluntary and community partners to make the best use of resources.
- take trauma and psychologically informed approaches to improve services for vulnerable people.
- plan for accessible accommodation requirements for people who are homeless or at risk of becoming homeless.
- tackle the root causes of homelessness by providing rough sleepers with a “route off the street”, working with landlords to find more homes and using our existing social housing assets more effectively.

### Improving Service Delivery

We are planning to review how we make initial assessments on our responsibilities for homeless households so that we can respond more effectively. We are planning to review how we make assessments and decisions at an earlier stage about what the Council’s duty is which will enable us to assess people’s requirements more quickly and allow the Council to focus on more preventative support by signposting people to advice and assistance where that is required and focusing our resources on those people who need to be offered accommodation.

### Tackling Rough Sleeping & Sofa Surfing

Rough sleeping is an issue that we are looking to tackle. While 6 rough sleepers were identified on the last count, it is likely that the true numbers are closer to 20-30, hidden due to our rural nature. There are a number of clients with very extensive needs, often rough sleeping because the current mechanisms and services have fallen short of their needs. By increasing our evidence on what contributes to the root cause of rough sleeping we will develop and delivering viable solutions that provide support and accommodation.

Whilst rough sleeping is a priority area for the Council, so too is sofa surfing. Better intelligence is needed to understand the extent of sofa surfing across the County Borough. We will explore the scale and potential options to support and reduce sofa surfing, as well the demand for Housing Related Support Provision and identify gaps in supply. There may be a potential action around undertaking a more detailed needs analysis in the future to understand the demand and need for housing related support.

### Increasing Provision of Accommodation

We will explore and increase the opportunities that the Private Rented Sector can offer to provide solutions for people who in housing need. We are planning to consult with landlords to understand what their challenges and barriers are in providing accommodation to households who are homeless or at risk and we will be

developing options that incentivise landlords to work with the Council so that we are able to effectively discharge our duty into the PRS sector. This may include the local authority acting as guarantor for tenancies, developing a more attractive landlord offer such as rent payments in advance and support if homes are improved and then offered for rent through Caerphilly Homes.

A significant role for the Council is to expand the scale of Caerphilly Keys, a project led by the Housing Solutions team which helps private landlords find long term tenants for their properties, whilst also preventing homelessness. The service is provided free of charge to landlords.

Through our social landlords and Caerphilly homes, the Council will secure additional units in the private rented sector, creating a network of dispersed housing allowing for greater independence to provide permanent housing solutions for people.

### The Need for Gypsy, Roma and Traveller Sites

The last Gypsy, Roma and Traveller Accommodation Assessment, identified no requirement for a permanent site – the known population in the County Borough is low and need has previously been on a temporary basis where groups are passing through Caerphilly. The Council will keep this decision under close review and will supplement the current evidence base by proactively attempting to carry out accommodation needs surveys on all unauthorised encampments that take place in the County Borough. The Council is currently in the process of carrying out a new Assessment, which will be completed in early 2022.

The replacement LDP will continue to include a criteria-based policy to address any applications for Gypsy, Roma and Traveller sites.



## **CABINET 27TH OCTOBER 2021**

**SUBJECT: CORPORATE PLAN 2018-2023 REVIEW AND ANNUAL PERFORMANCE REPORT 2020/21**

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

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

- 1.1 The purpose of this report is to seek Cabinet approval of the Annual Performance Report for 2020/2021.
- 1.2 To present to Cabinet the relevance and continuation of the well-being objectives at this fourth year of the five-year Corporate Plan and approve the 'refresh' updates to the Corporate Plan.

### **2. SUMMARY**

- 2.1 The Annual Performance Report is a current statutory requirement under the Local Government (Wales) Measure 2009. The Local Government Measure 2009 was repealed this year, however, as its performance requirements relate to the preceding financial year an annual performance report is required for 2020/21. It is an important part of the Council's assurance framework. For the next (2021/22) financial year performance assessment will happen under the new Local Government and Elections Act 2020.
- 2.2 The Council has set long-term Well-being Objectives to guide its activity and the Annual Performance Report assesses how we are progressing towards meeting these objectives in the Corporate Plan 2018-2023. This report covers the third year of performance of the Corporate Plan and is a requirement under the Well-being of Future Generations Act 2015.
- 2.3 The Corporate Plan 2018-2023 has been updated and the well-being objectives refreshed to align with service and policy changes. The Well-being Objectives themselves remain unchanged. Appendix 2 shows the minor changes to the Plan.
- 2.4 Audit Wales (formerly the Wales Audit Office) is required to check whether a Council has complied with the statutory duty to tell the public how we have assessed our performance and to issue a 'certificate of compliance' in response. The Annual

Performance Report demonstrates to the Audit Wales how the Council has met this duty.

### **3. RECOMMENDATIONS**

- 3.1 It is recommended that Cabinet approve the Annual Performance Report 2020/21 as set out in Appendix 1.
- 3.2 Endorse the relevance and continuation of the Well-being Objectives for the fourth year of the five-year Corporate Plan and note the 'refresh' updates to the Corporate Plan contained within Appendix 2.

### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 The Council has a statutory duty to publish its Annual Performance Report by the 31st October each year. The report is presented to Cabinet for approval.

### **5. THE REPORT**

- 5.1 Cabinet endorsed the Council's Corporate Plan (2018-2023) in April 2018. The Plan was reviewed a year later in June 2019 and its continued relevance confirmed in October 2020. A content review was not possible in 2020 due to the pandemic and pressures on Council services. There are six long-term Well-being Objectives within the Plan that Cabinet have set for the life of the administration. They will remain in substantially the same format until 2023.
- 5.2 Each of the six Well-being Objectives has a series of outcomes which sets out what the Council hopes to achieve on behalf of citizens. This Annual Performance Report sets out the progress made against those six objectives during the 2020-2021 financial year.
- 5.3 The Annual Performance Report is set out in full at Appendix 1. As part of the self-evaluation process that underpins the Report the Council has set out in each section of the Well-being Objective:
  - A general summary that includes cumulative progress after three reporting years into the Plan including what impact we are making
  - What difference have we made
  - What went well in 2020/21
  - What have we learnt and where do we need to improve
  - Our focus for the future

#### 5.4 Summary of progress

<b>Well-being Objective</b>	<b>Summative Judgement</b>
1. Improve education opportunities for all	Progressing well
2. Enabling employment	Progressing satisfactorily
3. 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	Progressing well
4. Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the Environment	Progressing well
5. Creating a county borough that supports a healthy lifestyle	Progress has not been as expected
6. Support citizens to remain independent and improve their Well-being	Progressing well

#### 5.5 Conclusion

At the end of 2020/21 the Council can demonstrate that it has made some progress against each objective. The assessment has also provided a platform to celebrate the activity that has gone well, reflect on the areas that need to be improved and to identify new approaches and interventions to support future progress.

The Corporate Plan has been refreshed for the year up to 2022 and a list of changes is attached as Appendix 2.

#### 6. ASSUMPTIONS

- 6.1 No assumptions have been made or were thought necessary, for this report that are not already contained within the Performance Report and the Corporate Plan refresh.

#### 7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT

- 7.1 No Integrated Impact Assessment has been completed for this report although individual assessments may have been made to support activity within the Well-being Objectives. Inclusivity and fairness are part of Welsh Government definition of improvement within the 2009 Measure. Page 38 of the Annual Performance Report provides a brief update on our Welsh Language and equalities work. Delivery of the Well-being Objectives maximises our contribution to all the national well-being goals including 'A More Equal Wales'.

#### 8. FINANCIAL IMPLICATIONS

- 8.1 Each Well-being Objective has a section identifying the resources needed to support delivery of the objective within the corporate plan.

8.2 The resources to deliver the Well-being Objectives are assessed within the context of the current Medium-Term Financial Plan.

8.3 Page 33 in the Annual Performance Report provides a financial summary for 2020/21.

## **9. PERSONNEL IMPLICATIONS**

9.1 There are no personal implications arising from this Report.

## **10. CONSULTATIONS**

10.1 All consultation responses have been incorporated within this report.

## **11. STATUTORY POWER**

11.1 Local Government Measure 2009  
Well-being of Future Generations Act 2015 and associated statutory guidance

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Anwen Cullinane, Senior Policy Officer Equalities, Welsh Language & Consultation  
Lisa Rawlings, Regional Armed Forces Covenant Liaison Officer

Background Papers:  
Corporate Plan 2018-2023

Appendices:  
Appendix 1 Annual Performance Report 2020/21  
Appendix 2 Changes to the Corporate Plan for 2021

# Team Caerphilly

## BETTER TOGETHER

### Annual Performance Report 2020/21





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# Section 1:

## A reflection on 2020/21 from the Leader of the Council & the Chief Executive

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We welcome this opportunity to reflect on the past 12 months and consider our performance locally against the backdrop of unprecedented global events.

2020/21 was, without doubt, a turbulent year which brought many challenges for the organisation as we navigated our way through the coronavirus pandemic.



First and foremost, we want to thank the whole community for everything you have done – and continue to do – to protect our people and our place from this deadly virus.

Your individual and collective efforts have helped reduce the spread of coronavirus and undoubtedly saved lives. Whether it's wearing your face mask, receiving a vaccine, or limiting unnecessary contact with others – you are all doing your bit to protect our people and our place.

The council is currently transitioning from 'coronavirus response mode' to 'coronavirus recovery mode' and we need to adjust our services accordingly.

The organisation has been significantly impacted over the past 12 months, but it's encouraging to see that things are gradually getting back to some sort of 'normality' and many of our affected services are now coming back online.

Public services have been at the forefront of the coronavirus response and we are so proud to lead this local authority and to witness the efforts of staff at every level across the organisation.

In addition, our colleagues and partners in health, the emergency services and the voluntary and charitable sectors have all gone that extra mile to provide support when our community needed it most.

Because our key focus over the past year has been on the Coronavirus response, it can be easy to forget about all the other positive things we have achieved as an authority.



## Highlights include:

- Progressing major investment proposals totalling £231 million as part of our Place Shaping programme, signalling an exciting blueprint for the whole area in future.
- Giving the green light for the next phase of our 21st Century Schools Programme.



- Announcing a “zero cut” budget for 2021/22, together with one of the lowest council tax rises in Wales.
- Our £200 million programme of bringing our council properties to the Welsh Housing Quality Standard (WHQS), while also developing a brand new council house building initiative that is already taking shape.
- Supporting our tenants in claiming additional income in excess of £2.5 million.
- Recruiting 13 new foster carers, with a further 19 applications in progress – the highest number for some years.
- Our libraries service met all 12 of Welsh Government’s Core Entitlements for the first time.



- Embracing the use of electric vehicle and installing public electric vehicle charge points at 11 council owned car parks.
- Approving a package of investments in sporting facilities including a brand new running track and several sporting pitch upgrades.
- Endorsing regeneration masterplans which were developed in partnership with the community.
- Strengthening our Team Caerphilly ethos, with positive feedback from residents and colleagues alike in our recent surveys.

Looking ahead, we’ve got a busy agenda over the next 12 months that will deliver wide ranging improvements for the county borough.

## Some of these key priority areas from our forward work programme include:

- Implementing our bold and ambitious Place Shaping investment programme.
- Reviewing our waste strategy.
- Our ongoing Covid recovery plans.
- Leading the regional care agenda.
- Progressing our exciting plans for regenerating Caerphilly town.
- WHQS Completion.
- Housing Strategy agreement and implementation - including new council house building.
- Extending our 21st Century Schools programme with 5 exciting projects to progress.
- Schools’ recovery improvement programme alongside the Education Achievement Service (EAS).

- Resolving single sex and surplus places in the Mid and Upper Rhymney Valley area.
- Last, but not least, agreeing next year's budget.

It's been a tough 12 months, but at the same time there is so much positivity for us to celebrate.

Caerphilly is a local authority with a big heart and big ambitions. With strength in leadership, we have reshaped our organisation, listened, and responded to residents' needs, supported communities through a pandemic and driven innovation, transformation, and high performance.

Hopefully this gives you a flavour of the positive progress we have made over recent months, despite the pressures of the pandemic.



**Philippa Marsden**  
Leader of the Council



**Christina Harray**  
Chief Executive

# Section 2:

## Introduction to our Well-being Objectives 2018/23

In 2018 we published our Corporate Plan for 2018-2023 with new longer-term Well-being Objectives and reviewed the Plan in 2019. These plans give considerable detail on why we chose the Well-being objectives that we chose, from the data we had and from the intelligence provided by a well-being assessment that included borough wide consultations with many members of the public.

You can find out more on the link below.

