

# Pecyn Dogfennau Cyhoeddus

Penallta House,  
Tredomen Park,  
Ystrad Mynach,  
Hengoed CF82 7PG

Ty Penallta,  
Parc Tredomen,  
Ystrad Mynach,  
Hengoed CF82 7PG



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Am unrhyw ymholiad yn ymwneud â'r agenda hwn cysylltwch â Emma Sullivan  
(Rhif Ffôn: 01443 864420 Ebst: [sullie@caerphilly.gov.uk](mailto:sullie@caerphilly.gov.uk))

**Dyddiad: Dydd Llun, 13 Gorffennaf 2023**

I bwy bynnag a fynno wybod,

Cynhelir cyfarfod aml-leoliad o'r **Cyd-bwyllgor Craffu** yn Nhŷ Penallta, a thrwy Microsoft Teams ar **Dydd Iau, 20fed Gorffennaf, 2023** am **5.00 pm** i ystyried y materion a gynhwysir yn yr agenda canlynol. Gall Cynghorwyr ac aelodau'r cyhoedd sy'n dymuno siarad ar unrhyw eitem wneud hynny drwy wneud cais i'r Cadeirydd. Mae hefyd croeso i chi ddefnyddio'r Gymraeg yn y cyfarfod, mae angen o leiaf 3 diwrnod gwaith o rybudd os byddwch chi'n dymuno gwneud y naill neu'r llall. Bydd gwasanaeth cyfieithu ar y pryd yn cael ei ddarparu ar gais.

Gall aelodau'r Cyhoedd neu'r Wasg fynychu'n bersonol yn Nhŷ Penallta neu gallant weld y cyfarfod yn fyw drwy'r ddolen ganlynol: <https://civico.net/caerphilly>

Bydd y cyfarfod hwn yn cael ei ffrydio'n fyw a bydd recordiad ar gael i'w weld drwy wefan y Cyngor, ac eithrio trafodaethau sy'n ymwneud ag eitemau cyfrinachol neu eithriedig. Felly, bydd delweddau/sain yr unigolion sy'n siarad ar gael yn gyhoeddus i bawb drwy wefan y Cyngor: [www.caerffili.gov.uk](http://www.caerffili.gov.uk)

Yr eiddoch yn gywir,

**Christina Harrhy**  
PRIF WEITHREDWR

## AGENDA

Tudalennau

1 I dderbyn ymddiheuriadau am absenoldeb

A greener place Man gwyrddach

Correspondence may be in any language or format | Gallwch ohebu mewn unrhyw iaith neu fformat



## 2 Datganiadau o Ddiddordeb.

Atgoffi'r Cynghorwyr a Swyddogion o'u cyfrifoldeb personol i ddatgan unrhyw fuddiannau personol a/neu niweidiol mewn perthynas ag unrhyw eitem o fusnes ar yr agenda hwn yn unol â Deddf Llywodraeth Leol 2000, Cyfansoddiad y Cyngor a'r Cod Ymddygiad ar gyfer Cynghorwyr a Swyddogion.

I dderbyn ac ystyried yr adroddiad(au) canlynol:-

## 3 Aseiad Perfformiad Corfforaethol - Adroddiad Diwedd Blwyddyn 2022/23.

1 - 172

### Cylchrediad:

**Cynghorwyr** M.A. Adams, Mrs E.M. Aldworth, C. Bishop, A. Broughton-Pettit, M. Chacon-Dawson, R. Chapman, Mrs P. Cook, D. Cushing, C.J. Cuss, D.T. Davies, N. Dix, G. Ead, C. Elsbury, G. Enright, K. Etheridge, M. Evans, A. Farina-Childs, Mrs C. Forehead, E. Forehead, A. Gair, C.J. Gordon, D.C. Harse, T. Heron, A. Hussey, D. Ingram-Jones, M.P. James, L. Jeremiah, G. Johnston, S. Kent, A. Leonard, C.P. Mann, A. McConnell, B. Miles, B. Owen, T. Parry, L. Phipps, M. Powell, D.W.R. Preece, Mrs D. Price, H. Pritchard, J.A. Pritchard, J. Rao, J. Reed, J.E. Roberts, S. Skivens, E. Stenner, J. Taylor, C. Thomas, A. Whitcombe, L.G. Whittle, S. Williams, W. Williams, J. Winslade, K. Woodland a C. Wright

A Swyddogion Priodol

### **SUT FYDDWN YN DEFNYDDIO EICH GWYBODAETH**

Bydd yr unigolion hynny sy'n mynychu cyfarfodydd pwyllgor i siarad/roi tystiolaeth yn cael eu henwi yng nghofnodion y cyfarfod hynny, weithiau bydd hyn yn cynnwys eu man gweithio neu fusnes a'r barnau a fynegir. Bydd cofnodion o'r cyfarfod gan gynnwys manylion y siaradwyr ar gael i'r cyhoedd ar wefan y Cyngor ar [www.caerffili.gov.uk](http://www.caerffili.gov.uk) ac eithrio am drafodaethau sy'n ymwneud ag eitemau cyfrinachol neu eithriedig.

Mae gennych nifer o hawliau mewn perthynas â'r wybodaeth, gan gynnwys yr hawl i gael mynediad at wybodaeth sydd gennym amdanoch a'r hawl i gwyno os ydych yn anhapus gyda'r modd y mae eich gwybodaeth yn cael ei brosesu.

Am wybodaeth bellach ar sut rydym yn prosesu eich gwybodaeth a'ch hawliau, ewch i'r [Hysbysiad Preifatwydd Cyfarfodydd Pwyllgor Llawn](#) ar ein gwefan neu cysylltwch â Gwasanaethau Cyfreithiol drwy e-bostio [griffd2@caerffili.gov.uk](mailto:griffd2@caerffili.gov.uk) neu ffoniwch 01443 863028.



## JOINT SCRUTINY – 20TH JULY 2023

**SUBJECT: CORPORATE PERFORMANCE ASSESSMENT END OF YEAR REPORT 2022/23**

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

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

- 1.1 To present Joint Scrutiny with the Corporate Performance Assessment (CPA) which is part of the Council's Performance Framework.
- 1.2 **The CPA provides summary of information and analysis for the period April 2022 to March 2023.** 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 The Council's Performance Framework was endorsed by Cabinet in 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. The CPA is an opportunity for members to ask, how well we are performing? and what evidence are we using to determine this.
- 2.2 As part of the Performance Framework, this report presents to Joint Scrutiny the CPA attached as Appendix 1 for the period April 2022 to March 2023.
- 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. The DPA's for the period April 2022 to March 2023 are also attached as supporting information (Appendices 2 - 6).

### **3. RECOMMENDATIONS**

- 3.1 Members review the CPA and discuss, challenge, and scrutinise the information contained within.

## 4. REASONS FOR THE RECOMMENDATIONS

- 4.1 Members are involved in the 'self-assessment' process by scrutinising the information within the CPA. This also supports the principles within the new section (Part 6, Chapter 1) of the Local Government and Elections (Wales) Act 2021 which provides for a new performance and governance regime for principal councils.
- 4.2 Statutory guidance for local authorities says that council executives should welcome and encourage scrutiny inquiries to make recommendations for system improvements. The aim is to support councils to build on existing strengths and to support them to achieve a more innovative, open, honest, transparent, and ambitious sector, challenging itself and collectively driving up service delivery outcomes and standards.
- 4.3 The guidance says that local authorities are responsible for: -
- Conducting robust self-assessments and reporting on the extent to which the council is meeting the performance requirements to improve the social, economic, environmental, and cultural well-being of its local communities.
  - Setting out any actions to increase the extent to which the council is meeting the performance requirements, including, for example, the role of scrutiny in challenging and driving the extent to which the performance requirements are being met.
  - Scrutiny committees are a key part of offering constructive challenge to how a council is performing and how it organises itself in the delivery of sustainable services. Scrutiny committees, as well as internal audit, will be a key part of a council's self-assessment.

## 5. THE REPORT

- 5.1 The Performance Framework has been developed to meet several strategic and operational needs as well as to meet the legislation and further the Council's desire to be a high performing learning organisation focused on meeting the needs of its residents. The framework was piloted in 2019 and endorsed by Cabinet February 2020 and now is reported as a regular part of scrutiny committees. This report introduces and shares the CPA for the year end 2022/23.
- 5.2 The spirit of the CPA (Appendix 1) is about providing learning. The CPA is less about performance and targets (though they have their place) and is more so to provide a wider picture of performance that will support reflective and challenging conversations and scrutiny that will ultimately lead to learning and further improvement.
- 5.3 Part of the framework was to develop a reporting dashboard at directorate level (DPA's), 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 in 5.7.
- 5.4 **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.

5.5 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 and Cabinet on a twice-yearly basis. 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 the CPA is held within each individual DPA. The DPA's are discussed in detail by Directors with their Heads of Services at SMT's.

## 5.6 **Corporate Performance Assessment (CPA)**

The CPA includes the following sections:

- Chief Executive Summary
- Performance Data
- Risk Register
- Self-assessment Action update

## 5.7 **Conclusion**

The Council's Performance Framework as set out will provide Cabinet, Scrutiny Committees, CMT and SMTs 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 the play in delivering the Council's objectives.

## 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's 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 and the DPA's have sections called 'resources' that include relevant budget out turns as part of the

overall self-assessment of each directorate.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 There are no personnel implications within this report, however the CPA and the DPA's have sections called 'resources' that provide data on a range of workforce information.

## **10. CONSULTATIONS**

- 10.1 Any consultation responses have been included within this report.

## **11. STATUTORY POWER**

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

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Consultees: Christina Harrhy, Chief Executive  
Dave Street, Deputy Chief Executive  
Richard Edmunds, Corporate Director of Education and Corporate Services  
Mark S. Williams, Corporate Director Communities  
Gareth Jenkins, Assistant Director Children's Services  
Jo Williams, Assistant Director Adult Services  
Sue Richards, Head of Education Planning and Strategy  
Steve Harris, Head of Financial Services and S151 Officer  
Kathryn Peters, Corporate Policy Manager  
Cllr Eluned Stenner, Cabinet member Finance and Performance  
Joanna Pearce, Business Improvement Officer  
Ioan Richards, Business Improvement Officer

### **Appendices:**

- Appendix 1 Corporate Performance Assessment (April 2022 – March 2023)  
Appendix 2 Directorate Performance Assessment for Economy and Environment (April 2022 – March 2023)  
Appendix 3 Corporate Performance Assessment for Caerphilly Homes (April 2022 – March 2023)  
Appendix 4 Corporate Performance Assessment for Social Services (April 2022 – March 2023)  
Appendix 5 Corporate Performance Assessment for Education (April 2022 – March 2023)  
Appendix 6 Corporate Performance Assessment for Corporate Services (April 2022 – March 2023)

## End of Year Summary from the Chief Executive 2022/23

The last twelve months has been very challenging for our citizens, our communities, and our organisation. The impact of the cost-of-living crisis, post Covid impact, the climate and humanitarian crisis has made this a very challenging environment in which to operate. The demands for our services and the complexity of those demands provides firm evidence that the civic leadership role of the Council and the services which we provide and enable, are needed more now than ever. This increasing demand, however, is set within a financial climate that over the medium term will require us to deliver more for less and operate differently.

We recognise the Council needs to evolve to ensure it remains fit for purpose and sustainable over the medium to long term. Unlike many of our neighbouring Councils, we have chosen not to simply salami slice our services and shrink our organisation. We have embarked upon an alternative approach which focuses upon realising financial savings through becoming more efficient and effective as a Council and re-shaping our services using different approaches, to enable us to continue to deliver the much-needed services, for and with our residents.

This approach is far from easy, it is the largest organisational change programme we have ever delivered. Whilst progress initially was hindered due to our collective focus upon the Covid pandemic and more recently its recovery, through doing the right things we aim to take out significant financial savings. There is now a sense of urgency and pace required to make this happen as just under £50m savings are required over the next 2 years, which is a massive number, especially when you consider we have already taken £100m savings over the last 10 years!

Having built the foundations of the new operating model over the last 12 months, the focus is now upon delivery. Evolving our organisation to ensure it is sustainable over the longer term, whilst still delivering the “day job” is a challenge we are juggling. We know we will need some assistance along the way, from both a capability and capacity perspective, but the focus remains upon investing to evolve our services.

The emerging Corporate Plan which will be considered by Council during Autumn 2023, will bring further focus and synergy to the transformation programme. Binding the whole organisation and elected members to a set of shared priorities and outcomes for the next 5 years. The skills, staff and financial resources will be aligned to these shared outcomes, binding the organisation together, further reinforcing our shared purpose and values.

Whilst we have one eye set firmly on the future, we certainly have not taken our eye off the ball with the current challenges and ambitions we have and there have been many achievements with much learning captured and shared along the way.

The Council's Placeshaping Capital investment programme is progressing well. Using the £30m of Council Capital funding to lever further funding opportunities, many key projects are progressing, including:

- New secondary, primary and Welsh medium schools provision with integrated leisure, library and community use.
- New build passive, energy efficient, social housing, creating new sustainable communities.
- Integrated public service hubs with health and education.
- New centre for vulnerable learners
- New enhanced tourism destination at CwmCarn.
- A469 north major repair works
- New Caerphilly market and Caerphilly transport interchange.
- Caerphilly wellbeing and leisure centre
- New community hubs, providing a one-stop shop access to the Council, informed by local community needs.

The Cost-of-living crisis has impacted upon our communities hard, and this has presented itself with a significant increase in demand to the Caerphilly Cares integrated support service. Through this approach we have been able to offer our residents access to various forms of funding and payments, food parcels and over 33 new welcome spaces to access across the county borough. Our free school meals holiday food voucher has continued to operate successfully over the holiday periods, bring much needed relief to our vulnerable children and young people.

The humanitarian crisis became a local reality for us this year. The arrival of over 100 Ukrainians to the county borough, seeking sanctuary required us to respond quickly and compassionately. A new team has been created to provide ongoing arrival and resettlement support for our Ukrainian and Afghan citizens to ensure our new arrivals settle seamlessly into our communities.

As an organisation we have not been exempt to the external challenges either. Recruitment and retention of staff across the public sector across the UK has been a challenge for us. However, through using different and tailored approaches, we are now in many cases, seeing record numbers of applicants into areas such as IT, front line caring staff and catering, which previously were very difficult areas to recruit into.

The impact of the delays and backlogs within the Health service is impacting our communities too. Overall performance across the social services directorate has been strong despite significant pressures emerging from the NHS in terms of hospital discharges as well as increases in child safeguarding referrals. The number of children in our care has increased over that of last year and this has brought challenges associated with finding appropriate placements within the locality and the associated financial challenges. However, it is very pleasing to see the establishment of a second children's home this year and preparations taking place for a further two homes, to meet the increasing demand, we face across this area.

Moving now to Planning, the replacement Local Development Plan has progressed well over the last year, however, the focus is currently on seeking agreement with Welsh Government on some local and regional policies. This Plan once agreed, will set out the Council's land based framework for the next 10 years to develop the county borough economically and environmentally.

The Climate emergency agreed by this Council a few years ago, has been brought to the forefront of our minds, following the hot summer and wet winter recently experienced. The Council's climate strategy is developing well through a series of “green” projects and a new waste strategy to improve our recycling performance over the medium term.

Our new build social housing targets are progressing well; however, we are currently managing a significant backlog of housing repairs and voids. We have a series of measures in place to address this performance decrease and will be monitoring this closely. Nationally, the housing shortage has been a topic of much debate, through the introduction of a new “empty homes” team, we have brought 104 empty (7%) private sector properties back into use.

The Covid pandemic and its legacy impact can be seen in recent data presented from our schools. Whilst we are generally performing well and progressing the national education curriculum reform across all our schools, pupil attendance remains a key priority for us. Whilst this is a national trend, there has been some improvement in this area over the past 12 months, however, our figures remain below pre-covid levels. Again, this is an area we are managing and monitoring closely.

School exclusions and NEETS (children not in education, employment and training) are other areas of concern and we continue to work with our schools to provide various forms of alternative interventions to improve current performance.

Our economic performance as a local area and region remains a priority for us and the emergence of the Cardiff Capital Region Economic strategy, coupled with our local regeneration and economic strategies will bring further progress in this area over the forthcoming year. Our comprehensive and successful events programme has brought much needed energy, emphasis and cohesion to our communities and town centres over the past year. Our events programme for the next year looks equally exciting and ambitious.

In summary, the past twelve months has brought significant progress across several areas aligned to our corporate plan objectives. Through our corporate performance assessment and departmental performance assessments, we fully understand and are addressing our areas of improvement.

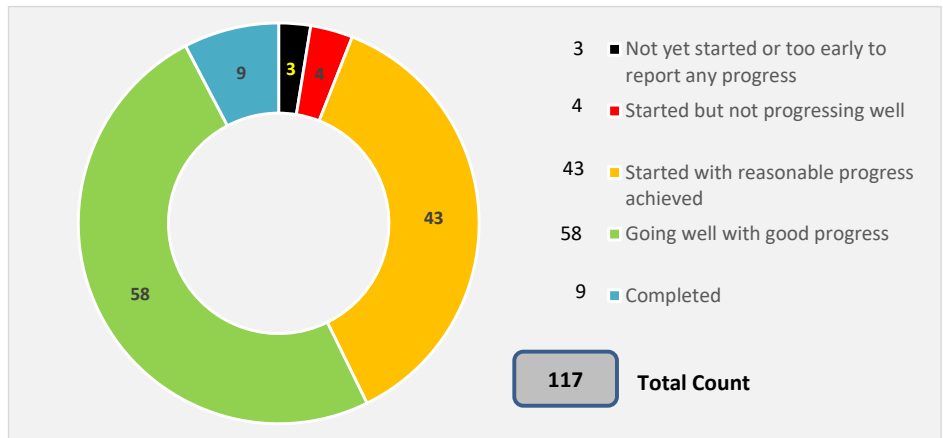
The self-evaluation and understanding we have gained as an organisation and our communities was once again reinforced with our annual corporate regulator performance assessment, confirming our place as a resilient, confident, and high performing local authority.

The forthcoming years undoubtedly will require us to flex, focus and facilitate but we are well-prepared to meet these uncertainties together and bring a welcomed certainty to the people and place of Caerphilly, as we continue to deliver together as TeamCaerphilly.

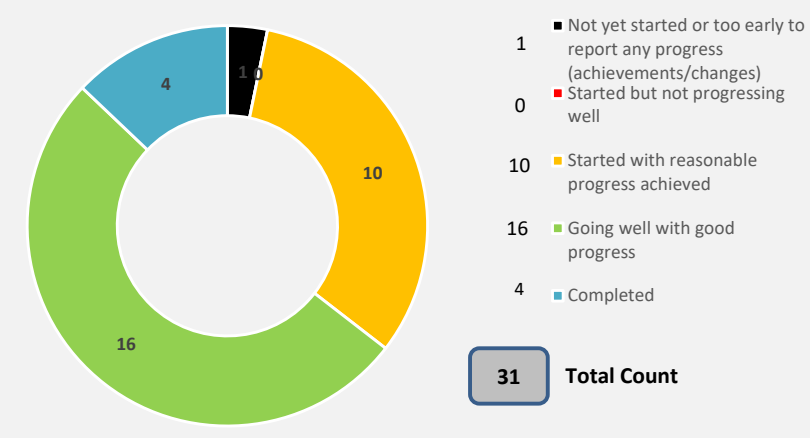
# Corporate Performance Assessment (CPA)

End of year Update **2022/23**

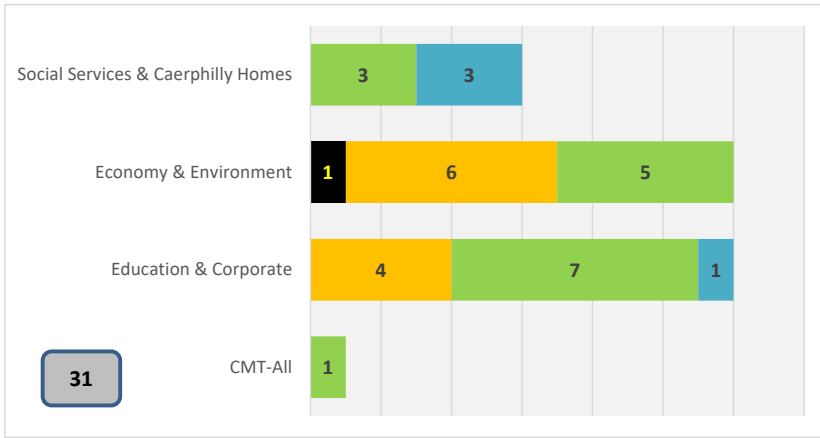
## All DPA (Directorate) Priorities - Progress



## CMT Priorities - Progress (See Chart on the right for more details)



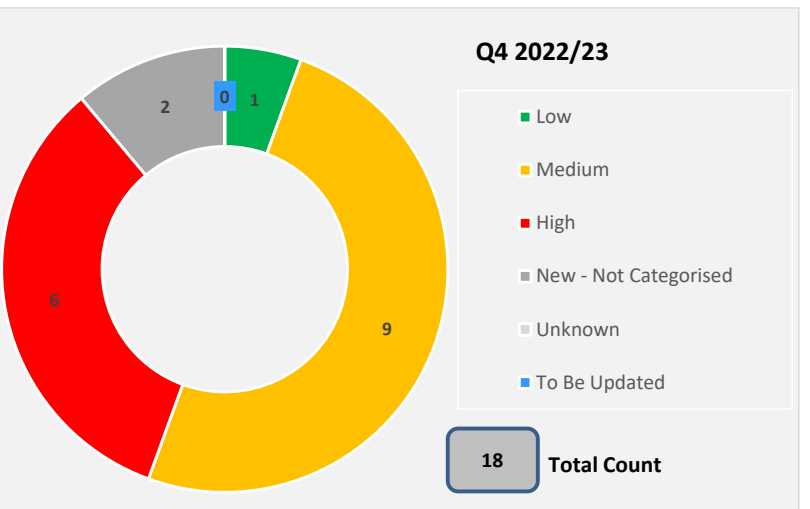
## CMT Priorities - Progress (Details by Directorates)



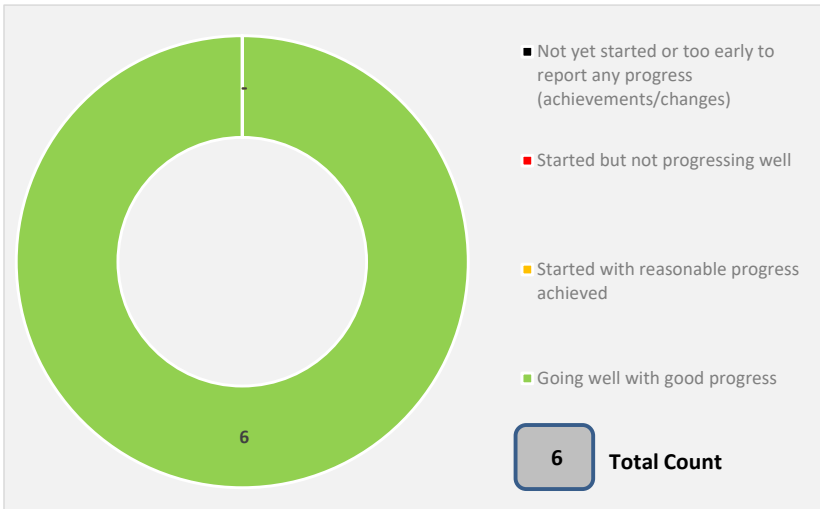
## Finance - Budget Monitoring Report

Directorate/Service Division	Revised Budget 2022-23 £	Projected Outturn 2022-23 £	(Overspend) / Underspend 2022-23 £
Education & Lifelong Learning	160,975,503	164,064,083	(3,088,580)
Social Services	112,711,643	111,730,650	980,993
Economy & Environment	50,979,987	51,583,396	(603,409)
Corporate Services	27,907,655	26,942,374	965,281
Miscellaneous Finance	49,363,557	45,046,838	4,316,719
<b>TOTAL</b>	<b>401,938,345</b>	<b>399,367,341</b>	<b>6,262,993</b>

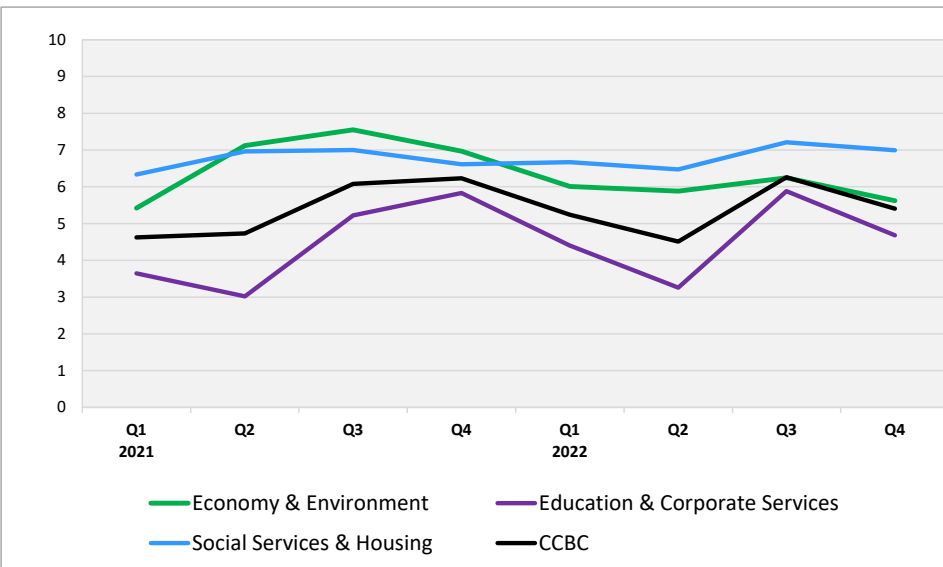
## Risk Register - Number/Category of CMT Risks



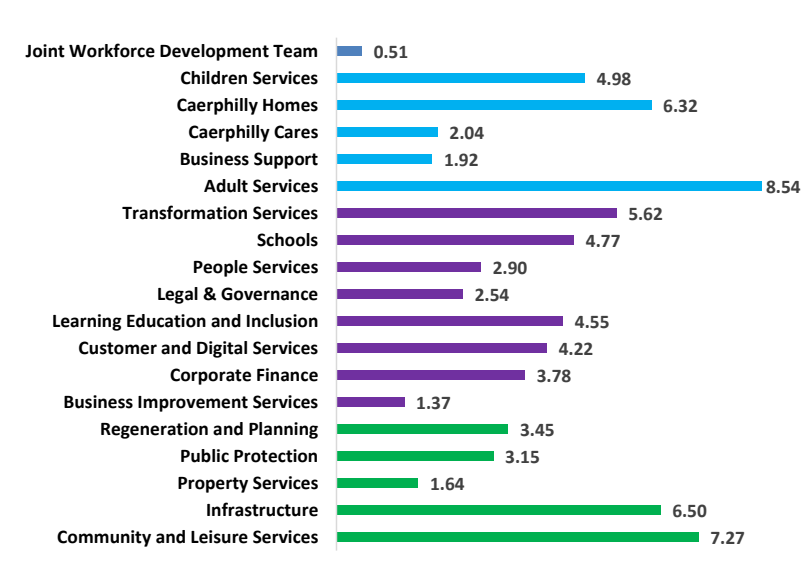
## WBO: Well-being Objectives - Progress/Status



## % Sickness Absence by Directorate



## % Sickness Absence by Service Area



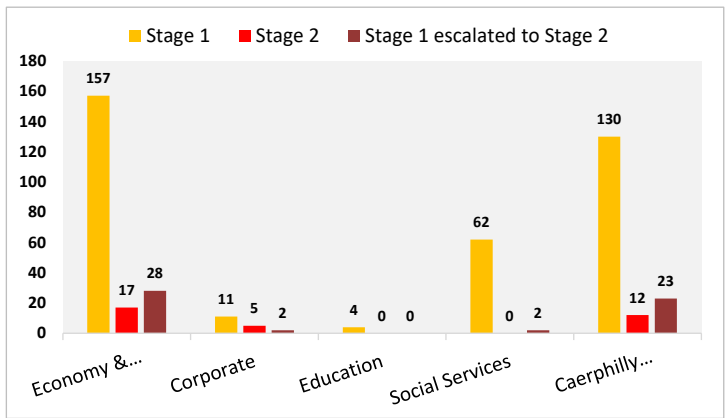
## Workforce breakdown

Category	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Voluntary Leavers	121	267	154	157
Other Leavers	30	69	30	32
<b>Total Leavers</b>	<b>151</b>	<b>336</b>	<b>184</b>	<b>189</b>
External New Starters	190	416	236	220
Number of Agency Staff	295	245	242	261
Age 55 and over	2,068	2,064	2,101	2,106
<b>Headcount</b>	<b>8,359</b>	<b>8,446</b>	<b>8,506</b>	<b>8,535</b>
% of headcount	24.74	24.43	24.70	26.67

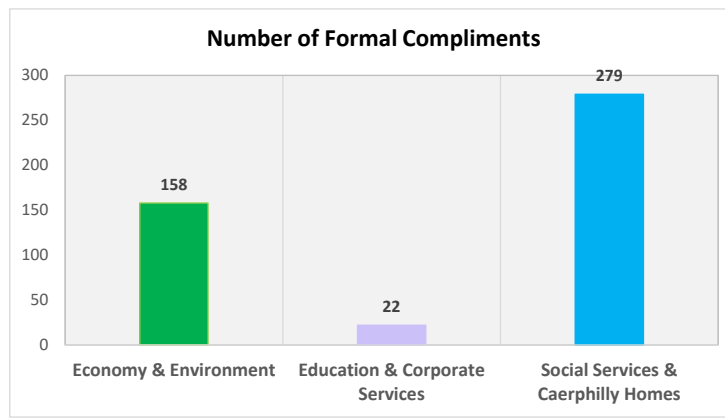
# Corporate Performance Assessment (CPA)

End of year Update 2022/23

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



## Compliments (Positive Feedback)

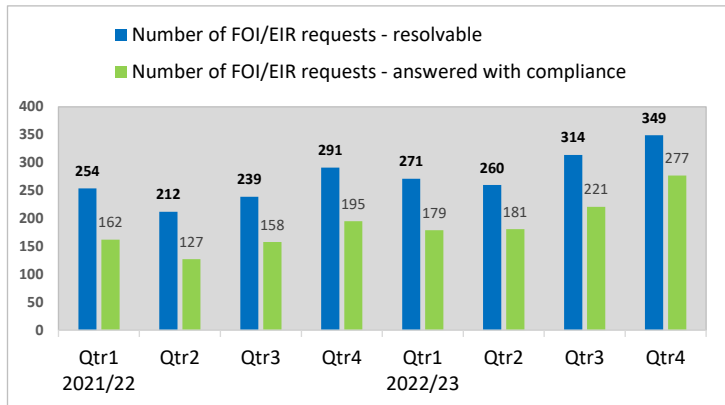


## Welsh Language stats - whole authority

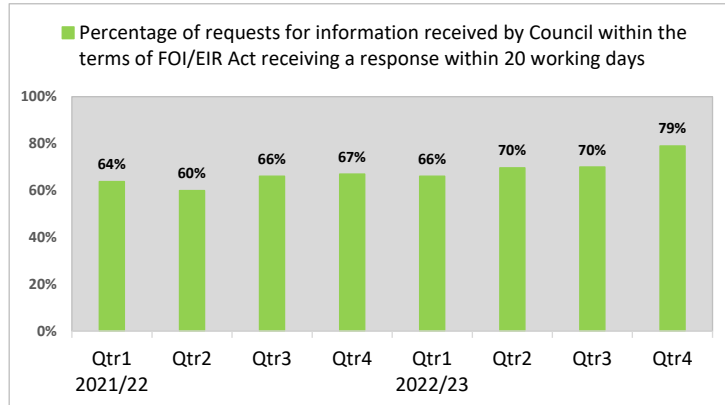
Directorate Breakdown 2022-23	Total Staff	Welsh Speakers	%
Economy & Environment	2149	355	16.51%
Education & Corporate Services	4851	1461	30.11%
Social Services & Caerphilly Homes	1929	330	17.10%
<b>Council Total</b>	<b>8535</b>	<b>2100</b>	<b>24.60%</b>

Please Note: The figures per Directorate for Total Staff and Welsh Speakers do not equal the overall total for the Council due to some members of staff having more than one post within the organisation, and those posts are within different Directorates. The figures above are the total number of people who have completed the Linguistic Skills form noting Welsh Language skills.

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



## FOI - Compliance - 20 days (%)



## Areas of Interest - Social Services

- Adults Services:**
  - There was an overall increase in the number of assessments completed within Adult Services, as all the social worker teams are fully staffed.
  - An increase in the number of reviews completed, this could be attributed to the fact that all the Teams now have dedicated reviewing officers.
  - The number of Referrals made to Adult Services has increased in qtr4 by 14% compared to qtr3.
- Children Services** - There has been a slight decrease in the number of children looked after data over the year. Child protection figures have remained quite consistent over the latest 3 Quarters though the overall number on the Register is 56 more than it was this time last year.
  - Number of Assessments completed in the teams remains fairly consistent as does the completion timescale at around 94%.
  - The overall number of open cases has decreased in the Year by almost 500 children, with a slight increase only in the Number of In Review cases.

## Areas of Interest - Caerphilly Homes

- We are improving how we recruit, but there are still 45 vacancies across the workforce, impacting on the service delivery.
- As of March there was still 3514 outstanding repairs to complete.
- Civica CX IT system was successfully implemented in Landlord Services with some teething problems. Roll out will continue across Caerphilly Homes to improve the data collected and services provided to customers.
- We continued to identify sites as part of the Council's development programme to build 400 new affordable, low carbon homes by 2025. This year 18 Passivhaus houses were built.
- We increased our borrowing by £10m to deliver on new build and stock maintenance and brought in a new improved more attractive Low-Cost Home Ownership policy
- We need to introduce a Rapid Re-Housing Strategy and ensure that our Common Allocations Policy is reflective of any new priorities.
- We will continue to develop the 'Planned Asset Management Strategy' (PAMS) now the initial introduction has been implemented which will maintain and continue the improvements made to our homes after the completion of the Welsh Housing Quality Standard.
- We will start work focusing on the decarbonisation of the housing stock by 2035, aligning with PAMS where possible.
- We will continue to move the Empty Property Action Plan forward by bringing empty properties back into use because 'doing nothing' is no longer an option' 104 properties were brought back into use this year.
- We achieved a high response rate on the first Caerphilly Homes staff pulse survey, which was positive however we have some areas for improvement that need to be acted upon in 23/24.

## Areas of Interest - Corporate Services

- We continue to support Ukrainian arrivals into the council's area with approximately 100 arrivals
- Recruitment is proving really successful in some areas. Much work has been undertaken by HR, Communications and the Employment Team to streamline the process, make it more user friendly and targeted to the specific needs of service areas.
- Universal Primary Free School Meals went live September 2022 with the CCBC timeline for roll out well exceeding WG expectation.
- HR policies to support agile working were agreed after much consultation with the Trade Unions (Agile Working Policy, Flexi Scheme, Mileage Scheme).
- Translation workload continue to place demand on the Translation Team despite us having a full complement of translators. This is largely due to the level of recruitment going on across the council and the need to translate all Job Descriptions for the Welsh language version of the recruitment pages.
- The MiCC telephone system has continued to be implemented within the authority with over 30 front facing teams using the system answering over 750,000 calls. This ensures residents are being provided with the best experience when calling the authority.
- FOI/EIR requests answered within compliance reached 73% at the end of Q4. Whilst this is still below our target of 80%, the last time the compliance rate was above 70% was at the end of 2019/20.
- We have completed the implementation of the Local Government and Election (Wales) 2021 Implementation. The action plan we put in place to monitor our progress has now been completed.