[Corporate Plan 2018-2023](#)

The next part of this report is to tell you how we have performed against our Well-being Objectives. Our assessment over the next few pages will tell you how we have performed against our objectives for 2020/21 under the following headings:

- **Summary of progress**
- **What difference have we made**
- **What went well in 2020/21**
- **What have we learnt and where do we need to improve**
- **Our focus for the future**

We are unable to provide the data results for the 2020/21 Public Accountability Measures. This is a voluntary set of performance indicators that are measured across Wales and used to compare our performance with other Authorities. Due to the Covid pandemic, the 2019/20 collection was postponed, and this year's collection, 2020/21, delayed. Therefore, the latest comparators for this set of measures have not been published by Data Cymru as of September 2021.

### Well-being Objective 1:

**Improve education opportunities for all.**

### Well-being Objective 2:

**Enabling employment.**

### Well-being Objective 3:

**Address the supply, condition, and sustainability of homes throughout the county borough and provide advice, assistance, or support to help improve people's health and well-being.**

### Well-being Objective 4:

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

### Well-being Objective 5:

**Creating a County borough that supports a healthy lifestyle in accordance with the sustainable development principle within the Well-being of Future Generations (Wales) Act 2015.**

### Well-being Objective 6:

**Support citizens to remain independent and improve their well-being.**



# Well-being Objective 1:

## Improve education opportunities for all

### Summary of progress:

We are now 3-years into our 5-year Well-being Objective, which we judge to be progressing well. During the coronavirus pandemic, the education directorate has repurposed itself, providing support to all children and young people. A range of officers, including education welfare officers, educational psychologists, youth workers community education teams and school based counsellors, have been utilised to support the most vulnerable.

However, we are unable this year to measure some performance in the traditional method due to the pandemic and Welsh Government advice not to publish or compare. Therefore, our assessment on performance focuses on wider than just performance data and tells of how actions taken to support pupils and schools through the pandemic has been effective.

### What difference have we made:

- The education directorate's strategic response to the pandemic has been effective in meeting the needs of children and young people across Caerphilly. This has been verified through our own systems for self-evaluation as well as recognition from external sources. Importantly, the way we have cohesively used staff across the Local Authority, schools and other education settings exemplifies the principles as set out in the Shared Ambitions strategy, which can be found on our [website](#).



- Strong partnership working between agencies was considered a strength of the Local Authority prior to the pandemic and has contributed significantly to the work that has been achieved and we give some examples below of what went well.

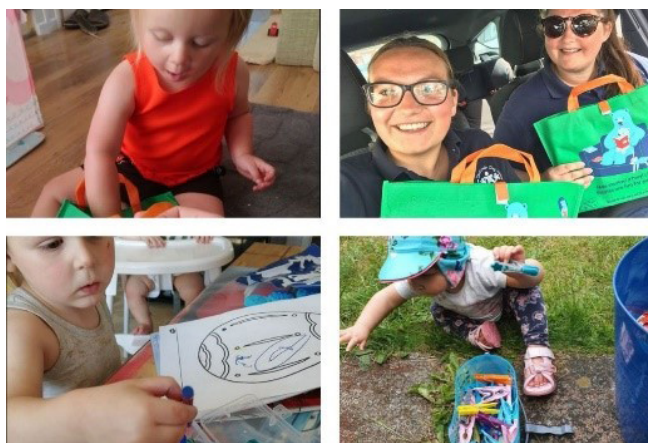
### What went well in 2020/21:

- The Local Authority responded swiftly to the demands of the pandemic. Officers have provided clear leadership with strong emphasis on supporting schools and other educational settings.



- Effective communication has been a strong feature of the Local Authority's response. This includes interaction with headteachers, families, trade unions and leaders across the council.
- Despite the high numbers of pupils required to self-isolate, classroom closures have been kept to a minimum in the endeavour to maintain continuity of learning.
- School leaders and staff have demonstrated significant resilience in adapting the ways in which they practice. This included implementing a range of blended and remote approaches to learning, such as online learning.

- Headteacher have worked very collaboratively throughout the pandemic. This ensured there was a collective and cohesive response to management of the pandemic. Schools also worked effectively across sectors to run childcare hubs.
- Vulnerable pupils with complex physical and learning needs were offered childcare provision during the lockdown periods.
- The distribution and quality of free school meals delivered to families during the pandemic has been recognised as an example of outstanding practice.
- The Local Authority provided strong support to schools and the PRU around management of health and safety during the covid pandemic. This included bulk ordering of resources that schools would need including signage, cleaning products and personal protective equipment (PPE), which alleviated pressure on schools. Health and safety officers supported schools to complete robust risk assessments.
- A total of 1,948 childcare placements were delivered for children aged 0-5years, through the Childcare Offer, C-CAS, Flying Start and Assisted and Supported places schemes. 2589 children aged 0-3years were supported in the Flying Start programme.



- There are currently no schools placed in the category of special measures by Estyn.
- Implementation of the Welsh Government funded Edtech programme has accelerated

as a result of the needs of learners during the pandemic. This programme aims to improve pupils' readiness for the future world of work by equipping them with necessary digital skills.

- Network infrastructure installations have been completed on 86 school sites.
- A total of 7717 Chromebooks have been allocated and delivered to schools, with appropriate sustainability plans in place.
- 842 mifi devices were allocated to schools to support digitally disadvantaged learners during lockdown.
- A range of measures have been implemented to improve bandwidth and connectivity across all schools.
- The development of the 21st Century Schools Band B programme, which is the second phase of a joint investment initiative between the Welsh Government and the Local Authority, has been progressing at pace with five proposals currently active at various stages in the process. These include a new Welsh Medium Primary School for Ysgol Gymraeg Cwm Gwyddon on the former Cwmcarn High School site, a new build extension to Trinity Fields Special School, a new replacement Plasylfelin Primary School, the amalgamation of Llancaeath Junior School and Llancaeath Infants School to create a new Primary School and finally the creation of a Centre for Vulnerable Learners (Pupil Referral Unit) on the former Pontllanfraith Comprehensive School Site. These developments will result in improving learner opportunities and wellbeing, opening up buildings for greater community usage, developing Welsh Language provision to achieve our Welsh in Education Strategic Plan and substantial improvements to the educational estate within the Borough contributing to the decarbonisation agenda.
- Investment into Welsh Medium provision has been strong in the borough with the Welsh Medium Capital Grant in region of £6.8 million resulting in improvement and expansion of five Welsh Medium Schools.

- In addition, through the Local Authority Annual Capital Maintenance Programme of £1.4 million and the Welsh Government Capital Maintenance Grants £7.8 million, investment into school building has reduced backlog maintenance, improved heating, lighting, insulation and energy efficiency.
- Significant investment has been made into outdoor play, 3G and Multi Use Games Area provision available for educational and recreational use. The Authority has also successfully established a new Athletics Hub in the borough which can be accessed by all schools and the wider community to increase engagement in physical activity and support health and wellbeing

- The Inclusion compendium and Engagement and Progression Strategy were introduced in 2021. This is aimed at ensuring the most vulnerable learners make progress and have some form of education, employment or training when leave school. Both strategies will need to be embedded within daily practice to ensure our vulnerable learners achieve their potential. An indicator of success includes the reduction of pupil exclusions over time.
- The Local Authority needs to ensure that the resources distributed through the Edtech programme are utilised effectively in order to impact on pupils' acquisition of digital skills. This can be achieved through strong partnership working with the Education Achievement Service.

## What have we learnt and where do we need to improve:

- Although the Local Authority has responded well in the short term, there is a lack of knowledge and understanding around the long-term impact of the Covid-19 pandemic on learning. As a result, there will be a requirement to revisit the education strategy and revise based on the future needs of children and young people across Caerphilly.
- There is no current data set for standards across all phases in Caerphilly. Therefore, the revised strategy will need to identify a set of milestones and measures that can be utilised effectively to make a judgement on the quality of standards and provision across all schools and educational settings.
- Schools will need to be ready for the implementation of the new curriculum and ALN Act, and therefore, it is important to identify the support that will be required. A robust process of information gathering will be necessary in order to attain a clear understanding of the range of support and resources required.



- Three Welsh medium schools have currently been identified by Estyn as requiring 'significant improvement'. The Local Authority and the Education Achievement Service must ensure that support provided accelerates progress and meet all recommendations.
- The 21st Century Schools team has a proven record of making good use of a range of sources of capital funding to improve both the quality and efficiency of its school estate as demonstrated through the delivery of the £56.5 million Band A of the 21st Century Schools programme which resulted in the creation of our first 3-18 school, a new Secondary school, expansion of Welsh Medium provision and enhancements to our award winning Special School which caters for our most vulnerable pupils.



## Our focus for the future:

- **Standards:** Re-ignite, recover, and reform learning in order to raise standards of learning. This is about recognising the effect Covid may have on attainment and progress, so we will be revisiting the current education strategy to ensure its purposeful for these times, and this will involve partnerships with many agencies including our Education Achievement Service and work has already started on this.
- **Inclusion:** Improve the aspiration, engagement, and progress of vulnerable learners. This is about recognising that our most vulnerable have been disproportionately affected by Covid, and in collaboration with schools we will want to offer additional support to those learners.
- **Education other than at school (EOTAS):** Develop the strategic vision for EOTAS. This is about further improving the quality of support for this group, include making sure settings are ready for curriculum reform in 2022 and developing a clear mechanism to measure progress at each EOTAS provision.
- **Not in education, employment or training (NEETS):** This is about further reducing the number of young people who at the point of leaving compulsory education and beyond, may become NEET. This includes reviewing the current support and introducing intervention at an earlier stage as we know this makes a difference to prevention of young people becoming NEET in the first place.
- **Attendance:** Improve pupil attendance. Attendance also includes supporting pupils who may be nervous about returning to school following lock down and the pandemic, supporting pupils for example who may have anxieties and sign posting to other agencies who can also support them.
- **21st Century Schools:** Progress the 21st Century Schools Programme. Place Shaping the Educational estate and enabling increased opportunities for Learners and the wider community through improving the learning environment across the borough will continue to be the focus of works moving forward. In the short term, the team will continue to progress the 21st Century Schools Band B programme and manage the Capital investment programme to maximise benefits and ensure value for money, exploiting all avenues of investment, working flexibly to respond to changing need as it arises.

# Well-being Objective 2:

## Enabling employment

### Summary of Progress:

The 2020-21 delivery year has been unprecedented, and 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 employment programme staff were redeployed to support foodbanks and free school meals. This resulted in unavoidable effects on employment support capacity. Unsurprisingly, these major external factors have had a significant impact on the progress of the Well-being 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 difference have we made:

- 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 out of poverty and social exclusion for many participants in deprived communities. For those participants 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 Welsh Government and European Social Fund):

<b>Total Participants Supported</b>	<b>718</b>
<b>Qualifications Gained</b>	<b>78</b>
<b>Vocational Training</b>	<b>56</b>
<b>Voluntary Placements</b>	<b>6</b>
<b>Job Entries</b>	<b>256</b>

*(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 continued 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.

## What went well in 2020/21:

- **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, 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.

### Employment programmes

Please note, these figures include all employment programmes, including those European Social Fund (ESF) programmes that sit within Education (Bridges into Work2, Inspire 2 Work, Working Skills for Adults 2, Nurture, Equip and Thrive).

- **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 participants 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 considered, the conversion rate of engagements to job entries is extremely positive.

- **Support for participants with disabilities and work limiting health conditions** – Employment programmes also continued to provide excellent support for participants 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 participants 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 participants in developing new digital skills to enable them to participate in the labour market.



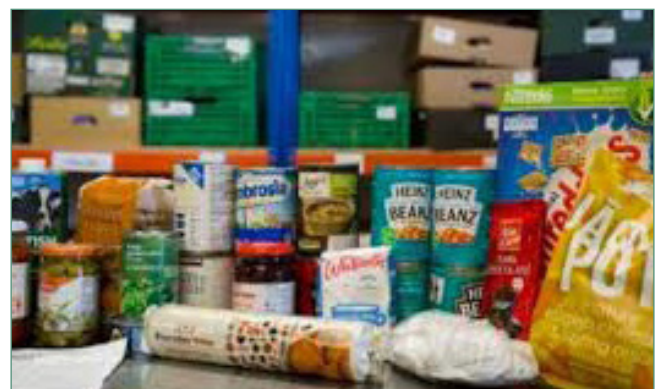
- **Social Media engagement** – As a response to the challenges presented by the pandemic, all employment programmes within the Authority have worked closely together to adapt and develop an updated and co-ordinated approach to engagement in our most deprived communities. Most notably, in the latter part of the year this engagement activity had a focused effort to greater expand our social media presence, which resulted in real outcomes 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** - Creating Social Value via our third party spend is seen as an integral part in supporting economically viable communities and enabling local employment. We have implemented a new measurement framework to further unlock, maximise and capture Social Value and is known as Themes, Outcomes and Measures (TOMs). The TOMs methodology provides a consistent approach to measuring and reporting Social Value and Community Benefits within our procurement processes and includes a number of outcomes such as but not limited to creating training, apprenticeships and employment opportunities and the use of local supply chains. 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 Welsh Local Government Association

(WLGA) and supported by the National Social Value Taskforce Wales (NSVT Wales). Caerphilly County Borough Council specific and National TOMs for Wales have been designed to help Caerphilly and other organisations measure and maximise the Social Value they create through the delivery of their services across the Well-being goals for Wales 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 and contractors for the annual Food Bank appeal despite the current pandemic. Donations were received from 56 of our suppliers and 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 potentials 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 have we learnt and where do we need to improve:

### 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 participants 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 condition 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 highlighted 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.
- We identified the need to further build relationships and promotion of programmes internally within the council to maximise the number of internal referrals we receive.
- 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. Construction Skills Certification Scheme), were not able to be granted without assessment conducted face-to-face, which was not an option during the strictest lockdown periods.
- We need to revisit relationships formed previously with partners to retain contact and encourage new referrals.
- **Procurement** - The current pandemic has impacted some suppliers, service providers and contractor's 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. Apprenticeships and placements are being made available during 2021/22.