## Areas of Interest - Economy & Environment

- Work on the replacement LDP has progressed well, however there is now a delay linked to Welsh Government feedback on economic growth assumptions across SE Wales and the development of the regional Strategic development Plan (SDP). There will be a significant future workload associated with its completion and delivery.
- Funding of public transport services in Wales has been under review and WG is yet to reach a conclusion regarding the funding and operation of bus services with the result that interim funding measures will be in place until March 2024.
- The Draft Waste Strategy was presented to Joint Scrutiny in March 2023, it outlines how to improve overall recycling performance, decrease residual waste, increase organics and changing collections systems/ frequencies and the expected timescales. Further dialogue with WG officials is continuing to develop a holistic strategy that meets the needs and aspirations of all parties.
- The Sport & Active Recreation Strategy is currently subject of a mid-term review which will establish whether the priorities contained within it need to be changed and/or delivered on an alternative timeline. This review will be concluded in the summer of 2023 and presented to Scrutiny/Cabinet in the Autumn of 2023.
- The council was successful with its Levelling up Fund bid and secured the maximum £20m for a new Caerphilly Leisure and Well Being Hub to be developed on land adjacent to Caerphilly business park. The project is now progressing at pace with the aim of securing planning permission in the Autumn of 2023.
- Staff retention and replacement in some services has posed some challenges services. One area of particular focus at present, is the ongoing service review for Fleet Management and Vehicle Maintenance, in particular, fleet contracts arrangements and workshop staffing, as this has a significant impact on our ability to support front line services and address decarbonisation as well as succession planning and continuity of service delivery across many other services.
- The A469 at Troedrhifwuch is subject to ongoing monitoring, and basic remedial works. Further surveying is in progress which will inform a Comprehensive Design in early 2024.

## Areas of Interest - Education

### Education 2023

- People choosing to educate children at home (Elected Home Education) has increased between the years of 2020 and 2023 and in line with data across Wales.
- EOTAS - (Education other than at school) Analysis of standards has highlighted we need to develop consistent assessment processes across the Portfolio Provision.
- Overall the number of permanent exclusions across secondary schools remains too high and the rates of fixed term exclusions and number of days lost are also too high. The number of children in vulnerable groups receiving exclusions is a concern. More details are in the DPA.
- Attendance has improved to 91% primary from 89% and secondary has increased from 83% to 87% approx though attendance of those who have free school meals (FSM) is still less than non FSM.
- NEETs (young people not in Education, Employment or Training) has increased at 2.80% representing 55 young people but this data is always a produced a year behind. 2.80 is the highest in 7 years.
- Youth service measures are very positive with the number of young people who registered to receive a service increased by over 8%, and the service worked with a total of 38% of the youth population, the highest figure over the past 3 years. 95% of service users progressed in at least one skill area, with most young people showing an improvement of all five key skills areas used to assess soft skills attainment. The percentage of young people achieving local accreditation increased to 72% compared to 60% in the previous year.
- All Primary Schools were invited to take part in the School Health Research Network (SHRN) survey this year. We will receive an LA report highlighting key findings and trends across the Borough during the Summer Term.
- Schools were invited to take part in the School Sports Survey, and 66 of 69 Primary Schools and 12 of 13 Secondary Schools took part and received an individual report. In total 10,438 pupils across Caerphilly completed the survey. Findings included 36% of pupils in Caerphilly participated in extracurricular sport (i.e., lunch time or after school club) frequently (at least once per week) in the 2021-22 school year, compared to 37% across the region and 40% across Wales.
- The Flying Start programme expansion Phase 1 has been completed enabling access to families in the New Tredegar community. The Flying Start Childcare expansion phase has been implemented and publicised to families. While take up is currently lower than anticipated at just under 40%, the start date was April 2023 and take up seems to be slowly increasing.
- The youth forum project group worked closely with staff to write and design an educational booklet for young people. This booklet is now used to inform young people of ways to care for their mental health and where/how to access support and 2000 bilingual copies of the booklet were distributed to schools and youth provisions in January 2023.
- Employment team have successfully achieved many challenging targets as demonstrated in the DPA bringing the ESF projects to a close earlier than anticipated. The team have achieved many of the end of project targets significantly sooner than expected ( originally aiming for March 2023).
- The NET Project ( Nurture, Equip, Thrive) has been successful in supporting our underemployed residents to improve their employment situation. Support included finding alternative or additional employment for those in temporary or fixed term contracts and those residents with work limiting health conditions.
- Library standards -Child & Young Adult CIPFA+ survey was conducted in February 2023. The results of the average child satisfaction score has increased from 9.4 to 9.5. From survey comments, users feel the library is safe and that staff are helpful and supportive.
- We had 462,128 visitors in 22/23 and whilst not yet at pre-pandemic visitor there are some important caveats to this figure for this reporting year, for example library closed due to fire damage and faults in visitor counters in some libraries, taking these factors into account this is a positive figure and provides a good benchmark for future reporting



# Caerphilly CBC Corporate Risk Register

Last Quarter Risk Level

Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2022/23	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CRR-17 2022	Impact on cost of living (inflationary) increases on our communities	The recent price increases in household energy bills combined with higher costs for food shopping and the price of fuel have created significant challenges for many residents, especially those already in need. The cost of living increase is likely to lead to additional demand being placed on council services as families affected seek our help. Difficulties in this area will continue throughout the winter and in to 2023.	DS	High	<ul style="list-style-type: none"> <li>• CoL strategic and operational groups meeting on fortnightly basis to ensure CoL crisis at forefront of planning and decision making.</li> <li>• CoL landing page complete (on website) as one stop shop for CoL support.</li> <li>• New CoL Newsline in production - due for distribution in March 23 (specific campaigns also being planned to promote take-up of Pension Credit etc).</li> <li>• New programme of engagement events (to promote support available) being prepared for 2023.</li> <li>• Additional Cost of Living team recruited within Housing Rents to provide additional services for residents for income maximisation, welfare benefits support and energy advice.</li> <li>• Welcoming Spaces network developed across County Borough - comprising 33 projects across 55 venues, (inc all CCBC libraries) - offering warm place, food, activities, socialisation etc for those unable to heat their homes effectively.</li> <li>• Warm Packs purchased and distributed to vulnerable residents (via frontline support staff, partners and via Welcoming Spaces and community groups).</li> <li>• Hardship Fund being established to provide additional financial assistance for those not eligible for other grants.</li> <li>• Energy grant scheme being prepared (for launch in March/April 23) to provide grants for installation of energy efficiency measures (including boilers, windows etc) for households.</li> <li>• Additional small scale measures including mobile phones, hygiene packs available for those in need.</li> <li>• Ongoing additional funding and support to be made available to Food Poverty network (e.g. Foodbanks, fareshare schemes) throughout 22/23 to ensure adequate capacity to provide support to those at risk of food poverty.</li> </ul>	Yes - cost of living increases have the potential to affect those in our communities who are already most in need.	High
CRR-08	Pressures on social care	Social Care capacity is an ongoing problem for the authority. The ability to recruit and retain care staff, in the face of significant competition from the retail and hospitality sectors is becoming more and more of an issue. As a consequence independent providers are handing back packages of care and the future of some care homes is in the balance.	DS	High	<ul style="list-style-type: none"> <li>• Significant uplift in fees for 2022/23 for independent sector providers</li> <li>• Commitment to external review of fee structures</li> <li>• Participation in work re standard fee methodologies at Regional Partnership Board level</li> <li>• Continue to open new in house residential homes for children</li> <li>• Fee levels for 23/24 to be determined as part of the budget setting process</li> <li>• Capacity/fragility issues flagged up at a regional level via RPB and associated strategic groups</li> <li>• Recent dom care provider failure resolved by bringing carers onto in-house payroll.</li> </ul>	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.	High
CRR-16 2021/22	Recruitment and Staffing Capacity	The Council needs to be able to employ sufficient numbers of staff across its services in order to ensure service delivery can be maintained. At present, there are challenges in recruiting replacement staff within certain Council professions that could, if not overcome, create difficulties over the medium to long term. There is also a shortage of Senior Leadership Capacity at present.	ED	High	<ul style="list-style-type: none"> <li>• Reforming Recruitment Project continues to show promising signs</li> <li>• Review of 2022/23 Apprentice process underway and 2023/24 being planned</li> <li>• Succession Planning and Workforce Development Strategy implementation</li> <li>• Recruitment webpages updated and refreshed with further video content</li> <li>• Specialist campaigns and resources designed to support specific recruitment</li> <li>• Procurement of specialist social media recruitment solutions</li> <li>• Improved benefits package established (includes 6 additional days leave)</li> <li>• Internal Recruitment Team adverts going out imminently</li> <li>• Deputy Chief Executive successfully recruited</li> <li>• Deputy Section 151 Officer recruitment underway</li> <li>• Successful recent interventions in Digital, Social Care, Catering</li> <li>• Performance metrics around new entrants, internal moves and exits being collated for ongoing review</li> </ul>	No - this risk relates to organisational capacity	

Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2022/23	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CRR 11 2020/21	Fleet	Providing a fully operational, compliant fleet of vehicles is essential for the Council to deliver all of its front line services. In this regard the Council holds a goods vehicle operators licence ("O licence") and must continue to demonstrate compliance with the conditions of the "O licence" and the legislative framework in which it exists. There is a current risk relating to the ability of the Council to staff its fleet management and maintenance service with suitably qualified and/or experienced staff and deliver the required level of management and maintenance standards.	ED	High	<ul style="list-style-type: none"> <li>Seeking to add additional officers with the necessary qualifications to the license to provide additional contingency</li> <li>Work is underway with Recruitment to seek to increase staffing numbers.</li> <li>Residual staffing capacity concentrating on HGV Fleet</li> <li>Sub contractors being engaged for other work where the market is able to respond.</li> <li>To explore arrangements for external maintenance through a strategic partner to provide additional contingency</li> <li>Processes and procedures for vehicle safety and driver compliance are currently under review and will be revised if necessary</li> <li>Notice served to withdraw from the current managed service contract (ends Jan 2024) and lease/purchase vehicles (and maintenance, where appropriate) via a WG Framework.</li> <li>Workshop is contractually obliged to maintain any vehicles leased through existing arrangement for the entire lease period which will be beyond January 2024.</li> <li>Council is currently over utilising short term or 'spot hires' to plug gaps in provision</li> </ul>	No - this risk relates to organisational capacity	
2022	Ukraine War	The Ukraine War has displaced a significant number of Ukrainian Nationals and UK Government, Welsh Government and Local Government is attempting to provide opportunities for resettlement. This will place significant additional pressures on Housing, Social Care, Education and wider support services at a time when resources are already stretched. Amendments to long standing allocation, admission and access policies may also be a requirement which could cause unintended consequences. The war has also impacted on certain supply chains increasing the lead times and delivery timeframes of certain goods.	CH	High	<ul style="list-style-type: none"> <li>Regular meetings are held at a strategic and operational level with Welsh Government and WLGA to understand current impacts</li> <li>Dialogue with Private Sector Landlords to identify possible vacant properties.</li> <li>Grant applications submitted to WG to enable repairs/improvements to private sector stock</li> <li>A temporary 12-month resettlement team has been created to help absorb the additional workload and a weekly MDT runs with key partners</li> <li>Support sessions held for Ukrainian refugees.</li> <li>Welsh Government super-sponsor scheme continues to drive capacity and planning challenges for Local Authorities</li> <li>Some easing of numbers/pressures at current time but position remains very volatile.</li> </ul>	Yes - pressure around housing and possible education and social care needs of Ukrainian refugees adds to challenges already being seen by over-stretched services.	High
New Dec 22	Waste Strategy and Recycling Performance	Compliance with Welsh Government Statutory Recycling Targets	CH	High	<ul style="list-style-type: none"> <li>Draft strategy submitted to WG Minister January 2023. Joint Scrutiny meeting took place March 2023.</li> <li>Feedback on draft strategy received verbally from WG early April, so scheduled Cabinet meeting deferred to allow detailed consideration of the WG feedback. Revised implementation plan to be provided to WG mid-May for consideration.</li> <li>Officers working with WG consultants to consider detailed analysis and key interventions to improve performance during April. Further engagement with Members scheduled with Cabinet agreement for public consultation of draft strategy scheduled for Autumn 2023.</li> </ul>	Yes - <ul style="list-style-type: none"> <li>Achieving higher levels of re-use and recycling has a positive impact on reducing carbon emissions</li> <li>Failure to achieve future statutory recycling targets may lead to WG fines which are significant financially and reputationally.</li> </ul>	Medium
CRR-02	Medium Term Finances - cost of living impact on organisation	The cost of living crisis is having a significant impact on the Council's financial position due to rising inflation, higher than expected pay awards, the increased costs of energy and supplies and the wider impact of cost of living on our residents.	SH	Medium	<ul style="list-style-type: none"> <li>2023/24 budget approved by Council 23/02/23.</li> <li>Total 2023/24 cost pressures of £55.5m funded through 6.9% uplift in Financial Settlement (£22.2m), permanent savings of £5m, temporary savings of £6.9m, use of reserves totalling £15.3m and 7.9% increase in Council Tax (£6.1m).</li> <li>£22.2m of temporary measures for 2023/24 contributing to overall anticipated savings requirement of £48.3m for the two-year period 2024/25 to 2025/26.</li> <li>Work underway to refocus the transformation programme and to identify other savings proposals to address the financial gap.</li> <li>Draft delivery plan to be developed Summer 2023 for implementation thereafter.</li> <li>Capital funding review taking place early Summer.</li> <li>Cabinet update Autumn 2023.</li> </ul>		



Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2022/23	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CRR-06	Local Development Plan (LDP)	It is essential that the Council has a Local Development Plan in place which sets the policy context for future development control decisions as well as ensuring that sufficient land is earmarked to support the range of needs across the County Borough such as Housing, the Economy, Green space, etc.	MSW	Low	<ul style="list-style-type: none"> <li>Progressing the current Local Development Plan Process in accordance with the delivery agreement between the Council &amp; Welsh Government (WG). Recent correspondence from WG will require further regional work (including the CCR) on growth assumptions. Given the recent interaction with WG, then the LDP is probably not deliverable in its current form and in accordance with the existing delivery agreement timeline. A Council decision will therefore be required in July 2023 linked to the report of consultation. The will determine the agreed way forward for the LDP from now until formal adoption.</li> <li>Options appraisal developed and scheduled for consideration by Cabinet May 2023.</li> <li>Council recommendation July 2023. • Lobbying strategy for SDP being implemented.</li> </ul>	Yes	
NEW added April 23	Potential Withdrawal of Bus Support Funding and Contraction of Local Bus Services	It is likely that WG funding to support the bus industry will be withdrawn and some bus companies may cease to trade while others will only run commercially viable routes thereby reducing bus services across the County Borough	MSW	New	<ul style="list-style-type: none"> <li>Meetings being held nationally and regionally as this is a Wales wide issue.</li> <li>Various scenarios have been identified and are being fully quantified, including a skeleton service for the County Borough which will be funded by the Council - dates to be included.</li> </ul>	Yes - restricting connectivity of communities and limiting potential to travel for those without access to a car or rail travel	High
CRR-04	Impact of Climate Change	Climate change and the trend for increased risk & frequency of adverse weather presents a risk to the natural & built environment.	MSW	Medium	<ul style="list-style-type: none"> <li>Decarbonisation Strategy and associated action plan in place and a new team created.</li> <li>Report on progress against the action plan and way forward for decarbonisation to be presented to Scrutiny 2nd May 2023 and Cabinet 17th May 2023.</li> <li>Effective Emergency Planning Strategies, processes and operational responses.</li> <li>Robust Local Flood Risk Management Strategies underpinned by a progressive suite of flood alleviation infrastructure projects.</li> <li>Implementation of Sustainable Urban Drainage (SUDS) practices across new developments.</li> <li>Effective management of the natural environment across the countryside/green open space portfolio/culture and embedding across organisation</li> <li>Specific actions across the Council's asset portfolio to reduce its own level of carbon emissions.</li> </ul>	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
Added Q3 2022/23	Housing Supply	The authority currently has around 6000 people on its Housing waiting lists and significant challenges in ensuring that people are in the right accommodation for they and their families particular needs. The influx of Ukrainian refugees, the Afghan resettlement programme and local homelessness challenges are increasing the need an appropriate supply of housing.	DS	Medium	<ul style="list-style-type: none"> <li>Caerphilly Keys service now in place.</li> <li>New build programme agreed and progressing with 400 homes target.</li> <li>Outline planning for circa 130 homes at Ty Darren and Oakdale Secondary School.</li> <li>Transitional Accommodation Programme Board established.</li> <li>Progression of Development and Governance Strategy. with regular Cabinet updates</li> <li>Quality of offer - review of service and standards.</li> </ul>	Yes people having a roof over their heads and living in accommodation of a suitable size and standard is a fundamental part of wellbeing and is evidenced as having a positive impact on people's health.	

Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2022/23	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CRR 13	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 has come to the an end, evictions could rise significantly.	DS	Medium	<ul style="list-style-type: none"> <li>Implementation of the Rapid Rehousing Strategy</li> <li>Caerphilly Keys service now in place.</li> <li>Use of support providers and specialists to assist those that are homeless and to sustain tenancies to avoid homelessness occurring</li> <li>Implement Homelessness strategy which has been developed in collaboration with neighbouring authorities</li> <li>Review the availability of temporary accommodation to reduce/avoid use of Bed &amp; Breakfasts.</li> <li>Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons</li> <li>Work closely with the police and probation service to plan accommodation for prison leavers</li> <li>Review the type of accommodation that is required to meet the needs of those presenting so that this can be considered in longer term future</li> </ul>	As above	
CRR-07	Impact of Covid-19 on learner achievement	The impact of covid on learner achievement remains unknown and requires further evidence and appropriate intervention, particularly with the inconsistent nature of assessment since 2020 along with reduced levels of pupil attendance and higher than average levels of exclusions.	ED	Medium	<ul style="list-style-type: none"> <li>Education Strategy that focuses on Reignite, Recover, Reform Agenda now live</li> <li>Develop the information, intelligence and data to ensure it operates as an effective commissioner of improvement services</li> <li>Further enhance self evaluation and improvement planning processes</li> <li>Greater focus on inclusion and improved wellbeing with enhanced tracking</li> <li>Establish a system of active peer learning that provides opportunities to consider problems, share good practice and innovation</li> <li>Increased support for pupils at risk of becoming NEET (Not in Education, Employment or Training)</li> <li>Improving Pupil Attendance</li> <li>Support More Able and Talented pupils</li> <li>Improve Pupils' Acquisition of Digital Skills</li> <li>Deliver Welsh in Education Strategic Plan 2022-2032</li> <li>Build new schools through Sustainable Communities for Learning</li> <li>Ensure Medium Term Financial Planning arrangements for Schools</li> </ul>	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 medium risk. This is a long term risk	Medium
CRR17 Q4 22/23	Impact on cost of living (inflationary) increases on the Council	The impact of rising energy and fuel costs, cost increases and shortages across major supply chains and increases in the cost of construction schemes are increasing the operational costs of delivering services, placing Council budgets under significant strain and creating challenges for the workforce.	DS	Medium	<ul style="list-style-type: none"> <li>A cross cutting Cost of Living Working group has been formed under DS leadership which is seeking to address challenges across the community and staff populations</li> <li>Group is mapping all existing cost of living activity underway across the organisation</li> <li>Group is considering options to introduce new support to those most in need</li> <li>Web resources are being developed to provide a single source of assistance to our residents and staff that are most in need</li> <li>Financial impact on projects - ringfenced fund being developed - timing</li> </ul>		
CRR 12 - Q1 2020/21	Covid-19 Recovery and Future Wave Response	As the local economy seeks to recover from the impact of the COVID-19 pandemic, the Council will need to focus on a series of recovery measures to stimulate local growth. The Council will also need to remain prepared to manage its critical services and workforce pressures through potential future waves that limit social mobility and reduce the availability of resource	CH	Medium	<ul style="list-style-type: none"> <li>Cabinet have adopted an Economic Recovery Framework to stimulate growth and a progress report is scheduled for cabinet consideration in Autumn 2023.</li> <li>New Economic Development Strategy Terms of reference being developed Adoption of Corporate Plan scheduled July 2023.</li> <li>Cabinet have adopted a Social Value Policy to drive community benefit and the foundational economy across the locality</li> <li>The Council is overseeing the Regional TTP function supporting Gwent to better manage a range of communicable disease responses</li> <li>The Council maintains a critical service list and business continuity plans</li> <li>The Council continues to formalise and embed its Agile Working approaches to ensure services can be provided from any location</li> </ul>		

Risk ID	Risk Name	Risk Description	CMT Lead Officer	Q4 2022/23	Planned Mitigations and Progress	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
New	COVID Enquiry (Capacity to service)	Inquiry has now commenced. CCBC now receiving requests to submit evidence with extremely short timeframes of 2-3 weeks. WLGA hosting regular meetings to support LA's in conjunction with the LGA. No be-spoke resources identified, therefore completion of evidence falling to a small number of officers, all of whom have other duties. Requests/submissions likely to go on for many months/years.	DS	Medium	<ul style="list-style-type: none"> <li>• Covid 19-Inquiry Group established.</li> <li>• Submissions agreed and signed off by CEO</li> <li>• Consideration to be given to a creation of a be-spoke role to complete evidence requests.</li> <li>• Awaiting feedback from Covid Inquiry.</li> </ul>	No - this risk relates to organisational capacity following which organisational capacity and functionality will be reviewed.	
New	Resilience and Wellbeing of Staff	Since early 2020, Council staff have been dealing with unprecedented challenges over an extended period of time. Staff have supported communities through the pandemic. More recently staff have had to respond to the impacts of the Programme for Government, the war in Ukraine and, more recently the Cost of Living crisis. Expectation continue to rise and the Council's resources are extremely stretched at present. There are high levels of staff sickness currently. The 2023/24 budget is also adding further workload pressures as alternative mechanisms for service delivery will need to be worked up.	CH	Medium	<ul style="list-style-type: none"> <li>• Embedding the Workforce Development Strategy</li> <li>• Embedding the Employee Wellbeing Strategy</li> <li>• Further promotion of the Employee Benefits Scheme</li> <li>• Recommendation to provide staff with an additional 5 days annual leave</li> <li>• Embedding the Employee Wellbeing Framework</li> <li>• Work commenced with external support to understand the underlying reasons for sickness absence levels and to pilot some new approaches to reduce impact</li> <li>• Creation of a coaching network across the organisation to help unlock issues</li> <li>• Exploration of facilitated staff resilience sessions</li> </ul>	No - this risk relates to organisational capacity	
NEW	Impact of Strike Action on Public Services	There is a significant likelihood of extensive industrial action being taken across multiple public services, largely in relation to levels of pay and working conditions.	CH	New	<ul style="list-style-type: none"> <li>• Teaching Unions strikes require careful management and communication</li> <li>• Update on teaching industrial action needed.</li> <li>• Ongoing dialogue with TU's regarding intentions to ballot for strike action Local Government in Autumn.</li> <li>• Review budget implications.</li> </ul>		

# Self-Assessment action plan



Table 1 showing summary count and status of the action plan

Count	Progress RAG Status	Status reference	Count Priorities specifically linked to Equalities or Welsh Language Strands
3	Black	Not yet started or too early to report any progress (achievements/changes)	0
2	Red	Started but not progressing well	0
13	Amber	Started with reasonable progress achieved	0
5	Green	Going well with good progress	0
1	Blue	Completed	0
24	Total		0

Table 2 showing a list of the Self-assessment actions and their status

Title	Owner	Completion Date	Progress RAG Status <small>select from drop down list</small>	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain...(IIAs) <small>Select from drop down list</small>
<b>Corporate Planning</b>					
To Implement a new Corporate Plan 2023-2028		May-23	Amber	Draft completed, with CMT for review. Dates scheduled for the committee Journey. Dates for completion have been moved to better include understand the links to other public service bodies goals	
To Publish a new Public Services Board Well-being Plan and Local Delivery Plan		May-23	Green	The new Gwent regional Well-being Plan drafted. Currently working through corporate approvals in each statutory members organisation. Will be signed off by the Gwent PSB 22nd June 2023, on an unavoidable delayed timescale. Some problems introduced by difficulties in the corporate approval process of one member organisation. The Caerphilly Local Delivery Group had an in-person workshop on 6th June 2023.	
<b>Financial Planning</b>					
Strengthen the links between the emerging Corporate Plan, the Council's Medium-Term Financial Plan, and the TeamCaerphilly Transformation Programme		Mar-23	Red	This is ongoing and the work is linked to the first area. It is noted as red as there has been some slippage from the original completion date, but work has started with a report to P&R scrutiny 27 June on Transformation, the Corporate Plan is in draft and the work has started to ensure the Corporate Plan and the Financial Programme align.	
Undertake a review of the Council Reserves Strategy		Mar-23	Amber	Investments are subject to regular review and as they mature sums are reinvested appropriately to ensure that returns are maximised. A number of investments are currently providing yields below the Debt Management Office (DMO) rate as they were entered into prior to the recent increases in interest rates. As these mature the reinvestments will result in improved returns.	
Seek to progress the Council's Well-being and Place Shaping Programme at pace		Ongoing	Black	Ongoing subject to individual Business Case approvals.	
<b>Workforce Planning</b>					
Deliver the Workforce Development Strategy 2021-24 Action Plan		Mar-24	Amber	Workforce Development Strategy 2021 - 24 agreed and in place. The action plan within the strategy is subject to monitoring via CMT, HR Strategy Group, P&R Scrutiny and Cabinet. Actions are progressing. Update reported to Policy & Resources Scrutiny Committee 27.09.22	
Deliver the Employee Wellbeing Strategy 2021-24 Action Plan		Mar-24	Amber	Actions progressing. Update reported to Policy & Resources Scrutiny Committee 27.09.22 I	
Review and modernise the recruitment process		Sep-23	Amber	The online application process has been updated and made easier for users; dedicated webpages have been designed for services; targeted recruitment campaigns arranged; Recruitment Team agreed by Cabinet and to be advertised in January 2023.	
Embed workforce planning across the organisation		Sep-23	Amber	Draft workforce planning toolkit has been developed which is being piloted by 3 Heads of Service. Feedback to be reviewed and any necessary amendments reflected in the toolkit which will then be rolled out across the Authority.	
Embed annual apprenticeship recruitment		Ongoing	Green	Successful recruitment in 2022. Will continue to advertise annually	
Embed and formalise agile working practices		Mar-23	Amber	HR policies agreed by Cabinet 14.12.22. The post categorisation now needs to be progressed by Heads of Service with staff so that staff. HR will need to write to staff to confirm the categorisation	
Review our Human Resource Policies relating to agile working		Mar-23	Amber	Agile Working Policy, Flexi Scheme & Mileage Scheme agreed by Cabinet 14.12.22. The Annual Leave Policy has an additional cost of £2.459m so has to be agreed by Council in February 2023 as part of the budget setting process.	
<b>Procurement</b>					
To promote our Social Value Policy, publicising and raising awareness of embedding social value across our third party spend to gain benefits for our community from our spending power and to report on the outcomes.		Dec-23	Blue	The team continue to publicise and raise awareness of embedding social value across the Council's third party spend.	

To deploy the changes in procurement legislation as part of procurement reform agenda and the Social Partnership and Procurement Bills.	Mar-24	Green	Awaiting next steps on the new Procurement Regulations from UK and Welsh Government. Actively monitoring updated information and Procurement Policy notices together with attending fortnightly meetings with Welsh Government & WLGA representatives.
<b>Key Assets</b>			
Develop a longer-term Asset Strategy and assign resources to the delivery of the strategy	Apr-23	Amber	Proposed timeline for the development of a new strategy has been developed and actions are currently being worked through focussing on delivery of a draft for CMT in September 23, AW to receive draft programme for information. Timescales remain realistic and the work is on track for the dates for the previously communicated timetable. Through the council's ongoing engagement programme 'The Caerphilly Conversation', our communities are giving us useful insight into how they feel we should do things differently in future. Some of the emergent themes to date, with specific relevance to asset management, are: - Asset rationalisation – reduce the number of buildings and fully use those maintained including for community use - Income generation as a priority for the council to mitigate against the need for further budgetary savings e.g. leasing surplus buildings, sale of vacant assets. - Ensure that there is easy access to services – for all whether this be online, over the phone or face to face. - Digital access to service should be available wherever possible but acknowledge that some are digitally excluded and some services have to be delivered face to face e.g. libraries and leisure centres. Use existing buildings to co-locate services e.g. libraries as "hubs" where residents can access many services in one place in the community. Carry out a review of services. As needs have changed, so service provision should change too - Improve efficiency (using technology to do so) and reduce bureaucracy - Ensure sustainability of service development and provision e.g. green and efficient transport services, good cycle networks provision of electric charging points - Maintain home working where possible reduce the number of office buildings etc
Evaluate the benefits of partnership working for a longer-term approach to a single public estate	Dec-22	Red	Meetings with public sector partners regarding the principles of accommodation sharing have commenced and a scope for a further asset mapping exercise is being developed and will be fed into the ISPB initially with further partners to be invited.
Introduce agile working policies that support asset management and visa-versa	Dec-22	Amber	The agile HR policy has been developed and adopted. Agile working zones/hub have been created in Ty Penallta and the winding house, New Tredegar and staff moves linked to agile ways of working are currently being progressed at ty penallta and tredomen house which facilitate closure of other satellite offices to raise savings in the longer term.
Continue to expand and extend the Cloud Strategy beyond the high priority systems	TBC	Black	
<b>Risk Management</b>			
Review the Corporate Risk Register and ensure the process allows for ease of connection between the directorates and high-level risks including the promotion of how to raise risks.	Apr-23	Green	The Corporate Risk Register was updated and refreshed in Dec 2022 and taken to Governance and Audit committee in January 2023. The Risk Register is now kept in Teams so it can be updated more readily as changes occur.
Finalise and submit for adoption, the revised Risk Management Strategy and new Risk Framework following a review of the risks processes.	Jul-23	Amber	Following the success of the new Corporate Risk Register we are seeking to update the Directorate Registers in the summer 2023, so all styles align, then we will update the Risk Strategy for Autumn 2023.
Training Elected Members in risk management, processes, and ways to scrutinise them, to gain assurance of good governance and controls.	Dec-23	Black	September to December 2023
<b>Performance Management</b>			
Introduce a new Corporate Plan and embed into Performance Frameworks	Jul-23	Amber	See the first action, the new Corporate Plan is drafted following consultation and engagement with a range of audiences. As this date has moved on, the timeline to embed into the Performance Framework will also move onto winter 2023
Train and equip Members to engage with the Corporate Performance Assessment and challenge performance via Joint Scrutiny	Mar-23	Green	A members seminar was held to explain the process and to take feedback on how members would like to receive information. The next Joint Scrutiny will now receive the output of this session in July 2023.
Further develop and streamline the collection, processing, analysis and reporting of data, using improved Microsoft digital platforms and tools throughout the organisation.	Mar-24	Amber	Project work started on taking this forward, however there has been a pause due to power BI being designed for data not narrative, and the PM Framework combines both. We are making greater use of Teams in the interim for ease of updating.

Gadewir y dudalen hon yn wag yn fwriadol



# Economy & Environment - Directorate Performance Assessment

## 2022-23 for Q3 and Q4

 Directors Self-Assessment - Learning Summary

 Directors Self-Assessment - Actions

 Directors Priorities

 Priorities (Service Focus)

 Performance

 Customer Intelligence

 Resources

 Risks

 Well-being Objectives

# Directors Self-Assessment - Learning Summary



[Refer to Dir  
Actions](#)

## General Summary

Overall, the directorate is sustaining service delivery and performance levels, with some specific areas posing more challenges than others at present.

Our front-line and back office services continue to sustain reasonable levels of service delivery in this post covid recovery period, despite many changes experienced in working practices and public expectations, which has posed some challenges to ongoing services and succession planning. In particular, staff retention and replacement in some services, and plant and equipment in others.

One area of particular focus at present, is the ongoing service review for Fleet Management and Vehicle Maintenance, in particular, fleet contracts arrangements and workshop staffing, as this has a significant impact on our ability to support front line services and address decarbonisation as well as succession planning and continuity of service delivery across many other services.

By nature of our front-facing and diversity of services delivered, we rely heavily on public feedback, for example, see the Customer compliments and complaints data.

Public consultation has been limited these past two years, however, intelligence gathered through the Public Services Board wider region public engagements, our compliments and complaints trends and feedback, direct service contacts, and recent 'what matters to you' programme, all provide us with sufficient knowledge to understand any areas for improvement.

### Some of our key challenges and opportunities for 2022-23 are:

- Delivery of the New Local Development Plan
- Welsh Government Recycling Targets and delivery of a new Recyc
- Transport Modal Shift, Valley Lines Improvements and Active Travel
- Post Covid Economic Recovery and targeted regeneration activities.
- Climate Change and Decarbonisation
- Recruitment and Retention
- Replacement European Funding (Levelling Up and Shared Prosperity)
- Rationalising Sport and Leisure Infrastructure in accordance with the Sports and Active Recreation Strategy (SARS) 2019-29
- The Construction and wider contracting Market
- Medium term budgetary constraints and resultant ongoing service transformation considerations
- Asset rationalisation facilitated by the agile working agenda
- Development of a new Economic Regeneration Strategy for the County Borough
- Delivery of the suite of Placeshaping projects
- Progressing the improvements to the A469 at Troed-rhiw-fuwch

Page 18

## What went well and why?

- The overall number of and complexity of complaints received in the first 6 months of this year is substantially lower than the past two years, partly due to improved communications, response times and internal processes and procedural enhancements. Periodic Reporting through our Audit and Governance Committee has also been substantially improved with a better and more informed framework now embedded.
- The ongoing phased fleet vehicle replacement programme, servicing and maintenance proves to be a challenge, however, revised service use and route optimisation has helped curtail fuel consumption and CO2 emissions year-on-year.
- Out of 45 key Service Priorities, 36 are progressing well to date, with 9 requiring some attention and further discussions.
- Remedial works, and improvements to Cwmcarn Country Park and Visitor Centre, the offer of wider adventure activities and stay-over facilities, as well as the lifting of Covid constraints, is starting to show good levels of use and visits.
- The Caerphilly town 2035 plan comprising a suite of regeneration projects in the town is progressing well largely due to the appointment of a very effective project manager and ongoing political support.
- Good progress has been made on a number of decarbonisation fronts but there is still more work to be done in accordance with the Council's declared carbon emergency which will require resourcing and cross authority buy-in.
- The support provided to businesses as a result of the Covid pandemic has been excellent due to the efforts of the business enterprise and renewal and corporate finance teams working together.
- Work on the replacement LDP has progressed well as a result of very effective engagement and timely decision making. There is, however a significant future workload associated with its completion and delivery.



# Directors Self-Assessment - Learning Summary



[Refer to Dir  
Actions](#)

## What did not go well and why?

- Fluctuating and seasonal sickness levels continues to be challenging whilst trying to maintain frontline services cover, delivery and performance (~ 5% monthly)
- Ongoing service reorganisation, restructuring and portfolio alignments has gone reasonably well over the past two years, however, certain key post vacancies are now proving to be challenging to back fill due to market constraints and competitiveness.
- Service budgets are now starting to see the impacts of utility and fuel cost rises, that will, over time, erode and impact on availability of resources for other functions and service delivery.
- Incidents and responses to address fly-tipping is proving to be somewhat challenging and requires further investigation at time of reporting. ☒
- Fragility of the fleet service remains a challenge because of staff recruitment and market conditions☒
- Progress with a number of construction projects has been slow due to staffing levels and market conditions which often result in re-tenders and new financial approvals having to be sought.☒
- Recruitment of the Head of Land and Property proved to be very challenging but was completed at the end of Q2 after employment of new recruitment techniques involving a recruitment consultant.☒
- The A469 at Troedrhifwuch continues to deteriorate as a result of instability even though it is subject to ongoing monitoring, and basic remedial works. Comprehensive Design works have progressed but delays in WG resilient road funding announcements remain a significant risk.☒
- Demands on Heads of service and their senior staff are significant and are largely driven by increased expectation levels and shortage of staff in certain key areas. In addition the WG programme for government is presenting its own challenges in terms of significantly increasing workloads. Examples being 20mph zone introduction and a requirement for town centre place plans being required to access certain funding streams.

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## What have we learned?

- Labour markets and availability of service specialist to key workforce arenas are now starting to impact on, and potentially curtail, our opportunities for further service transformation and improvements.
- Labour market analysis is starting to show wider disparities in remuneration offers across our environments and workplaces for certain key worker specialisms, curtailing recruitment opportunities.
- Opportunities to recruit for certain non-specialist roles also continues to be challenging, due to the longevity of requirements in certain recruitment policies, practices and procedures. For example, property cleaners.
- From the ten Corporate Reviews undertaken between 2020-2022 there is now a suite of proposals and recommendations that will be presented to the Transformation Board and CMT for consideration of 'what next'.
- In the sphere of major projects and building, infrastructure delivery, there is the need to procure strategic partners to assist with the delivery programme and to package works in a different way to stimulate market interest.☒

## What impact have we made and how do we know? What difference have we made?

- Public satisfaction for our frontline services is generally good, but is often difficult to properly judge, as most public contacts tend to only be when something is not quite right (for example, see complaints trends and themes) although compliments levels and content are encouraging and valued by frontline staff.
- Despite many opportunities now made available for public consultation and engagement, generally, take up is low in numbers, which does not show a true and fare reflection of our community and its citizens as a whole.
- However, training and improved communications across officers networks is proving fruitful in identify the importance of good and swift responses to any service concerns, some of which has been identified through our recent Corporate and Service Reviews. In addition, the training provided by the Directors PA on complaints and response content times is starting to pay dividends in terms of the timeliness and quality of responses. ☒

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# Directors Self-Assessment - Learning Summary



[Refer to Dir  
Actions](#)

## What have we learned?

- Many of our services have undergone internal service reviews, restructures and re-organisation these past two to three years and have now stabilised in their structures and formation.
- Legislation and the WG programme for Government is putting ever increasing responsibilities on Local Government, the public have higher expectations than ever, but, there is no additional resourcing to address the many statutory and previously adopted functions.
- Through public consultation, we seem to receive year-on-year, similar issues that matter to the public. Which often tends to focus on, for example, Waste collections, street cleansing, street lighting, dog fouling, community safety, public transport, communications, parks and green-spaces, housing developments and related infrastructure constraints.
- Many of our services are somewhat stretched at present, so open communications are crucial to sustain existing activities and functions.
- Due to administrative changes in May 2022, with new members, it is crucial that we embed a full understanding of everything that is expected of this directorate and its service deliveries, opportunities and constraints.
- If budget settlements are a challenge in 2023 and beyond then a piece of work around expectation management will be required as we may not be able to deliver all of the services in the way they have been delivered in the past.

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## What actions do we intend to take in the next period to ensure that we are meeting our performance requirements?

- Further discussions through SMT is needed to fully understand and identify current challenges and volatilities, that will then be discussed and disseminated through each DMT to address in turn.
- Continue the focus on effective response to service requests and complaints and the sharing of compliments about service delivery with those staff that deliver the services at the front line.
- Development of a programme for procurement of partner organisations that can assist with delivery of major projects and infrastructure, buildings.
- The relationship that has been built up with our communities through the pandemic needs to be further enhanced, built on, to further their understanding of the role that the Authority plays and any constraints placed upon it. in this regard, communication with our communities around key service changes (such as waste management) will be critical.
- Considering the above, and in a period of austerity and economic uncertainty the focus should be on delivery of the services that matter most to our communities.
- Continued refinement of the DPA to make it more meaningful and an easier to understand and navigate document.

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☐  
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[Refer to separate tab for more specific actions.](#)

[Refer back to Directors Summary](#)



# Directors Self-Assessment - Actions

Progress against priority actions from last quarter	By whom	By when	Progress Status	Update

Actions going forward. (Include any actions that may come from the Corporate Management Team and the CPA)	By whom	By when	Progress Status	Update
Further discussions through SMT is needed to fully understand and identify current challenges and volatilities, that will then be discussed and disseminated through each DMT to address in turn.	MSW & HoS		Amber	
Continue the focus on effective response to service requests and complaints and the sharing of compliments about service delivery with those staff that deliver the services at the front line.	HoS & Grp Managers		Amber	Response rates to Service Requests and Complaints has been sustained over several reporting periods, with similar themes experienced year-on-year, despite ever increasing community and service provision complexities and increasing demands and expectations. Recent Corporate Reviews and ongoing Service Reviews continues to highlight investment proposals and recommendations in order to maintain service delivery models, let alone improvements..
Development of a programme for procurement of partner organisations that can assist with delivery of major projects and infrastructure / buildings.	MSW & HoS		Black	Maintaining accessibility to work with specialist services and providers within our communities is proving ever more challenging with increasing demands on fewer available resources for major projects.
The relationship that has been built up with our communities through the pandemic needs to be further enhanced / built on to further their understanding of the role that the Authority plays and any constraints placed upon it. in this regard communication with our communities around key service changes (such as waste management) will be critical .	MSW & HoS with Policy Engagement Team		Amber	Through the 'Caerphilly Conversation' (Oct>Dec 22) and 'Local Service On-Line Pols' (Jan 23) further citizen engagement seeks to better share and gain local knowledge regarding current and future service needs.
Considering the above, and in a period of austerity and economic uncertainty the focus should be on delivery of the services that matter most to our communities.	MSW & HoS		Green	Medium Term Financial Plans and a draft 23/24 Budget Plan was drafted in Jan 23, for Cabinet and Public Consultation purposes.
Continued refinement of the DPA to make it more meaningful and an easier to understand and navigate document.	MSW & HoS		Red	Due to the sheer diversity and scale of services within this directorate, it is somewhat challenging to refocus the current use and content of the DPA. However, each HoS and service contributions (content) within this document, will undergo further critique with the support officer from the Business Improvement Team, to further streamline its content and relevance going into 2023-24.

Feedback, recognition and comments from Corporate Management Team (CMT)	By whom	By when		Update

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# Directors Self-Assessment - Actions

[Refer back to Directors Summary](#)




### Key

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

# Directors Priorities



Table 1 showing summary count and status of the Directors Priorities

Count	Progress Status	Status reference	Count Priorities specifically linked to Equalities or Welsh Language Strands
0	Black	Not yet started or too early to report any progress (achievements/changes)	0
1	Red	Started but not progressing well	0
6	Amber	Started with reasonable progress achieved	0
5	Green	Going well with good progress	0
0	Blue	Completed	0
<b>12</b>	<b>Total</b>		<b>0</b>

Table 2 showing a list of Directors Priorities and their status

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

Links to 22/23 DPA Services Priorities	Economy & Environment	Completion Date	Progress Status select from drop down list	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain...(IIAs) <a href="#">Select from drop down list</a>
1 Page 23	Progressing the ground breaking Ness tar project through to due diligence in conjunction with WG and linking it to the wider aspirations for Caerphilly Town.		Green	Due diligence work has progressed well. An evaluation of access options for the site was concluded in December 2022. This will determine initial project viability and options for taking the project will then evolve. Year end 22.23	
	Preparation and submission of high quality Levelling up fund bids in accordance with round 2 of the fund deadline in June 2022.		Green	3 levelling up fund bids were submitted to UK government by the UK Government 1 August 22 deadline. 1 Bid namely the Caerphilly Leisure and Well Being Centre has secured £20m funding. Year end 22.23	
	Assisting and providing the framework for recovery from the Covid pandemic including assisting CCBC businesses to effect a recovery from the pandemic. This will include a focus on town centre regeneration.		Amber	Significant work undertaken including passporting of grants to businesses. Covid economic recovery plan agreed by cabinet and good progress has been made in its implementation. Year end 22.23	
4	Progressing key strategies and strategic documents including the LDP, remaining area regeneration masterplans, focussed town centre plans and the A465 corridor partnership strategy.		Amber	<p><b>LDP</b> - The Council resolved to commence a full revision of the Caerphilly County Borough Local Development Plan up to 2021 (Adopted LDP) at the Council meeting held on 23 October 2019. The first stage in the preparation of the 2nd Replacement Caerphilly County Borough Local Development Plan up to 2035 (2RLDP) is to prepare a Delivery Agreement (DA) which includes: The timetable for the delivery of the 2RLDP; and The Community Involvement Scheme (CIS) – which sets out who will be consulted and when. The Draft DA was subject of public consultation in January /March 2021 and Approved by Welsh Government in June 2021. Pre-Deposit Participation Stakeholder throughout February 2022 to inform the Alternative Strategy Options and inform the preparation of the Draft Preferred Strategy, for consideration by Council in the Autumn of 2022. The Preferred Strategy was subject of a statutory six week consultation exercise which concluded in November 2022. Approximately 1900 representations were received in respect of the Preferred Strategy and these will form the Report of Consultation which will be considered by the Council in 2023.</p> <p><b>Newbridge to Risca MasterPlan</b> - Initial workshop arranged with elected Members and Community Council representatives to ensure their early engagement with the content of the Masterplan. Draft considered by Housing &amp; Regeneration Scrutiny Committee in November 2021 and Cabinet in January 22. Public consultation on the Draft Masterplan (renamed the Lower Sirhowy and Ebbw Vale Masterplan) undertaken in February /March 22. The Masterplan was approved by Council in October 2022.</p> <p><b>Greater Blackwood MasterPlan</b> - Work commenced early in 2023/24. Year end 22.23.</p>	

# Directors Priorities



Table 1 showing summary count and status of the Directors Priorities

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1	Red	Started but not progressing well	0
6	Amber	Started with reasonable progress achieved	0
5	Green	Going well with good progress	0
0	Blue	Completed	0
<b>12</b>	<b>Total</b>		<b>0</b>

Table 2 showing a list of Directors Priorities and their status

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

Links to 22/23 DPA Services Priorities	Economy & Environment	Completion Date	Progress Status <i>select from drop down list</i>	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain...(IIAs) <b>Select from drop down list</b>
Page 24	Progressing key decarbonisation decisions and projects in accordance with the adopted strategy, action plan and energy prospectus. <i>(See updates on Priorities tab)</i>	Mar-24	Amber	See comments as reported on the ALL Services priority titled: Progressing key decarbonisation decisions and projects in accordance with the adopted strategy, action plan and energy prospectus (Council's decarbonisation policy - to include electric vehicles, environmental management, agile working etc).	
	Progressing the feasibility and final design for repairs to the A469 and lobbying WG for funding for the construction phase of the project..		Green	Resilient Roads bid placed in Feb 22, decision from roads board expected early in 2023. The funding delays are affecting programme however, WelTAG has progressed and phase B of the design programme has been received and is in the process of being awarded.	
	7 Delivering in accordance with the cabinet's cleaner / greener agenda and resultant £1m funding allocation.		Green	Cleaner-greener funding expended and summary note outlining works resulting from use of the funding was shared with CEO at end of 2021/22.	
	8 Ensuring the timely production of a waste strategy and paving the way for key strategic decisions in relation to waste management to be made early in the new political administration.	Oct-22	Red	Service change options presented to CEO and CMT for consideration by new administration, These included short and medium term service changes to be included in a waste strategy for completion by end of December 2022, political adoption and commencement of changes in early 2023.	
	9 Progressing to compliance with the WG direction relating to Hafodyrnys including demolition of housing stock and design of revised footway / landscape.		Green	All properties demolished and work now commenced on landscaping and footpath re-design.	
	10 Commencing delivery (tendering and start on site) of major build projects including Chartist Gardens		Amber	Construction works (ground works) commenced at Chartist gardens and tendering completed / contract awarded for new Cwm Gwyddon school.	
	11 Lead and support the organisation's Team Caerphilly Transformation Programme		Amber	Work continues at a CMT level but resource pressure may require some prioritisation.	
	12 Input to the Council's future financial management strategy to maximise financial resilience.	Feb-22	Amber	Budget allocations for 2021/22 have not posed any particular constraints and was welcomed by services. However, there is a level of uncertainty around the financial settlements forthcoming from Welsh Government, that impede longer term planning, let alone service sustainability predictions, improvements and investments.	

# Priorities



Table 1 showing summary count and status of service priorities

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

Table 2 showing a list of service priorities and their status

Links to 22/23 Directors Priorities	Title	Completion Date	Progress Status <small>select from drop down list</small>	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? <small>Please explain... (IIAs)</small> <a href="#">Select from drop down list</a>
	<b>ALL Services</b>				
Page 25  Dir's priority 5	<p>Progressing key decarbonisation decisions and projects in accordance with the adopted strategy, action plan and energy prospectus (Council's decarbonisation policy - to include electric vehicles, environmental management, agile working etc). With current focus on:</p> <p><b>Waste Services &amp; Infrastructure</b> (cleaner/greener fleet options) and,</p> <p><b>Property Services</b> (reducing the energy consumption in Council buildings and promote the on-site generation of renewable electricity where possible).</p> <p><b>Public Protection:</b> (Promote "Try Before You Buy" free trials of licensed electric vehicles to support Welsh Government's decarbonisation agenda and zero emissions target for taxis by 2028).</p> <p><b>Planning &amp; Regeneration:</b> Contribute to the Council's decarbonisation policy (delivery of Cwm Ifor Solar Farm and Upper Rhymey Valley Windfarm, etc.)</p>	Mar-24	Amber	<p><b>WASTE SERVICES:</b> Electric and Eco friendly vehicles are being trialled with a view to procuring carbon friendly fleet. A Fleet Review Officer (in the Policy Team) has been appointed to undertake a detailed review of vehicle utilisation as part of our switch to electric and ultra low emission vehicles. On-going landfill gas project being reviewed with a view of further decarbonising the site and maximising carbon emission avoidance. Draft Waste Strategy has been completed and continues to be refined.</p> <p><b>INFRASTRUCTURE:</b> Work on decarbonisation has already made good progress with the introduction of LED street lighting and part night lighting. RTA funding has been secured for the delivery of further EV charging infrastructure at CCBC sites including public &amp; community car parks and park &amp; ride car parks in 2022-23. Installations at 11 sites across the borough have been completed.</p> <p><b>PROPERTY:</b> There have been a number of energy improvements across the Authorities building stock including, Units 1-2 Woodfieldside, Tredomen Business and Technology Centre and Tredomen Innovation Centre focussing on LED Lighting and Controls for the entirety of the buildings (with a Carbon savings of 31 tonnes per year). Previously we reported over 3,400 PV panels had been installed on Council buildings and these generate 620 megawatts of renewable electricity per annum. In addition to the previous PV panels installed and generating clean energy, options to further increase energy generation. Also started in 2021/22, CCBC investigated several new PV array proposals, one of which is Tredomen Innovation Centre (for a PV output array of 57kWp) and the external SALIX programme has already confirmed that access to additional funding will be provided.</p> <p>Reinvestment of LEAF loan funds continues at pace with x10 large projects already identified going into 2022/23, which includes LED lighting and controls for the whole of the Gateway building, with an estimated investment cost of £18k, with more pipeline projects identified for further investigation. Continued in the cell below...</p>	



# Priorities



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18	Green	Going well with good progress	0
1	Blue	Completed	0
53	Total		2

Table 2 showing a list of service priorities and their status

Links to 22/23 Directors Priorities	Title	Completion Date	Progress Status <small>select from drop down list</small>	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? <small>Please explain...(IIAs)</small> <a href="#">Select from drop down list</a>
Page 26	As above....Continued			<p>The heating-cooling plant for Ty Penallta is coming to the end of its natural life and we are investigating more energy efficient technologies, in line with the Councils net-zero target.</p> <p><b>Quarter 1 22 - 23</b>  <b>PUBLIC PROTECTION:</b> 5 Licensed electric vehicles have been available for one months free trial to CCBC licensed drivers since January 2022. Issues with implementation of charging points and faults impacted on take up levels in the early months. 26 people registered for a trial with 10 taking up the offer in the 1st quarter. Bookings for the summer indicate an increase in interest.  <b>Quarter 2-</b> 4 of the 5 vehicles were used for trials in July and August but none in September. In addition to the trial vehicles Licensing have issued vehicle licences for 4 electric hackney carriages and 1 private hire vehicle to date this year.  <b>Yr-end 22-23</b> Take up levels are low, will promote again in 23/24 to encourage usage by the trade. Will also analyse user feedback forms .  <b>PLANNING &amp; REGENERATION:</b> The Council were approached late Summer 2019 in relation to an opportunity to develop a solar farm at Cwm lfor, Penyrheol. The proposal involves the purchase of a grid connection, and the subsequent development of an outline business case to explore the viable options for the solar farm development. This project has progressed to planning submission stage to WG and is now being led by the Councils Transformation and Decarb teams In March 2021 Cabinet approval was sought for the Council to enter into a non-legally binding Memorandum of Understanding (MoU) with the private green energy company RWE to develop a windfarm in the Upper Rhymney Valley. Initial discussions have been held between the Council and RWE as to the possibility of a shared ownership wind farm development on privately owned land north of Rhymney. Cabinet agreed to the MoU and officers are working with RWE to explore shared ownership models for future consideration by the Cabinet. Yr-end 22-23 . RWE have now produced Heads fo Terms that are being considered by the Council.</p>	
	Corporate Joint Committees (CJC) priorities to be developed following establishment of CJC's in 2022	Jan-23	Black	<p><b>Yr-end 22-23</b>                      CJC's have been confirmed that they will be introduced to promote and assist more regional working. Priorities will need to be established during the initial stages. Officers and members will assist in these developments when commenced.</p>	



# Priorities



Table 1 showing summary count and status of service priorities

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Table 2 showing a list of service priorities and their status

Links to 22/23 Directors Priorities	Title	Completion Date	Progress Status <small>select from drop down list</small>	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? <small>Please explain... (IIAs)</small> <a href="#">Select from drop down list</a>
	<b>Community &amp; Leisure</b>				
Page 27	Long term Materials Recovery Facility (MRF) contract arrangements to be developed and implemented. Previously - Seek Cabinet approval and implement the outcome of the waste review in relation to collection systems and secure long term MRF (Materials Recovery Facility) arrangements.	May-24	Amber	<b>Yr-end 22-23</b> Refuse and food / green zonal collections have now been developed for further consideration. Proposals are being developed on the wider Waste Strategy and reports will be presented to Cabinet in due course. MRF contract still being discussed and finalised with procurement. However, it is looking likely to remain with Newport Paper in the interim. New rounds have been configured with the current disposal points factored in (Full Moon, Bryn Quarry). Any future changes to the MRF contract and disposal points will need to be considered and factored in to the round configurations and the wider Waste Strategy.	
	Seek Cabinet approval and implement the outcome of the waste review in relation to Household Waste Recycling Centres (HWRCs).	Dec-23	Amber	<b>Yr-end 22-23</b> The network of Household Waste Recycling Centres, as part of the Waste Strategy process, have been subject to a review by WRAP and a formal report is due for submission and thereafter, the recommendations considered for implementation with the ultimate aim to improve the user experience for our residents and an improvement in recycling rates.	
Dir's priority 8 (HJ)	Ensuring the timely production of a Waste Strategy and paving the way for key strategic decisions in relation to waste management to be made early in the new political administration. To include an action plan to achieve the 2024/25 statutory recycling targets.	Mar-23	Amber	Various Waste Change Options documents submitted for formal consideration by CMT / SMT and the new political administration.  The documents outline options to be considered on how to improve overall recycling performance, decrease residual waste, increase organics and changing collections systems / frequencies and the expected timescales of delivery in advance of the next statutory recycling target. Draft strategy was presented to Joint Scrutiny Committee on 27th March 2023. Project plan and work programmes are being established and regularly reviewed to ensure the strategy is achieved within the allotted timescale. Further dialogue with WG officials is continuing to develop a holistic strategy that meets the needs and aspirations of all parties.	

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Table 2 showing a list of service priorities and their status

Links to 22/23 Directors Priorities	Title	Completion Date	Progress Status <small>select from drop down list</small>	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? <small>Please explain... (IIAs)</small> <a href="#">Select from drop down list</a>
Page 28	Further develop Penallta Re-Use shop.	Sep-23	Blue	<p><b>Yr-end 22-23</b></p> <p>Official opening of the re-use facility was on 21st October 2022. The facility is proving to be successful with residents and supporting families during such difficult times. In addition, building a strong collaborative partnership with third sector organisations to support our communities. Whilst the facility is in its development phase, the facility is enhancing its offer to include repair and training elements as part of the 4 R hierarchy principles (reduce, reuse, recycle, repair).</p>	
	Implement the 10 year Sport & Active Recreation Strategy.	Mar-29	Green	<p><b>Quarter 1 and 2- 22-23</b></p> <p>The Sport &amp; Active Recreation was formally adopted by CCBC in November 2018 and commenced in January 2019. Despite the pandemic strong progress has been made to support the development, operation and access to a range of new facilities and improved infrastructure. A new 3G Pitch has been completed at Bedwas in this quarter. Further Leisure Lifestyle app downloads have now exceeded 33,000. Further positive developments have been realised in terms of collaborative partnership working across Gwent and more locally with schools and both the independent and voluntary sector. The service is working with Education, on the Community Focus grant looking at where we can enhance Schools facilities to open up sporting provision. Positive work has progressed in this area with in principle agreements to ensure that three schools</p>	
	<p>Link to Dir's priority 1</p> <p>Prepare and implement proposals for the development of Caerphilly Leisure Centre in support of the broader Caerphilly place shaping agenda.</p>	Apr-22	Amber	<p><b>Quarter 1 22 - 23</b></p> <p>An initial business case was developed in respect of a new Caerphilly Leisure Centre on the existing Virginia Park site. An ambitious proposal has been developed for a Leisure and Well-being Hub to replace the existing Caerphilly Leisure; Cabinet have approved match funding of £13.3 million and a bid into the Government's Levelling Up Fund <b>Quarter 2 22 - 23</b> Outcome of the LUF bid is awaited. <b>UPDATE JUNE 23:</b> The council was successful with its Levelling up Fund bid and secured the maximum £20m. the project is now progressing at pace towards RIBA Stage 2 consolidation with the aim of securing planning permission towards September 23</p>	

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Page 29	To undertake a formal review of the Community Centre managed network to support a more sustainable and efficient delivery model.	Apr-22	Black	<p><b>Quarter 1 22 - 23</b></p> <p>The last formal review of the councils approach to the management of its community centre network was in 2014. A number of recommendations were made, however few of these were implemented. The service has since moved on and the network is in some instances far more resilient, however a number of facilities still suffer from a lack of management committee representation and membership. The community centre network now has a more structured purpose in respect of its role in supporting the implementation and delivery of the SARS. A number of recommendations are being explored as part of the ongoing service reviews and a number of buildings may play a significant role in this area of work. The formal adoption of the councils Community Asset Transfer (CAT) is also an area of further exploration in support of broader review of the service. <b>UPDATE JUNE 23:</b> Term of Reference have now been developed to support a more formal review of the CC Service. A report for Scrutiny iis now being completed to seek member opinion prior to Cabinet and CMT approval</p>	
	Continue to the review of Fleet Management and Vehicle Maintenance to improve service efficiency and delivery. To include Fleet Contract arrangements and Vehicle Lots rolling programmes review (phasing of vehicle replenishments).	Mar-24	Red	<p><b>Quarter 1 22 - 23</b></p> <p>Fleet Review update to Team Caerphilly Board on 31st March meeting endorsed proposals for further exploration with SFS and to let maintenance contracts externally. Liaising with Procurement to resolve spot hire aspects following recent advice from Legal. Budgetary growth awarded for 2022-23, but still unable to recruit sufficient staff. Market supplements in place: Fitters post – 2 offers of employment made. 1 further interview planned. Workshop supervisor post re-advertised. Health &amp; Safety actions in progress and being further supported by new Service Development post. Revised update on SFS contract review has been drafted. MSW and RH have met with SFS and Procurement to discuss future contract arrangements. - <a href="#">See Risk Register</a>. <b>Quarter 2</b> Report due to be considered by CMT in November in relation to the 'managed service' contact and to agree a way forward when the contact with SFS ends in January 2023. The recruitment challenges continue - one new Fitter has been appointed so has the Workshop Managers post. Plans are in train to readvertise the other vacant Fitter posts in the coming weeks. <b>Quarter 4:</b> report agreed by CMT to end the SFS contract in January 2024. Going forward, vehicles will be sourced via various Welsh Government frameworks, some with manitenance to allow the workshops in Tir-y-Berth to concentrate on our O licence vehicles. Recruitment remains a major concern despite various campaigns.</p>	

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Page 30  <small>Link to Dir's priority 7</small>	Implement the Green Infrastructure Strategy and secure grant income to undertake project work.	Mar-26	Green	<p><b>Quarter 1 22 - 23</b> The Caerphilly Green Infrastructure Strategy has been approved by the Cabinet as the primary strategy to be used in the development and management of the natural and green environment within the County borough. Cabinet have allocated £ 1M for cleaning and green initiatives in 21/22 and these are progressing. In addition to implementing policy, a number of grants have been secured to ensure effective improvements to our GI strategy at a practical level e.g. tree planting and upland management. <b>Quarter 2</b> - update report received &amp; noted by the Environment and Sustainability Scrutiny Committee on 25th October. A members Seminar was held in October to raise awareness of our Bio-Diversity Duty, the Gwent wide 'Nature isn't Neat' campaign and our grass cutting regimes going forward. Further reports are programmed for scrutiny committee &amp; Cabinet early in the new year. <b>Quarter 4:</b> Regional working through the Gwent Green Grid has continued both on the ground and in terms of policy with the preparation of both a regional Green Infrastructure Strategy &amp; Strategic Access Plan. Developments within country parks have included both revised land management and recreation provision. Emphasis has been placed on bio-diversity and decarbonisation/landscape improvements with a range of nesting and hibernation infrastructure being put in place and the second phase of the Covid Memorial Woodland being planted. Assititional grant funding from the National Lottery for pan Gwent GI improvements was secured and preparatory planning commenced to secure funding for capital GI improvements, bio-diversity support and Local Places for Nature until 2025. Further reports have been presented to both Scrutiny and Cabinet, which have been fully endorsed in relation to revised grass cutting regimes to enhance and promote bio-diversity across the county borough.</p>	

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Page 31	Continue to seek funding to deal with Ash Dieback across the county borough to ensure the safety of our residents and road users.	Mar-24	Amber	<p><b>Quarter 1 22 - 23</b> Some Green Infrastructure funding was received in 2020-21 to allow for some felling. Green Recovery Funding was received in 2021 allocated via WLGA, £111K was allocated to deal with ash die back across the county borough. We continue to fell any trees noted with significant ash die back whether this is identified during routine inspections, service requests or during ad-hoc site visits. In July 2021, Cabinet approved funding (£750k over the next three financial years) to manage ash die back across the county borough. <b>Quarter 2</b> - Following on from works identified in Q1 update, works to the approximate value of £320k have been undertaken to deal with roadside diseased ash, and are on schedule for completing the allocated spend. Extensive works on the following networks A4048 Blackwood/Argoed/Markham/Hollybush, B4251 Pontllanfraith/Ynysddu/Cwmfelinfach/Brynawel/Wattsville, A472 Crumlin/Hafodyrynys, A467 Cwmcarn/Crosskeys, A468 Trethomas/Lower Graig Y Rhacca/Machen, Bryn Rd Pontllanfraith.</p>	
	Build a new Visitor Centre at Parc Penallta.	Mar-24	Amber	<p><b>Quarter 1 22-23</b> A funding package was assembled with the bulk of the funding confirmed from Welsh Government. Tender documents have been returned, but the market is currently very challenging and Cabinet approved additional funding in March 2022 to enable the project to proceed. Planning permission was granted in April 2022 and the project has now been re-rendered. <b>Quarter 2</b> - Tender documents have been returned and the anticipated costs are significantly over the available budget, internal discussions are on-going into the viability of the project. <b>Quarter 4:</b> Cabinet approval given to cease the project due to increasing costs, grant monies have subsequently been returned to Welsh Government.</p>	

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Page 32	Realign and re-profile the Rural Development Plan (RDP).	Mar-23	Green	<p><b>Quarter 1 22 -23</b> Revised delivery profile submitted to Welsh Government following completion with Corporate Finance. Programme activity is underway with approved targets exceeded or nearing completion in advance of programme end date. Post 2021, the RDP will continue to support existing and new project initiatives that deliver the aims of the Rural Local Development Strategy. The RDP team successfully secured Community Renewal Fund funding to deliver a regional food supply chain and farm diversification project. A proposal to continue a rural support programme has been submitted for inclusion in the Council's Shared Prosperity investment prospectus for 2023-2025. <b>Quarter 2</b> - Welsh Government have approved the revised delivery programmes of the existing Rural Development Programme in Caerphilly to allow spend and activity through to end of June 2023. The evaluation of the Cwm a Mynydd RDP in Caerphilly and Blaenau Gwent is currently being procured. Community Renewal Fund Food4Growth regional project completed. A regional programme based on the findings and learning of the Food4Growth project has been developed by a regional partnership of local authority and third sector organisations and included in a number of Shared Prosperities local investment plants and the regional investment plan. Funding will be targeted at support for the business and community growing and production sectors to create and support a resilient local food ecosystem and strengthen local supply chain. There are proposals for post growth within CCBC RDP team and across the region to deliver the programme. Proposals to continue an investment and delivery programme to support rural themes and issues in Caerphilly has been submitted and included within Caerphilly's local investment plan for the Shared Prosperity Scheme. This proposal will allocate funding for business resilience, growth and diversification and to community strengthening and enhancement. It will maintain the current staffing structure. Engagement activities have continued with rural stakeholders and the Local Action group to complete current activity and priorities new actions and priorities post 2023. Continued below....</p>	

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Page 33				The last Local Action Group approved circa £250,000 of funding to projects that support the delivery of the current local development strategy and will complete in March 2023. RDP manager, through the All Wales LAG in partnership with WLGA have initiated discussions with WG to fund the continuation of local secretariat and development support of RDP Local Action Groups post 2023. Proposals are being drafted during November 2022. Quarter 4: the final re-evaluation of the RDP programme, funded through the European Agricultural Fund for Rural Development (EAFRD) was completed and agreed at the end of 2022. The EAFRD funding programme will financially complete on June 30th 2023 with final reporting to Welsh Government by end of September 2023. The final evaluation is underway and being delivered by consultants TACP. To ensure continued support for rural areas and the land based sector/economy, continued support was included in Caerphilly's Shared Prosperity Fund (SPF) local investment plan which received endorsement from the council. The programme commenced from 1st April and included grant provision for businesses and community activity, support from RDP staff and programme delivery through to March 31st 2025. All staff were retained with RDP Development and Administrative Officers received contract extensions to coincide with the end of the SPF period. Continuation of the Food4Growth programme has been secured with additional funding allocation via the SPF to run a co-ordinated regional approach to increase food production within Caerphilly and the wider region. The RDP Manager continues to attend All Wales Local Action Group for RDP Managers and the WLGA.	
	<b>Infrastructure</b>				
(CA)	Securing sufficient <b>Staff Resources</b> to maintain service provision and ensure succession planning for longer term service delivery.	Mar-23	Red	<b>Year end - 22/23</b> Little progress, recruitment and retention remains an Infrastructure (and authority wide) problem that continues to affect project deliveries. Recruitment of agency, consultant and contractor support continues to be challenging. A continual review of how services address service delivery needs, is continually ongoing.	



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Page 34 (CC)	Progress Metro plus strategic priorities	Mar-23	Amber	Year end 2022-23 Substantial progress has been made with the Caerphilly Interchange RIBA Stage 3 architectural design and the WelTAG Stage 2 transport study has been completed. Unfortunately the LUF application was unsuccessful, so other funding sources need to be explored. Completion of the RIBA Stage 3 design is expected in Q1 of 2023-24 along with the Step 3 public consultation and submission of the planning application. CCBC has benefitted from the installation of EV chargers at a further 11 public, community & park and ride car parks across the county borough. Additional funding was secured to progress the WelTAG study and feasibility design for the proposed Ystrad Mynach park & ride extension.	
Link to Dir's priority 4 (CC)	Deliver the <b>Local Transport Plan (LTP)</b> and assist in delivering an Authority Local Development Plan (LDP) and wider Regional Strategic Development Plan (SDP) and Regional Transport Plan (RTP).	Mar-25	Amber	<b>Year end - 2022-23</b> WG guidance is still awaited for the development of RTPs to replace the LTPs. Progress with the 2nd Replacement RTP is ongoing with a review of the additional candidate sites/additional information about to commence.	
(GR)	<b>Highways Asset Management Plan (HAMP) Strategy</b> - Street Lighting Review (Dec 2022) - Develop highway investment options to improve the investment in carriageway resurfacing to limit any future network deterioration (Mar 2023) - *Successful, seamless transformation of Highways Management Software into new upgrade (March 2023)	Mar-24	Amber	<b>Year End 22/23</b> By managing our infrastructure asset in accordance with asset management principles, we can better understand the impact of our investment strategies and help prolong and protect the life of our entire highway infrastructure. Our approach will seek to make the most efficient use of maintenance funding by prioritising timely interventions, known as preventative maintenance, arresting the requirement for more costly repairs, whilst taking into consideration the de-carbonisation strategy. Highway infrastructure requiring more significant structural repair will be renewed over the longer term, while still being subject to safety inspections. Work is ongoing in relation to Highway Asset Management to consider the most viable funding options for the longer term sustainable maintenance of the network. Proposals for long term funding options are being developed for consideration. Specific actions across the Council's asset portfolio are being considered to reduce its own level of carbon emissions.	More than one Strand



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<a href="#">Link to Dir's Priority 2 **</a>	** Preparation and submission of high quality <b>Levelling Up Fund Bids</b> in accordance with round 2 of the fund deadline in June 2022.	Jun-22	Amber	<b>Yr-end 21-22</b> Although the June 2022 bid was unsuccessful development work on options for the next round of levelling up funding have started to be developed in order to meet future bid submission deadlines (deadline subject to UK Government confirmation)	
<a href="#">New (CC)</a>	Developing the Active Travel Network Map (ATNM) delivery programme	Mar-23	Green	<b>Year end 22/23</b> 7 no. WelTAG studies have been completed that produced Active Travel concept design for 7 areas across the county borough. This will feed into the development of the ATNM delivery programme, for which some schemes will be progressed and developed in detail during 2023-24.	
	Coal Spoil Tips - review in conjunction with new legislation development	Mar-23	Green	<b>Yr-end 22/23</b> Significant joint work has continued between WG and LA's. Tip maintenance of both CCBC and private tips has continued throughout the year utilising our tips Term service contractor. CCBC has spent over and above our grant allocation, this has been welcomed by WG and a further bid for works in 2023/24 is currently being put together. Tip inspections continue to progress well and are the main source of tip maintenance work identification. WG and coal board regularly updated with progress. Tip inspections are all up to date. Results of white paper consultation still awaited.	
<a href="#">New (CC)</a>	Preparatory works for the new 20 MPH default speed limit	Sep-23	Green	<b>Year end - 22/23</b> The review of the execution sites has been completed. All signage has been replaced (with 30pmh vinyl covering the 20mph signs). The TRO for the exceptions and completion of the lines and signs work will be undertaken in Q1 & Q2 of 2023-24. All is on target for the 17 September 2023 implementation date.	