## **Our focus for the future:**

- Responding to continuing economic recovery maintaining close links with employers to gain labour market intelligence and enable us to be responsive to emerging opportunities.
- Developing relevant training pathways for demand sectors such as hospitality, as economy begins to reopen in many sectors.
- Plan and develop new initiatives to engage Economically Inactive participants.
- Collaborate with other Council European Social Fund employment programmes to develop exit plans as we transition into the final year of EU funding.
- Work with other authorities within Cardiff City Region to develop pilot initiatives as precursor to potential future funding, including the Shared Prosperity Fund (in line with Cardiff Capital Regional Skills Partnership Employment and Skills Plan).

# Well-being Objective 3:

## Address the supply, condition, and sustainability of homes throughout the county borough and provide advice, assistance, or support to help improve people's health and well-being

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### Summary of progress:

We are now 3-years into our 5-year Well-being Objective, which we judge to be progressing well. Even though we were only able to focus on providing essential services in 2020/21 due to the Covid-19 pandemic, Welsh Government guidance and a requirement to provide support to vulnerable people, we made sure we continued to work hard, making a difference in the lives of Caerphilly's residents and tenants. Below are some examples of the difference we made during this period.

### What difference have we made:

- We supported almost 2,000 Council tenants to lessen the effects of welfare reform and over 400 Council tenants to secure additional welfare benefits and water savings by reducing tariffs. This support delivered almost £2.5 million in savings for tenants.
- The Supporting People programme helped over 3,000 individuals manage their accommodation and money, to prevent them from becoming homeless. 4,000 people were helped by sign posting them to mental health organisations. Over 1,200 people were helped to claim more benefits, bringing in just over £4 million into the borough for these clients in total. Supporting People helped over 19,000 clients in 2020/21 through various projects.
- The 'Confident with Cash' project helped over 500 people, who have disabilities or are part of 'team around the family' projects with financial, debt management and welfare benefit advice. This project is jointly commissioned by the Councils Supporting

People, Families First and the Homelessness Team, (provided via Citizens Advice).

- 550 residents were helped by the Supporting People programme to reduce their combined debt by over £406,000, through referring them for specialist money and debt advice.
- We provided access for rough sleepers through an enhanced GP service and a dedicated Welfare Benefits Officer for homeless individuals.
- Worked in partnership with our colleagues in Aneurin Bevan University Health Board, to deliver psychology and psychiatric support, including rapid access to assistance for those with substance misuse concerns.
- One of our housing association partners successfully completed the redevelopment of the former Caerphilly Magistrates Court site, resulting in 34, 1- and 2-bedroom apartments and 4 houses, all built to the Passivhaus standard, supported by £4.57m of Welsh Government grant funding to build these homes. The redevelopment of the former Cwm Ifor primary school site will create a further 17 units in 2021.
- Delivered over 18,000 support sessions to sustain tenancies, resulting in no increase in evictions. Many of these support sessions needed to be face-to-face due to the complexity and nature of support required.
- 133 individual minor adaptations were carried out in residents' homes, totalling over £32,000. As we were only able to complete priority tasks during April to August of 2020, due to the pandemic shutdown, routine adaptations had to be completed from September onwards.





- £108,000 was spent on 22 major adaptations, including £64,000 of Disabled Facilities Grants and £44,000 within Council homes. Those adaptations don't include works completed via the Welsh Housing Quality Standard works in Council homes.

**The Welsh Housing Quality Standard (WHQS) was introduced in 2002, to ensure all homes are of a good quality and suitable for the needs of existing and future residents.**

- Throughout 2020 many staff were redeployed to the Council's 'Buddy Scheme', where they were helping vulnerable residents access medicines and food during the pandemic.

## What went well in 2020/21:

- The Covid-19 pandemic had a significant impact on our community and the multiple national lockdowns that followed, which meant we urgently had to re-shape how we delivered our service. Despite the pandemic many of the actions we took helped us achieve successful outcomes and perform well during the year, and in many instances beyond our expectations.
- We are still on target to meet the Welsh Government's revised target date of December 2021, ensuring tenants' homes will meet the Welsh Housing Quality Standard.

- Community engagement for the WHQS environmental programme was completed in March 2020 and we consulted with 82 communities throughout the borough. The focus of the programme is now to deliver on those projects including the increase of play provision for children and young people through the addition of skate parks at Ty Sign and Penllwyn and a playpark at Forsythia Close, Ty Sign.
- We have completed a long-term asset management strategy to make sure all our homes will continue to be maintained to the national standard once all Council homes are completed to the WHQS.
- The Council is working closely with Arc4 to produce a Local Housing Strategy, which will be introduced in the latter part of 2021.



- One of our housing association partners successfully completed the redevelopment of the former Caerphilly Magistrates Court site, resulting in 34, 1- and 2-bedroom apartments and 4 houses, all built to the Passivhaus standard, supported by £4.57m of Welsh Government grant funding to build these homes. The redevelopment of the former Cwm lfor primary school site will create a further 17 units in 2021.

**A Passive House is built to a standard, which reduces the buildings ecological footprint.**

- We used Welsh Government funding during the pandemic, to provide temporary accommodation to meet the needs of the homeless.



- The Caerphilly Keys project is actively developing a pool of accessible, affordable private rented accommodation, co-ordinating tenancies through engagement with landlords. This enables us to meet our obligations by offering accommodation to homeless or potentially homeless people. All tenancy support is provided by the Pobl housing association and is funded by the Welsh Government's Housing Support Grant. To date 83 households have been housed through the Caerphilly Keys project and we are currently working in partnership with DWP (Department of Work and Pensions) to deliver flexible support to all Caerphilly Keys tenants.

**The Caerphilly Keys project is a partnership that helps private landlords find long term tenants for their properties. The project has a dedicated team who help match appropriate tenants with relevant properties.**

- The re-classification of a sheltered housing scheme to older person's accommodation has been completed. Several older persons units have been re-classified for general needs accommodation, and a former extra-care scheme has been decommissioned and re-classified as sheltered accommodation. We continually review to identify additional properties that may be suitable for re-classification.

**Re-classifying a building is to change the intended use of that building.**

- Good progress is being made with the Supporting People team to develop a 'Housing First' project for people with complex needs.

**A housing first project is a 'model' for housing people as a priority before dealing with the complex need's they may have after they have been housed.**



## What have we learnt and where do we need to improve:

- The Covid-19 pandemic highlighted a need for us to change the way we work. It became clear that we were not sufficiently equipped to deliver all our services remotely at that time, however, where staff were equipped to do so, it resulted in significant benefits to our staff and customers.
- The Council reshaped its services during the first two quarters of 2020/21, prioritising services to vulnerable residents and communities. Employees of some housing services were temporarily redeployed, to support other essential services, such as the Council's 'Buddy Scheme', which supported vulnerable residents by finding volunteers to shop or get prescriptions for those isolating. As a result, performance for these aspects of the Housing service, and those restricted or suspended in line with Welsh Government guidance, fell below that reported in previous years.



- Maintaining essential services whilst operating under limitations has been difficult, but the commitment and support provided by our employees has been excellent and clearly appreciated by our customers. We expect performance to recover during 2021/22, as restrictions are lifted.

- We were only able to make limited progress on increasing the percentage of social housing stock that has an accessibility code this year.

**Accessibility codes are a guide to describe how accessible a property is likely to be. Categories range from A for properties that are fully accessible for wheelchair users, to D which are the least accessible for those with limited mobility.**

- We provided a smaller number of adaptations, grants, and loans this year than we usually would.
- We were not able to carry out all planned energy efficiency improvements to residents' homes, due to being unable to access sufficient external funding.
- Owing to much-reduced levels of engagement, reduced capacity in the team, and Covid-19 restrictions we failed to reach the target for the number of empty properties being returned to beneficial use.
- Due to delays in new affordable home schemes going through the planning and Sustainable Urban Drainage approval systems, we were not able to draw down the full allocation of the Social Housing Grant to build those new homes as anticipated.
- The Welsh Housing Quality Standard programme needed to be extended by 12 months (December 2021) due to the pandemic, so we have needed to delay the implementation of the Post Asset Management Strategy.
- We have had to delay work on a new Local Housing Market Assessment on the advice of Welsh Government.



## Our focus for the future:

Two years of this objective remains and some of the actions are yet to be completed, and other actions are happening annually. As we come out of the pandemic, we will need to understand the full impact it has had on the borough and how we will provide our services in the future.

### Specifically, we will focus on:

- Developing 17 units of Passivhaus homes at the former Cwm Ifor Primary school site (Untitled Welsh Housing Association).
- 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, which we are on target to achieve.
- A new empty homes team will be put in place, to return more empty homes to beneficial use and continue to participate in phase 2 of the Welsh Government's Valley Taskforce initiative, providing grants up to £25,000. Just over a hundred grant enquiries have been made and it is hoped they will be completed in 21/22.
- 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.

- Moving forward we need to ensure the Housing Solutions team can respond proactively, meeting the needs of those whom we have a duty to assist. We are devising a Homeless Project Plan to identify clear priority areas to enhance the service. This will allow us to refocus on early intervention and prevention, meeting the requirements of those presenting with complex needs.
- 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.
- 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 introduce a new Local Housing Strategy.
- 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 ECO 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.

**Energy Performance Certificates (EPC) are a rating scheme to summarise the energy efficiency of buildings. Buildings are rated from A to G.**



# Well-being Objective 4:

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

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### Summary of progress:

This objective has 6 long-term outcomes. At present this objective continues to be progressing well in relation to most of the key outcomes related to this Well-being Objective. Due to constraints caused by the pandemic this objective is doing as well as can be expected.

Development of the strategic outline business cases for the Council's committed Metro Plus Schemes have made significant progress with good engagement from Transport for Wales (TfW). Although the gestation time for transport schemes can be lengthy, this work will translate to some physical improvements being delivered towards the end of the 5-year plan period.

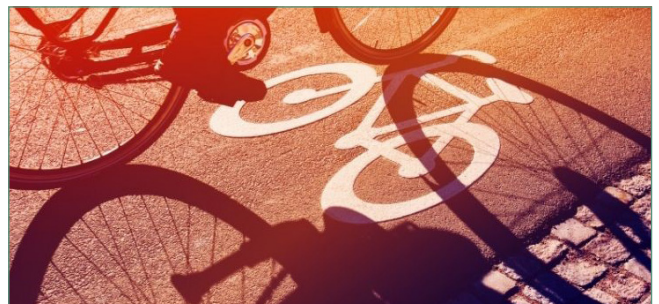
The Covid pandemic has significantly impacted on all public organisations and services, stretching resources, and in particular, adversely impacting on public transport services.

As a result, Welsh Government and Transport for Wales have been focused on maintaining these services and keeping the Core Valley Lines transformation programme on track. Therefore, no progress has been able to be made on considering new future rail routes, or, the legislative changes required to facilitate changes to the regional and local bus network.

It remains to be seen what medium to long term impact the Covid pandemic is likely to have. This may present some additional challenges for public sector organisations to address.

### What difference have we made:

- We continued 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.
- We have progressed the statutory review of the Active Travel Integrated Network Map with public consultation and engagement (due to be completed by December 2021).
- We delivered a £980k package of sustainable transport measures with the Welsh Government Covid response funding, focusing on Active Travel and Social Distancing Schemes.



- The Council continues to work with the delivery of the South Wales Metro, whereby, a £30m jointly funded investment package for Metro Plus Schemes was agreed with Welsh Government at the start of 2019/20. The Welsh Transport Appraisal Guidance and Royal Institute of British Architects (RIBA) work has progressed well for the new proposed Caerphilly Interchange Project. This refers to the standardised stages of scheme and project delivery (strategic definition through the design stages to construction, handover, and use).



- The development of the outline business cases for the new Llanbradach Park and Ride and Ystrad Mynach Park and Ride extension schemes, as part of Metro Plus Schemes, has been completed. Feasibility design will commence throughout 2021/22.
- Bus stop improvements in the Mid Valley Area have been substantially delivered in 2020/21. Design and construction of the last phase of bus stops for 2021/22 is also progressing well.
- In Caerphilly, Virgin are building high speed broadband connections with a 350Mb broadband speed with capability of up to 500Mb, for 12.5k homes, with 5964 of these completed and released in 2020. At present Virgin are releasing between 300 – 500 homes every month. Sales figures so far are between 25-30%, which Virgin deems to be very good. The Caerphilly build will look to finish near the end of 2021. This is an important part of the transportation and communication network, as it will improve access to digital information, both online and at all points of transportation stops and pick-up points, for example electronic bus and train stop information boards, as well as access to website and on-line intelligence about transport links, network operations, timetables, routes and interruptions of service.
- Installation of new electric vehicle fast charging units have been installed at 11 public car parks locations across the county borough.

## What went well in 2020/21:

- Despite the impact of the Covid-19 pandemic, Transport for Wales (TfW) are progressing the detailed design for the Core Valley Lines (CVL) Transformation Programme without any apparent delay to the overall delivery timeline, of December 2023. The Rhymney Line and CVL are part of the South Wales Metro Project (2019 to 2024). A Welsh Transport Appraisal Guidance (WelTAG) Stage 1 study was commissioned via TfW and completed for the Central Rhymney line Park & Ride study. This confirmed support for the Llanbradach

and Ystrad Mynach, Park and Ride proposals. A 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 continues to be 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 Royal Institute of British Architects Stages 2 & 3 study and design in 2021/22 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 Welsh Government and 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 officers are working with Welsh Government 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 Welsh Government. 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.

- Transport for Wales (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 deliver by 2024. Details of the revised business case are expected to be shared by TfW with key stakeholders in 2021. 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 has been substantially improved. The outstanding works will be completed in the first quarter of 2021/22.
- £980k was secured from Welsh Government's in year Sustainable Travel Covid Response Grant.
- This funded social distancing schemes in Blackwood and Bargoed (widened footways with parklets), Risca and Fleur-de-Lis (bus stop improvement) and active travel schemes in Maesycwmmmer (pedestrian crossing), Nelson (one way , footway and cycleway) and Ystrad Mynach (Lewis Street cycleway).
- Installation of 17 new electric vehicle 22kw fast charge points for residential and public use in 11 of the Council's public car parks. This was part of the Gwent Wide Scheme that installed 62 new dual electric vehicle 22kw fast charging units at 34 sites.
- 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 516mbs download (50x faster than the standard UK broadband). Virgin are nearing the end of the fibre network construction in Caerphilly, with 10,500 homes reached to date, the final 1,500 homes to be reached by July 2021. Sales penetration in the area has been great with 39%\* of customers choosing to take service with this provider.

\* (% based on 12-month average).

## What have we learnt and where do we need to improve:

- Whilst the Covid-19 pandemic has significantly 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 website hits and responses). The use of online data mapping has proved to be very effective and easy to use. This form of public engagement will 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.



- Resourcing projects has been a challenge due to lack of experienced and qualified engineers within the sector. An investment in "grow our own" apprentice programme has commenced but future funding of further initiatives is required.
- Welsh Government 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.

- There have been some delays to project development because of the impact of Covid stretching resources and having to deliver on the £980k Covid response fund that was unplanned works.
- Delivery of all flood response schemes due to prioritised workload focussing on Covid response.
- Development of a forward work programme of “shovel ready” schemes due to lack of resources and diversion of resources to Covid response work.
- Resurfacing of some significantly deteriorated roads as these were, located in high density residential areas. With increased working from home and social distancing measures, resources were diverted to less populated areas for 2020/21 with the remainder of the programme re-prioritised to 2021/22.

## **Our focus for the future:**

### **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 and prioritised programme.
- Increasing our capacity for faster delivery of the Active Travel infrastructure programme.
- Increase key resources to be able to sustain delivery of key projects.
- Progress the detailed architectural design for Caerphilly Interchange and target the new UK Levelling Up Fund for its delivery by March 2025.
- Design of the Llanbradach and Ystrad Mynach Park & Ride schemes.
- Review the updated business case for the Ebbw Valley Railway, ensuring the Council’s priorities for Crumlin and Newbridge are considered.
- Continue to develop the Electric Vehicle (EV) charging infrastructure for public, taxi and public transport use.

# Well-being Objective 5:

## Creating a County Borough that supports a healthy lifestyle in accordance with the sustainable development principle within the Well-being of Future Generations (Wales) Act 2015

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### Summary of progress:

The impact of the coronavirus pandemic from February 2020 presented a range of unprecedented challenges for the residents of Caerphilly County Borough and for several of the programmes that contribute to this Objective. It has meant that progress has not been as expected, but it also makes this Well-being Objective even more relevant going forward. There remains much to do.

have an Active Gwent membership which allowed them to attend leisure services in their own county.

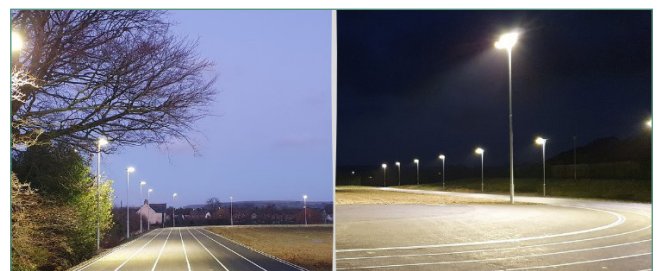
- Additionally, the benefits of green space for our mental and physical health have become more apparent during the enforced period of change to our daily lives brought about by the pandemic. The public turned to green spaces to walk, exercise and to meet under lockdown.

### What difference have we made:

- Despite the challenging circumstances, a great deal has been achieved over the year.
- We have made significant investments in physical infrastructure that will enable a healthier lifestyle for our residents, including the opening of the athletics track in Oakdale, a jogger's path, leisure centre improvements, and new artificial sports pitches. Despite the challenges of the pandemic it has still been possible to sustain a range of opportunities for residents of the county borough to live healthy lifestyles.
- Services have responded to the pandemic by adapting to the challenging circumstances, for example the delivery of virtual opportunities to participate in activities. The open leisure membership allowed those who had a membership in counties across Gwent to attend local leisure facilities whilst the lockdown was in place. This new initiative, called Active Gwent, allowed those who live in Caerphilly, Blaenau Gwent, Torfaen, Monmouthshire or Newport who were members of leisure providers outside of their local area to

### What went well in 2020/21:

- We developed an Athletics Track in Oakdale that will support education, community use and future club development. We have also enhanced two multi use 3G pitches at Lewis School, Pengam and Ysgol Cwm Rhymni, Fleur de Lys.



- This summer will see the completion of the jogger's path at The Showfield in Blackwood.
- By accessing funding from Sport Wales, we have developed an enhanced outdoor facility at St Cenydd Campus from an aged and poorly maintained Astro Turf Pitch to a new multi-use 3G facility. We are also working collaboratively with Play Wales and Welsh Government to access funding that supports and increases the opportunity for



sport and physical activity and enhanced play activity in our leisure centres, parks, and tourism venues.

- We are maximising the realignment of the Welsh Government Free Swim Initiative capital funding allocation to improve the provision and opportunity of aquatics across our portfolio of leisure centres. An example of this is the provision of aquatic based spin bikes at Heolddu Leisure Centre, the first in South East Wales, building upon the significant growth in group cycling across the UK.
- During the year there has been a significant investment into the enhancement of the fitness suite provision at Newbridge Leisure Centre, scheduled to open later this year.
- We developed a dedicated 'free to access' YouTube channel that is providing a range of Group Exercise classes that would traditionally be available in leisure centres.
- We have collaborated with other local authorities in Gwent to provide an 'open membership' for residents to visit their nearest leisure facility (when appropriate) to reduce travel requirements and comply with Welsh Government guidance.
- We are working closely with the Aneurin Bevan University Health Board on the green prescription initiative in the Upper Rhymney Valley to reduce obesity levels and increase active participation.
- We provided a targeted provision of bespoke activity for customers registered on the National Exercise Referral programme. This included virtual and hard copy resources.
- We ran school holiday programmes that were delivered virtually in collaboration with a range of local clubs and organisation.



- The number of visitors to country parks has seemingly increased significantly during the year. Unfortunately, the system counter that we use for recording the number of visitors to our parks was not functioning at end of 2020/21. However, from our observation, there appears to have been a potential increase of 25% to 40% on numbers in Country Parks at times during the lockdown and opening up periods.
- The increased use of country parks and green infrastructure will have helped mitigate both physical and mental well-being health issues that may have arisen due to the pandemic.
- The usage of the Public Rights of Way network, which totals some 800km of pathways and tracks accessible to our residents, has increased during the pandemic.
- During the autumn/winter period, several enhancements were undertaken at key entrances (or gateways) into the county borough to improve the visual aspect and provide residents with a 'feel good' factor.
- A number of skate parks and outdoor gyms have also been installed as part of the Welsh Housing Quality Standard (WHQS) programme.



- At the start of our maintenance season in the spring of 2020, the UK went into a national lockdown and subsequently our traditional maintenance programme was paused. This allowed many areas to flourish with wildflowers and provide increased habitat for wildlife. The interest shown in wildlife by the public has increased during the past year with over 300 seed packs being requested from residents and usage of the Countryside website increasing.

- The Rural Development Programme 2014-2020, which is funded by the Welsh Government and the European Union, has continued to work with and support rural businesses, including those in the food production and recreation fields.
- Within the borough the majority of allotments continue to be oversubscribed, they provide both local produce and health benefits.
- The period dignity working group continued to operate during the pandemic, and 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. We have developed a structured process that ensures products are delivered directly to schools and made freely available to girls throughout the year (primary and secondary). Educational resources that support our young people's knowledge on eco-friendly products have also been made available.



## What have we learnt and where do we need to improve:

- Despite the difficulties presented to us by the pandemic, we have quickly adapted our services to deliver a digital platform that covered and engaged with a broad range of users. This included the National Exercise Referral Scheme. Over 60 different Group Exercise Classes and a programme of activity were delivered in collaboration with a broad range of partners to our young people during the pandemic. The role of people of all ages engaging in sport, active recreation and subsequently leading healthy lifestyles has increased in prominence during the pandemic and as such the targets associated with this objective have become even more prevalent.

- We didn't sign up any new clubs to the 'Let's Go Girls' campaign due to the pandemic so our Sports Development Team will be picking this back up and restarting the initiative as soon as possible.
- Caerphilly Sport and Leisure swimming pools were closed to the general public and primary schools due the restrictions imposed by Welsh Government as a result the pandemic. As a result of these closures, no swimming lessons for any school children took place.
- A number of programmes are being developed, supported by targeted Welsh Government funding, that aim to increase participation utilising the broader outdoor environment that exists across the county borough. A Welsh Government funded 'recovery' programme will see a number of new initiatives aimed at increasing the opportunity to all residents to engage in sport and active recreation.
- We haven't completed an audit for the Daily Mile due to school closures, but at the last audit our records showed 43 schools participating.
- The Healthy Schools Scheme was 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 2021. Although 20 schools have already achieved the Healthy Schools National Quality Award, this equates to 23% of our schools, and is still well above the national target of 10%. Schools can continue working towards local phase assessments in the meantime.



- 21 parents benefited from an evidence-based parenting programme in 2020/21. 491 parents also benefited from parenting interventions. These were on a 1:1 basis, delivering evidence-based programmes and programmes outside of the evidence-base. Due to Covid restrictions this is much less than last year when 60 parents participated in evidence-based programmes and a further 662 benefited from other parenting interventions.
- We wanted to engage with a minimum of 5 new settings to promote the Healthy and Sustainable Preschool Scheme (Hey Scheme), but we only managed to sign up one new setting this year due to Covid. This was not a priority for childcare settings across the board as their focus was on Protective Measures and keeping children safe. In comparison to other LA's, being able to sign up one new setting was a good achievement. We are on track to sign up 5 new settings next year and to move settings between phases of the scheme.
- All led walking groups had to be stopped following the first lockdown, so as a result there are no numbers to report. Independent self-led walking has undoubtedly gone up, but we are unable to evidence this increase, so we are looking at alternative ways to capture the data to show growth in independent local walking. We were unable to run the Caerphilly Challenge during 2020/21, however going forward our walking groups should be able to re-start and we are hoping that we will be able to deliver the Caerphilly Challenge Series in a way which will be compliant with government guidance. Early bookings for the 2021/22 event are already oversubscribed.
- During the pandemic incidence of enviro crime such as fly tipping has risen substantially resulting in the Enforcement Team devoting more time to investigating fly tipping and less time patrolling for dog fouling and littering. Dog fouling and littering affects the authority's ability to provide a safe and clean environment to enable a healthy lifestyle.
- The pandemic has highlighted the huge inequalities and the dangers posed by widespread food poverty and diet-related ill-health. At the same time, the impact on jobs and businesses across the food sector will have a long lasting social and economic impact on our high streets and communities.
- When schools closed on the 20th March 2020 due to coronavirus, the Council's Catering service faced a huge logistical challenge as to how they could meet the needs of over 6,000 Free School Meal pupils within the borough. This challenge was met with the support of staff from Sport and Leisure and other services across the Council and has operated ever since with Free School Meals delivered to families during all school holiday periods and those eligible pupils who have needed to isolate due to coronavirus. We worked in partnership with local suppliers to provide us with a range of foods such as milk and bread and this helped provide small business with work to keep them going throughout the pandemic. During this time Free School Meal take-up has also been increased from 68% to 96% of those eligible.