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Page 36 <a href="#">Link to Dir Priority 6</a>	<a href="#">A469 Troedrhifwuch - Secure funding and progress designs with external consultant specialist to develop a design that can be tendered as a design and build contract.</a>	2024/25	Black	<b>Year end 22/23</b> - The Resilient Roads bid submitted in Feb 22 was unsuccessful although the roads review in 2022 did look favourably on the scheme. A new resilient roads bid was submitted in Feb 2023 and the outcome is still awaited. To mitigate delays Cabinet agreed to funding of almost £1m which has provided some continuity to the scheme delivery although slip movement following rainfall has again meant consultants wish to review and question the previous proposals. 2022 delays in funding and procurement of stage B affected programme completion dates, however, cabinet funding has now allowed works to be awarded and a programme to be agreed for 2023/24.	
	(GR) The Local <b>Flood Risk Management Strategy</b> is under review with the updated version due for publication in April 2024. Including, - Provide telemetry for all high-risk culverts (March 2024) - Update Local Flood Risk Management Plan & Strategy within legislative timeframe - Provide asset details to the Flood & Coastal Erosion Risk Management National Asset Database (FCERM NAD) and National Underground Asset Register (NUAR) - *Successful management and inclusion of the SuDS adoptions into Asset Management Software and proactive maintenance program - Ongoing	Mar-24	Amber	<b>Year End - 22/23</b> A SuDS Enforcement Officer now in post (first in Wales), which will ensure that SuDS features are installed to current Legislation. WG extended Strategy submission to April 2024. We have implemented effective Emergency Planning Strategies, processes and operational responses. The Local Flood Risk Management Strategy will be underpinned by a robust and progressive suite of flood alleviation infrastructure projects. We will secure the implementation of Sustainable Urban Drainage (SUDS) practices across new developments.	
	<b>Property</b>				
	Continue to lead the rationalisation of building portfolio and reduction in associated costs and the improvement in the condition of retained buildings	Mar-23	Green	April 2022 – Delivery against the Asset Management Strategy, Land and Property and the Service Asset Management Plans (SAMPS) continues. Leased in De Clare Court and Pontygwindy House vacated resulting in significant revenue savings. Construction of Chartist Gardens residential development on the site of the now demolished Pontllanfraith Civic Centre has commenced. The Cwm Gwyddon Primary School, which was fully designed in house, was tendered in 2021 but repricing has been required due to unprecedented material price inflation. It is now hoped to award early May 22.	

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Page 37	Disposal of surplus land especially land with residential redevelopment potential	Mar-23	Amber	<b>April 2022</b> – Sale of site of the now demolished Pontllanfraith Civic Centre has been completed and construction of the residential development has commenced. Caerphilly Homes are evaluating the Ty Darren, Pontllanfraith Comprehensive, Oakdale Comprehensive and Brooklands sites for council homes or sheltered housing schemes. The remainder of the Pontllanfraith Comprehensive site is earmarked for a CVL and Respite Centre.	
	Lead efforts to improve the statutory testing compliance of our buildings and to promptly action remedial tasks arising from testing and inspections	Mar-23	Green	<b>April 2022</b> - Testing compliance continues to be excellent and good progress has been made with the outstanding fire risk tasks in schools.	
	To continue to deliver a fast changing capital project workflow. In particular to endeavour to match resources to workload and ensure costs are balanced by the fee revenue.	Mar-23	Amber	<b>April 2022</b> – the team continues to struggle to deliver a very high workload. A package of smaller projects has been outsourced but the performance of the Consultant thus far is disappointing -possibly due to resourcing issues. Colleagues in education are receiving windfall grants and finding a way to deliver the associated extra work is a key challenge. Recruitment is still challenging but it is note that a strategy to address has been proposed by HR colleagues.	
Link to Dir's priority 3	Support all Directorates and Services with post Covid return to work strategies, plans and infrastructure adaptations and requirements	Mar-22	Amber	<b>April 2022</b> – Most staff continue to work from home but risk assessments are in place for those who do come to our offices. Working from home has impacted negatively on the productivity of the Property team and from 1 <sup>st</sup> April 2022 staff have been asked to spend half of their work week in the office to aide communication, induction of new staff and team working. Early signs are very positive	

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Page 38 <small>Equality Action Plan 2020/24</small>	Survey the council's building stock (and schools) in relation to accessibility using the Local Access Group <i>(Equality Objective 1 - Service Planning and Delivery – Understand and remove the barriers people face when accessing services. Action 9)</i>	Mar-24	Amber	<p><b>Yr-end 21-22</b> 14 sites have been inspected between April 2021 and March 2022. Key findings included: No designated disabled parking bays, some sites without disabled toilets facilities, and some sites requiring hearing loop systems within reception. There are currently 9 Education sites outstanding that require accessibility plans. A Matrix is being developed to identify all the outstanding items, of which, this will then be shared with the sites to discuss the best way to achieve any of the improvements needed. The DDA budget was cut in the last 3 years so the budget can assist but not wholly fund these items. The accessibility findings reports and plans are shared with the individual sites as inspected and reported upon.</p>	More than one Strand
	<b>Public Protection</b>				
	Develop to use of our digital resources to improve service delivery including migrating the Licensing Diamond and Public Protection Civica APP databases to Civica Cx, continuing the development of on line Licensing applications and generic payment options, and implementing a digital Ceremony planning solution that integrates with existing appointment software and a digital storage solution for death registration documentation			Amber	<p><b>Quarter 1 22 - 23</b> Some progress with draft Licensing on line forms but not implemented yet. Procurement aligning PP CX contract with other CCBC Civica contracts. IT support required to start implementation of CX and migration of data. Registrars forms to be progressed after busy summer ceremony season. <b>Quarter 2 22-23</b> alignment of PP CX contract with other CCBC Civica contracts still progressing. Licensing forms nearing completion. Registrars ceremony planner -IT confirmed no internal option available, required to go back to Digital Solutions board to consider procurement options. <b>Q 3 &amp; 4</b> Progress with Licensing forms , some are now operational and others almost complete, Ceremony planner for Registrars ordered and will be implemented in 23/24. Civica PP database, contract renewed and aligned with ophther CCBC Civica contract timelines. Implementation carry forward to 23/24.</p>
Implement the Public Open Space CCTV support project for Blaenau Gwent CCTV			Green	<p><b>Quarter 1 22 - 23</b> Project progressing, draft SLA under consideration, estimated go live date -October/November 22. <b>Quarter 2</b> -delays with PSBA lines, revised go live date Jan 23. <b>Q3 &amp; 4</b> -Project almost complete , lines ready to transfer and SLA ready for signing by both parties. Monitoring will begin in April 23.</p>	

# Priorities



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Page 39	Safely re introduce a programme of test purchasing for age restricted products plus multi agency action in relation to Alcohol supplied in "on licensed" premises		Green	<p><b>Quarter 1 22- 23</b> Currently sourcing new volunteers to take part in test purchase attempts. Intelligence collated to direct activities.</p> <p><b>Quarter 2-Test purchase checks on alcohol and vape products took place in July. A number of alcohol sales took place which are being investigated. Q3 &amp; 4 22 test purchase attempts of Vaping products, 3 sales, 12 for alcohol, 3 sales made. Investigations , follow up action ongoing. 18 joint visits to premises with Gwent Police.</b></p>	
	Support TTP transition and sustain a skilled and resilient workforce to deliver TTP on behalf of Gwent and in pursuit of the longer term vision of an Integrated Public Health Protection service		Amber	<p><b>Quarter 1 22-23</b> Partners in Gwent have agreed to transition the 5 Local Authority TTP teams into a single LA team hosted by Caerphilly. Staffing numbers have begun to reduce and recruitment into the new team has commenced. <b>Quarter 2 22-23</b> Recruitment into the single Caerphilly hosted LA completed successfully. <b>Q3 &amp; 4</b> A new service structure for the Gwent Integrated Health Protection service has been agreed in response to teh reduced fudning from Welsh Government. A timeline for the necessary HR porcesses to be pgressed to complete transition in June 2023 is in progress.</p>	
	Resume food safety and standards interventions in accordance with the Food Standards Agency Local Authority Recovery Plan. Inspection of Feed Hygiene, Animal Health premises is also planned prioritising high risk, new businesses and those where intelligence suggests risks have increased			Amber	<p><b>Quarter 1 22 - 23</b> No Feed Hygiene visits to date , no feed on farms until autumn. Powys CBC engaged to assist with Animal Health inspections due to reduced Animal health officer resource. Inspections begun of High and medium risk Food premises for Food Standards . Food safety visits have resumed but it is anticipated that meeting the food standards agency recovery plan is likely to be challenging. <b>Quarter 2-</b> Food Standards inspections progressing, Feed will start in quarter 3 when feed on farm, Animal Health programmed quarter 4 due to pressure of licensing inspections and dog breeding investigations . <b>Q3 &amp;4</b> 100% of High risk food standards inspections completed. Some progress made with backlog of medium risk premises, unrated and take away premises due to additional inspections at weekends and evenings. There is still a significant backlog going into 23/24 due to pandemic.</p>



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Page 40	Implement further Fly tipping initiatives including the use of new overt cctv cameras, multi-agency vehicles stop checks, and a duty of care social media campaign		Amber	<b>Quarter 1 22-23</b> Monthly stop and check operations in partnership with NRW, Police and Merthyr CBC continuing. Duty of care advise released on CCBC social media platforms and regular updates to be provided also use of social media to help gain information on fly tipping incidents. New CCTV cameras not in use due to delays with IT. <b>Quarter 2 22-23</b> Enforcement operations ongoing. 2 new Enforcement Officers appointed to team following budgetary growth.	
	Continue to review and assess air quality and pursue compliance with relevant standards and legislation in Hafodyrynys		Red	<b>HYW work Quarter 1 22-23</b> SAB and landscaping designs being worked up, retaining structure design being progressed and request made for additional modelling within the street scene to assess compliance to date, concerns being raised regarding timescales. <b>Quarter 2 22-23</b> Retaining structure design out to tender - specialist design required. SAB and landscaping drawings being finalised and tender documents are being progressed. Hold ups with procurement in relation to specialist retaining structure design, major concerns of deadlines not being met, raised with WG and CMT. Letter to be drafted to Minister to request an extension of the deadline, however AQ results are looking very favourable. Quarter 3 22-23	
	Continue to review and assess air quality and pursue compliance with relevant standards and legislation in Caerphilly town centre		Amber	<b>Caerphilly work Quarter 1 22-23</b> - engaged Ricardo to undertake the review of the Caerphilly Town Centre AQ Action Plan. Held initial meeting and agreed a methodology. Quarter 2 22-23 Source apportionment work undertaken and indicates that we may be able to revoke the AQMA rather than update the AQ action plan. Requirement to now write to WG now to agree a way forward with current evidence gathered to date.	
	Develop and strengthen the Community Safety Partnership Board (CSPB) and in conjunction with the Gwent Public Service's Boards review of community safety, and the UK Government review of Community Safety Partnerships			amber	<b>Quarter 1 22-23</b> Caerphilly community safety partnership has updated terms of reference and action plan. A partnership Development Workshop was held 4th May 2022. A Cabinet report has been drafted on the "new" format and is scheduled for 5th October 2022. <b>Quarter 2 22-23</b> Update report published for 5th October Cabinet. Gwent Public Services Boards review of community safety, and the UK Government review of Community Safety Partnerships remain in progress.



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Page 41  <small>Equality Action Plan 2020/24</small>	<p>Evolve the regional integrated approach, to improve the health and well-being of individuals and families subjected to violence against women, domestic abuse and sexual violence. <i>(Equality Objective 3 - Community Cohesion – Promote and facilitate inclusive and cohesive communities. Action 2) and (Objective 6 - Inclusive, Diverse and Equal Workforce – Create a workforce which reflects and respects the diversity of the communities within the county borough. Action 2)</i></p>	Mar-24	Amber	<p><b>Quarter 1 22-23</b> The Gwent Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) strategy 2018 – 2023, sets out Gwent’s aims against the six strategic priorities. The Gwent Commissioning Board (Board) provides governance for the region in respect to VAWDASV and brings together statutory and commissioning bodies. Board membership includes representatives from each of the five local authorities Social Services and Education, departments Gwent Police and the Office of the Police and Crime Commissioner, Aneurin Bevan University Health Board, Wales Ambulance Service Trust, Her Majesty’s Prison and Probation Service, Registered Social Landlords, Housing Support Grant Regional Teams, South Wales Fire and Rescue Service, and Gwent Safeguarding Boards. A senior Welsh Government Official attends each Board meeting enabling two way sharing of information, practice sharing and risk management. Through a structure of working groups the Board, ensures that the priorities identified in the regional Strategy translate into actions that can make a real difference to the well-being and safety of people living in Gwent, both now and in the future.</p> <p>The Gwent PSB is undertaking a governance review of community safety &amp; VAWDASV in Gwent. A regional workshop was held in June and a further paper is scheduled for Gwent PSB in September.</p> <p><b>Quarter 2 22-23</b> Update report published for 5th October Cabinet. Gwent Public Services Boards review of community safety is still in progress with an update provided to the September PSB meeting.</p>	
	<b>Regeneration &amp; Planning</b>				



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Page 42	Establish Closure Plans for the EU/WEFO Grant Funding Programmes that are coming to point of closure (2023) and secure resources to deliver the 17 point mitigating actions as identified on the Risk Register.	Mar-23	Green	<p>Within the Regeneration Service there are currently 36 staff employed on the Communities for Work ( CfW) Programme and the CfW+ /CfW++ . The CfW programme is funded by the European Social Fund through the Welsh Government, with delivery funding scheduled to end on 30/06/2022 and finance funding to end on 31/12/2022. This has now been extended with delivery funding scheduled to end on 31 /03/2023 and finance funding to end on 31/03/2022 however this funding has been extended under the WG CFW+ Young Person's Guarantee Funding. Participants are supported under 2 main priorities – Priority 1 supports participants aged 25+, who are either Economically Inactive or Long Term Unemployed and face complex barriers to employment. Priority 3 supports participants aged 16-24 who are NEET. Employability support remains a key priority, particularly given the significant and ongoing impact of the Covid-19 pandemic and continued funding is being secured from WG to continue this important work . Note: other service areas also impacted. Yr end 22-23</p> <p><a href="#">(See also - Risks Register Progress Updates Comments)</a></p>	
Link to Dir's priority 3 & 4	Enhance Project Management and Delivery of major regeneration projects through the provision of additional staff resources to speed up delivery of the service.	Apr-23	Green	Service secured growth for 22/23 for additional posts.	

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Page 43 <small>Link to Dir's priority 4</small>	Commence work on the 2nd Replacement Local Development Plan (LDP) and work closely with elected members to develop a plan with cross party support.	Jul-21	Amber	The Council resolved to commence a full revision of the Caerphilly County Borough Local Development Plan up to 2021 (Adopted LDP) at the Council meeting held on 23 October 2019. The first stage in the preparation of the 2nd Replacement Caerphilly County Borough Local Development Plan up to 2035 (2RLDP) is to prepare a Delivery Agreement (DA) which includes: The timetable for the delivery of the 2RLDP; and The Community Involvement Scheme (CIS) – which sets out who will be consulted and when. The Draft DA was subject of public consultation in January /March 2021 and Approved by Welsh Government in June 2021. Pre-Deposit Participation Stakeholder throughout February 2022 to inform the Alternative Strategy Options and inform the preparation of the Draft Preferred Strategy, which was considered by Council in the Autumn of 2022. The Preferred Strategy six week statutory consultation period ended 30 November 2022. The detailed issues raised in the consultation will be addressed through the Report of Consultation (ROC) that will be reported to the Council prior to summer recess. Yr end 22-23.	
<small>Link to Dir's priority 3 &amp; 4</small>	Deliver the Newbridge to Risca Masterplan in consultation with elected members and key stakeholders.	Oct 22	Green	Initial workshop arranged with elected Members and Community Council representatives to ensure their early engagement with the content of the Masterplan. Draft considered by Housing & Regeneration Scrutiny Committee in November 2021 and Cabinet in January 22. Public consultation on the Draft Masterplan (renamed the Lower Sirhowy and Ebbw Vale Masterplan) undertaken in February /March 22. The Masterplan was approved by Council in October 2023. Year end 22/23.	
<small>Link to Dir's priority 3 &amp; 4</small>	Commence work on the Greater Blackwood Masterplan	Mar23	Amber	Work has commenced on collating the evidence base for the Masterplan. A number of workshops have also been held with elected ward members. Year end 22/23	

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Page 44	Secure additional funding for the Regeneration Project Board to aid delivery of sites of strategic importance.	Dec 22	Green	During January 2019 Cabinet resolved to release £1.2m of reserves for the Regeneration Board prioritised projects. This was further supplemented in April 2021 when the Cabinet resolved to allocate an additional £1m to the Development Fund budget. At the Regeneration Project Board meeting of 27 July 2021, it was confirmed by the Council's S151 Officer that a further £1.0M of funding had been identified for project development activities. This brings the total allocated Development Fund budget to £3.5M Significant progress is being made by the Board and officers took a further report to Council in October 2021 to recommend that the Regeneration Board be afforded delegated powers to prioritise the Community Infrastructure Levy funding spend which has been approved. The Regeneration Board has committed all of its funding and has since been disbanded. Yr end 22-23.	
Link to Dir's priority 3	As an on-going response to Covid 19 impacts, ensure the timely determination of business grants and business advice to aid business recovery.	Mar23	Green	Over the past 2 years the focus of the Business Enterprise & Renewal Team has by necessity switched to delivering business support measures. £1.5m of Business Grants awarded from April 2021 to March 2023 as follows:Caerphilly Council - Caerphilly Enterprise Fund (CEF) ☑Capital – 69 grants totalling £403,494.85 ☑Revenue- 55 grants totalling £57,663.27  UK Shared Prosperity Fund ☑CEF UKSPF Business Development Grant ☑Capital - 61 Grants totalling £904,184.45 ☑Revenue - 31 Grants totalling £89,184.68 ☑UKSPF Start Ups 4 grants totalling £18,773.74  Community Benefit Funds - supported by Private Sector ☑Oakdale Community Benefit Grant 12 grants totalling £30,982.44 ☑K Steel Start Ups 20 Grants totalling £9,805.27	
	*Continue to support and advise consumers and businesses post “Brexit”.	Mar-23	Green	A dedicated Brexit officer is in place to support business for a 2 year fixed term which expired in June 2023. Funding secured to extend this post to March 2025 via SPF. Yr end 22-23	

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Page 45 <small>Link to Dir's priority 2 **</small>	<p>** Develop 4no. bids for the <u>Levelling Up Fund</u> for submission to UK government to secure investment for key place shaping proposals. Move to overarching with other Levelling up priority</p> <p><i>Preparation and submission of high quality Levelling up fund bids in accordance with round 2 of the fund deadline in June 2022.</i></p>	Jul-22	Green	A list of CCBC projects which would potentially be eligible for Levelling Up Funding has been distilled through a vetting process undertaken by senior officers from within the Regeneration and Infrastructure divisions and these were considered and agreed by Cabinet in May 2021. A further report was considered by Cabinet in June 2022 where three projects were approved for submission to UK Government as follows: Caerphilly Transport Interchange, Caerphilly Well Being Centre and Cwmcarn Forest. On the 19th January 2023 the UK Governemnt announced that the Caerphilly Well Being Centre had been successful in securing £20m LUF. Yr end 22-23.	
	<p>The Directorate is to lead the work for Caerphilly in respect of the submission by Rhondda Cynon Taff (RCT) of the Cardiff Capital Region Investment Plan to the UK Government Shared Prosperity Fund as part of the UK Government's Levelling Up programme. In order to inform this plan officers will seek endorsement for the Caerphilly Local Investment Plan comprising an overview of the proposed Caerphilly Specific Proposed SPF interventions to be funded up to 2025.</p>	Aug-22	Amber	<p>The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK government's ambitious Levelling Up agenda and a significant component of its support for places across the UK. It provides £2.6 billion of new funding for local investment by March 2025, with all areas of the UK receiving an allocation from the Fund via a funding formula rather than a competition. All places in the UK will receive a conditional allocation from the UKSPF. Caerphilly County Borough has a conditional allocation of £28,272,298, and an allocation of £5,901,499 for *Multiply (*UK Gov Adult numeracy programme) up to March 2025. The 10 LAs in the CCR have a combined conditional allocation of £230,432,572 and £48,100,003 for *Multiply. The Directorate is to lead the work for Caerphilly in respect of the submission by Rhondda Cynon Taff (RCT) of the Cardiff Capital Region Regional Investment Plan to the UK Government Shared Prosperity Fund as part of the UK Government's Levelling Up programme. In order to inform this plan, officers sought Cabinet endorsement for the Caerphilly Local Investment Plan which comprised an overview of the proposed Caerphilly Specific Proposed SPF interventions to be funded up to 2025. The Local Investment Plan was endorsed by Cabinet and in February 2023 the SPF Programme Board was convened to guide SPF delivery. Yr end 22-23</p>	

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Page 46  <small>Ind Link To Dir's priority 1</small>	Progress the Strategic sites in Caerphilly Town 2035, for example The Caerphilly Interchange, Pentrebanne Street, Park Lane through to delivery.	Apr-25	Amber	In March 2021 Welsh Ministers made provision for a loan offer for £20m to be made available to Caerphilly County Borough Council to progress the development of a strategic brownfield site. The due diligence to progress the site will be undertaken during 2021/22 and continue into 22/23. Good progress has been made on the Caerphilly Transport Interchange and officers progressed the feasibility and design stage (Weltag and RIBA stage 2) in readiness for submission to UK government in July 2022. IN January 2022, the UK Government informed the Council that the LUF bid was unsuccessful. Notwithstanding this Funding has been secured to move the Interchange onto RIBA stage 3. In January 2021, Cabinet resolved to utilise CPO powers to secure the redevelopment of Pentrebanne St and develop the site for a mixed use scheme in partnership with Link Cymru. £13m of investment of external funding streams comprising WG Targeted Regeneration Investment (TRI) funding(secured), WG Social Housing Grant and Linc Cymru private finance is needed to proceed. The legal process for the CPO will progress throughout 2022/23. Park Lane - the former Specsavers building has been demolished to enable the redevelopment of the site to occur for its preferred use. The planning application for a new Market on Park Lane was approved in February 2023. Construction is programmed to commence in March 2023 with a planned opening of the market in the Autumn of 2023. In March 2021 a loan of £5.175m was secured from WG to progress several strategic acquisitions in Caerphilly Town and good progress is being made on progressing several of these to facilitate key town centre interventions. Yr end 22-23	
	Reduce the amount of subsidy necessary to support the Council's Visitor Attractions.	Mar-23	Amber	The team are working to reduce the attractions' overall subsidy with the aim to transform the service to the point where no subsidy is required but this is not likely to be achievable in the short term. Sufficient progress has been made to date and visitor levels at BMI and Cwmcarn have increased significantly in 22-23. Yr end 22-23.	

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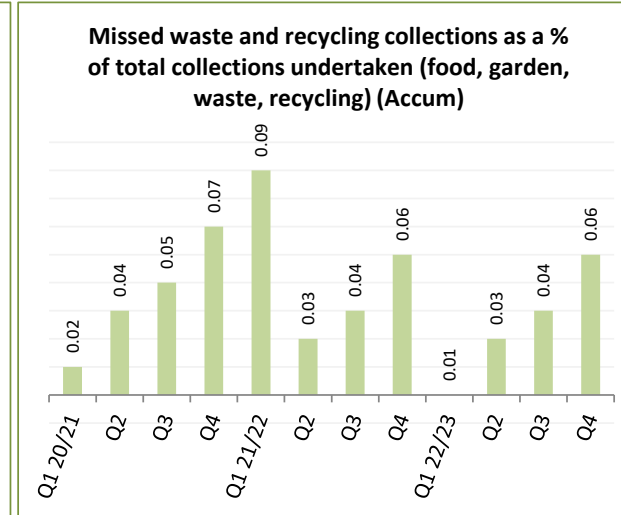
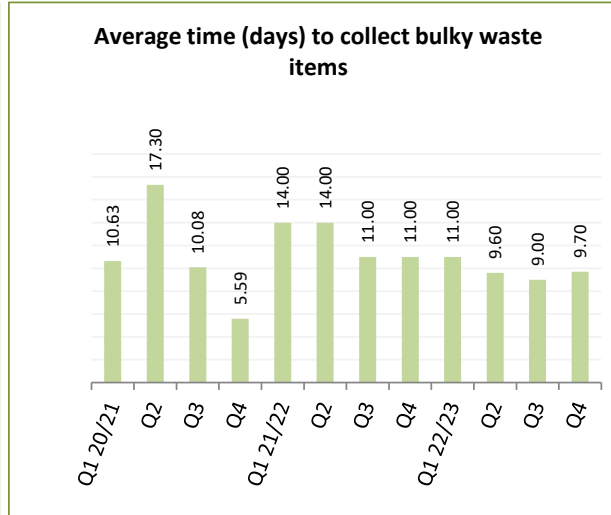
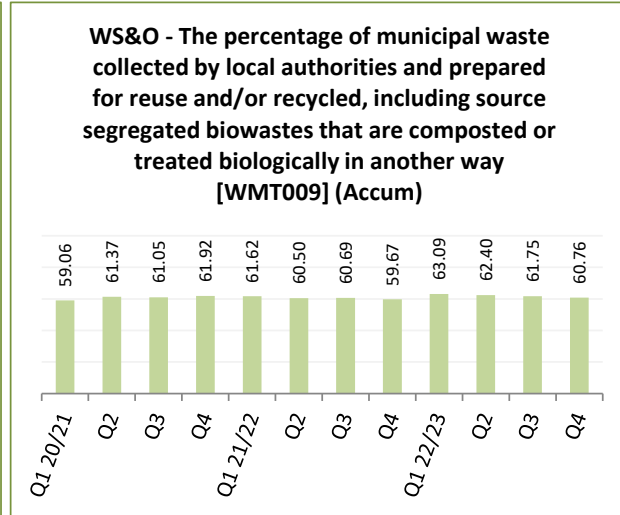
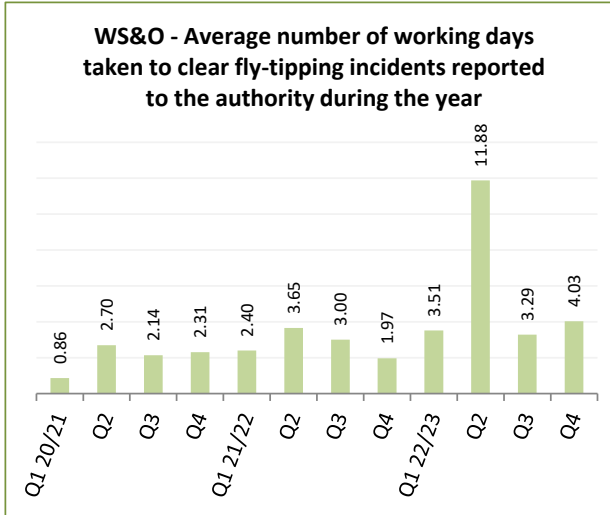
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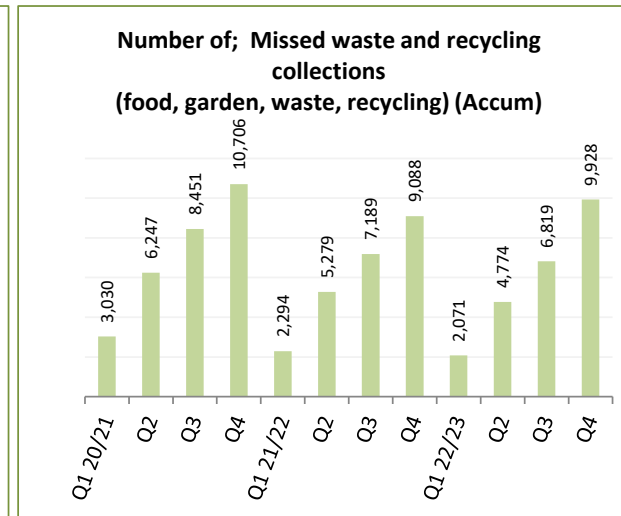
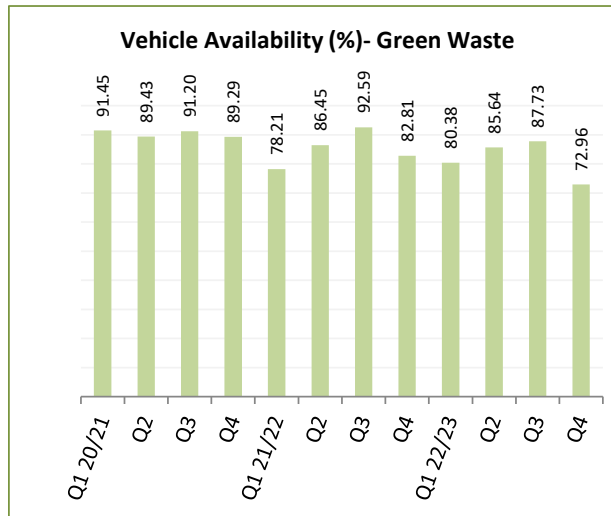
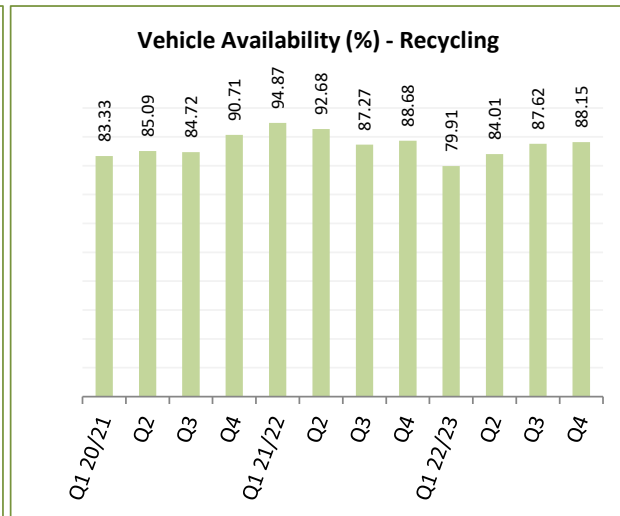
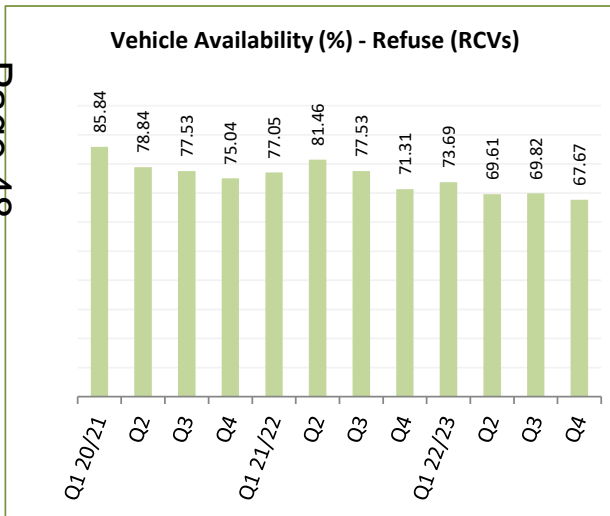
Links to 22/23 Directors Priorities	Title	Completion Date	Progress Status <small>select from drop down list</small>	Progress - Achievements - Impacts	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? Please explain... (IIAs) <small>Select from drop down list</small>
Page 47	To migrate the Land Charge Service to Her Majesty Land Registry (HMLR).	Mar-23	Green	The Welsh Government has brought forward legislation to align Welsh local authorities' LLC search fees with those that apply in England and there is now a requirement for local authorities to work with HMLR to migrate their data to facilitate the new digital LLC service. Her Majesty's Land Registry has indicated that Caerphilly CBC's data needs to be prepared for migration in 2021/2022 in readiness for full migration of the service in 2022/23 and this has been achieved. Work is underway with the Director of Economy and Environment assigned to be the SRO for the project to deliver the full migration to time. Yr end 22-23.	



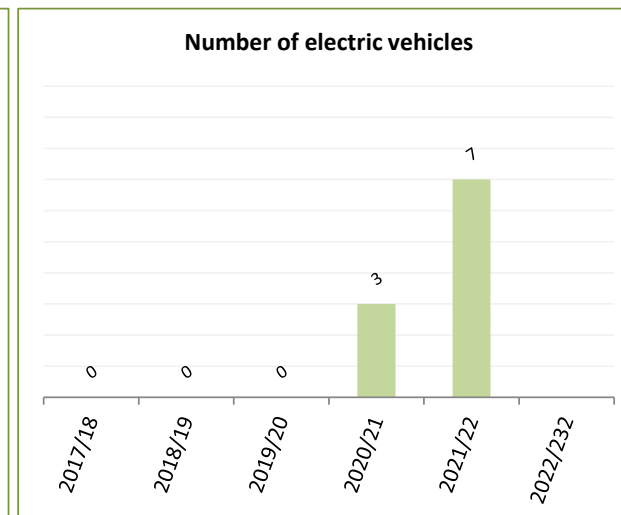
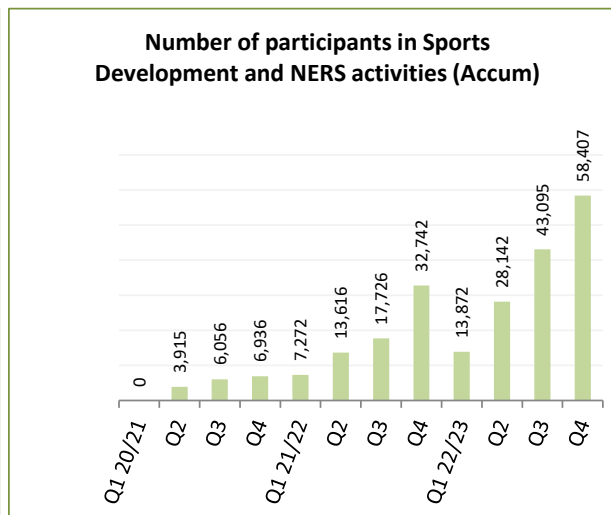
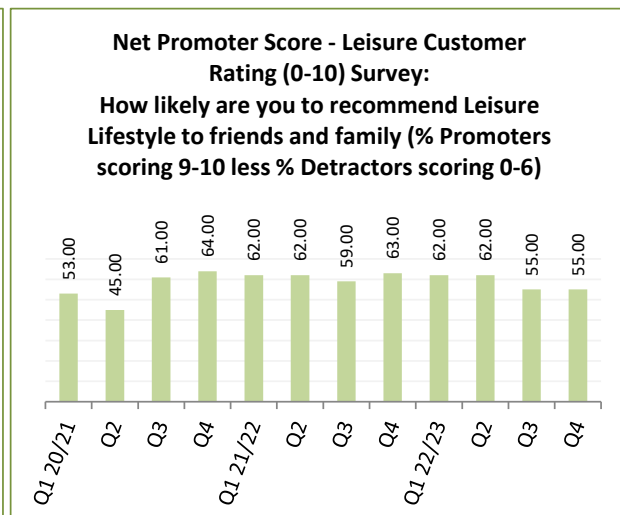
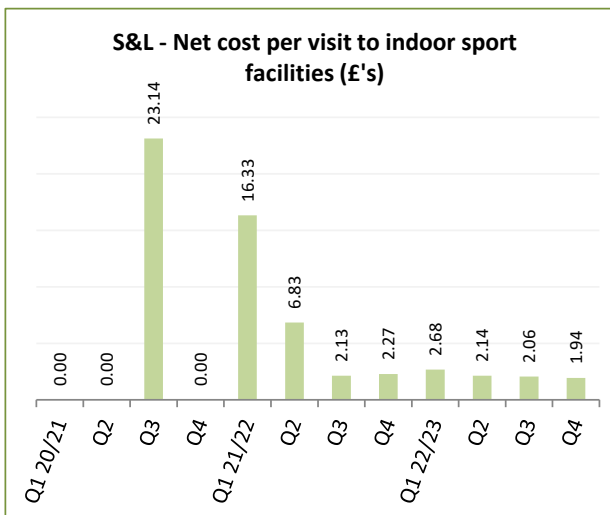
## COMMUNITY & LEISURE - Measures



What is performance telling us?