## **Our focus for the future:**

- The impact of the lockdown measures associated with Covid 19 have no doubt impacted the services ability to deliver against stated objectives associated with this objective. Now, more than ever, as we emerge from the pandemic, we need to deliver against the vision and ambitions set out in the Sport & Active Recreation Strategy (2019 – 29) to ensure a county borough that supports a healthy lifestyle. A primary example would be the percentage of children aged 11 years who are able to swim 25m due the closure of leisure centres, so we will be supporting an appropriate 'catch-up' programme and this will become a priority as restrictions continue to ease and a return to engagement with schools, likely from September 2021.
- We will use targeted promotions and engagement through a range of media,



with all customers, to support the recent investments to provide the most appropriate environment to encourage customers to return to our leisure centres. This will include open days, catch up programmes, targeted promotions and, importantly, operating practices that support ensuring high levels of customer confidence and advocacy.

- We will continue to encourage residents to maximise the use of our green spaces to support both physical and mental wellbeing. This will include promoting and developing our county parks, supporting our local clubs and organisations and encouraging use of the new joggers path, along with continued collaboration with various partners to deliver dedicated programmes and activities in outdoor settings.
- A full review on whether Healthy Schools accreditations can continue will take place in early 2021/21.
- The Period Dignity working group want to ensure grant money is utilised to provide girls with eco-friendly products. All young people receive education on the need for eco-friendly products, as well on how to use them correctly. We will also be developing a more suitable logistical plan to ensure that products are distributed to schools and girls more frequently.
- Going forward we propose to add an outcome in relation to increasing the awareness, availability of local and affordable healthy food by working across sectors to develop and deliver a joint vision for a better food system to support the health and prosperity of residents, communities and environment.

**For this project our proposed new actions are:**

- Mapping current food policies and strategies, assets, and initiatives across Caerphilly.
- Establishing and developing of a dynamic, high impact food partnership.

- Coordinating a multi-strand consultation on key food issues, opportunities, and priorities.
- Developing a food vision and more detailed food plan for Caerphilly.

Community Regeneration are working with the Regional Development Plan team in relation to the food poverty agenda and are appointing to a post that's currently out to advert

This year we will be taking a report forward, following consultation with local members on more sympathetic grass cutting regimes with an aim of increasing biodiversity and ecology across the borough.



# Well-being Objective 6:

## Support citizens to remain independent and improve their well-being

### Summary of progress:

In 2020/21, the 3rd year of our 5-year plan we have made good progress towards achieving our Well-being Objective, despite the Covid-19 pandemic and only being able to focus on essential services throughout considerable parts of the year, therefore we judge this Well-being Objective is progressing well.

The number of people receiving services is consistent across the year. Due to the pandemic the levels dropped since we had to exclude day services (people with complex needs) as they have not been attending for over 12 months but are now having a community support service. For the same reasons a lot of service users cancelled services as they were shielding, and the family were providing support at the time, this decrease has seemed to level out now.



### What difference have we made:

- Although, some data shows that parts of the service under-performed this year, when compared with previous years, we expect to see an upturn in performance as Covid-19 restrictions are eased and society returns to normal. We capture the impact our services make on people's health and wellbeing by recording service user experiences.
- Given the Covid-19 Pandemic, it is reassuring to see that 25% of all referrals made to Children's Services proceeded to

an assessment. This compares favourably to pre-Covid levels and demonstrates that those cases in greatest need continued to be responded to despite the lockdown restrictions within the period.

- However, there is no doubt that the timescales for completion of assessments was adversely affected at the start of the year by Covid-19 with the majority being out of timescale due to families being unavailable because of shielding or being symptomatic. Performance has improved significantly by the end of the year.

### What went well in 2020/21:

- Social Services have an effective Information, Advice and Assistance (IAA) Service in place that fully meets the requirements of the Social Services and Well Being (Wales) Act 2014. All staff have received 'what matters' training in line with a national programme supported by Social Care Wales and Welsh Government. A dedicated Officer has been appointed to support the further development of the Dewis Cymru website as the 'go to' site. Dewis Cymru is a website that has lots of information and advice about well-being. Along with information about the people that can help you in the local area.



- Home First, Emergency Care at Home and Discharge to Assess Schemes are all now fully operational. Welsh Government have confirmed grant funding is in place until 31st March 2021 and both programmes have structured work plans and commissioned services in place. Supporting People continue to monitor and provide services to individuals who require support whilst in hospital. The Intensive Support Team (IST) provides the edge of care support for Children's Services and utilising grant funding, has been expanded to include a Child Psychologist, Education Worker, Health Visitor, a Family Meeting Service and additional Family Support Workers.
- A significantly enhanced range of support is now available to all carers including individual support, groups and leisure and social activities. These are all publicised through a regular newsletter.
- Net increases of 10 Shared Lives Carers and 15 Foster Carers have been achieved in the past 12 months. Current advertising is being revised to include reference to the MyST (My Support Team) Therapeutic Fostering service.



- Welsh Government requires each of the collaborative regions to deliver statutory advocacy services for children and young people. Caerphilly led the commissioning of the service on behalf of the Gwent region and has been acknowledged to be leading the work in Wales.

## What have we learnt and where do we need to improve:

- Social Services is an essential, frontline, key service and despite initial disruption to services during the first two weeks of the pandemic, service delivery returned to as near 'business as normal' as was possible very soon afterwards. This is a significant achievement given the global context and is testament to the resilience, dedication and determination of our skilled and committed workforce. They truly are the key workers who managed to maintain support to the most vulnerable people in our communities.



- What we have learnt and what we need to focus on improving going forward is the continued use of digital solutions, different media platforms and the creative ways that we have managed to engage with people. The blended approach to mixing face to face contact with virtual contact has worked well in ensuring monitoring arrangements are in place and support can be provided when needed. Similarly, the blended approach to home and office working to ensure staff wellbeing is promoted and safe services are delivered must continue and will undoubtedly improve as we move forward.

## Our focus for the future:

- Continuation of the secondment scheme to support Social Worker recruitment.
- Implement the learning points from the Care Inspectorate Wales Assurance Check.



- The purpose of the assurance check will review how well local authority social services continue to help adults, children and carers at this difficult time and the plans for sustainability of services into the future.
- Modernisation of adult's day services by listening to local people with learning disabilities about how they would like to spend their days and working to make this a reality.
- Working with people with learning disabilities in a person-centred way to identify and seek to meet their wants and aspirations rather than offering a limited menu of predetermined choices. Moving away from block contracts, centralised transport and provision and rigid financial structures to more flexible approaches.
  - Enabling and supporting people with learning disabilities to take risks.
  - Not further segregating people with health care needs, significant disabilities or who have behaviours that challenge services.
  - Listening to the sometimes differing, voices of people with learning disabilities and their family carers and paid supports.
  - Offering stability for those who wish it while recognising that change will be ongoing
- Progress the establishment of two new purpose-built respite houses.
- Plan for the potential ending of Integrated Care Funding.
- The Integrated Care Fund is allocated by the Welsh Government across Wales. The aim of the fund is to drive and enable integrated working between social services, health, housing and the third sector and independent providers to develop sustainable services. Although this Programme for Government initiative was due to come to an end in March 2021, Ministers have agreed a 12-month extension

until March 2022. This will allow time for a new approach to regional resourcing to be developed in readiness for April 2022. The scope and scale of future regional resourcing is currently being developed and will need to be agreed by Ministers.

# Section 3:

## Managing your money 2020/21

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The Council is the largest employer in the area with 8,296 staff providing approximately 800 services to our communities. We maintain 829 buildings, including 89 schools, 8 leisure centres, 18 libraries and approximately 10,805 council houses. These vital public services are funded from the Council's Revenue and Capital budgets, which for 2020/21 totalled £446 million.

We set principles that guide our financial decision making. As part of the challenging environment, we have reviewed our financial principles in line with our Cabinet commitments and the Council's values and vision. Following our review, we believe our Medium-Term.

### Financial Principles remain relevant and are set out below:

- Seek to protect services for the most vulnerable whilst continuing to evaluate all other services.
- Limit the impact of cuts on front-line services where we can whilst continuing to reduce expenditure and explore opportunities to generate new sources of income.
- Adopt a longer-term approach to financial planning that considers the impact on future generations.
- Accept that we will not be able to maintain existing levels of service but will introduce more innovative ways of working through the use of emerging technologies.
- Engage with our communities to understand their needs and explore options to deliver some services through collaboration, partnerships, community trusts etc. to ensure that communities remain resilient and sustainable in the longer-term.

The Council plans and approves its budgets on a 5-year financial planning cycle, which takes account of historical trends and spending patterns, national and local initiatives and access to multiple funding sources, some of which change year-on-year.

During the period 2008/09 to 2020/21 the Council has delivered savings of £106million to address reductions in funding and inescapable cost pressures.

In 2020/21 the Council received an increase of 5.49% in the funding it receives from the Welsh Government. However, it also had to deal with a range of additional unavoidable cost and service pressures. As a consequence of these pressures, the Council agreed savings totalling £3.007million for the 2020/21 financial year.

The Council manages two main categories of expenditure i.e. revenue (every day running costs for services) and capital (specific costs for updating and maintaining key assets and implementing major new projects).

### Revenue Budget

The 2020/21 revenue budget totalled £356.13m. The majority of revenue funding that the Council receives comes from the Welsh Government in the form of a Revenue Support Grant. Added to this is the money we collect from our residents and businesses in the form of Council Tax and National Non-Domestic Rates (Business Rates).



The table below shows the sources of funding that supported the 2020/21 revenue budget

Income	2020/21		
	Budget £m	Actual £m	Actual %
Revenue Support Grant	221.89	221.89	62.20
Business Rates	61.48	61.48	17.23
Council Tax	71.71	72.33	20.27
Council Tax	1.05	1.05	0.30
<b>Total</b>	<b>356.13</b>	<b>356.75</b>	<b>100.00</b>

The table below provides details of revenue budget expenditure for the 2020/21 financial year

Expenditure	2020/21		
	Budget £m	Actual £m	Actual %
Corporate Services	22.02	19.34	5.87
Education & Lifelong Learning	146.28	133.18	40.43
Communities	42.89	41.24	12.52
Social Services	95.11	89.56	27.19
Miscellaneous Finance	49.83	46.05	13.99
<b>Total</b>	<b>356.13</b>	<b>329.37</b>	<b>100.00</b>

The revenue budget underspend for 2020/21 is £26.76m, which includes an underspend of £10.07m for schools. In addition to this, the Housing Revenue Account (HRA) reported an underspend of £10.02m. The HRA is a separate statutory ring-fenced account representing the rent paid to the Council for its housing stock and the expenditure to fund the upkeep of these properties.

The level of underspends for 2020/21 are significantly higher than in previous years and reflect the unprecedented impact of Covid-19 on changes in working practices, along with the scale of one-off financial support provided by the Welsh Government (large elements of which were not received until the latter part of the financial year).

The emergence of Covid-19 posed a significant and unprecedented challenge to our way of life and the way in which the Council provides services. In response to the pandemic and the initial lock-down the Council refocused, repurposed and reshaped its priorities and how it works within a very short timescale. This ensured that we were well placed and equipped to respond to the immediate needs of our communities. The Council incurred significant additional costs due to the pandemic and also lost income in several areas. However, the Welsh Government provided a substantial support package to help Local Authorities manage the financial impact of Covid-19 during the 2020/21 financial year, with the Council receiving £32.8m.

## Capital Budget

Capital Expenditure varies year-on-year and budgets are allocated from specific funding sources.

**The table below provides a summary of capital budgets and capital expenditure for the 2020/21 financial year**

Capital	2020/21		
	Budget £m	Actual £m	Actual %
Education & Lifelong Learning	12.70	5.27	10.15
Communities	27.18	19.61	37.76
Social Services	4.23	0.97	1.87
Private Housing	6.09	0.56	1.08
Housing Revenue Account (HRA)	29.68	20.39	39.26
Other	10.11	5.13	9.88
<b>Total</b>	<b>89.99</b>	<b>51.93</b>	<b>100.00</b>

The 2020/21 capital underspend of £38.06m is mainly due to delays in progressing schemes and this funding has been carried forward into the 2021/22 financial year to enable schemes to be completed.

### Future Financial Outlook

Due to the ongoing programme of austerity and increasing demand for a number of services, the financial position for Local Government has been very challenging in recent years. During the period 2008/09 to 2020/21 Caerphilly CBC has delivered savings of £106m to address reductions in funding and inescapable cost and service pressures.

For the 2021/22 financial year the Council received a welcome increase of 3.1% in the funding it receives from Welsh Government to support the revenue budget. The Welsh Government has also committed to provide further one-off funding to address the ongoing financial impact of Covid-19 to 31 March 2022. However, moving forward the funding situation for Local Government is likely to be challenging due to the unprecedented fiscal impact of Covid-19 and the strain that this will put on public finances for years to come.

Caerphilly CBC's budget for the 2021/22 financial year was approved by Council on 24 February 2021. Council was also presented with an updated Medium-Term Financial Plan (MTFP) based on a range of assumptions that showed a potential savings requirement of £21.1m for the four-year period 2022/23 to 2025/26.

At its meeting on 12 June 2019, the Council's Cabinet approved the Future Caerphilly Transformation Strategy, which was launched as TeamCaerphilly - Better Together. This Strategy is a key strand in helping the Council to maintain financial resilience and is being integrated into our medium-term financial planning moving forward.



The Strategy sets out details of a major transformation programme to examine how services are prioritised, how they can become more business efficient, to explore opportunities for greater customer focus and digital delivery, and to consider alternative delivery models and seek out commercial opportunities. Furthermore, to enable the Council to continue providing high quality value for money services in an environment that will require new approaches and new skills, a new relationship is being built with staff and with our communities.

The learning that the Council has developed through its response to Covid-19 has helped reshape and expand the transformation programme. At its meeting on 22 July 2020, Cabinet endorsed the inclusion of ten corporate reviews within the Team Caerphilly - Better Together programme, all of which expand on or embed further many of the positive changes implemented in response to Covid-19.

**The ten corporate reviews are as follows:**

- Walk in Services Review.
- Remote Contact Review.
- Front Line Delivery Review.
- Support Services Review.
- Information, Insight, and Intelligence Review
- Flexible Working Review.
- Sustainable Financial Planning Review
- Workforce Development Review.
- Corporate Volunteering & Community Partnership Review.
- Decision-Making Review

# Section 4:

## What our regulators told us

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Audit Wales carries out a range of work and provides us with proposals for improvement and recommendations. We also have other regulators such as ESTYN who look at our schools and education standards and Care Inspectorate Wales (CIW), who regulate social care. Each year we provide a summary of what our regulators have told us.

Due to the pandemic, Audit Wales reduced its work schedule for 2020 to focus on supporting Local Government through recovery work. Below is a list of the works carried out since we last reported our Performance Audit Work for 2020/21.

### **Well-being of Future Generations Act (Wales) 2015 (WFG Act) examinations**

This was an examination of the extent to which the Council acted in accordance with the sustainable development principle when delivering our approach to preventing avoidable hospital admissions and enabling timely discharges.

The Report Summarised “Our examination found that: There are examples that show how the Council has applied the sustainable development principle in practice, however it will need to consider how it can effectively meet anticipated challenges over the longer term”.

The final report issued November 2019 and the action plan for improvement areas is now completed.

### **Delivering Good Governance Review –**

the review sought to answer the question: ‘Is the Council improving its governance arrangements so that they support its transformation agenda?’

The overall summary was that “Overall, we found that aspects of the Council’s arrangements are not yet sufficiently well developed to support the increasing scale of the Council’s wide-ranging transformation programme”.

The Final report was presented to Governance and Audit Committee on 20 July 2021 and an action plan developed for those areas of improvement we agreed with.

### **Financial Sustainability -**

Phase 1 published local reports to councils with a national report in October 2020. Phase 2 was finalised in June 2021.

Due to the pandemic Audit Wales carried out general Covid 19 learning project which was due to capture ongoing lessons learnt and was not a traditional audit in this regard.

All action plans, recommendations and proposals are reported to our Governance and Audit Committee with the last progress update in June 2021 and these reports can be found on our [website](#).

All Audit Wales publications and reports can be found on the [Audit Wales Website](#).



## Section 5:

# Equalities, Welsh Language, and the Future Generations legislation

### Equalities (2019-2020)

We report progress to the Equalities and Human Rights Commission a year behind activity so the highlights and impact below are for the time period 2019/20.

- The All Wales School Liaison Core Programme delivered 1,046 lessons with 498 of them focussing on bullying, diversity, respect or lack of respect and coercion.
- The Disability Work Programme, run by Property Services, spent £65,000 on supporting disability Access improvement works.
- Significant work has been undertaken to engage with a large number of local businesses with a high percentage of European Union (EU) Nationals in their workforce to work with them regarding the European Union Settled Status Scheme. The work continues through working closely with recruitment agencies to reach a higher volume of EU Nationals and support local Brexit resilience.
- The Strategic Equality Plan 2020-2024 was developed and consulted on. The Plan was adopted by full Council in October 2020.
- A number of awareness days were celebrated or marked including Hate Crime Awareness Week, LGBT History Month, Diwrnod Shwmae, International Men's Day which focussed on mental health, Dementia Awareness Week, Pride Cymru, Welsh Language Rights Day (Mae gen i hawl) and Holocaust Memorial Day. Hate Crime Awareness week was marked by supporting regional community based initiatives. Corporately we partnered with Show Racism the Red Card and launched the Wear Red Day and worked with local rugby clubs who promoted Hate Crime Awareness Week in their supporting match literature and via their social media channels.



- Intergenerational work between Caerphilly 50+ Forum and Lewis School Pengam continues with the school working with Trafalgar Care Home in Nelson to produce poetry for a Poetry Together event, hosted by Gyles Brandreth and attended by the Duchess of Cornwall.
- The work of creating Dementia Friends progressed further with 1,395 people across the county borough now Dementia Friends and 10 additional Dementia Champions trained. The focus now is to involve young people and create more Dementia Friendly Schools and work to make Bargoed our first Dementia friendly town.



## Welsh Language

- There were 2 Welsh language complaints recorded this financial year. One related to a joint Covid-19 update from the Chief Executive and the Leader issued during the local Caerphilly lockdown in English only initially, due to the urgent nature of its content, with the Welsh translation following. The council took a strategic decision to use an exemption given in its compliance notice, in relation to the publication of press statements of an urgent nature, especially during a global pandemic. The other complaint was from a resident who had not received a response to their initial service request and felt it was because the requests was submitted in Welsh.
- There was an increase in the number of Welsh speaking staff recorded on our HR system for 2020-2021 across all 3 Directorates.
- For the fourth year running we are seeing an increase in the number of staff learning Welsh with 246 learners having completed courses. A significant number of staff completed the 10-hour online part 1 and part 2 courses during lockdown, with 517 of these courses completed. Many of the staff who completed these courses were school-based staff and or who work in the social care sector.

- A number of service requests over the past two years have related to highways works signage being non-compliant with the Welsh Language Standards. During 2020-2021 the Equalities, Welsh Language and Consultation team worked very closely with Highways Officers to develop a guide which sets out examples of works signage in a compliant format. This guide has been shared with officers and contractors to ensure everyone is aware of the requirement and to reduce the number of service requests we receive regarding this issue. The guide can be seen in Appendix A of the Welsh Language Standards Annual Report.



- The Planning Department have upgraded the Public Access Platform, which enables people to search, track and comment on Planning Applications.

The software is being developed in partnership with LinguaSkin, and the Translation Team have been preparing translations to be fed into the system in readiness for it to be launched.

- The new Integrated Impact Assessment, which includes a section on the Welsh language was developed using the Welsh Language Commissioner's guidance on the Policy Making Standards. This section now requires officers to give more consideration on the impact on the Welsh language when developing proposals and policies.



- We have also highlighted the promotional work undertaken during 2020-2021 to promote the Welsh language and raise awareness of calendar dates where we celebrate the language and culture.



## Armed Forces

- Armed Forces Covenant Training - The Armed Forces Covenant is due to come into law for Housing, Education and Health by the end of 2021. Staff will have to apply 'Due Regard' in respect of the Armed Forces Community. The training provides an overview of the unique challenges of service life and how staff can help support the Armed Forces Community. It will help staff understand and apply the principles of the Covenant at a local level. It includes sources of further information and support.

### It includes sections on:

- What the Covenant is
- Who the Armed Forces Community are and what challenges they face
- How the Covenant is applied in real-life scenarios
- And AFC legislation (due to come into law Dec 2021)

The training has been adapted to be delivered online with over 100 Caerphilly staff trained since October 2020.

- A new Caerphilly Veterans Hub was launched in June 2021, the Hub provides veterans and service personnel with the confidence, skills to access the help they need, where and when they need it. It reinforces people's self-reliance, esteem, and self-empowerment. Run by veterans for veterans, it is place for a brew and chat with onsite support services available.



- Caerphilly County Borough Council appointed the Royal British Legion as Honorary Freedom of the Borough in recognition of their 100th Year Anniversary on 15th May 2021 and to honour the charitable work of the organisation supporting ex-service men and women and their families.
- Due to Covid restrictions we celebrated VE/VJ day digitally and promoted stay at home celebrations.



Remploy, to ensure that access to opportunities is maximised for participants with a disability or work limiting health condition.

**This year the PSB has championed important projects including:**

- Flu communication resource packs
- HPV Immunisation roll out to boys
- Enhancing access to the great outdoors (Tir-y-berth)
- Compassionate Communities integrated teams/open access drop-in sessions at the Rhymney Integrated North Resource Centre giving residents access to the Police, Citizen’s Advice, employment services, housing and tenancy support as well as support groups

You can read about this and much more on the Caerphilly Public Services Board website at the link [Caerphilly Public Services Board](#)

**Well-being of Future Generations Act (Wales) 2016**

Much of our partnership work is highlighted in the Annual Report of the Caerphilly Public Services Board (PSB) for 2019/20. This year’s report covered a longer 16-month period, up to September 2020, as all partners have inevitably been involved in responding to the Covid-19 pandemic. Taking a longer timeframe has allowed the report to showcase some of the amazing public and community sector response to supporting communities through this public health crisis.

This works supports our Well-being Objectives, for example the early years work has radically altered how we support children and parents in the early years, breaking down traditional barriers to help individuals irrespective of post code, this helps us to deliver our Well-being objective to improve education for all. The work of the apprenticeships theme securing 300 places of employment supports success of our Well-being objective ‘enabling employment’. We have also been working with partners including

**Decarbonisation**

We developed a ‘Decarbonisation Strategy’ in consultation with our stakeholders which was approved by our Council on 25th November 2020. The strategy is aimed at meeting the Council’s key ambition of becoming net carbon neutral by the year 2030 and is also in response to the Council declaring a climate emergency.

The strategy has two supporting documents, an Action Plan and the Energy Prospectus, under the 4 main headings of Reduce, Produce, Offset and Buy to get the Council to its carbon neutral target.

Existing emissions are being identified and quantified in line with Welsh Government reporting guidance on establishing baseline data. This information will form a vital part in identifying the key areas for the authority to focus its efforts and resources to reduce carbon emissions.

Across the organisation a significant number of projects are already being developed and delivered. These include a review of the Council’s entire fleet of nearly 600 vehicles with detailed plans and a 9-year strategy to transition

those vehicles to ultra-low emission vehicles. To date 9 new electric vehicles have been delivered and are in operation. Design work has been undertaken and tender documentation prepared to install the charging infrastructure to support up to 100 electric vehicles.



The existing programme of upgrading lighting to LED is being expanded to take in all CCBC owned properties.

A 20MegaWatt solar farm is being developed in the south of the county borough. The outline business case has been agreed and an application for planning permission for the project is anticipated to be submitted to Welsh Government in the autumn.

Significant upgrades have been made to the Council's housing stock to reduce carbon emissions and work to ensure that any new build properties are constructed to minimise both construction and operational emissions is well under way.



All land in Council ownership is being assessed to identify opportunities for tree planting to offset any unavoidable emissions. This is such an important area of work that we will continue to develop action and report on progress throughout the years.

# Section 6:

## How to contact us and how you can be involved

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

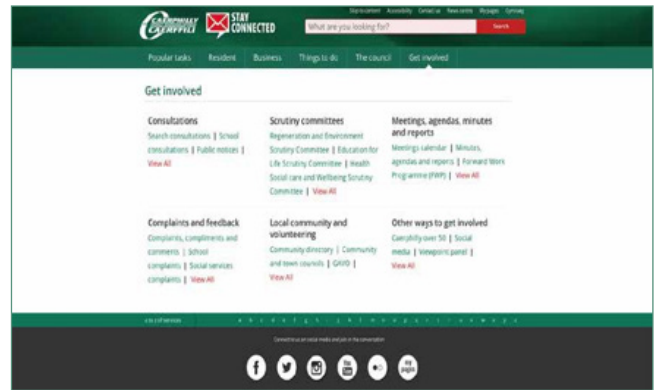
### You can contact us by:

email: [PMU@caerphilly.gov.uk](mailto:PMU@caerphilly.gov.uk)  
or via the Council Performance webpage and follow the instructions on screen.