What is performance telling us?



**What is performance telling us?**  
 The extreme shift between 21/22 and 22/23 results were a result from Covid (when facilities were closed). MVC transferred from Newbridge LC to Pontllanfraith LC from Sept 21. Our results for the **Net Promoter score** continues to be above the National Average (Q1 54% and Q2 reduced to 46%). The slight shift in Q3 is understandable given LC's have moved back to WG restrictions and reduced capacity. This shift has been mirrored Nationally with the average benchmark.



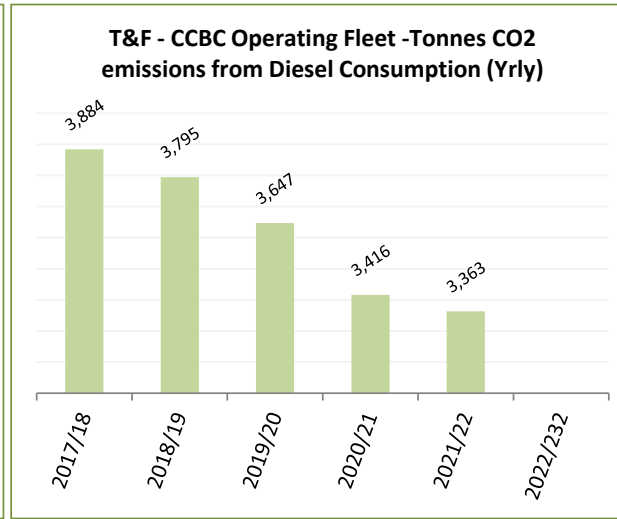
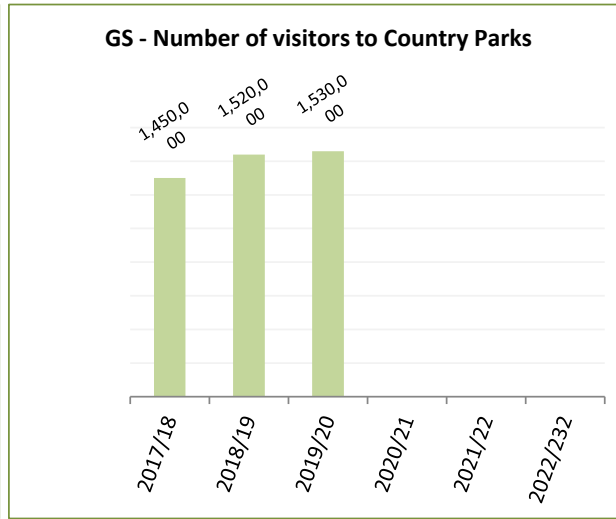
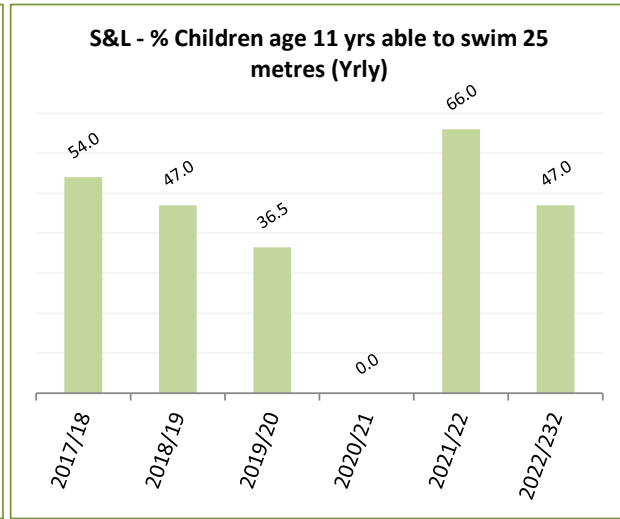
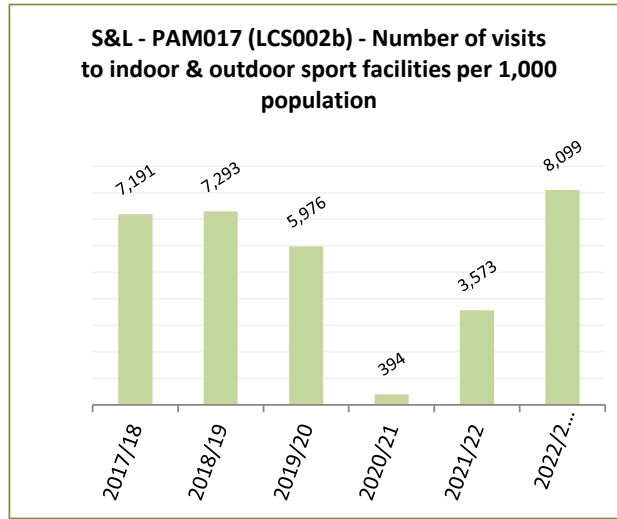
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[Link to Base Data](#)



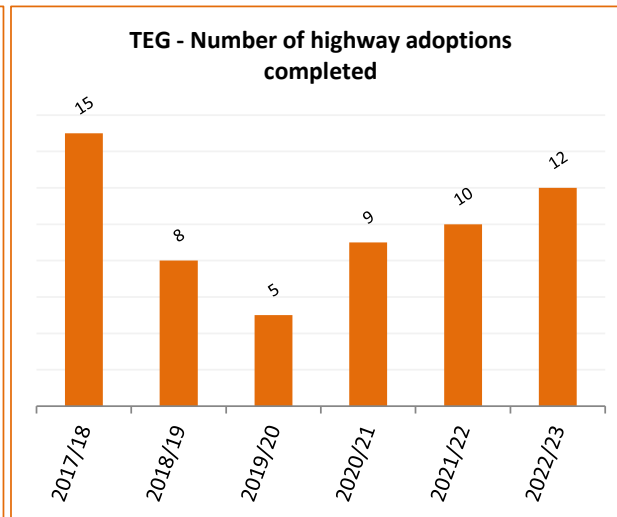
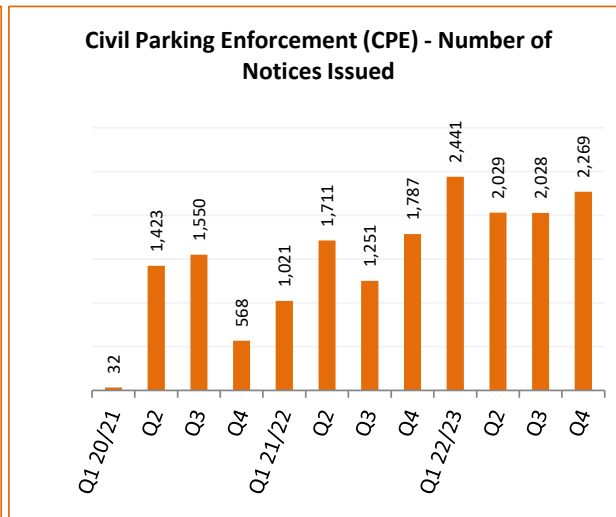
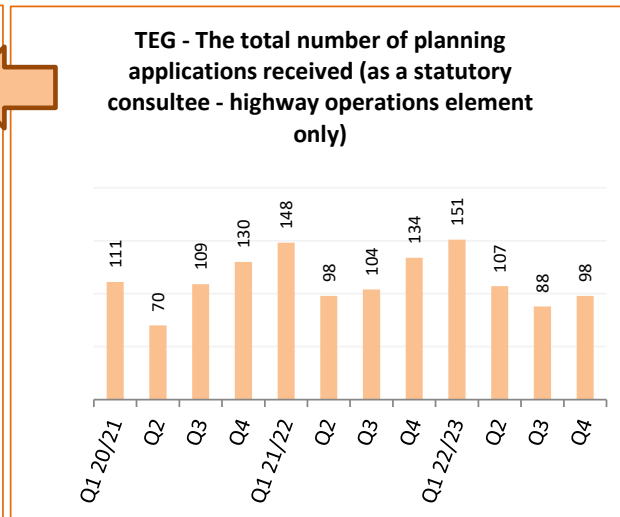
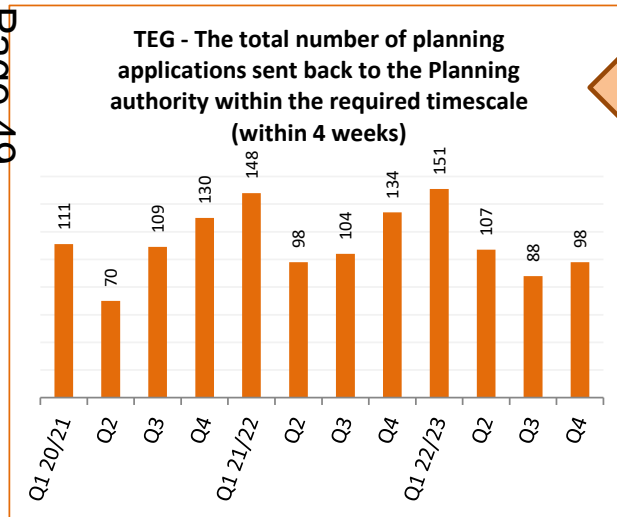
Comments should be manually entered into the text box to explain any unusual performance trends



**What is performance telling us?**  
 The service is unable to access the data for the number of visitors to our country parks due to a software issue and has been in discussion with IT for a number of months to try to resolve. The original counter system dates back to 2004 and is no longer fit-for-purpose. Part of its software system has been awaiting transfer to a suitable PC (IT last contacted 30/03/22) - but, remains incomplete and not accessible. So 2020/21 and 21/22 data is still not available.

## INFRASTRUCTURE - Measures

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**What is performance telling us?**

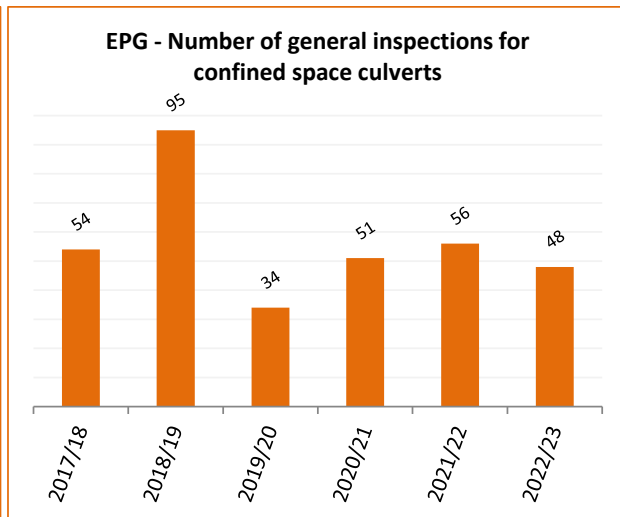
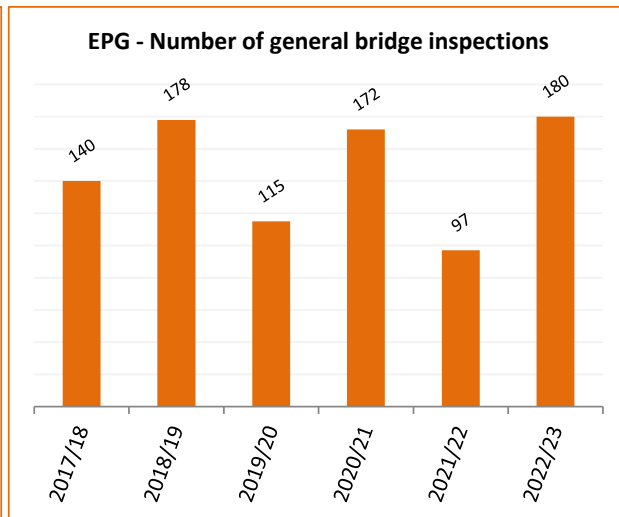
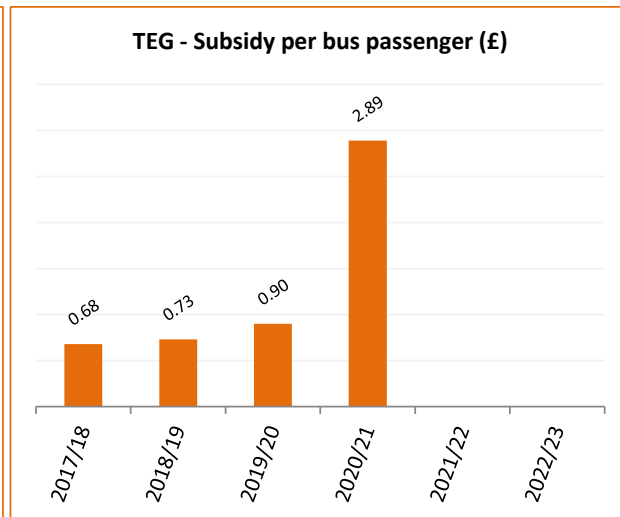
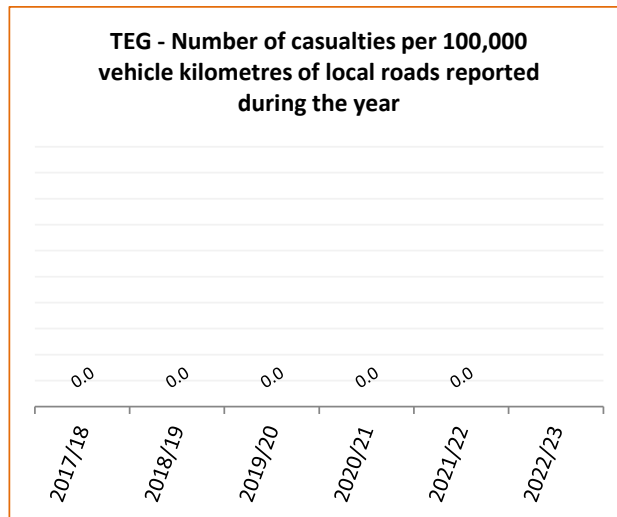
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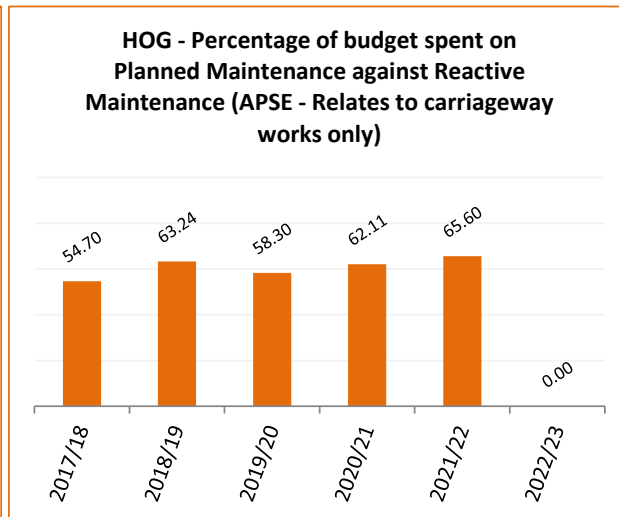
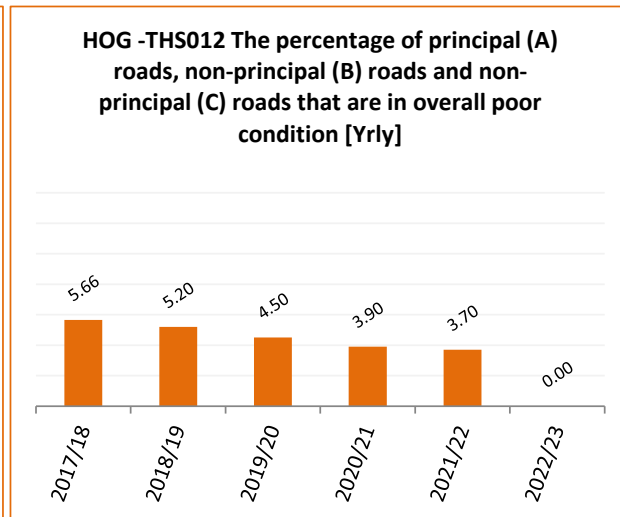
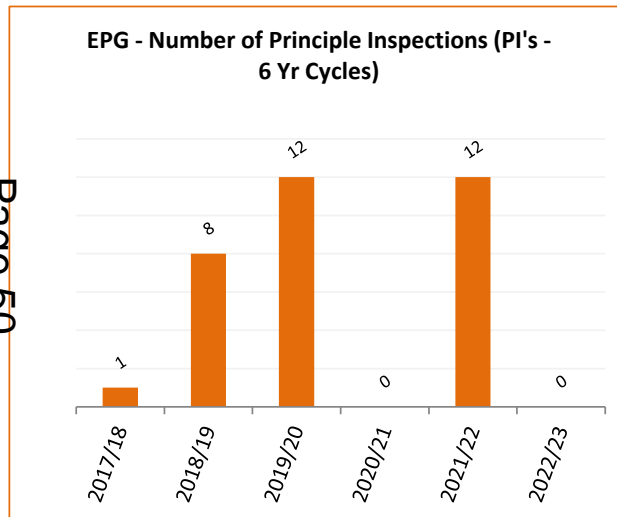
[Link to Base Data](#)



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



**What is performance telling us?**  
 Casualty data has not been forthcoming from WG for quite some time.  
 Subsidy for bus passenger services data collation, analysis and reporting has been impacted due to loss of resources, and redirection of constrained resources since the impact of Covid in 20/21. This is not a statutory KPI, but was part of a benchmarking KPI. Continuation and cost of collecting such data, along with low benefits and value of such intel, will be reviewed at year end 22-23.

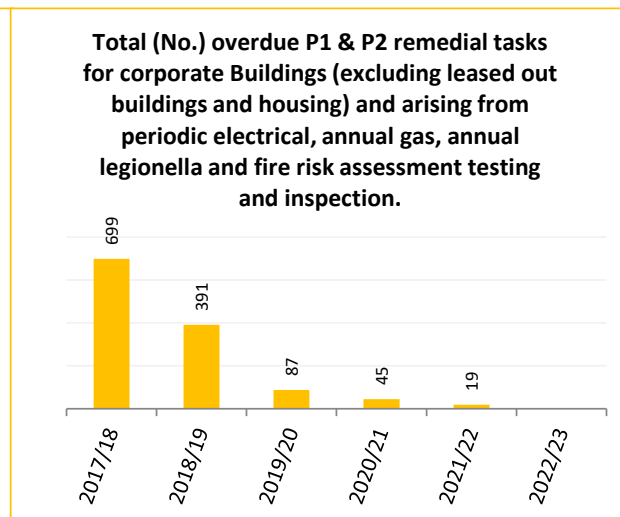
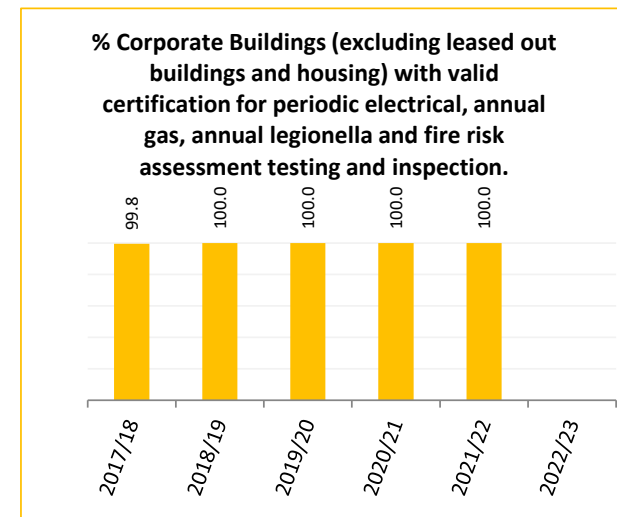


For Highways Repairs Response Rates, refer to the Supplementary KPI's on the Base Data-Performance tab (Table) - Additional Intel.

**What is performance telling us?**

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## CORPORATE PROPERTY - Measures



**What is performance telling us?**

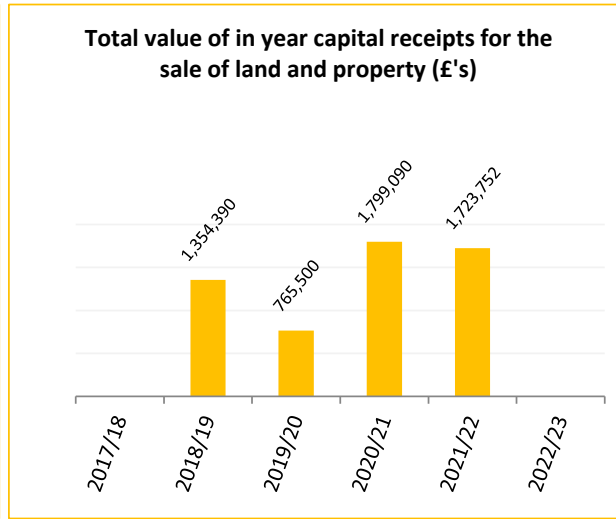
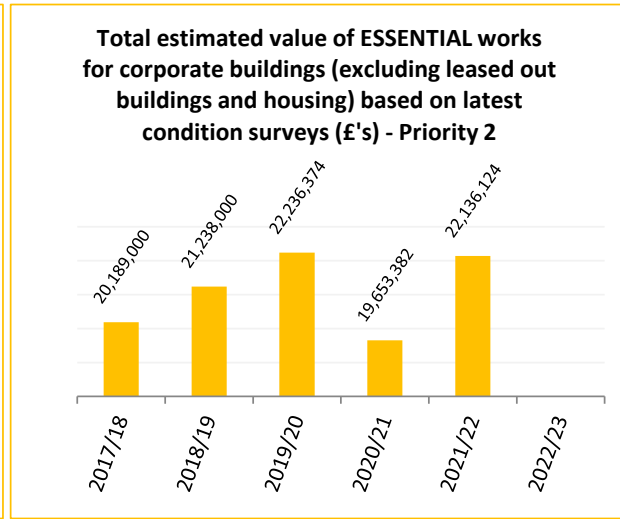
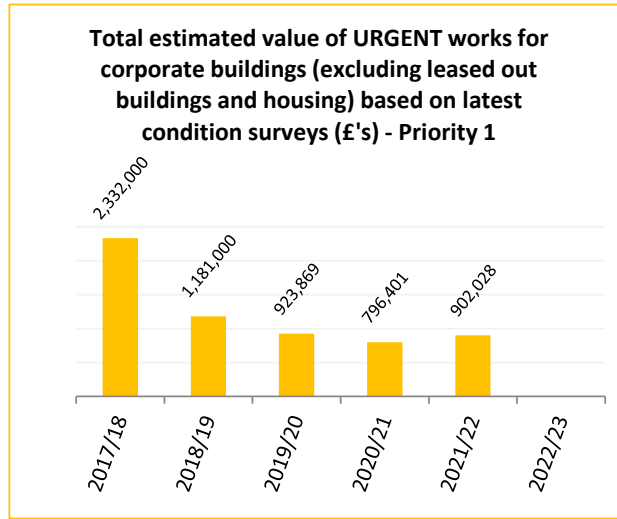
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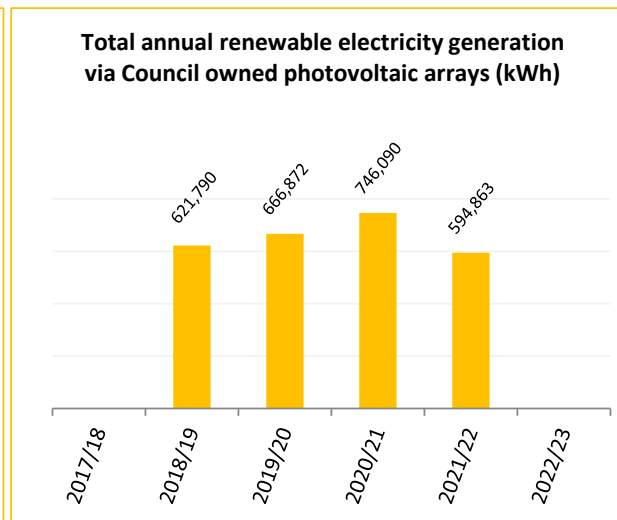
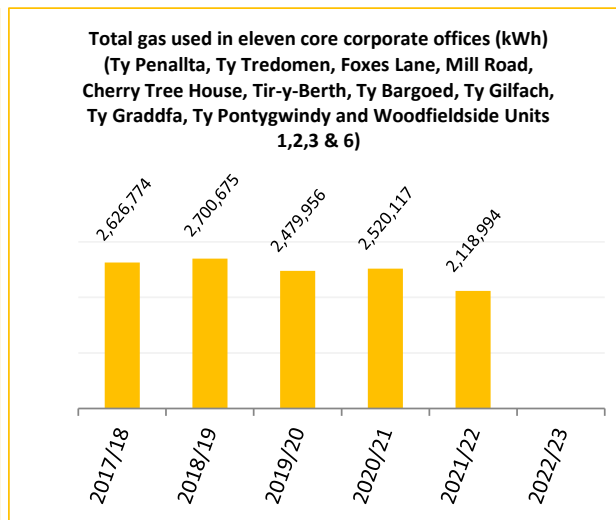
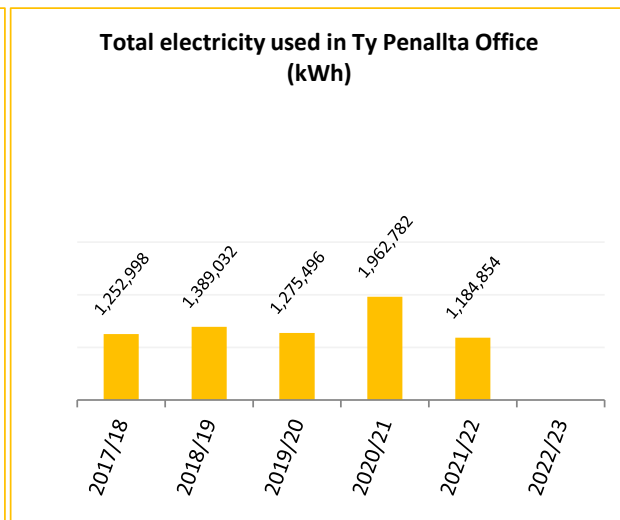
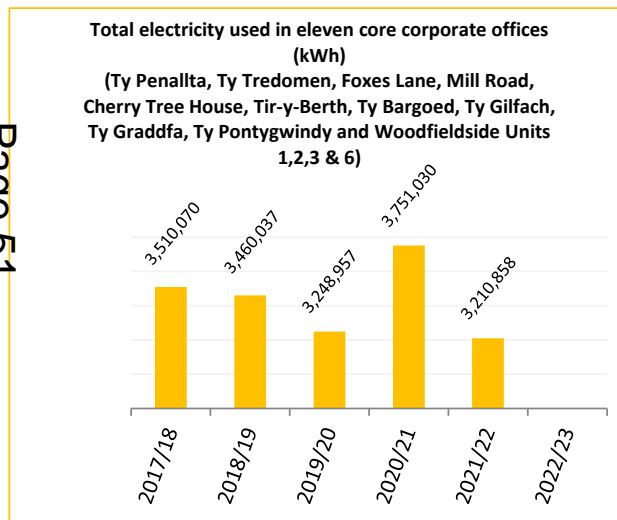
[Link to Base Data](#)



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



**What is performance telling us?**



**What is performance telling us?**

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

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

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## PUBLIC PROTECTION - Measures

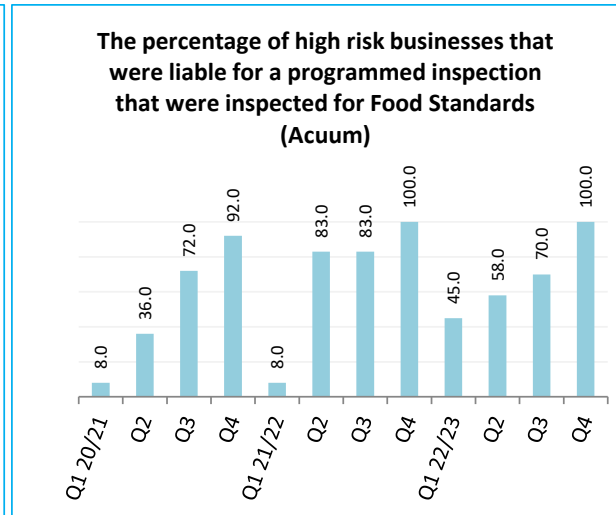
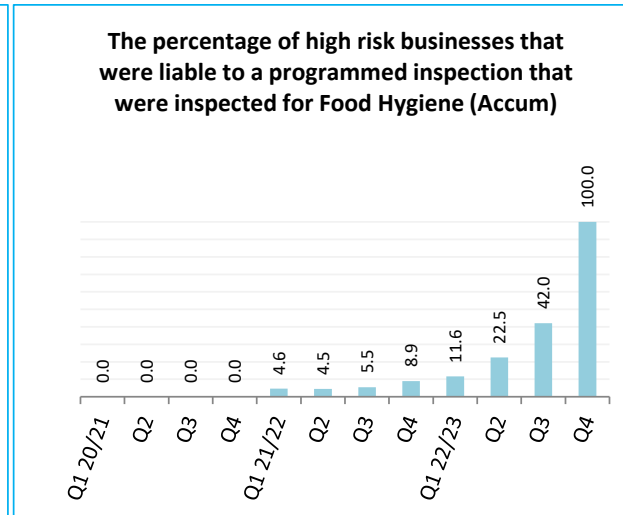
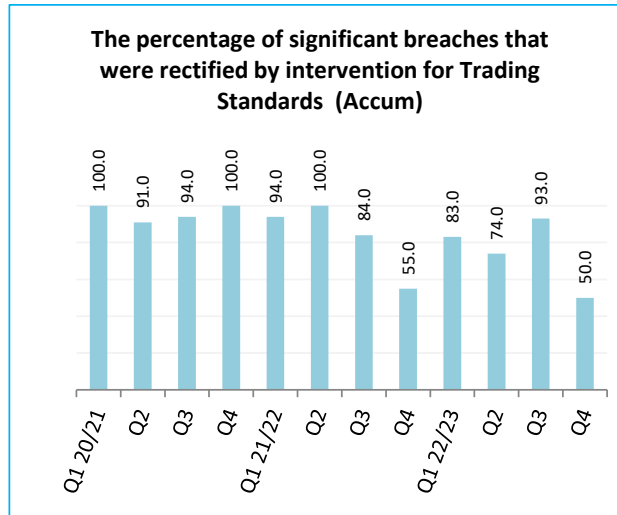
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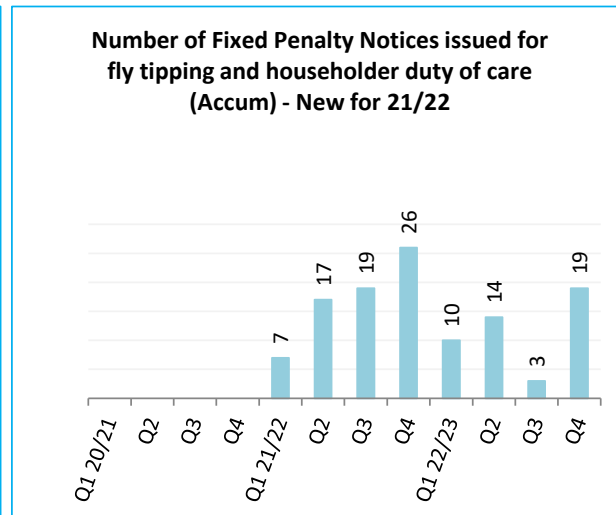
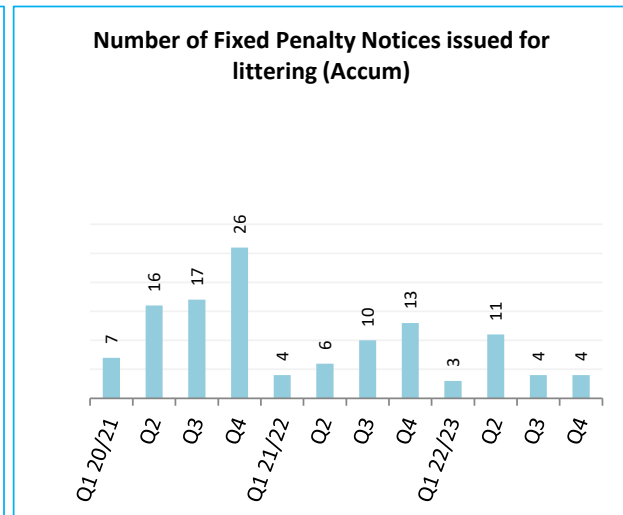
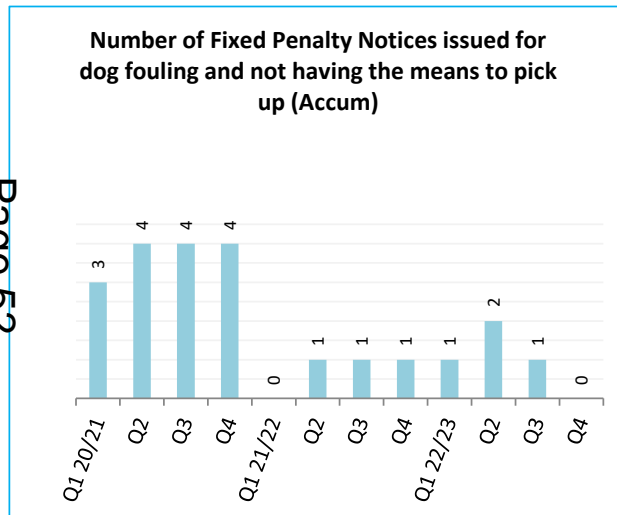
[Link to Base Data](#)



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What is performance telling us?