### You can get involved in many ways.

Please have a look at our website.

[www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)



### Alternatively, please contact:

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### You can contact us via social media:



Os bydd angen yr adroddiad hwn mewn fformat gwahanol - er enghraifft PDF hygyrch, print bras, fersiwn hawdd ei ddeall, recordiad sain neu braille - cysylltwch â ni ar [cydraddoldeb@caerffili.gov.uk](mailto:cydraddoldeb@caerffili.gov.uk)

If you need this report in a different format - like accessible PDF, large print, easy read, audio recording or braille - please contact us at [equalities@caerphilly.gov.uk](mailto:equalities@caerphilly.gov.uk)

Further information can also be found on our website:

[www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)







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## Appendix: List of changes to Corporate Plan 2021/22

Page and Paragraph (if applicable)	Status - what has changed and why?	Will the change impact the objective?
Introduction Page 2	Update of Leaders Foreword for 2021	No
Page 3	Introducing the 2021 Cabinet updated with current Cabinet members.	No
Page 4	Reconfirming our Medium-Term Financial Plan principles	No
Page 5	New schematic to show connection of plans	No
Page 6 para 4.3	Minor update to the text in Corporate Plan and Well-being Objectives explanation	No
Page 6 para 4.4	Update of the Public Services Board narrative to explain journey from PSB to a Regional Board	No
Page 7 para 4.5	Update on Transformation Strategy with introduction of Corporate Reviews for 2021	No
Page 8 and 9	Brief explanation of each of the 10 Corporate Reviews	No
Page 10 para 4.6	Introduction and explanation of the Well-being and Place-shaping Framework	May assist delivery
Page 10 para 4.7	Introduction and explanation of the Strategic Recovery Framework	May assist delivery
Page 11 para 4.8	Paragraph introducing and explaining the Commercialisation and Investment Strategy	May assist delivery
Page 12	Paragraph introducing the new Decarbonisation Strategy	No
Page 12 para 4.10	Introduction of the organisation's values – how we will do our work	No
Page 13 para 4.11	Introducing the new Workforce Development Strategy	No
Page 13 para 4.12	Self-Assessment minor update with introduction of picture showing 'council performance framework'	No
<b>Objective 1</b>	<b>Improve Education for all</b>	
Page 15	Inclusion of photo of Cabinet Member	No
Pages 16 - 25	Complete re-write of this Objective. The outcomes remain the same.	No
<b>Objective 2</b>	<b>Enabling Employment</b>	
Page 26	Inclusion of photo of Cabinet Members	No
Page 27	Shortening of well-being statement	No
Page 28	Two new employability programmes added - Nurture Equip and Thrive & Adult Community Learning	No
Page 28	Remove reference to 'Legacy and Lift' as no longer relevant	No
Page 29	Child Care offer for Wales paragraph, minor update to savings made and hours available	No

Page 29	Para 6 added information about the new Caerphilly Academy on sustaining employment.	Yes, will improve delivery
Page 29	WHQS paragraph, minor update to explain change to completion date as a result of pandemic	No
Page 29	Procurement, introduces Regeneration Strategy 'Foundation for Success' with hyperlink to report on internet	No
Page 30	Updated paragraph on the 2019 Employment and Skills Plan.	No
Page 32	Steps to deliver the objective, 2 new actions added, Outcome 1, added new Caerphilly Academy Outcome 3 and 4, promoting social value measures	Yes, new actions support delivery
Page 33 – Resources	Update of new award and allocation for funding of programmes to 2022	No
Page 34	Addition of new measure for outcome 3	No
Page 35	Removed of Valleys Task Force as additional information (largely disbanded)	No
<b>Objective 3</b>	<b>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.</b>	
Page 36	Inclusion of photo of Cabinet Member	No
Page 36	Amendment to deadline in Outcome 1a, in line with Welsh Government deadline change because of the pandemic to December 2021	Yes, increase in time given to fulfil outcome 1a
Page 37	Word 'post' added to 2 <sup>nd</sup> heading part 1b (post-December) Sentence added to paragraph under outcome heading 1a	No
Page 37	Wording amended to 1 <sup>st</sup> paragraph under Outcome 2, including update to the number of households on common housing register and	No
Page 38	New paragraph added to the end of outcome 2	
Page 39	Number of privately owned properties amended under outcome 4 paragraph 1	No
Action Plan Changes Page 42	Note added under outcome 1a, extended to Dec 2021 due to the pandemic Deadline date amended to actions under Outcome 1 Annually recurring to 2021, New target date of 2021 introduced by WG due to the pandemic. 2021	No
Page 42	Five actions completed under Outcome 2 and removed: <ul style="list-style-type: none"> <li>• Obtain a decision by the Council in support of the development of new affordable Homes</li> <li>• Review designation of council accommodation for smaller households in light of changing demands.</li> <li>• Housing associations to complete bid for innovative housing programme Phase 1 and submit planning applications.</li> <li>• Housing associations complete bid for innovative housing programme Phase 2 To submit planning application, Development to start on site - Phase 1.</li> <li>• Complete Options Appraisal for remodelling 6 sheltered housing schemes that better meet the needs and aspirations of older people.</li> </ul>	No
Page 43	Two new actions added under Outcome 4	No

Page 44	Deadline to actions under outcome 5 amended to Annually recurring from 2018/19	No
Page 44	Two actions completed under outcome 6: <ul style="list-style-type: none"> <li>• Work in partnership with local authorities in the region to produce a Regional Homelessness Strategy and local action plan.</li> <li>• Explore potential model of 'Housing First' to reduce the level of homelessness for people who are unable to maintain tenancies due to mental health, substance misuse or chaotic lifestyle.</li> </ul>	
Page 44	Two actions under outcome 6 have been removed: <ul style="list-style-type: none"> <li>• Pilot a shared housing project for single people under 35 and evaluate its success – aborted</li> <li>• To undertake a Church's night shelter project between (December to March) each year to help tackle rough sleeping and work as part of the 'Housing First' Regional Homelessness Strategy - Action removed as the Council has to move away from this temporary accommodation type as directed by Welsh Government</li> </ul>	No
Page 44	Five new actions added under Outcome 6	No
Page 44	Actions completed under Outcome 7 <ul style="list-style-type: none"> <li>• Provide training for all frontline housing staff in mental health training and to support people sustaining their tenancies.</li> <li>• Work with Disability Organisations to review signposting arrangements.</li> <li>• Work closely with the Supporting People Team to identify additional support services.</li> <li>• Coordinate advice offered to ensure that there is no duplication or gaps.</li> <li>• Review the information we provide on our website to ensure it is up to date</li> <li>• Run the 'Confident with Cash' project (provided by Citizen's Advice) to provide finance / debt management and welfare benefit to families who have disabilities or are part of 'team around the family' projects. Run similar projects to support those families with housing related needs.</li> </ul>	No
Page 44	Three new measures added under Outcome 7	No
Page 44	Action reworded under Outcome 7 In addition to providing services in house, continue to commission specific agencies to assist those with benefit claims and appeals including Employment Support Allowance and Personal Independence Payment.	No
Page 45	Deadline dates amended to two actions under outcome 8 to ongoing.	No
Page 45	New action added to Outcome 8	No



How we will resource this Well-being Objective – Page 46	Point 9 Supporting People funding figure updated to £8,435,365.71, from £6,232,790 Supporting People Programme is funded by Welsh Government grant £8,435,365.71 and provides support to tenants using funding from the Housing Revenue Account and the Supporting People programme	Yes, positively as this is an increase Welsh Government Grant. May also impact WBO 2
	Objective success table removed as content was already covered under the action plan.	No
Measure Changes Page 47	Measure removed under outcomes 2,7 and 8 11 Outcome measures from the Supporting People programme based on wider determinants of homelessness prevention.	No, 4 new measures replacing
Page 47	Four new measures added under outcome 2,7 and 8	Yes, will provide WBO3 with more specific evidence
Page 48	Five measures under outcome 6 reworded	No, changed to provide more context.
Page 48	Outcome reference number amended to outcome 6: The number of mortgage rescue cases completed.	No
Page 48	One measure under outcome 7 reworded	No
Page 48	Two new measures added under Outcome 8	No, data already used as evidence to measure the success of WBO3
<b>Objective 4</b>	<b>Promote a modern, integrated, and sustainable transport system that increases opportunity, promotes prosperity, and minimises the adverse impacts on the environment</b>	
Page 50	Inclusion of photo of Cabinet Member	No
Page 50	Wording of outcome 4 changed from  “Promote the reinstatement of the Caerphilly to Newport rail line as part of the Metro programme” to “Promote improvements to the Caerphilly to Newport transportation network links as part of the Metro programme”  The old rail line land is being fragmented, with many access constraints, and land sold off for developments over many years since the old lines were closed/removed, which will prevent full re-instatement of a new rail line link. The outcome has been reworded to reflect this.	No
Page 51	Removed:	No

	<i>"The current infrastructure is not coping. There's too much traffic congestion. The infrastructure (roads, trains, shops) needs developing before new developments start" (Participant at the Viewpoint Panel event 11th July 2016)</i>	
Page 54	Paragraph on The Wales and Border rail franchise has been updated.	No
Page 55	Long Term paragraph updated and link to Wales Transport Strategy 2021 added.	No
Page 56	Phase 1 setting up complete Delivery of the South East Wales Metro, including the Valley Lines Electrification programme. Delivery of the wider South East Wales Metro scheme.	No
Page 56	Produce Integrated Network Maps for Active Travel routes. This is a 15-year plan for improving walking and cycling routes across the county borough. Completed - Approval from Welsh Government in 2018.	No
Page 56	Develop a CCBC Regeneration Strategy to support connectivity of transport, Metro, digital and broadband services Action completed - A Foundation for Success 2018-23' - Regeneration Strategy was approved in July 2018. This is also supported by a number of other Area Regeneration Masterplans	No
<b>Objective 5</b>	<b>Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015</b>	No
Page 59	Inclusion of photo of Cabinet Member	No
Page 59	New outcome added:  "Increase awareness, availability of local and affordable healthy food by working across sectors to develop and deliver a joint vision for a better food system to support the health and prosperity of residents, communities and environment".	No
Page 60	Paragraph added on the impact of Coronavirus	Yes, the pandemic has affected the delivery of this objective over the last year.
Page 60	Recent data added for smoking and adult and child obesity.	No
Page 61	Last paragraph on participation has been updated.	No
Page 62	Paragraph added on the Healthy School Scheme and the requirement of schools to adopt a Food and Fitness policy	No
Page 63	Paragraph on Active Gwent updated, old data removed.	No
Page 63	Paragraph on increasing girls and women's participation updated to reflect current situation.	No
Page 63	Amend narrative on Caerphilly10k due to pandemic had to be postponed.	No
Page 63	Current situation with the National Exercise Referral Scheme across Wales updated.	No
Page 64	Sentence added to first paragraph under heading Outdoor, Parks and Countryside	No

	“a number of urban parks (of which some have achieved Green Flag Status”	
Page 64	Two paragraphs added under Outdoors, Parks and Countryside on the benefits of green space during the pandemic and the Green Infrastructure Strategy,	No
Page 65	Paragraph added on the rise in of enviro crime incidents during the pandemic.	No
Page 66	Paragraph added on the inequalities and the dangers posed by widespread food poverty and diet-related ill-health highlighted by the pandemic.	Yes, it has an impact on the health and well-being of some of our residents.
Page 69	Four new actions added for new Outcome.	Yes
Page 70	Sentence added on appointment of post in relation to food poverty agenda.	No
<b>Objective 6</b>	<b>Support citizens to remain independent and improve well-being</b>	
Page 73	Inclusion of photo of Cabinet Member	No
Page 74	Paragraph included explaining the removal of 2019 outcomes 4 and 6	No
Page 75	Paragraph updated on preventative well-being services	No
Page 75	New paragraph added on Caerphilly Cares.	No
Page 76	Additional narrative explaining additional action plan from Audit Wales examination of ‘steps’	Enhances delivery.
Page 76	Action completed - Provision of an effective Information, Advice and Assistance (IAA) Service to ensure compliance with the Social Services and Well-being (Wales) Act 2014 Noted as completed	No
Page 76	Action completed - Support staff to undertake meaningful conversations with citizen’s’ noted as completed in 2019	No
Page 76	Action completed - Implement and support further development of the ‘DEWIS’ web base to ensure it becomes the ‘go to’ site for people to access information in order to ‘help themselves’ Completed in 2019 – a dedicated post has been established to ensure the site is continually updated	No
Page 76	Action completed - Support individuals in hospital with housing related support (including those who may be homeless at point of discharge). Completed – Supporting People service is in place	No
Page 76	Action completed - Maximise the use of Welsh Government Grant funding to enhance and expand the ‘edge of care’ service for children and young people. Completed the service was fully operational in 2018 and has been further enhanced by the use of ICF funding.	No
Page 76	Action completed - Expansion of the Supporting People programme, ensuring effective processes are in place to increase referrals to the programme.	No