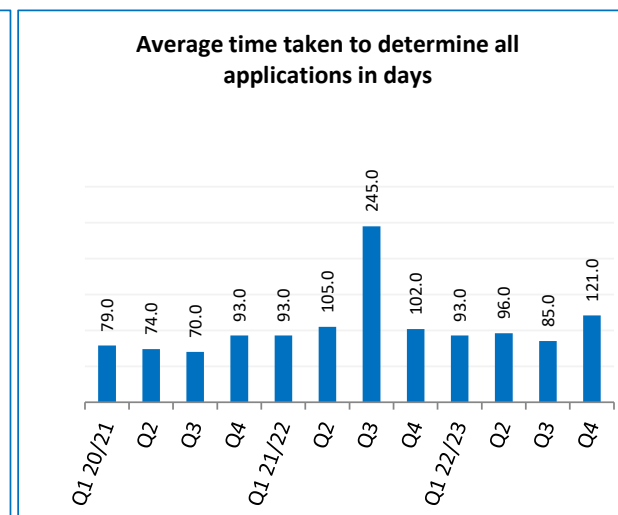
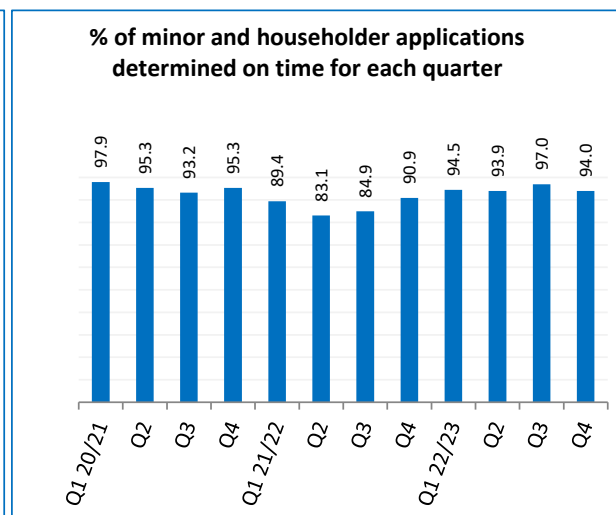
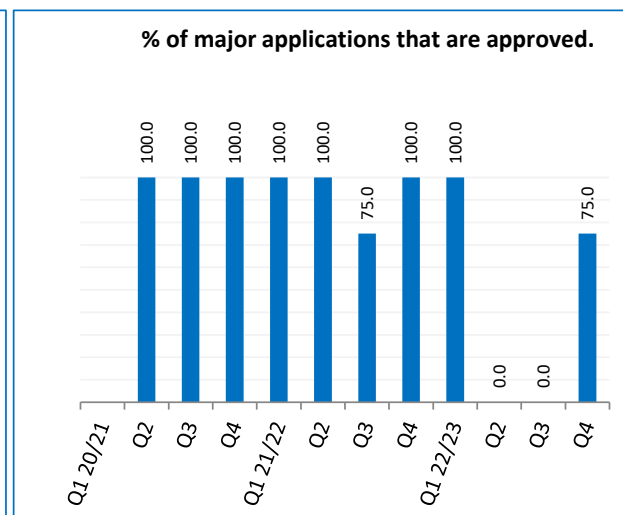
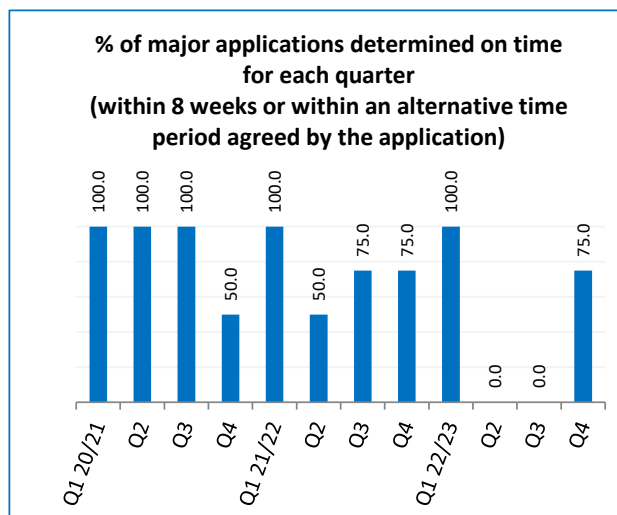


What is performance telling us?

**Fixed Penalties:** Resources redirected to focus on and deal with the increased fly-tipping issues since the start of the pandemic (2020)

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## REGENERATION & PLANNING - Measures



What is performance telling us?

No Major applications received in Q2 & Q3.

Good progress being made on dealing with the backlog of enforcement cases which adversely impacts on performance figures.

**Additional info has been recorded on the Base Data-Performance tab - showing 'numbers' processes.**

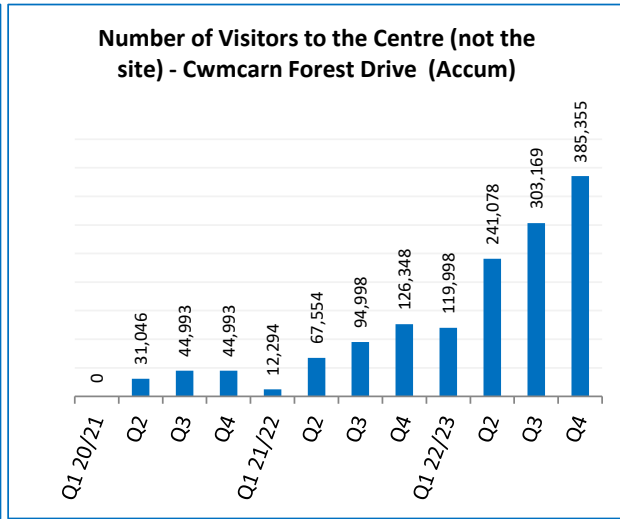
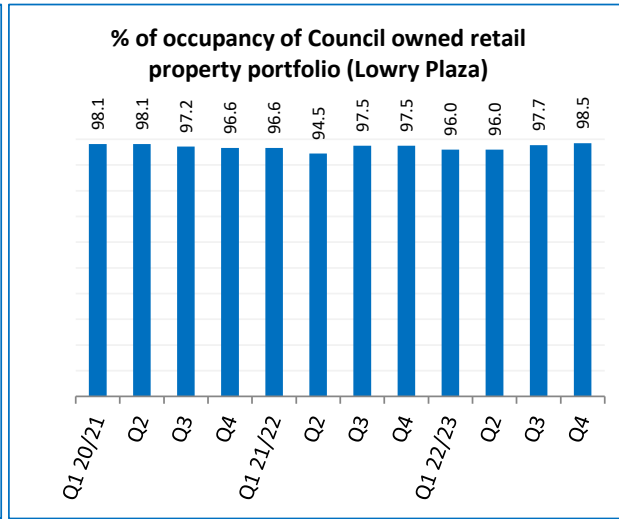
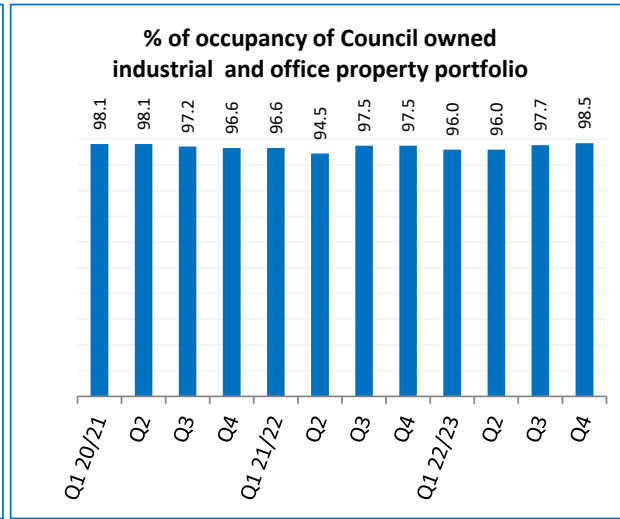
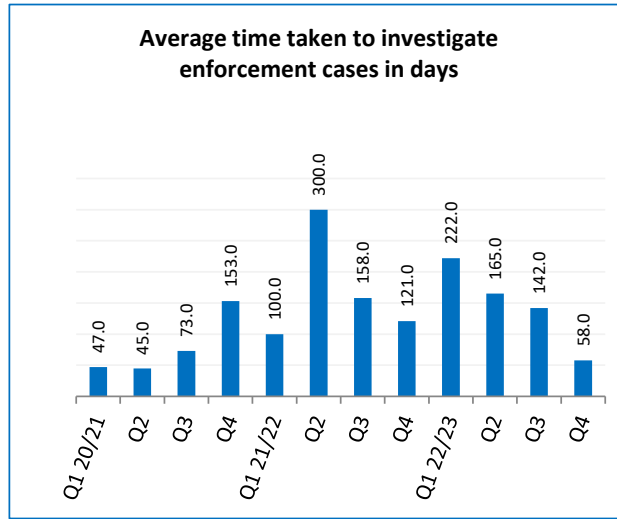
# Performance

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

[Link to Base Data](#)



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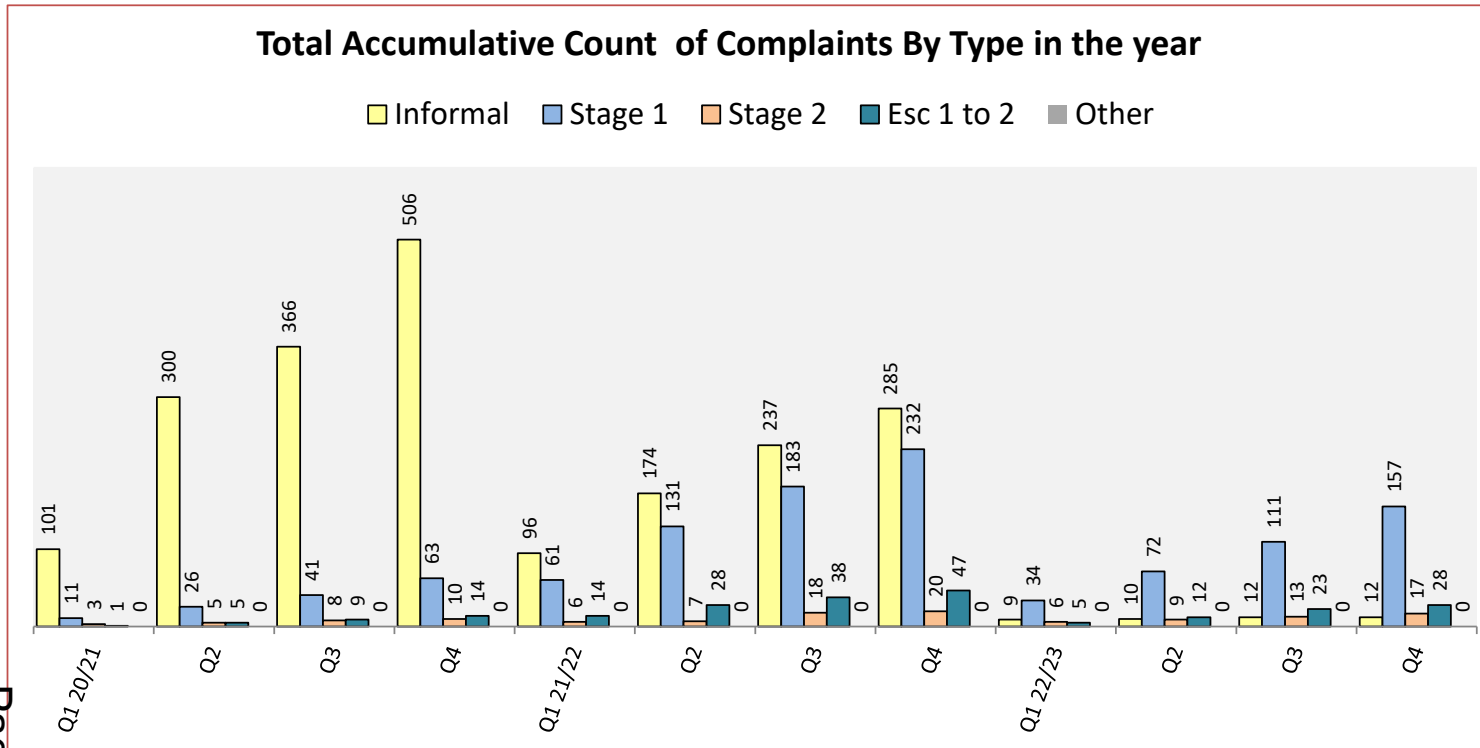
**What is performance telling us?**

High occupancy rates across the property portfolio. With the vacancies largely being in the office accommodation rather than the industrial or retail units.

Visitors to Cwmcarn have recovered to pre pandemic numbers and have well exceeded our target this year of 250,000 visitors. This target has consequently been increased for 23/24.



## 1. How many Complaints do we have?

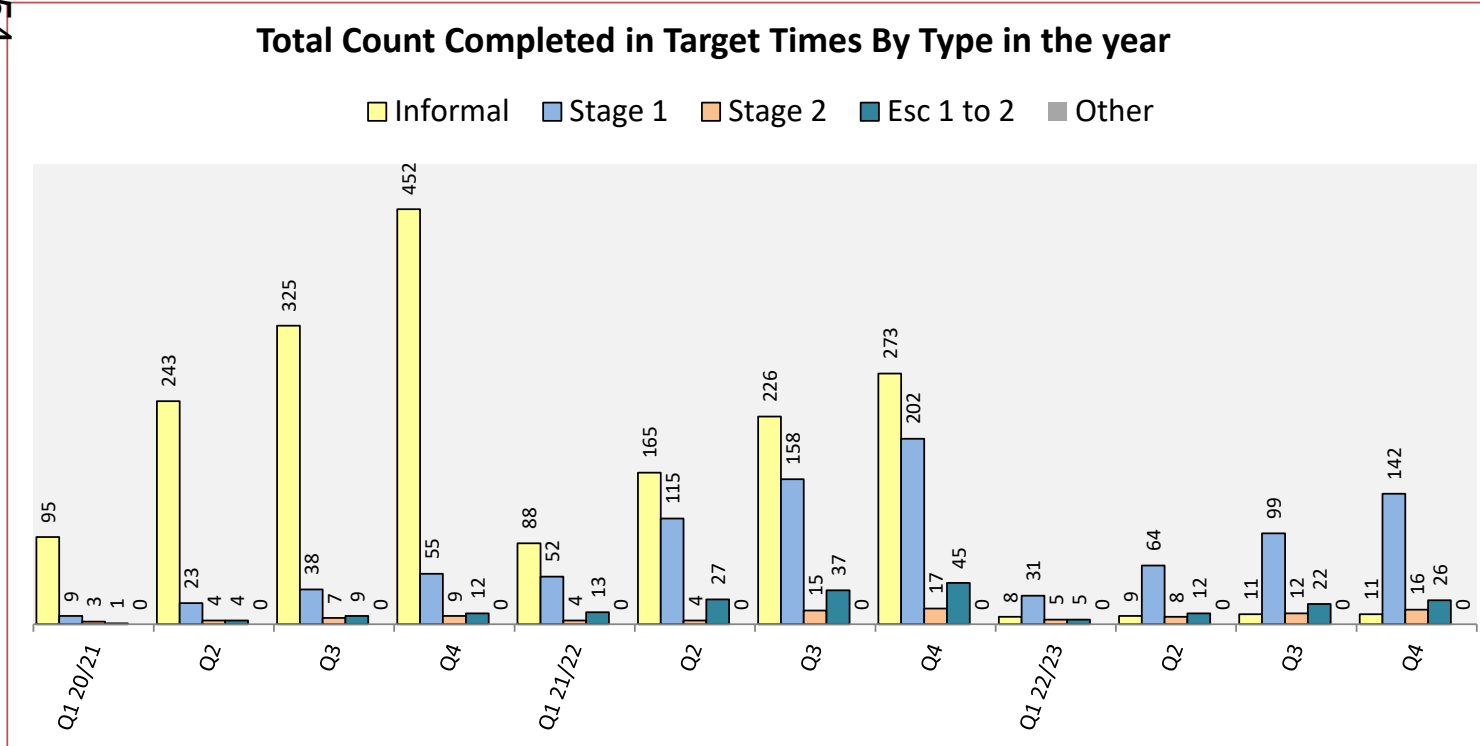


## 3. Is anyone better off?

The Complaints received between April 2022 and March 2023, highlights the following key themes or topics (most to least - complaints)

- Refuse-Recycling-Green Waste-Missed Collections and Other, and CA Sites
- Parking
- Highway maintenance works
- Planning-General
- Delays in service delivery, and Poor communications
- Trees
- Delays in responses
- General Weed Control-Grounds Maintenance
- Grass Cutting
- Cleansing
- Illicit Tipping
- Drains-Flooding
- Park maintenance-cleanliness
- Street Lighting
- Anti-social behaviours- Neighbours
- Cemeteries
- Footpath Quality
- Bulky Waste

## 2. How well are we doing?



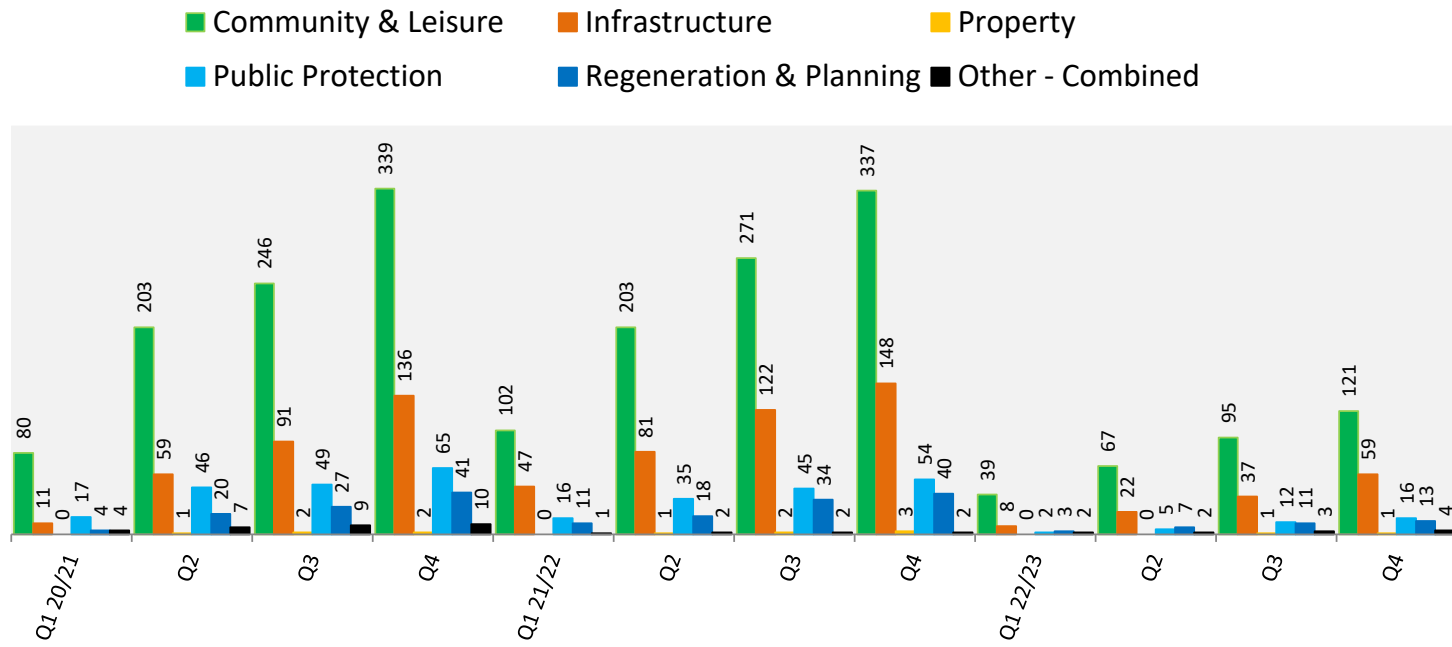
Have we learned anything or made any changes, as a result of the complaint intelligence?

The following key services responded to the incoming complaints for this reporting period, based on the themes and topics as listed above.

- Waste Strategy & Operations
- Highways Operations Group
- Transportation Engineering
- Green Spaces and Transport Services
- Environmental Health
- Planning Administration
- Sport & Leisure Services
- Engineering Projects Group
- Combined service responses
- Building Consultancy
- Trading Standards & Licensing
- Building Control
- Destination and Events



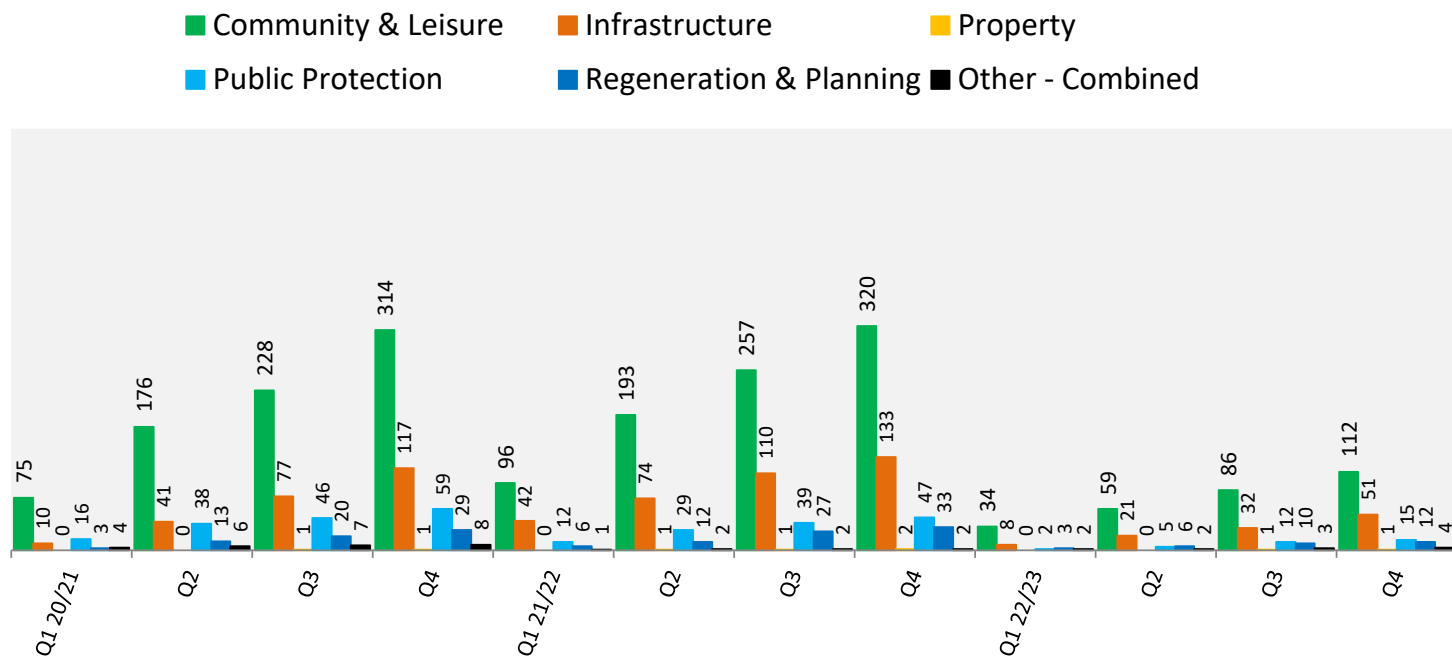
**Total Accumulative Count of Complaints By Service in the year**



**Some of the key learnings identified include**

- Continuity of service needed, to reduce and prevent reoccurrences (system failures)
- Need to ensure accuracy of data pre and post communications
- Cross service communications and prioritisation needs enhancing - complaint responses
- Improve citizen engagement and listening fist time
- Staff changes and turnover, could improve with better induction and suitable plant and equipment

**Total Count Completed in Target Times By Service in the year**



**Any further relavent comments regarding complaints?**



# Customer Intelligence

[Link to Base Data Tab](#)



## Service Requests by Service

Number of SRs by Service and percentage completed in target times	Standard	%	Members	%
Community & Leisure				
Infrastructure	375	91.73%	291	90.72%
Property				
Public Protection				
Regeneration & Planning	68	100.00%	2	100.00%
Other				
<b>Totals</b>	<b>443</b>		<b>293</b>	

**Service Requests: What are we learning from the SR's? Are there any particular learnings issues or matters arising identified from SR's?**

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

The stats recorded for Infrastructure, and Regeneration and Planning Services are currently maintained by the department secretary.

## Freedom of Information Requests by Service

Number of FOIs by Service and percentage completed in target times	FOI's	%	SAR's	%
Community & Leisure				
Infrastructure	122	84.43%	3	66.67%
Property				
Public Protection				
Regeneration & Planning	82	90.24%	1	100.00%
Other				
<b>Totals</b>	<b>204</b>		<b>4</b>	

**Freedom of Information Requests: What are we learning from the FOI's and/or Subject Access Rights requests? Are there any particular learnings, issues or matters arising identified from FOI's/SAR's?**

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

The stats recorded for Infrastructure, and Regeneration and Planning Services are currently maintained by the department secretary.

## Compliments received by Service

Service	Accum Count	%
Community & Leisure	96	60.76%
Infrastructure	34	21.52%
Property	0	0.00%
Public Protection	11	6.96%
Regeneration & Planning	17	10.76%
Other	0	0.00%
<b>Totals</b>	<b>158</b>	<b>100%</b>

<<  
[See Examples](#)

**Compliments: What are the key themes identified from such positive feedback? Compliments Received By key types (#) for the period April 2022 to Mar 2023 include,**

**Service Delivery** (Infrastructure 14, Regen and Planning 2)  
**Service Response** (Infrastructure 9, Regen and Planning 2)  
**Quality of Work** (Infrastructure 3)  
**Staff - Operatives** (Infrastructure 6, Regen and Planning 10)  
**Communications** (Infrastructure 2)  
**Other** (Regen and Planning 3)

# Customer Intelligence

[Link to Base Data Tab](#)



## Household Survey - Very/Fairly Satisfied

Year	2015	2017	2020/21	2021/22	2022/23
Civic Amenity / Household Recycling Sites	86%	84%		N/A	N/A
Garden & Food Waste Collections	91%	84%		N/A	N/A
Refuse Collection	89%	83%		N/A	N/A
Recycling	93%	85%	89%	N/A	N/A
Cleanliness of streets ( <a href="#">Street and Environment Cleansing 20/21</a> )	65%	64%	59%	N/A	N/A
Parks & Play Area's	85%	83%		N/A	N/A
Recreation & Sports Grounds	88%	86%		N/A	N/A
Country Parks	88%	93%	74%	N/A	N/A
Anti Social Behaviour - Community (Levels the same or better)	65%	54%		N/A	N/A
Crime - Community (Levels the same or better)	71%	63%		N/A	N/A
CCBC & Police deal with ASB & Crime	63%	51%		N/A	N/A
Road Surfaces	52%	51%		N/A	N/A
Pavement Surfaces	65%	61%		N/A	N/A
Drains & Gullies	68%	65%		N/A	N/A
Signs & Road markings	82%	76%		N/A	N/A
Street Lighting	89%	81%		N/A	N/A
Winter Maintenance	72%	70%		N/A	N/A
Highway Management ( <a href="#">Highway Maintenance 20/21</a> )	61%	49%	60%	N/A	N/A
Town Centre - Services & Amenities		60%		N/A	N/A
Town Centre - Shopping	60%	57%		N/A	N/A
Quality of life - Local Town	70%	63%		N/A	N/A
Quality of life - Local Neighbourhood	76%	64%		N/A	N/A
Local Transport Services - Overall			77%	N/A	N/A

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### What is our general citizen customer intelligence telling us?

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

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

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

The results showed:

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

During the Autumn of 2021 the following themes of importance were identified from approx. 250 people who were engaged (in writing) with a Wellbeing Survey, as part of the Public Services Board consultation:

Social - Community safety and feeling safe, street lighting, community provisions for the youth, transport links, improved communications and access to services and facilities for the elderly.

Environmental - Litter, dog fouling, fly-tipping and importance of greenspaces (too much encroaching housing developments).

Economy - Too much dependency on digitisation (concerns for the elderly), facilities for young people, investment in parks, access to variety of shops, opportunities to draw in businesses, access to sport, health and leisure facilities.

Cultural - Access to quality and clean countryside and greenspaces.

**No formal citizen, community surveys were undertaken during 2021/22/23.**

# Customer Intelligence

[Link to Base Data Tab](#)



## Individual Service Surveys - Very/Fairly Satisfied:

Year	2018/19	2019/20	2020/21	2021/22	2022/23
Customer satisfaction with Licensing	100%	N/A	N/A	N/A	N /A
Trading Standards – Trader/Business satisfaction	98%	100%	N/A	N/A	99%
Trading Standards –consumer advice satisfaction	98.70%	98.00%	N/A	100%	98%
Customer Satisfaction with Health and Safety (%)	85%	N/A	N/A	N/A	
Customer Satisfaction with Food Safety (%)	100%	N/A	N/A	N/A	
Customer satisfaction with Registrars	100%	100%	N/A	100%	100%
Net Promoter Score - Leisure Customer Rating (0-10) Survey: How likely are you to recommend Leisure Lifestyle to friends and family (% Promoters scoring 9-10 less % Detractors scoring 0-6)	61 (Reported as @ Q4)	56	64	63	55

**What is our service specific customer intelligence telling us?**

Customer satisfaction surveys for key Public Protection Services was not issued in 21/22 as key services were diverted to Covid response activities for the past two years.

Anything else to add here.....

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## Inspectorate - Other Control Views

ISO 9001:2015 Quality Management System Certification

Building Cleaning Services (BCS) has maintained their certification (September 2022)

Networking Contract Services (NCS) has now withdrawn from formal certification (2021) but continue to implement and maintain QMS practices, processes and procedures.

Engineering Projects Group (EPG) has now withdrawn from formal certification (2021) but continue to implement and maintain QMS practices, processes and procedures.

CCTV Control room maintained their NSI (National Security Inspectorate) Silver Award for Public Open Space CCTV monitoring in July 2022 and their Surveillance Camera Commissioner Accreditation in November 2022.

The General Register Office (GRO) Stock & Security Audit in August 2022 rated the service compliance level as High

Observations and findings from this Stock and Security Assurance Review confirmed that certificate stock and associated security responsibilities are exceptionally well managed and controlled across the service.

# Resources



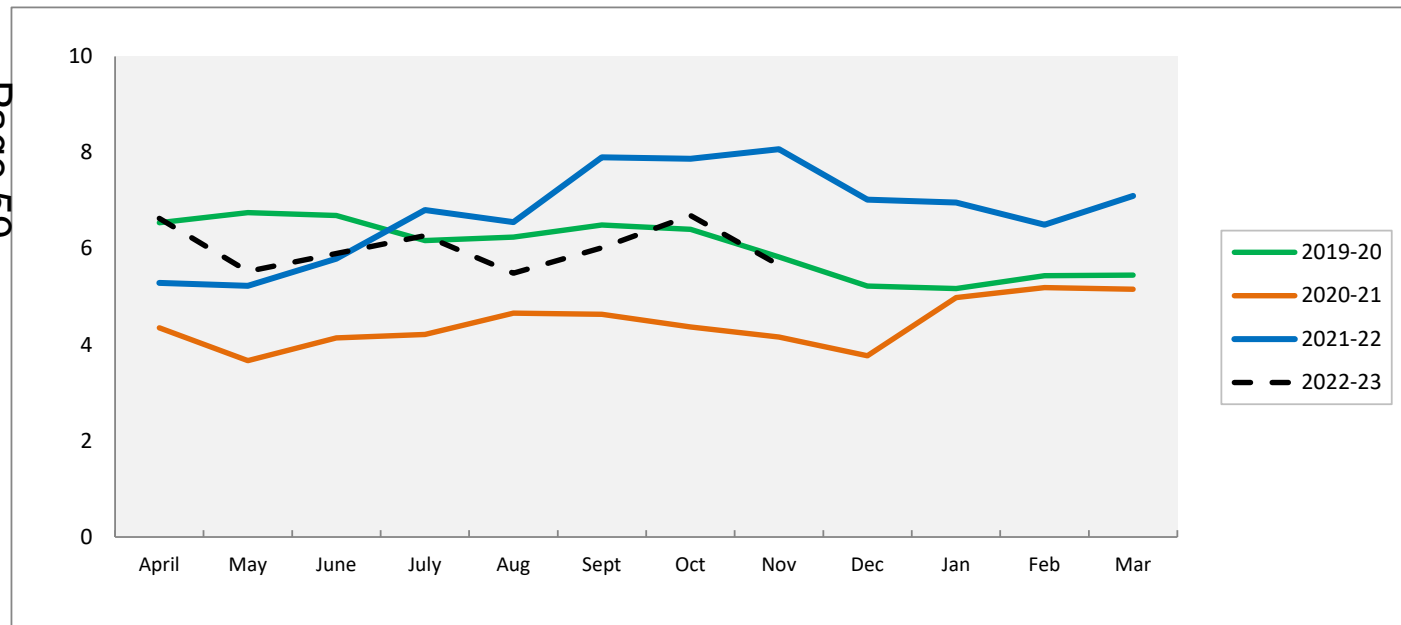
Staff Counts	FTEs	Over 55	Total Leavers	New Entrants	Vacant Posts	Agency Staff	Apprentice-ships
Q1	1147.37	617	41	45	?	117	?
Q2	1147.66	632	52	91	?	77	?
Q3	1164.81	647	24	53	?	52	?
Q4	1177.39	648	59	47	?	42	?

**Leavers**

**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. Higher salary in other local authorities.

**Other Leaver Reasons:** Death in service. Dismissal. Dismissal on ill health grounds. End of fixed term contract. End of relief employment. Gross misconduct. Sickness absence management. Frustrated contract. Compulsory redundancy. Failed

**% Sickness - Year on Year Comparison Trends (by month) - Dir for Economy & Environment**



**What is our Workforce Information telling us?**

**Key issues identified:**

Recruitment to specialist and non-specialist roles is still proving to be challenging for the directorate

**Key actions being taken:**

Post remunerations are constantly under review, as well as considering market supplements where deemed appropriate.

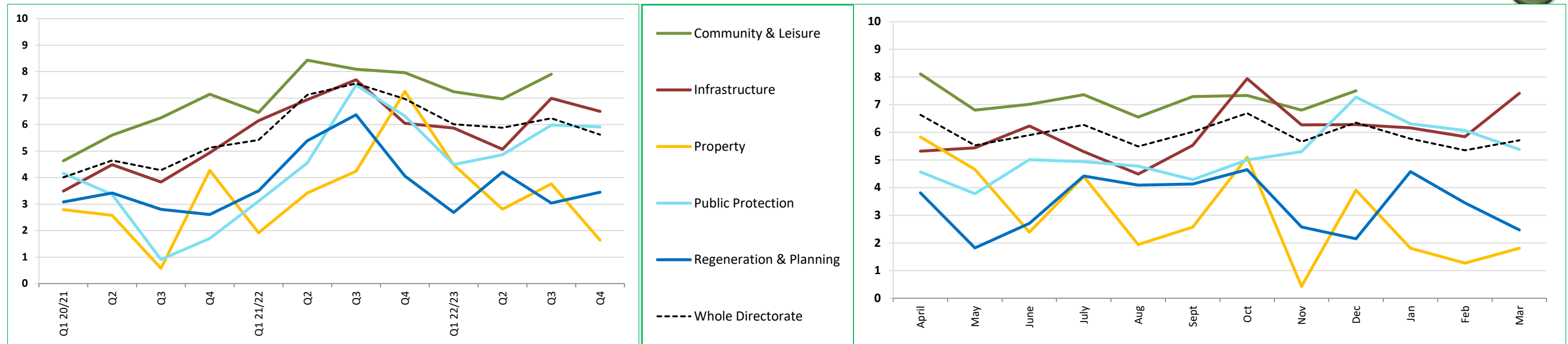
HR are establishing a new recruitment team , to further assist services fill posts.

HR are currently reviewing a number of staffing related policies to improve working conditions, agility, adaptability and flexibility arrangements for employees and the organisation (15 policies)!

**% Sickness 'in-quarter' Trend**

**% Sickness 'in-month' Trend**

# Resources



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

[Link to Base Data](#)

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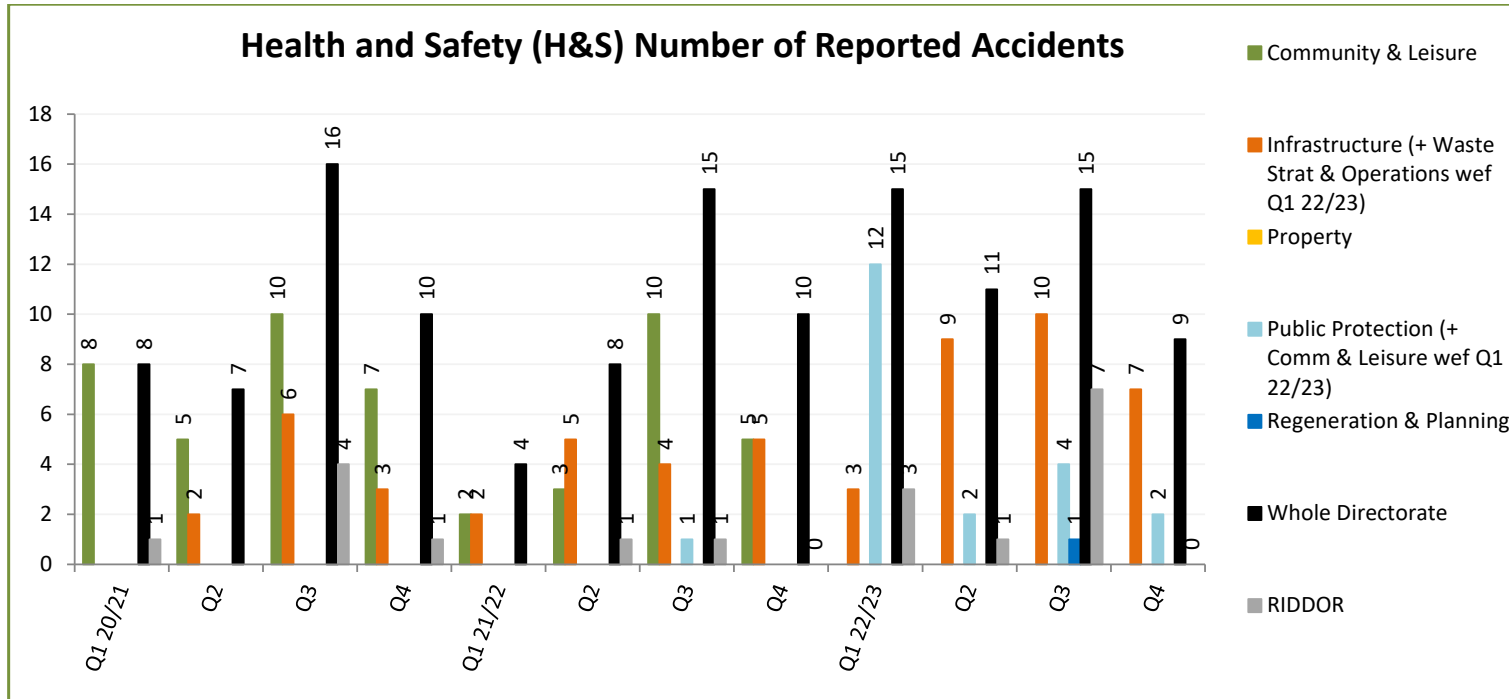
## Finance

Year - End	Revised Budget 2022/23	Outturn 2022/23	Variance
Service area	£ 's	£ 's	(Overspend) / Underspend
Regeneration & Planning	3,483,251	3,229,417	253,834
Infrastructure Services	12,629,096	12,271,372	357,724
Public Protection	25,304,169	27,216,348	(1,912,179)
Community & Leisure	9,359,812	8,684,825	674,987
Directorate General	203,659	181,434	22,225
<b>Total</b>	<b>50,979,987</b>	<b>51,583,396</b>	<b>(603,409)</b>

### What is our Financial Information telling us?

The figures in the table opposite are based on information available as at [Year-end Outturn for the 2022/23](#) financial year.

## Health and Safety



#### What is our Health and Safety information telling us?

More detailed underpinning information is obtained from the [Quarterly Accident & Violent Incident Reports](#), as produced by Emma Townsend, Health and Safety Manager (& Andrew Wigley), which are periodically presented to the Health and Safety Board.

The recording and reporting of work related accidents is a statutory duty under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR). The regulations cover specific injuries that arise from work activity and work-related diseases.

A **RIDDOR report** is only required when:  
 The accident is work-related.  
 It results in an injury of a type which is reportable, i.e. specified injuries as outlined by the Health and Safety Executive (HSE).

#### General Assets

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

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

This will inform future asset rationalisations and/or alternative approaches to the locational delivery of services.

To date finalised SAMP's have been completed for: Countryside, Infrastructure Highways, Infrastructure Depots and Office, Bereavement Services and the Waste and Leisure Services is in its final approval stage.

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

**Infrastructure / Highways:** The Highways Asset Management Plan (HAMP) includes a comprehensive range of responsibilities including, approx. 1200km of roads, 27500 streetlights, 2624 (illuminated), 6000 (non-illuminated) signs, 32000 gullies, 71 signalised junctions and crossings, 68km of cycle routes, 1675 culverts and 373 bridges and culvert structures.

Winter maintenance also includes responsibilities for the salting and gritting of road networks during severe weather conditions (approx. 420km) maintaining large salt stocks, 862 permanent salt bins, plus 17 seasonal bins. Annually, the service also considers approximately 1250 planning applications that have highways interface considerations.

The service also manages, 500 bus shelters, 4 Town Centre Bus Stations, 1324 bus stops, 950 bus stop signs (flags), 690 bus roadside timetable displays, 1040 park & ride spaces at 12 railway stations, 83 Highway owned off street public car parks providing 3183 parking spaces, of which 16 are pay and display (950 parking spaces) and 10 are rail park and ride car parks (982 parking spaces).

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

## Resources



### **Property Portfolio - Asset Management Strategy - Property and Land - May 2019.**

The Council's Corporate Estate extends over 671 sites, many of which contain more than one building. The gross internal area of the portfolio is 472,185 m<sup>2</sup>, having a total net book value of £760m (as at 31st March 2018).

An Annual Property Review Report is published which provides a snapshot of the buildings portfolio including the size, condition, statutory compliance, utilisation and carbon footprint of the estate. The report also summarises in periods, replacements, acquisitions, and disposals and sets out expected activity in the coming period.

The Annual Property Review Report includes appendices which schedule all Authority property including operational, leased in, leased out, surplus and vacant buildings. Condition surveys are updated every four years and help inform decisions on planned maintenance and the future of a building within a given portfolio.

Size of the estate includes.

11 Corporate Offices / 87 Schools / 11 Leisure Centres / 223 Other Operational Buildings and Sites / 423 Properties Leased out / 16 Non-op Surplus Buildings.

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



Risks



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Select Risk Level from the cell drop-down list				Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
					Risk Level 2022-23 Q1	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4		
CRR-04	Impact of Climate Change  (Draft 06/07/22)	Climate change and the trend for increased risk & frequency of adverse weather presents a risk to the natural & built environment.	<ul style="list-style-type: none"> <li>Effective Emergency Planning Strategies, processes and operational responses.</li> <li>Robust Local Flood Risk Management Strategies underpinned by a progressive suite of flood alleviation infrastructure projects.</li> <li>Implementation of Sustainable Urban Drainage (SUDS) practices across new developments.</li> <li>On-going management of the 250,000 trees on Council Land.</li> <li>Effective management of the natural environment across the countryside/green open space portfolio.</li> <li>Specific actions across the Council's asset portfolio to reduce its own level of carbon emissions.</li> </ul>	<p><b>Q4 Update</b></p> <p>The Local Flood Risk Management Strategy is under review with the updated version due for publication in October 2023.</p> <p>A SUDS Enforcement Officer now in post (first in Wales), which will ensure that SuDS features are installed to current Legislation.</p>	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-06	Local Development Plan (LDP)  (Draft 06/07/22)	<ul style="list-style-type: none"> <li>Progressing the current Local Development Plan Process in accordance with the delivery agreement between the Council &amp; Welsh Government.</li> <li>Effective stakeholder &amp; member engagement.</li> <li>Timely consideration of reports by Corporate Management Team, Cabinet &amp; Council and resultant timely decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Progressing the current Local Development Plan Process in accordance with the delivery agreement between the Council &amp; Welsh Government.</li> <li>Effective stakeholder &amp; member engagement.</li> <li>Timely consideration of reports by Corporate Management Team, Cabinet &amp; Council and resultant timely decision making.</li> </ul>	Key elements of the evidence base prepared: Gypsy & Traveller Accommodation Assessment, Strategic Flood Consequences Assessment – Stage 1 Report, Renewable and Low Carbon Energy Assessment, Larger than Local Employment Study, Employment Land Review, Retail surveys and Retail Attitude Survey, Retail Capacity Study, ISA Scoping Report & Review of Relevant Plans, Programmes and Policies. Background Papers Prepared. Pre-Deposit Plan (Preferred Strategy) prepared for consultation with elected members full involvement throughout its preparation. Council Report on Preferred Strategy Prepared. Integrated Sustainability Appraisal (ISA) Scoping Report and Review of Relevant Plans, Programmes and Policies (RRPPP) prepared. Preferred Strategy scheduled to be considered at Council on 14th September 2022 prior to statutory 6 week public consultation exercise commencing in the Autumn. Elected Member Briefing session to be scheduled prior to the Preferred Strategy being considered at Council to ensure elected members are fully informed.	Medium	Medium	Medium		Yes, the lack of an LDP threatens the timely delivery of land for development, particularly housing and employment, making it more difficult to achieve the goal of prosperity.	Medium
CRR-11 DC24 20/21 New Page 63	Fleet	Providing a fully operational, compliant fleet of vehicles is essential for the Council to deliver all of its front line services. In this regard the Council holds a goods vehicle operators licence ("O licence") and must continue to demonstrate compliance with the conditions of the "O licence" and the legislative framework in which it exists. There is a current risk relating to the ability of the Council to staff its fleet management and maintenance service with suitably qualified and/or experienced staff and deliver the required level of management and maintenance standards.	<ul style="list-style-type: none"> <li>Seeking to add additional officers with the necessary qualifications to the license to provide additional contingency</li> <li>Work is underway with Recruitment to seek to increase staffing numbers.</li> <li>Residual staffing capacity concentrating on HGV Fleet</li> <li>Sub contractors being engaged for other work where the market is able to respond.</li> <li>Seeking to formalise To explore arrangements for external maintenance through a strategic partner to provide additional contingency</li> <li>Processes and procedures for vehicle safety and driver compliance are currently under review and will be revised if necessary</li> <li>Notice served to withdraw from the current managed service fleet contract (ends Jan 2024) and lease / purchase vehicles (and maintenance, where appropriate) in future via a WG Framework going forward.</li> <li>Workshop is contractually obliged to maintain any vehicles leased through existing arrangement for the entire lease period which could will be well beyond January 2024.</li> <li>Council is currently overutilising short term or 'spot hires' to plug gaps in provision</li> </ul>	Fleet Review update to CMT in December 2022 when it was agreed that SFS contract would not be extended after end date in January 2024. Acute recruitment challenges remain with repairs and maintenance being put out to private garages with subsequent budgetary impacts.	High	High	High	High	Yes - Prosperity: Resilience: Healthier: Cohesive Communities: Globally Responsible	High
Link to CRR 16 on the CPA DC27 21/22 New	Recruitment & Retention of Staff	Appointment of staff to key positions is a significant challenge and is starting to affect delivery of certain services.	CMT/Cabinet currently considering areas where there is greatest pressures. May require a review of pay and grading. Use of agency staff where possible. Potential use of market supplements.	<p><b>Copied from CPA (Q2):</b></p> <p>Recruitment drive for frontline services to take place February 2022. Videos proposed to accompany adverts for some roles.</p> <p>Advert for apprentices February 2022 with selection in progress.</p> <p>HRD engaged and considering recruitment and retention issues across Wales.</p> <p>All Wales group established to consider recruitment and retention within Digital Services consisting of Heads of IT, HRD and WLGA.</p> <p>Pay comparator information obtained for some posts.</p> <p>Market supplements in place for some posts.</p> <p>Low hour contracts being reviewed within and across services to establish if higher hour contracts can be offered which may be more attractive.</p> <p>Run through grades offering career progression being explored in some services.</p> <p>HR and Employability Teams working together to support recruitment opportunities, including Kickstart.</p> <p>Work ongoing with Careers Wales to develop a video to promote CCBC as an employer in schools.</p> <p>New landing page for CCBC being developed to support more engaging recruitment and application process being reviewed as part of tender for new HR / Payroll system.</p>	High	High	High	High		High
Community & Leisure DC04 16/17	Community & Leisure: Waste Management Service Continuity & Target Achievement	<p>The Welsh Government (WG) drive for source segregated collections and substantial change to the recycling Material Recovery Facility (MRF) market and restrictions on exporting low grade recycle could potentially affect service delivery to the public and/or target achievement if mitigation measures are not put in place. UK and Welsh Government proposals for a Deposit Return Scheme for drinks containers may also impact kerbside recycling rates.</p> <p>The ability to meet future recycling and landfill diversion targets with our current collection, disposal and treatment framework.</p> <p>Specific areas that need to be considered are:</p> <ol style="list-style-type: none"> <li>Levels of contamination in our recycling;</li> <li>Reduce the amount of food waste within residual waste;</li> <li>Type of collection (WG blueprint or alternative);</li> <li>Contractual arrangements for recycling and organics</li> <li>Appropriate levels of budget and staffing structure to support daily front line collection services and our future strategy;</li> <li>Insufficient community participation in food recycling.</li> <li>HWRC rationalisation / amount of residual waste deposited at HWRC's.</li> <li>Reduced residual waste frequency</li> <li>Long term MRF arrangements</li> <li>Capturing additional target materials out of the residual stream.</li> </ol>	<p>A Waste Review Board was established, previously chaired by the Director and including relevant senior officers. A new Draft Waste Strategy has been developed and is now being reviewed and refined with the intention of enhancing recovery rates and attaining WG targets.</p> <ol style="list-style-type: none"> <li>Continue with local and national campaign work.</li> <li>Continue delivery of Project Gwyrdd to further reduce reliance on landfill.</li> <li>Long term organics in place. MRF contract secured with Newport paper.</li> <li>Work on reducing contamination continues through various communications and engagement with the public.</li> <li>Budget growth required to address service pressures and achieve statutory targets.</li> <li>Trade unions and staff representatives have been participating in a working group to discuss working practices and service changes and improvements.</li> <li>Incentive scheme funded by local business to reward residents participating in food waste recycling (<i>Mash for cash</i>).</li> <li>Options paper submitted to create a route map for performance improvements.</li> <li>Regular reviews of performance confirm that the existing wheeled bin system for recycling collections confirms that we are the 4th highest in the league table for tonnage of dry recycled material collected at the kerbside which translates to the 8th best for recovery rate performance in the country. Conversely, we are bottom of the league table for the recovery rate for the organic fraction of our waste arisings, hence our latest food waste campaign and incentive offer. Unless we increase performance, we will need to consider deploying targeted education and enforcement for residents not participating in food waste recycling.</li> </ol>	<p><b>Last updated?</b></p> <p>Waste Review - The whole suite of waste and recycling collection services have been reviewed and a comprehensive route optimisation analysis has been undertaken. Work on the reconfiguration of collection rounds to work in a zonal system continues and will be submitted for Cabinet and CMT approval as part of the wider Waste Strategy Review that is ongoing.</p> <p>The department is continuing to source funding to deliver various infrastructure projects across the County Borough.</p>	High	High	High	High	Yes, the purpose of the landfill directive is to divert biodegradable waste away from landfill to reduce pollution. A diverse natural environment with healthy functioning ecosystems contributes to a 'Resilient Wales'. Failure to deal with waste properly affects future generations.	Medium

Risks



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Select Risk Level from the cell drop-down list				Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
					Risk Level 2022-23 Q1	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4		
DC23  Linked to CPA CRR 05	Community & Leisure:  Greenspace and Landscape Services	Ash die back (Chalara Fraxinea) is the most significant disease to affect the UK tree population since Dutch Elm disease in the 1960's. The disease will result in the decline and death of the majority of ash trees in Britain. Unfortunately, many ash trees predominant line our roadside verges, so the disease will affect high risk locations. In our borough, ~ 37,400 + ash trees could be affected by this, requiring substantial resource, logistics and environmental considerations/implications, such as:  a) Thorough surveys (to identify needs/requirements) b) The formulation of a Removal Strategy c) Budgeting and Finance d) Considerable clean-up and disposals e) Wider environmental impact (contaminations/biodiversity/eco systems) 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.	Initial action to include:  1. Development of a Removal Strategy 2. Discussions at WLGA and representations to Welsh Government (WG) in relation to funding.	We continue to fell any trees noted with significant ash die back whether this is identified during routine inspections, service requests or during ad-hoc site visits. Green Recovery Funding was received in 2021 from WLGA, £111K was allocated to deal with ash die back across the county borough. In July 2021, Cabinet approved funding (£750k over the next three financial years) to manage ash die back across the county borough. Work is ongoing to survey and remove affected Ash trees across the County borough.	Medium	Medium	Medium		Yes, with diseased ash trees adjacent to the highway network, this could affect our ability to provide safe travel across the borough.	Medium
<b>Infrastructure</b>										
DC20 19/20  Page 64 Linked to Directors priority 6	Infrastructure:  Asset Management (Highways)	Highways Management / Claims / Litigation:  Highways Act 1980 / Flood and Water Management Act 2010 / Well Managed Highway Infrastructure - Code of Practice.  Failure to maintain/sustain a safe, efficient and effective transport and land drainage infrastructure, by not delivering timely quality engineering solutions which have regard to the value of the built and natural environment, would ultimately affect inward investment, community mobility and future well-being of our citizens (including air pollution/carbon emissions/shaping our future). Failure to deliver the Statutory function provided by Schedule 3 of the Flood and Water Management Act 2010, and continue to better manage flood risk within CCBC.	1. Review the Highway Management Plan (HMP). 2. Adhere to relevant sections of the 'Well Managed Highway Infrastructure - Code of Proactive (2016). 3. Funding secured from WG - £2.2m used on resurfacing. 4. Options Report presented to Scrutiny 5. Develop a Highway Asset Management Plan (HAMP) that provides an overview of asset management for the Highway Infrastructure maintained by CCBC 6. Restructure of the Drainage team started.	<b>Year-end 22/23 Statement:</b>  For the Mitigating Actions: 1. HMP reviewed Oct 2022. 2. SAB set up in January 2019, and continues to deliver function for CCBC, operating in partnership with TCBC and BGCB. Continued pressures from internal interested parties and developers present a challenge to SAB delivery, increasing numbers of applications and fee targets continue to present a significant challenge. Multifunctional roles, with a focus on operational issues, hamper delivery in times of increase workload. A continual review on how services need to be provided is required throughout 2022/2023. Restructure started in 2022/23 following additional budget growth approval., although recruitment of suitably qualified staff and fee income targets associated with function presents a continued challenge. 3. HAMP options to improve highway network condition being progressed for future investment consideration. Asset Manager role now recruited. 4. Highway operational staff undertook legal training Oct 2022	Medium	Medium	Medium	Medium	Yes - there is an impact to a 'Resilient/Prosperous Wales' by not proactively addressing the rate of highway deterioration. Also, through 'good engineering solutions' we could improve 'Globally Responsible Wales' by embracing and planning for low carbon and sustainable developments.	Medium
	A469 Troedrhwiwuch	There are currently ongoing delays with regard to funding confirmation. Correspondence has been sent to WG outlining our concerns and the risks involved in further delaying a decision. If road deteriorates too far there is a growing risk that the road might have to be closed to all traffic. If road does collapse then costs for remediation will rise dramatically and extensive and prolonged road closures will be required that will impact communities and travelling public. Further feasibility and design work is ongoing.	The road is currently under two way traffic control. Regular inspection of this area is undertaken and temporary remedial works undertaken to mitigate damage. Initially, internal funding of £300k was used to mitigate delays as much as possible while funding outcome was awaited. No funding was received in 2021/22 however the roads review did look favourably on the scheme. The Resilient Roads bid submitted is still under consideration and a further £1m of internal funding has been provided by Cabinet to progress the scheme.	Utilising the £1m internal funding has allowed us to progress Stage B design but this is mitigating risk only up to a certain point. Design works can progress in 2023 but without Government funding the Tendering operation will need to be put on hold until a suitable budget is found.	Medium	Medium	High	High	Failure to repair or reinstate the road could lead to the closure of the road and long diversionary routes. This would isolate communities and restrict businesses prosperity. The closure would affect school travel, access to leisure facilities and also adversely affect neighbouring valleys and communities due to the additional travel distances causing increased pollution, costs and carbon usage.	Medium
New for 2022/23	WG default 20mph initiative	A review of the site exceptions has been completed. All signs have been replaced (i.e. new 20mph signs with 30mph vinyls over them). The TRO for exceptions and the remaining lines and signs will be completed in Q1 & 2 of 2023-24. All is on target for the 17th of September 2023 implementation date.	Q1 - The services of Gaist Survey Company has been secured by WG to support LAs identifying the scope of works required and the quantity of signs and road markings to be amended. Funding has been made available by WG to procure additional/external services if required. There is also close liaison between TM officers and Transport for Wales to develop the county borough exemptions to the 20mph default.	Q1 - the survey work from Gaist has been delayed and is impacting on our ability to progress the preparatory works programme. Work on developing the exceptions is progressing well. Q2 - the survey work from Gaist was further delayed and the quality of the information received is flawed and omits details on the size of signs and does not include the unclassified network. Further work with Gaist to rectify this is ongoing. Revised information is expected in October. Work on the exceptions has largely been completed. Q3 the Gaist survey data was finally received in November so the quantity of signs and road markings to be amended has been identified. Work is ongoing with NCS to plan and cost a delivery programme for the infrastructure changes. The first tranche of signs have been ordered and work has commenced to start replacing signs (with vinyl coverings) and removed VAS units and road markings. A Members seminar was held on 15/12/22. Q4 all work now appears on track to meet implementation date of 17th September 2023.	Not yet categorised	Not yet categorised	Low	Low		Low
<b>Property</b>										
<b>Public Protection</b>										

Risks



Select Risk Level from the cell drop-down list

Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2022-23 Q1	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4	Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
Regeneration & Planning										

Q1	Q2	Q3	Q4	Count Number and Category of Risks	Well-being Risk Level
0	0	1	1	Low	1
5	5	4	2	Medium	6
3	3	4	4	High	2
1	1	0	0	Not yet categorised	0
0	0	0	0	Unknown	0
0	0	0	0	To be updated	0
9	9	9	7	TOTAL	9

# Well-being Objectives



Currently, within the CCBC Corporate Plan, there are 6 Well-being Objectives with a suite of outcomes set for the period 2018 to 2023. Three of those objectives are coordinated through this Directorate, as below.

## WBO 2 – Enabling Employment

### Summary of progress (General status)

This objective has 5 medium to long-term outcomes. Following in the wake of the Covid-19 pandemic, 2021-22 has been another challenging year in terms of the direct delivery of employment support and enabling employment within Caerphilly. Whilst employment opportunities themselves have improved significantly, engagement of eligible unemployed people within the Borough has proved difficult. This is partly a legacy of the pandemic, whereby many of the complex barriers to gaining employment that people face, for example those related to physical or mental health issues, were directly exacerbated by the pandemic and have resulted in many potential participants moving further away from the labour market. In addition, lockdowns and general restrictions on public life throughout the pandemic is likely to have contributed to decreased motivation to find work within communities which may already have been experiencing cycles of worklessness and deprivation. In addition, within the latter part of the year, the CCBC employment programmes have suffered from a significant drop in referrals due to the introduction of UK-wide DWP programmes (JETs and Restart), which have diverted referrals away from CCBC programmes, whereby there is pressure on work coaches to refer to the DWP programmes as a first option. There have nevertheless also been many positive developments in relation to enabling employment on a more general scale and from the point of view of opportunities developed within CCBC. For example, performance in relation to employment of young people was positive, the authority has provided a range of new employment opportunities in the form of placements and apprenticeships, the Kickstart programme was rolled out with success and there have also been positive developments in relation to procurement, housing stock investment and city deal alignment (see full details below), within the theme of Enabling Employment. For this reason and despite the ongoing challenges outlined above, this objective can currently be determined to be progressing satisfactorily.

### What went well in 2022/23 (The progress we have made in 2022/23 and what difference have we made)

#### Employment Programmes

194 residents supported into employment – across the Communities for Work Plus (CfW+) programmes during the 22/23 reporting year.

Ongoing Positive Outcomes for 16-24 age group – Young people have been supported into employment. Delivery of Priority 3 (16-24) within the ESF funded Communities for Work programme ceased in October 2021 owing to exceeding programme profiles. Skilled Youth Mentors have transferred to the WG funded Communities for Work Plus programme via YPG funding. Mentors are continuing to provide support to young people (16-30).

### What has not gone well? What have we learnt and where do we need to improve (The impact of our work, including what have we learnt and where do we need to improve)

**Support for customers with disabilities and work limiting health conditions** – Employment programmes also continued to provide excellent support for customers with disabilities and work limiting health conditions. In particular, the CfW+ programme was able to further increase the proportion of customers with a disability or work limiting health condition that were supported into employment, with 28% (45 people) of job entries relating to participants with either a disability or work limiting health condition.

**Young Person's Guarantee (YPG) Funding** – We have been allocated an additional £558k funding via the YPG fund to expand the Communities for Work Plus programme, with a focus on engaging young people. This additional funding allowed us to retain experienced and knowledgeable staff who were at risk due to the cessation of their original funding streams. Three of the four mentors have been in post since October 2021. The final mentor has left the department, leaving one vacancy vacant.

**Engagement** – We have seen sustained levels of engagement activity during the reporting year. We are now operating several weekly outreach sessions or drop-ins around the Borough, in addition to utilising staff as Single Points of Contact (SPOCs) to engage more effectively with internal and external partners. In addition, we continue to utilise social media to expand our reach and are planning larger scale community events for the coming year.

**Business Liaison** – CCBC Business Liaison has supported local employers to grow through provision of workforce, via our CCBC Employment support programmes. Employers supported locally include Lovells, Kier Construction, QDL, Surf the Shop, Transcend. This has included both placements and employment opportunities. As an example of this work, the Senior Business Liaison Officer has worked closely with a local contractor for CCBC to match job opportunities to participants accessing the employment support programmes. As a further element in this support, the CCBC Academy Mentor was able to offer additional support to applicants where required, to ensure their progression into these opportunities, for example by supporting them to access the additional qualifications and collate the necessary paperwork to enable them to start in the role. In one example, this additional support resulted in a successful outcome for both the contractor and the participant, who is now in full time employment. In addition, training pathways (including Construction, Hospitality, Call Centre, and HGV) have been delivered to support the upskilling of local people to meet demand in local businesses, via relationships formed by the Business Liaison Officer.

**Caerphilly Academy Pilot** - The Caerphilly Academy is delivering as intended prior to the onset of the pandemic, with individuals supported into Kickstart positions, additional paid placements, and apprenticeships, with the support of the Academy mentor proving central to the success and retention of these placements in many cases. A summary of our future plans is provided below.

# Well-being Objectives



**Kickstart** - 8 unemployed young people were successful in gaining employment with CCBC through the Kickstart Scheme. These placements have now come to an end and several young people have moved into further employment within the LA. CCBC supported the scheme by increasing the wage offered by the DWP from National Minimum Wage to Foundation Living Wage. The Academy team worked closely with departments to create job roles that would allow the successful applicant to gain the much-needed experience and knowledge to start a career in their chosen field. The Academy Mentor also worked closely with CCBC HR Department to provide a smooth onboarding process for the successful applicants and in most cases the very tight turnaround time from interview to start date was met, resulting in the success of Kickstart as a joint venture. All applicants were offered support from the Academy and the CCBC employment support programmes at every opportunity. The successful applicants were introduced to their future mentor at interview stage and have developed and continued that relationship. The 8 Kickstart employees have now been in post for 5-8 weeks and are receiving support not only from their supervisors but also meeting regularly with their mentor to discuss future plans. This mentoring support has been essential in ensuring retention of some individuals whilst they have been settling into their placements, for example where liaison with managers has been required in resolving initial “teething” issues.

**CCBC Focused Recruitment (Care)** - The employment team have begun supporting the Transformation Team to deliver a streamlined recruitment process targeting care vacancies within the organisation. This process will support recruitment within priority areas within CCBC, including Homecare & Reablement and Residential Care.

The campaign lasted for a period of 6 weeks, pre- and post-Christmas and has generated 113 expressions of interest. To date 24 people have been offered a position, and a further 21 interviews are arranged. The current figure of 24, already represents 26% of those employed in the services over the course of a year in just a 6-week period. At the end of the campaign a further 50 expressions of interest of the overall 113 are yet to be offered interview slots, working with HR and the Employment Team managers are currently interviewing up to 7 candidates a day. The back-end process had to be adjusted to suit recruiting managers’ schedules and HR and the Employment Team played a vital part to ensuring the candidates progress through the appointments process. The campaign has highlighted that importance of advertising and positioning, the power of collaborative working and the time constraints facing recruiting managers where mass recruitment is involved.

## Our focus for the future

**The Caerphilly Academy programme** aims to develop a graduate scheme for CCBC, an entry route for ex-forces personnel, an early careers network and an expansion of the mentoring/support for apprentice recruitment and retention.

Continue to **grow our engagement capacity** to ensure we are truly reaching the hardest to reach communities. This will become increasingly important with the transition to SPF funding owing to increased targets around engaging EI customers. Engagement plans for the final 2 quarters of the year include growth of our Single Point of Contact (SPOC) network to raise awareness amongst potential referral partners, a return to larger scale events to raise the profile of CCBC employment programmes and more integration with HR and the Transformation Team.

Deliver successfully against the agreed outcomes of the **CfW+ programme**, including the incorporation of new funding via the Young Person’s Guarantee (YPG) fund to enable increased engagement of young people.

Effectively **close the ESF funded CfW programme**, adhering to guidelines for document retention, financial closedown etc.

Develop **succession plans** to ensure maintenance of staff following the cessation of the ESF funded CfW programme, working with the Shared Prosperity Fund (SPF) to access replacement funding and ensure a seamless transition from one programme to the next.

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

### Summary of progress (General status)

Year end 2022-23 - Active Travel Network Map (ATNM): WG approved the Council's adopted ATNM August 2022 and 7 WelTAG studies were completed that will feed into the ATNM delivery programme. Work to develop a delivery programme is ongoing. Caerphilly Interchange: RIBA Stage 3 architectural design substantially complete and WelTAG Stage 2 transportation study has been completed. Public consultation and submission of the planning application will be undertaken in Q1 of 2023-24. The Levelling Up Fund (LUF) bid submitted to UK Government for Caerphilly Interchange was unsuccessful. Alternative sources of funding will be explored. Additional RTA funding was used to deliver EV chargers at a further 11 sites across the county borough. Additional in year funding was secured to undertake a WelTAG study and feasibility design for the proposed Ystrad Mynach P&R extension. Good Asset Management principles are being rolled out to assist in management of the highway network in general and to also focus on the SAB drainage infrastructure. Drainage and the impacts of climate change are being considered in the review and development work for the the Flood Strategy work that is ongoing to counter the climate change impacts.

### Add info here

As above.

### What has not gone well? What have we learnt and where do we need to improve (The impact of our work, including what have we learnt and where do we need to improve)

Year end 2022-23: The Levelling Up Fund bid for Caerphilly Interchange was unsuccessful. Alternative sources of funding will need to be explored.

### Our focus for the future

# Well-being Objectives



Year end 2022-23: Securing a successful LUF bid from UK Government (or other sources of funding) to enable the proposed Caerphilly Interchange to be delivered. Progressing detailed design for route options for the ATNM delivery programme. Securing additional Office for Zero Emission Vehicles (OZEV) funding to allow a network of on-street Electric Vehicle chargers to be installed. Further understanding of the wider asset management and flood implications with particular emphasis on climate change impacts to these key infrastructure assets.

## WBO 5 - Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015

### Summary of progress (General status)

The impacts of the Covid-19 pandemic on health and well-being have continued to be felt by our communities and new challenges such as the cost of living crisis have further tested this. Whilst the need to support our communities remains a lot of good progress has been made against this Wellbeing Objective.

Through the administration of various grants including Isolation and Loneliness and Housing Support Fund/Direct Food Support we have helped support community groups and volunteers delivering support across the Borough. We have encouraged and instilled confidence in our learners through the Community Cooking project to empower them to move on to education and also volunteer in their communities.

We have attracted support from the private sector and third sector and informed them of the challenges people face in the Cost of Living crisis. The Food Development Network have also encouraged a collaborative strategy that ensures we tackle food waste and decrease food poverty and insecurity.

Within Leisure Services, we have made it easier for residents to access relevant information through continued improvements in digital developments. We have also continued to provide high levels of free and discounted access to sport and leisure opportunities through targeted programmes and initiatives. As a service, we have provided a range of opportunities for our communities to engage in volunteer opportunities, supported by training and upskilling and have delivered a pilot Bank Holiday opening project at Newbridge Leisure Centre to support families to engage in sport and active recreation for additional periods.

The Enforcement Team have helped to ensure there is clean and safe areas for adults and children to enjoy sports and exercise with continued enforcement and education around the latest Public Spaces Protection Order for dog control. Caerphilly was the third highest local authority in Wales for successful fly tipping prosecutions, this increased enforcement action for cases of fly tipping and advertising these successes, this will help advertise that Caerphilly is an authority that will always aim to take enforcement action for matters such as fly tipping. This will act as a deterrent for potential fly tippers and householders looking to dispose of waste illegally in the future.

A wide range of differences have been made, protecting, maintaining and enhancing our environment, however many of these differences are long term and cumulative, not being readily apparent. These range from the effects of strategic policy through to practical works on the ground that may benefit a specific species e.g. introducing swift boxes. The main topic heads where a difference has been made would include decarbonisation, wildlife and landscape protection, recreation and public health benefits, maintenance of facilities along with the active management of invasive species and pathogens. The public have benefitted from the significant amount of grant aid attracted that helps support and improve facilities e.g. allotments, public access, country parks and rural businesses all of which benefit the quality of life of residents. A full range of facilities from Nature Reserves to cemeteries have remained open, maintained and well used. Whilst acting primarily at a local level our involvement, both at a regional and national level, in the development of policy will have a long lasting effect and legacy that can be built upon as demonstrated by the increasing recognition of blue/green infrastructure in a range of legislation, primarily in the Planning and Agricultural Acts and initiatives. Locally this is supporting all wellbeing objectives and under the sustainability themes supports all the pillars of environment, economic, social and cultural.

### What went well in 2022/23 (The progress we have made in 2022/23 and what difference have we made)



# Well-being Objectives



## Caerphilly Food Network

The Food Development Team have been very busy in setting up the Caerphilly Food Network and making it fit for purpose. We have now set up a steering group which is made up of private sector, third sector and food organisations throughout Caerphilly who will be taking a lead on Developing the Network to work cohesively and for the benefit of all. The network includes 23 established food organisations such as Fare Share members, Food Co-ops, Food Banks and Food pantries.

We have targeted the social food organisations and brought them together at a social event so they could learn from each other and share ideas and suggestions. This was very successful and was held in a social enterprise which is also a food hub and cafe in Caerphilly Town Centre.

We are also working closely with the RDP team in CCBC around food sustainability. We held a lunchtime event in the local College which was targeted at food producers, growers and manufacturers. The food was cooked and served by the students at the college which gave them an opportunity to showcase their skills to potential employers and also allow the college to provide information on education and training opportunities for both employer and employee. The event stirred a lot of discussion around collaborative working and will form the basis of the next event.

We are very lucky to have the support of the Morrisons Supermarket as part of our Community Cooking Champion which has proved to be a great success providing 8 week cooking courses to learners through the Caerphilly Cares programme they attend one day a week and learn how to cook nutritional and healthy meals. Participants will receive a slow cooker upon completion of the course and will hopefully move on to other learning opportunities offered by our partners in Community Education and the Multiply project.

The Food Development team are continuing to attend Business clubs and promote the work of the Caerphilly Food Network to potential supporters.

## Food Poverty Provision:

With ever increasing processing of food, Food Poverty and Insecurity is a major issue in our communities throughout Caerphilly. The need for foodbank support has increased in the upper Rhymney valley area alone by 95% in the first 3 months of this year from Jan to March 23.