	Completed in 2020. Services recommissioned and referrals increased.	
Page 76	Action completed - Improve the support provided to carers including young carers, through development of information, improved identification and enhanced services to improve the well-being of carers and enable them to continue to undertake their caring roles. Completed in 2019 with the creation of a dedicated Carers Support Team.	No
Page 76	Action completed - Gain political support for the continuation of a radio advertising campaign for foster carers. Completed in 2019. Radio campaign is ongoing.	No
Page 76	Action completed - Caerphilly to lead on the delivery of a regional Children's Advocacy Service for Gwent Local Authorities and the Aneurin Bevan University Health Board. Completed in 2019 and ongoing monitoring arrangements are in place.	No
Page 76	Action completed - Development of a regional Learning Disabilities Strategy. Completed a regional strategy was developed and implemented in 2020.	No
Page 76	Action completed - Work with the Gwent Children & Families Partnership Board to develop enhanced services for children with complex and challenging needs and for those young people leaving care. Completed the Iceberg Model was formally adopted by the Partnership in 2020 and is the framework through which enhanced services are being developed.	No
Page 76	New paragraph added on Caerphilly Cares.	No

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## **CABINET– 27TH OCTOBER 2021**

**SUBJECT: PAYMENT TO COMMISSIONED DOMICILIARY CARE PROVIDERS FROM WELSH GOVERNMENT SOCIAL CARE RECOVERY FUND**

**REPORT BY: CORPORATE DIRECTOR SOCIAL SERVICES AND HOUSING**

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

- 1.1 The purpose of this report is to seek Cabinet's agreement to support the stability of the commissioned Domiciliary Care services in the Caerphilly Borough by paying care providers for planned call times instead of actual call times for the period 25 September 2021 to 31 March 2022.
- 1.2 Welsh Government officers have indicated in principle that the recently announced Social Care Recovery Fund (a one-off grant) could be used to fund the additional costs of this proposal. However, until formal approval of Caerphilly's spend plan in respect of the Recovery Fund is received from Welsh Government there is a possibility that the costs would require Council funding. The report therefore proposes that any shortfall in Welsh Government funding will be met from Social Services reserves.

### **2. SUMMARY**

- 2.1 The report will outline the specific issues currently being experienced by the domiciliary care sector and the feedback that has been received from commissioned domiciliary care providers as to the issues they are facing in terms of recruitment and retention.
- 2.2 The report will also advise how the issues are impacting on the Council's ability to broker packages of care in the community and outline the indicative in principle agreement from Welsh Government to use the recently announced Social Care Recovery Fund to try and address the problem.
- 2.3 Should Welsh Government not approve Caerphilly's spend plan in respect of the Social Care Recovery Fund then it is proposed that the additional cost of paying for planned call times instead of actual call times will be funded from Social Services reserves.

### **3. RECOMMENDATIONS**



- 3.1 That the information and explanation outlined in this report is acknowledged and that Cabinet agree to support this sector of commissioned services and meet statutory obligations in relation to identified social care need by paying care providers for planned call times instead of actual call times for the period 25 September 2021 to 31 March 2022.
- 3.2 That Cabinet agree to underwrite the £900k estimated cost of this additional support from Social Services reserves should Welsh Government not approve Caerphilly's spend plan in respect of the Social Care Recovery Fund.

#### **4. REASONS FOR THE RECOMMENDATIONS**

- 4.1 That the Council supports the stability of the commissioned domiciliary care services as much as possible to meet assessed need within the community.
- 4.2 That the domiciliary care providers can make attempts to improve their position in terms of recruitment and retention for their agencies.

#### **5. THE REPORT**

- 5.1 The challenges facing the social care sector at the present time are unprecedented due to the ongoing issues the Coronavirus Pandemic has created. The social care workforce across Wales and the UK are exhausted with many leaving the sector for other jobs and vocations.
- 5.2 Although the entire care sector is facing a significant crisis in staffing, the domiciliary care sector is losing an unprecedented number of staff and this is creating a real challenge. Domiciliary care agency owners are advising that the following issues are testing their ability to continue to provide a service:-
- Ongoing sickness levels within staff teams
  - The need for staff to isolate due to being close contacts of a positive case of the virus
  - Staff are exhausted and are picking up increased shifts to cover for those who are off sick or isolating
  - The shortage of staff means that although calls are being made to provide support to people in the community, the calls are being covered by less staff, which in turn means that the people receiving support may not be getting their usual number or length of calls in an attempt to make sure that everyone gets a certain amount of support
  - Staff are leaving to work in retail and hospitality where the pay and terms and conditions offered are far better than care. (Aldi advertising jobs at almost £15 an hour, compared to the NLW of £8.91 an hour in care, although some providers pay just above that amount)
  - Incentives offered by companies such as Amazon (£1,500) and Sainsbury's (£500) to go and work them, with ongoing improvements in working conditions and a higher hourly rate of pay
  - The pressure that domiciliary care workers experience doing their job, supporting some significant complexity of need in the community either alone or with 1 other carer.
  - The travelling time between calls for carers and the cost of petrol and wear and tear on personal vehicles

- 5.3 The Support At Home Framework provides the overarching commissioning arrangement for domiciliary care in the Borough. All domiciliary care calls are assessed for by social workers and a planned amount of time is allocated for the calls. Where the carers are at the call for the planned amount of time, the call is paid for in full. However, if for any reason the call is shorter or longer than the planned amount of time, the service is paid for on the actual amount of time the call takes and there is a banding system in place to allow for some flexibility.
- 5.4 At the start of the pandemic the usual arrangements for payment on actual call times was suspended in accordance with commissioning guidance issued by Welsh Government and the calls were paid on planned times – this was to ensure the ongoing viability of the service and allow for any level of flexibility needed to continue to provide a service in the community. Providers found this very helpful and it supported stability.
- 5.5 Once the initial impact of the pandemic was over and the sector began to settle it was agreed that payment for the services would revert to payment on actual call times. This was manageable until recent months when restrictions were lifted, and sickness within agencies increased, hospitality and retail re-opened and the transmission of the virus within the community increased again. As a result domiciliary care agencies have articulated and evidenced the issues raised above in paragraph 5.2.
- 5.6 Meetings and discussion with domiciliary care providers has identified a view that returning to payment on planned calls rather than actual calls is likely to help the current staffing situation. In an attempt to retain staff, some domiciliary care providers have continued to pay their staff on planned call times, yet as the Council are paying on actual call times the providers are out of pocket. It is felt that returning to payment on planned calls may well encourage carers to stay in the sector, alleviate their concerns about the financial effect of temporarily reduced calls and call times and travelling times between calls.
- 5.7 The recently announced Social Care Recovery Fund (a one-off grant), being made available by Welsh Government to local authorities to support the recovery of the social care sector provides an opportunity to allocate additional funding on a temporary basis to address the issues being experienced in the domiciliary care sector. Officers believe that a return to payment on planned calls until the end of March 2022 is an appropriate and viable way to support the domiciliary care sector – it will hopefully support the retention issues that are a challenge and as a result help the market stability of this sector of care within the Borough.
- 5.8 Caerphilly Social Services Finance Department has received an in principle indication from Welsh Government officers that the additional cost of paying for domiciliary care calls on a planned rather than actual basis is likely to meet the requirements of the Social Care Recovery Fund. If so, there would be no additional cost to the authority of taking this decision. However, a small risk remains that Welsh Government may not approve the Council's spend plan. It is therefore proposed that any shortfall in Welsh Government funding should be net from Social Services reserves.
- 5.9 **Conclusion**

The domiciliary care sector is facing unprecedented challenges at the moment, locally, nationally and across the UK as a whole. Providers of this service have advised widely of the issues associated with the provision of the service and the recruitment and retention of staff. It is hoped that the temporary reinstatement of payment on planned rather than actual calls would help providers to retain carers and support people in the community who require this type of care and support in their own homes. It is very likely that the Social Care Recovery Fund will pay for the increase in cost as indicated in principle by Welsh Government officers. However, if Welsh Government does not approve the Council's spend plan then the Social Services Directorate could bear the additional cost through using service reserves.

## **6. ASSUMPTIONS**

6.1 There are no assumptions in relation to this report.

## **7. SUMMARY OF INTEGRATED IMPACT ASSESSMENT**

7.1 This is not required in relation to this report.

## **8. FINANCIAL IMPLICATIONS**

8.1 The additional cost of paying for planned domiciliary care call times instead of actual call times for the period 25 September 2021 to 31 March 2022 is likely to be in the order of £900k.

8.2 Welsh Government officers have indicated in principle that the Social Care Recovery Fund could be used to meet these additional costs but a formal decision will not be received for some time.

8.3 Uncommitted Social Services reserves currently stand at circa £1million. It is therefore proposed that these reserves be utilised to fund the proposal in this report in the event of the Welsh Government not approving Caerphilly CBC's spend plan for the Social Care Recovery Fund.

## **9. PERSONNEL IMPLICATIONS**

9.1 There are no personnel implications in relation to this report.

## **10. CONSULTATIONS**

10.1 This report contains all the information gathered from those consulted about the issues being faced by the commissioned domiciliary care sector in Caerphilly and nationally.

## **11. STATUTORY POWER**

11.1 The Health and Social Care (Quality and Engagement) (Wales) Act 2020, Social Services and Wellbeing (Wales) Act 2014, Regulation and Inspection of Social Care (Wales) Act 2016.

## **12. URGENCY**

- 12.1 This decision needs to be implemented urgently, to ensure the stability of the domiciliary care market as outlined in the report. Welsh Government have indicated in principle that the Social Care Recovery Grant can be used for the purpose of paying planned rather than actual hours in the independent sector. However, as the spend plan has not been agreed formally an alternative funding source needs to be identified for the proposals in the report in the unlikely event of the Welsh Government not approving the spend plan.

Author: Jo Williams, Head of Adult Services

Consultees: Dave Street, Acting Chief Executive  
Viv Daye, Service Manager, Commissioning  
Mike Jones, Financial Manager. Social Services  
Stephen Harris, Head of Financial Services & S151 Officer  
Cllr Shayne Cook, Cabinet Member Social Care  
Richard Edmunds, Corporate Director Education & Corporate Services  
Mark S Williams, Corporate Director Economy & Environment  
Robert Tranter, Head of Legal Services & Monitoring Officer

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## CABINET – 27TH OCTOBER 2021

### PUBLIC INTEREST TEST – EXEMPTION FROM DISCLOSURE OF DOCUMENTS PARAGRAPH 14 OF SCHEDULE 12A LOCAL GOVERNMENT ACT 1972

**SUBJECT: PURCHASE OF LAND AT GROVESIDE ROAD, OAKDALE,  
BLACKWOOD FOR ALTERNATIVE ALLOTMENT PROVISION**

**REPORT BY: HEAD OF LEGAL SERVICES AND MONITORING OFFICER**

I have considered grounds for exemption of information contained in the report referred to above and make the following recommendations to the Proper Officer:-

**EXEMPTIONS APPLYING TO THE REPORT:**

Information relating to the financial or business affairs of any particular person (including the Authority holding that information) (Paragraph 14).

**FACTORS IN FAVOUR OF DISCLOSURE:**

There is a public interest in the way in which the Council purchases land.

**PREJUDICE WHICH WOULD RESULT IF THE INFORMATION WERE DISCLOSED:**

The report contains detailed financial information about the bid the council will make to purchase the land.

**MY VIEW ON THE PUBLIC INTEREST TEST IS AS FOLLOWS:**

That paragraph 14 should apply.

I am mindful of the need to ensure the transparency and accountability in the way the council purchases land. However, disclosure of the information contained in the report would result in the council's offer being in the public domain before the auction or negotiations to purchase the land are finalised. On that basis I feel that the public interest in maintaining the exemption outweighs the public interest in disclosing the information. Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

**RECOMMENDED DECISION ON EXEMPTION FROM DISCLOSURE:**

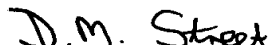
On the basis set out above I feel that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, and that the report should be exempt.

**Signed:**  **Dated: 19 October, 2021**

**Post: Head of Legal Services and Monitoring Officer**

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I accept the recommendation made above.

**Signed:**   
\_\_\_\_\_  
**Proper Officer**

**Date: 19th October 2021**



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# Agenda Item 10

By virtue of paragraph(s) 14 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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of the Local Government Act 1972.

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