We have a well-established Food Co-operative, the 'Michael Climer Trust' operating from the Holy Trinity church in Ystrad Mynach which offers access to food bags at £2.50 per bag. They offer a place to have chat, seek advice and gain access/referral to the Caerphilly Cares Team as well as haircuts and manicures for the most at need by linking with volunteers through hairdressing and nail salon businesses. Along with the support of the local schools, the project is an amazing example of community pulling together and making a real difference. The number accessing the project has increased to 100 people from 30 at the beginning of the year.

Recruitment will begin shortly for the 5 posts of Food Development Officers who will work one day a week over 5 geographical locations and will provide support by linking into the network to feedback on the progress of projects. They will also be trained to deliver cooking classes for healthy low cost meals.

**Food Standards - Allergen Awareness** Trading Standards contributed to the further development of the Greater Gwent Food Group multilingual allergen resource. Four more languages were added and launched at the Chartered Trading Standards Institute conference in June 22. Dilys Harris ,lead officer for the resource production also met with the Minister for Small Business , Consumer & Labour Markets in London in January 23 as he was so impressed with the training resource for business. CCBC also produced an allergen awareness document of particular interest to schools which was posted on the internal Health & Safety portal. CCBC and Torfaen Trading Standards carried out a joint food allergen survey to assess the provision of allergen information to consumers and the presence of allergens in non prepacked food. Results were shared with the Food Standards Agency and anaphylaxis charities. The work stream supports businesses in complying with food hypersensitivity and help prevent avoidable deaths.

## Sport and Leisure

The Council's Sport and Leisure Services have secured £20m Levelling Up Funding, with an additional £13.5 million committed by the Council, to support a new Caerphilly Leisure & Wellbeing Hub.

There has been strong growth in leisure centre memberships leading to increases in participation and there has been particular focus on targeted training and development programmes leading to a more sustainable and secure workforce.

We have made significant progress with secondary schools in relation to supporting community use of their sport and leisure facilities and continued targeted facility investments in support of ambition set out in Council's Sport and Active Recreation Strategy.

There are high level Community Centre investments supporting more sustainable approaches to delivery with a continued development of digital offer, providing easier routes to access information and support.

## Environmental Enforcement

The Enforcement team has been recognised again by Welsh Government for their action against fly tipping such including a report released in September 2022 by Welsh Government and Flytipping Action Wales revealed that Caerphilly was the third highest local authority in Wales for successful fly tipping prosecutions:

Revealed: The Welsh local authorities cracking down on fly-tipping :: Fly-tipping Action Wales (flytippingactionwales.org)).

This last year we have continued educating and raising awareness of the banning of dogs from sports pitches which included new posters and patrols on weekends at youth sporting matches to raise awareness of the importance of safe and clean areas for sports to be played on.

As Fly tipping figures have risen every year over the last 3 years, we have looked at better utilizing social media (CCBC envirocrime facebook page) and new technology such as the 3 new CCTV cameras.

The 3 new CCTV cameras were installed throughout the Borough. The pilot camera placed North of the Borough at historic fly tipping hotspot has had no instances of tipping since the camera was introduced just over 12 months ago. This highlights the deterrent that the cameras provide.

We have also visited local supermarkets throughout the Borough giving out information and advice on householders duty of care and are working on a presentation on issues such as littering dog fouling and tipping to give at local schools to further reinforce the message.



# Well-being Objectives



## Green Spaces

The Council has continued to make land management improvements for both wildlife and more generally for the environment through a wide range of initiatives eg Hedgehog Highway, Nature isn't Neat and No Mow May. There is an increasing recognition of the importance of our green and blue infrastructure to our residents. The Council is increasingly working with a range of other bodies and organisations with shared objectives e.g. The Gwent Green Grid Partnership resulting in not only integrated actions on the ground but a wider coordination of objectives.

Significant external funding has been obtained to ensure a wide range of improvements and service delivery. Some £500k from WG secured the on going implementation of the Covid Memorial Woodland at Ynys Hywel. Volunteers were actively involved in creating this site and it forms one of three in Wales, attracting regular ministerial visits. The Local Partnership for Nature has led to bio diversity improvements across the County borough and a successful pan Gwent bid to the Lottery should enable further bio diversity improvements over the coming 3 years.

The Rural Development Programme is being wound down in its current form but existing grant allocations are being successfully distributed to a wide range of rural enterprises in both Caerphilly and Blaenau Gwent county boroughs. The securing of Shared Prosperity funding will allow this project to continue along with the post of Health and Well Being Officer which was made this year. The Local Action Group, chaired externally, has operated throughout the programme period.

Anecdotal evidence indicates that usage of country parks remains at a level similar to that during the covid 'boost' when the public made greater use of local green space. All registered country parks and cemeteries retained their Green Flag status with Penallta Country Park also gaining the award.

The provision of playgrounds, skateparks and wider landscaping undertaken as part of the WHQS improvement programme has been largely completed resulting in a significant increase in both provision and use of equipment. Likewise, the Adventure Triangle project centred around the Mon Brec Canal and Mynydd Maen, including Twmbarlwm, has been successfully completed providing enhanced access and recreational opportunities. Much of this work was carried out by local farmers and contractors.

New allotments were secured and provided in Oakdale through collaboration with Caerphilly Homes.

As part of Healthy walks, our full timetable of walks are back in place and proving as popular as pre pandemic levels, with The Pengam Strollers, Penallta Strollers, Bedwas Strollers, Islwyn Ramblers, Caerphilly Ramblers and Caerphilly Adventure Group all back leading weekly walks.

The Caerphilly Challenge Series continues to go from strength to strength. In May 2022 the challenge series visited Cross keys with the Twmbarlwm Trek. The day was a tremendous success with 350 people of all abilities and ages taking part, benefiting their health (physically and mentally) and enjoying the green spaces of Caerphilly. There were 75 volunteers who helped deliver the event and feedback from participants was positive.

Our Volunteer Training Progression Plan continues to grow with more volunteers getting involved in leading walks. To date training has taken place in healthy walks leading, Hill and Moorland leading, Mountain leading, national navigation awards and outdoor first aid.

The Caerphilly Landscape Partnership has continued community engagement activities through close partnership working with Aneurin Bevan University Health Board (ABUHB). This has followed direct engagement and promotion of the project and its aim of encouraging members to enjoy the landscape on their doorstep, and to experience the health and well-being benefits of walking. The Rhacca Ramblers has continued following completion of the project in Graig y Rhacca. Following outdoor emergency first aid and walk leader training the community volunteers continue to independently lead the weekly walk without ABUHB staff. Unfortunately, no volunteers could be recruited to enable walks to continue in Lansbury park.

As part of the Caerphilly Landscape Partnership, all healthy walking routes have now been reviewed and graded according to level of work needed to bring up to standard. All walking guides have been updated and are due to be added to the green spaces website. A plan of physical works has been created which includes waymarking on route. A new brand has been created that will be rolled out and promoted over the next year.

## What has not gone well? What have we learnt and where do we need to improve (The impact of our work, including what have we learnt and where do we need to improve)

### Food Development

We have learned to concentrate on small areas to build up our capacity and to encourage the voluntary organisations to contribute to the delivery of projects and lead on what works well in their specific areas.

### Sport and Leisure

Within Leisure Services there have been issues in training, recruiting and retaining swimming tutors lead to a disruptive and inconsistent programme – targeted approach to workforce development and exploration of alternative job roles.

Oakdale Athletics Hub has not attracted the level of usage anticipated, however, new programmes are being developed to support a broader range of access and engagement.

Challenges remain in respect of encouraging membership and support of Community Centre Management Committees and a link to CCBC volunteer programme is being explored.

Across Sports Development participation levels have increased, and we have now increased opportunities since the return of sport post Covid19, but the overall target has not been met since COVID. There has been a clear focus and drive in developing our leadership pathway which has involved upskilling volunteers, leaders and coaches in leadership /coaching courses to enable them to meet the demands of our sporting provision landscape. Whilst this is not perfect, there has been significant improvement in the recruitment of paid casual coaches which has increased our sports camps provision during October, February and April and the support we can provide to extra-curricular sport.

There has been particular focus on our Coaches of the Future programme with mentoring from Sports Development Officers and our workforce support officer which has also created a high standard of coaches for our future provision of sport.

Following the completion of our primary and secondary school pupils of the national School Sport survey, the release of this data was made available in September 2022. This enabled us in Caerphilly to make a national and regional comparison to children and young peoples' views around participation levels and their wellbeing. This data has informed and guided us in order to future plan 2023/24 provision of sport in borough alongside our Sport and Active Recreation Strategy.

# Well-being Objectives



## Green Spaces

Several issues impacted on the delivery of a new visitor centre at Parc Penallta, namely Covid, significant inflationary pressures, specialist design, and grant deadlines, but an alternative way forward has been agreed and is now being progressed. The anticipated reduction in backlog of modifications to the Public Rights of Way network did not happen but the system is reactive to both claims made and complexity. Little can be done to manage the claims being made as control lies beyond the authority and some form of reprioritisation could be of benefit. It has been a disappointing year for the Marsh Fritillary butterfly at Aberbargoed Grasslands National Nature Reserve. Good and bad years are very weather dependent and largely beyond our control, however the habitat required for recovery is both in place and managed well.

## Healthy Schools

The healthy schools scheme is undergoing a major transformation phase which will hopefully be finalised in January 2024. As a result schools have not been able to achieve accreditation this year.

## Our focus for the future

### Food Development

To build on the sustainable Caerphilly Food Network to encourage collaborative working and engaging with hard to reach groups such as young carers and lone parents to teach them healthy cooking on a low costs budget.

### Sport and Leisure

We are focussed on delivering the £33.5m Caerphilly Leisure & Wellbeing Hub. We are committed to continued development of collaborative approaches to service delivery where there is an identified need and continued delivery of employee training and development opportunities in support of employee personal growth, recruitment and retention. We are focussed on supporting secondary schools with sport and leisure facilities to maximise use for community benefit together with exploring options to generate additional revenue through maximising identified facilities for sponsorship and advertising. We will continue to support Community Centres to create stronger, more engaged and sustainable management committees. The demand for sports provision for 3-6 and 7-11 year olds still continues to increase. Our tots programme for 3-6 year old provision is fully subscribed and we are planning to further expand this into more areas of the county.

### Environmental Enforcement

The focus is to further improve the use of technology such as CCTV and social media to further assist in enforcement and education regarding environmental crime. Preparing and giving presentations to schools in the borough about environmental crime matters to educate the children on the issues that littering, dog fouling and fly tipping etc can cause and things they can do to help.

## Green Spaces

There remains a lot of potential for the natural environment within the County borough, activities will be particularly focussed on key facilities. The move towards whole ecosystem management will continue in policy and practical terms, helping protect green infrastructure and wildlife. It is anticipated that future focus will remain a combination of meeting both long term objectives and more immediate practical actions which help meet the former. At the fore of this is ensuring that residents and visitors access improved facilities and appreciate and enjoy the experience. The ability to retain a knowledgeable and dynamic service will allow focus on education and advice to others, something the service cannot provide in isolation. Country parks and other facilities will remain the hubs for this and the aim is to increase usage, provide a stimulating environment and build appreciation of these whilst the RDP will concentrate on the traditional rural/agricultural sector which is likely to be in a state of flux. Efforts to attract external funding to support the service and facilities will be on going although perhaps more targeted. This will be reflected in partnership working, particularly with neighbouring Gwent authorities. It is also hoped to increase the number of projects where volunteers assist and foster closer links with GAVO and other bodies. As well as the provision of specialist support to others the service will be developing and initiating works from a new Rights of Way Improvement Plan, Aberbargoed Grasslands Management Plan, Green Infrastructure Strategy and undertaking a feasibility study on the operation of potentially commercial elements of Parc Cwm Darran. The service will take a leading role in the implementation of elements of the Decarbonisation Strategy and also the Valleys Regional Park initiative. There will be ongoing and significant input to the Caerphilly Local Development Plan amongst other plans and strategies. It is hoped that the Caerphilly Local Access Forum will develop further.

### Healthy Walks

-Our focus for next year is to continue supporting walking groups in Caerphilly where needed. To continue supporting volunteers with training and complete review of all walking routes, update the green spaces website and manage physical improvements of respective routes. We also aim to deliver the Caerphilly Challenge Series (CCS). The Wild Boar 2024 and increase CCS volunteer involvement further.

### Healthy Schools

Our focus is to work intensively with our schools on the whole school approach to Emotional Mental Wellbeing toolkit to achieve the Welsh Government target of 75% of Primary Schools and 100% of Secondary Schools engaged with the toolkit. We will continue to work intensively with our schools to support the implementation of the new Welsh Government Relationships and Sexuality Education code and guidance and to analyse the School Health Research Network data for both Primary and Secondary schools and develop plans to address common themes.

# Base Data - Performance

[Link to Performance Charts](#)



Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
WS & O	Refuse & Cleansing	WS&O - Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	Quarterly	Number	5.0	Hayley Jones	0.86	2.70	2.14	2.31	2.40	3.65	3.00	1.97	3.51	11.88	3.29	4.03
WS & O	Refuse & Cleansing	WS&O - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way [WMT009] (Accum)	Quarterly (accum)	%	58.0	Hayley Jones	59.06	61.37	61.05	61.92	61.62	60.50	60.69	59.67	63.09	62.40	61.75	60.76
WS & O	Refuse & Cleansing	Average time (days) to collect bulky waste items	Quarterly	days	N/A	Hayley Jones	10.63	17.30	10.08	5.59	14.00	14.00	11.00	11.00	11.00	9.60	9.00	9.70
WS & O	Refuse & Cleansing	Number of; Missed waste and recycling collections (food, garden, waste, recycling) (Accum)	Quarterly (accum)	Number	N/A	Rhodri Lloyd & Melanie Jones	3,030	6,247	8,451	10,706	2,294	5,279	7,189	9,088	2,071	4,774	6,819	9,928
WS & O	Refuse & Cleansing	Missed waste and recycling collections as a % of total collections undertaken (food, garden, waste, recycling) (Accum)	Quarterly (accum)	%		Hayley Jones	0.02	0.04	0.05	0.07	0.09	0.03	0.04	0.06	0.01	0.03	0.04	0.06
Transport	Fleet Vehicles	Vehicle Availability (%) - Refuse (RCVs)	Quarterly	%	85.0	Lynne Price	85.84	78.84	77.53	75.04	77.05	81.46	77.53	71.31	73.69	69.61	69.82	67.67
Transport	Fleet Vehicles	Vehicle Availability (%) - Recycling	Quarterly	%	85.0	Lynne Price	83.33	85.09	84.72	90.71	94.87	92.68	87.27	88.68	79.91	84.01	87.62	88.15
Transport	Fleet Vehicles	Vehicle Availability (%) - Green Waste	Quarterly	%	85.0	Lynne Price	91.45	89.43	91.20	89.29	78.21	86.45	92.59	82.81	80.38	85.64	87.73	72.96
Sports & Leisure	Finance (Costs)	S&L - Net cost per visit to indoor sport facilities (£'s)	Quarterly	£'s	1.58	Jeff Reynolds	N/A	N/A	23.14	N/A	16.33	6.83	2.13	2.27	2.68	2.14	2.06	1.94
Sports & Leisure	Customer Satisfaction	Net Promoter Score - Leisure Customer Rating (0-10) Survey: How likely are you to recommend Leisure Lifestyle to friends and family (% Promoters scoring 9-10 less % Detractors scoring 0-6)	Quarterly	Number	53.0	Jeff Reynolds	53.00	45.00	61.00	64.00	62.00	62.00	59.00	63.00	62.00	62.00	55.00	55.00
Sports & Leisure	Sport & Health Engagement	Number of participants in Sports Development and NERS activities (Accum)	Quarterly (accum)	Number	85,468	Jared Lougher	0	3,915	6,056	6,936	7,272	13,616	17,726	32,742	13,872	28,142	43,095	58,407

Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Sports & Leisure	Sport & Health Engagement	S&L - PAM017 (LCS002b) - Number of visits to indoor & outdoor sport facilities per 1,000 population	Annual	No/1,000	9,000	Jeff Reynolds	7,191.5	7,292.8	5,976.0	394.0	3,573.0	8,099.0
Sports & Leisure	Sport & Health Engagement	S&L - % Children age 11 yrs able to swim 25 metres (Yrly)	Annual	%	76.0	Jeff Reynolds	54.0	47.0	36.5	0.0	66.0	47.0
Green Spaces	Outdoor Facilities	GS - Number of visitors to Country Parks	Annual	Number	1,350,000	Philip Griffiths	1,450,000	1,520,000	1,530,000			
Transport	Carbon Management	T&F - CCBC Operating Fleet -Tonnes CO2 emissions from Diesel Consumption (Yrly)	Annual	Tonnes		Robert Mitcham	3,884	3,795	3,647	3,416	3,363	
Transport	Carbon Management	Number of electric vehicles	Annual	Number		Mike Headington	0	0	0	3	7	

< For 20/21/22 See comments on Performance Tab

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
TEG	Demand & Response	TEG - The total number of planning applications sent back to the Planning authority within the required timescale (within 4 weeks)	Quarterly	Number		Clive Campbell	111	70	109	130	148	98	104	134	151	107	88	98
TEG	Demand & Response	TEG - The total number of planning applications received (as a statutory consultee - highway operations element only)	Quarterly	Number		Clive Campbell	113	72	105	136	149	100	141	134	151	107	92	97
TEG	Enforcement	Civil Parking Enforcement (CPE) - Number of Notices Issued	Quarterly	Number		Dean Smith	32	1,423	1,550	568	1,021	1,711	1,251	1,787	2,441	2,029	2,028	2,269

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
TEG	Highway Adoptions	TEG - Number of highway adoptions completed	Annual	Number		Clive Campbell	15	8	5	9	10	12

# Base Data - Performance

[Link to Performance Charts](#)



TEG	Highway Safety	TEG - Number of casualties per 100,000 vehicle kilometres of local roads reported during the year	Annual	Number		Clive Campbell	Not Available	Not Available	Not Available	Not Available	Not Available		
TEG	Bus Services	TEG - Subsidy per bus passenger (£)	Annual	£		Jane McCann	0.68	0.73	0.90	2.89			
EPG	Inspections	EPG - Number of general bridge inspections	Annual	Number	Under Review	Jonathan Abraham	140	178	115	172	97	180	
EPG	Inspections	EPG - Number of general inspections for confined space culverts	Annual	Number	Under Review	Carl Bulger	54	95	34	51	56	48	
EPG	Inspections	EPG - Number of Principle Inspections (PI's - 6 Yr Cycles)	Annual	Number	12.0	Julian Higgs	1	8	12	0	12	0	
HOG	Road Conditions	HOG -THS012 The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition [Yrly]	Annual	%	4.5	Gareth M Richards	5.66	5.20	4.50	3.90	3.70	Not available until later in the year	
HOG	Highway Maintenance	HOG - Percentage of budget spent on Planned Maintenance against Reactive Maintenance (APSE - Relates to carriageway works only)	Annual	%	70.0	Gareth M Richards	54.70	63.24	58.30	62.11	65.60	Not available until later in the year	
		<b>For Highways Repairs Response Rates, refer to the Supplementary KPI's on the Base Data-Performance tab (Table) - Additional Intel.</b>					Inc. Susan H Morgan						
<b>Supplementary KPIs - Additional Intel (not shown in charts)</b>													
HOG	Highway Maintenance	Emergency Repairs - Percentage completed within target	Annual	%	100	Gareth M Richards	97	97	95	98	100	100	
HOG	Highway Maintenance	Emergency Repairs - Average number of days to complete	Annual	Number of Days	1	Gareth M Richards	1	1	1	1	1	1	
HOG	Highway Maintenance	Emergency Repairs - Total number completed in the reporting period	Annual	Number	-	Gareth M Richards	420	569	578	507	453	422	
EPG	Highway Maintenance	Routine Repairs - Percentage completed within target	Annual	%	80	Gareth M Richards	62	54	76	56	52	76	
EPG	Highway Maintenance	Routine Repairs - Average number of days to complete	Annual	Number of Days	42	Gareth M Richards	45	74	32	48	46	33	
HOG	Highway Maintenance	Routine Repairs - Total number completed in the reporting period	Annual	Number	-	Gareth M Richards	10,560	7,458	8,486	6,579	8,379	8,067	

2022-23 figure is an estimate as at 25/05/2023

2022-23 figure is an estimate as at 25/05/2023

2022-23 figure is an estimate as at 25/05/2023

Grouping	Description	CORPORATE PROPERTY - Measures	Frequency	Unit of Measure	Target	OWNER	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
STATUTORY TESTING	Compliance for Key Disciplines	% Corporate Buildings (excluding leased out buildings and housing) with valid certification for periodic electrical, annual gas, annual legionella and fire risk assessment testing and inspection.	Annual	Percentage	100%	Alun Ford	99.75	100.00	100.00	100.00	100.00	
STATUTORY TESTING	Overdue Remedial Tasks for Key Disciplines	Total (No.) overdue P1 & P2 remedial tasks for corporate Buildings (excluding leased out buildings and housing) and arising from periodic electrical, annual gas, annual legionella and fire risk assessment testing and inspection.	Annual	Number	0	Alun Ford	699	391	87	45	19	
CONDITION	Value of Backlog Maintenance - Urgent	Total estimated value of URGENT works for corporate buildings (excluding leased out buildings and housing) based on latest condition surveys (£'s) - Priority 1	Annual	£	0	Alun Ford	2,332,000	1,181,000	923,869	796,401	902,028	
CONDITION	Value of Backlog Maintenance - Essential	Total estimated value of ESSENTIAL works for corporate buildings (excluding leased out buildings and housing) based on latest condition surveys (£'s) - Priority 2	Annual	£	Reduction	Alun Ford	20,189,000	21,238,000	22,236,374	19,653,382	22,136,124	
DISPOSALS	Capital Receipts	Total value of in year capital receipts for the sale of land and property (£'s)	Annual	£	None	Mark James / Andrew Witchell		1,354,390	765,500	1,799,090	1,723,752	
ENERGY	Consumption Electricity	Total electricity used in eleven core corporate offices (kWh) <i>(Ty Penallta, Ty Tredomen, Foxes Lane, Mill Road, Cherry Tree House, Tir-y-Berth, Ty Bargoed, Ty Gilfach, Ty Graddfa, Ty Pontygwindy and Woodfieldside Units 1,2,3 &amp; 6)</i>	Annual	kWhrs	Reduction	Paul Rossiter	3,510,070	3,460,037	3,248,957	3,751,030	3,210,858	
ENERGY	Consumption Electricity	Total electricity used in Ty Penallta Office (kWh)	Annual	kWhrs	Reduction	Paul Rossiter	1,252,998	1,389,032	1,275,496	1,962,782	1,184,854	
ENERGY	Consumption Gas	Total gas used in eleven core corporate offices (kWh) <i>(Ty Penallta, Ty Tredomen, Foxes Lane, Mill Road, Cherry Tree House, Tir-y-Berth, Ty Bargoed, Ty Gilfach, Ty Graddfa, Ty Pontygwindy and Woodfieldside Units 1,2,3 &amp; 6)</i>	Annual	kWhrs	Reduction	Paul Rossiter	2,626,774	2,700,675	2,479,956	2,520,117	2,118,994	
ENERGY	Renewable Electricity Generation	Total annual renewable electricity generation via Council owned photovoltaic arrays (kWh)	Annual	kWhrs	Increase	Paul Rossiter		621,790	666,872	746,090	594,863	

# Base Data - Performance

Link to Performance Charts



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Grouping	Description	PUBLIC PROTECTION - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Trading Stds	Enforcement & Support	The percentage of significant breaches that were rectified by intervention for Trading Standards (Accum)	Quarterly (accum)	%	100%	Jacqui Morgan	100	91	94	100	94	100	84	55	83	74	93	50
Food Safety	Inspections	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for <b>Food Hygiene</b> (Accum)	Quarterly (accum)	%	100%	Maria Pinch	Not available	Not available	0	0	5	5	6	9	12	23	42	100
Food Standards	Inspections	The percentage of high risk businesses that were liable for a programmed inspection that were inspected for <b>Food Standards</b> (Accum)	Quarterly (accum)	%	100%	Jacqui Morgan	8	36	72	92	8	83	83	100	45	58	70	100
Env Health	Enforcement	Number of Fixed Penalty Notices issued for dog fouling and not having the means to pick up (Accum)	Quarterly (accum)	Number		Gary Mumford (Jillian Nott)	3	4	4	4	0	1	1	1	1	2	1	0
Env Health	Enforcement	Number of Fixed Penalty Notices issued for littering (Accum)	Quarterly (accum)	Number		Gary Mumford (Jillian Nott)	7	16	17	26	4	6	10	13	3	11	4	4
Env Health	Enforcement	Number of Fixed Penalty Notices issued for fly tipping and householder duty of care (Accum) - New for 21/22	Quarterly (accum)	Number		Gary Mumford (Jillian Nott)					7	17	19	26	10	14	3	19

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Grouping	Description	REGENERATION & PLANNING - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Planning	Applications Processing	% of major applications determined on time for each quarter (within 8 weeks or within an alternative time period agreed by the application)	Quarterly	%	50%	Ryan Thomas (Helen Hotchkiss)	100.0	100.0	100.0	50.0	100.0	50.0	75.0	75.0	100.0	N/A	N/A	75.0
		Represented in Numbers (Determined on time / Determined)	Quarterly	Number			1/1	2/2	1/1	2/4	1/1	1/2	3/4	3/4	1/1	0/0	0/0	3/4
Planning	Applications Processing	% of major applications that are approved.	Quarterly	%	90%	Ryan Thomas (Helen Hotchkiss)		100.0	100.0	100.0	100.0	100.0	75.0	100.0	100.0	N/A	N/A	75.0
		Represented in Numbers (Approved / Determined)	Quarterly	Number				2/2	1/1	3/3	1/1	2/2	3/4	4/4	1/1	0/0	0/0	3/4
Planning	Applications Processing	% of minor and householder applications determined on time for each quarter	Quarterly	%	80%	Ryan Thomas	97.9	95.3	93.2	95.3	89.4	83.1	84.9	90.9	94.5	93.9	97.0	94.0
		Represented in Numbers (Determined on time / Determined)	Quarterly	Number			142/145	141/148	124/133	123/129	161/180	182/219	152/179	181/199	190/201	155/165	159/164	127/135
Planning	Applications Processing	Average time taken to determine all applications in days	Quarterly	Days	65	Ryan Thomas	79.0	74.0	70.0	93.0	93.0	105.0	245.0	102.0	93.0	96.0	85.0	121.0
Enforcement	Enforcement	Average time taken to investigate enforcement cases in days	Quarterly	Days	84	Ryan Thomas	47.0	45.0	73.0	153.0	100.0	300.0	158.0	121.0	222.0	165.0	142.0	58.0
		Represented in Numbers - Enforcements Investigated (Enforcement cases received)	Quarterly	Number			28 (125)	48 (77)	21 (34)	18 (51)	36 (81)	104 (66)	62 (48)	63 (55)	66 (57)	51 (80)	73 (43)	49(74)

N/A - No Applications determined in quarter 2 & 3 in 22/23 which reflects a drop in the number of major applications in 21/22 as a result of Lockdown.

N/A - No Applications determined in quarter – see comment above.

Performance in 21/22 influenced by an increase in minor and householder applications received during Lockdown in 21/22 and at a time when additional staff resources were not in place.

Performance influenced by officers focussing on dealing with the historic backlog of enforcement cases at a time when site visits on new cases were restricted due to Covid lockdown and an the increase in enforcement cases received during the lockdown period.

## Base Data - Performance

[Link to Performance Charts](#)



Regeneration	Industry/ Office Provision	% of occupancy of Council owned industrial and office property portfolio	Quarterly	%	98	Allan Dallimore	98.1	98.1	97.2	96.6	96.6	94.5	97.5	97.5	96.0	96.0	97.7	98.5
Regeneration	Retail Provision	% of occupancy of Council owned retail property portfolio (Lowry Plaza)	Quarterly	%	95	Allan Dallimore	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0
Destination & Events	Tourism	Number of Visitors to the Centre (not the site) - Cwmcarn Forest Drive (Accum)	Quarterly (accum)	Number	250,000 /yr	Antony Bolter	0	31,046	44,993	44,993	12,294	67,554	94,998	126,348	119,998	241,078	303,169	385,355



# Public Accountability Measures - Base Data - Performance



Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
WS & O	PAM's	PAM010: The percentage of highways inspected of a high or acceptable standard of cleanliness	Annual	%		Tudor Lewis	96.4	96.5	96.2	0.0	67.1	100.0
WS & O	PAM's	PAM035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	Annual	Number		Tracy Gwyther		2.5	2.6	1.7	2.8	7.7
WS & O	PAM's	PAM030: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	Annual	%		Hayley Jones	66.7	63.0	62.5	61.92	59.7	60.8
WS & O	PAM's	PAM043: Kilogram of residual waste generated during the year per person	Annual	Kg		Hayley Jones		162.0	156.1	250.0	251.4	218.0
Sports & Leisure	PAM's	PAM017: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	Annual	Number /1,000		Jeff Reynolds	7,191.5	7,293	5,976	394	3,573	
Sports & Leisure	PAM's	PAM041: Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16 weeks	Annual	%		Jared Laughher & James Craig		51.0	52.0	0.0	62.0	
Sports & Leisure	PAM's	PAM042: Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks	Annual	%		Jared Laughher & James Craig		73.0	76.0	0.0	77.0	

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
HOG	PAM's	PAM020: The percentage of principal (A) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)	4.60	3.90	4.10	3.00	3.20	Not available until later in the year
HOG	PAM's	PAM021: The percentage of principal (B) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)	3.60	3.40	3.10	2.40	2.20	Not available until later in the year
HOG	PAM's	PAM022: The percentage of principal (C) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)	7.30	6.60	5.70	4.90	4.70	Not available until later in the year

Grouping	Description	PUBLIC PROTECTION - Measures	Frequency	Unit of Measure	Target	OWNER	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	PAM's	PAM023: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	Annual	%		Maria Pinch	94.80	95.67	95.77	95.85	85.88	94.60

Grouping	Description	REGENERATION & PLANNING - Measures	Frequency	Unit of Measure	Target	OWNER	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	PAM's	PAM018: Percentage of all planning applications determined within required time periods.	Annual	%		Ryan Thomas	88.50	86.40	86.40	95.36	84.74	94.80
	PAM's	PAM019: Percentage of appeals against application decisions dismissed	Annual	%		Ryan Thomas	77.80	75.00	75.00	75.86	71.43	58.13



# Customer Intelligence - supplementary examples of compliments received



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## Community and Leisure Services

### Sports and Leisure

This is a personal email to you and to say thanks to your staff at Cefn Forest Leisure Centre. In April this year I embarked on adult swimming lessons, a lifetime ambition to get it sorted. After turning 50 it was time I started and after conversations with your colleague Jeff Reynolds I enrolled. It's been fantastic experience with your swimming instructor Ellie Welsh, I believe she works in HR too. She now got me swimming 10 lengths from nothing and she has built my confidence in the pool as many other in the class. I can't thank her enough. I have also done an interview for CCBC too to raise the profile of adult swimming and was filmed a few weeks ago, so you should see that soon. So just a thanks to your staff and hopefully you can give Ellie some feedback as she has really been amazing.

First Impressions are important. Been a member for a week and ALL staff have been extremely helpful and I've settled right in. Thank you.

Risca leisure centre is so fantastic. The staff are all so friendly and helpful. I have only been going for the last 2-3 months but every time we are greeted and looked after. Well done to all the team and the manager there who runs an excellent team.

I joined a little while ago and I am hooked. I love it there. I am 62 years old and wish I had done this years ago.

I swim every morning and it really is a pleasure going there. The staff and other swimmers are so friendly and helpful.. Most important is the whole place is spotless ..I am 79 and live on my own, so to meet such lovely people starts the day for me absolutely wonderful.

## Community and Leisure Services

### Waste Strategy & Operations

Quick response on cleansing the Ruperra St New Tredegar.

Just a quick thank you, the crew were lovely and helpful.

When in Mountain View today I see the rubbish from last request has been removed. Thank you excellent job. In current times, it is common for people to complain about goods and services, but I would like to compliment CCBC's household waste team (Bin collection, recycling and green waste). Speaking as a resident of Harlech Court, I always find the crews helpful, pleasant and good at their jobs. They also appear to take a pride in their jobs. I, for one, appreciate this very much and would be grateful if you could pass this on for me.

The crew waive to my 9 month old daughter every Thursday and makes her smile.

The lady and a gentleman called Robert do a tremendous job especially around the Wesley Road Car Park and up the steps to the rear of Morrison Street in collecting litter and I have noticed 7/9 Litter Bins in this area and its just impossible to keep up with the rubbish being thrown around on a daily basis. Please thank them from myself and the Blackwood Town Council Mayor for their work.

I would like to say a special thank you to the young man working in Britannia litter picking at 6 o'clock today whom ever you are your work is very much appreciated. I did stop and speak to you this morning and you thanked me for my comments and replied 'you were only doing your job'. That may well be the case but your work is appreciated as is all your team including the gentleman I saw in Tir Y Berth on Monday. To the management I would be grateful if you pass my comments on and if you have a reward and recognition scheme perhaps consider there employees as they are doing a thankless job which in todays society, relentless, thank you.

Bin men / women, the team who just did school street Aberbargoed. Can I just say I have a disabled sign outside, they clearly took notice of this and every week put my bin back in place and always go the extra mile. Just wanted to pass on my thanks :-)

I received a call today from Mr. Bates. He called in to praise the food waste crew for their actions this morning. The caller was talking to the driver Robert Dodd, as they know each other, whilst the other crew members were dealing with the food waste. A car approached the wagon and tried to pass by. The driver was in a bit of a state as she had been called to her mother's house after her mum had fallen. The crew directed her car by quickly and on hearing the reason that she was called to out, they offered their help. She accepted their offer and the two crew members at the rear of the vehicle, followed her into her mother's house. They then proceeded to help the lady by lifting her mother up off the floor. Mr. Bates would just like to state that the crew are brilliant anyway, but that today they went above and beyond to help out one of the elderly residents on their route.

# Customer Intelligence - supplementary examples of compliments received



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## Infrastructure Services

Thanks and gratitude to @CaerphillyCBC. Reported a dangerously damaged storm drain cover today. Temporary remedial action taken within the hour. Great job! Open reach are keen once more to express their thanks to highways team for their continued support and excellent working relationships. Can I thank you for your prompt response. Also please pass on my thanks to Darren who is always supportive and understanding to me and residents. We certainly have an excellent officer. Also the team on the ground were very responsive and professional to my concerns raised and I would like to also thank them. Please could you ensure this message is passed on? Cleaning of Llanbradach stone sign feature situated near the Wingfield Traffic Lights. Gratitude extended on a job well done and noted area has significantly improved. I just wish to put on record my thanks and appreciation to Tony Godsall for all the hard work, and queries on these matters. Many thanks for organising the repairs to the Cefn Llwyd bridge. The workmen have made an excellent job and did it very quickly.

## Property Services

Add any comments here....

## Public Protection Services

### Trading Standards

From CITA -Beth was a credit to your profession - she was credible, knowledgeable, displayed real empathy for the examples she discussed in relation to vulnerable clients and answered the questions presented to her thoughtfully. Her past experience of the consumer service also allowed her to share her experience of the value of the work we do with our Trading Standards partners. Lovely gentleman – gave us loads of information and answered all our questions. This was our first visit from Trading Standards the officer was very supportive and took time to go through everything. Informed us how to get support if needed. Officer was very helpful and provided information that was easy to understand and explained really well. Also gave us a further training course and the course has been completed by my staff and found it very informative. Thank you for making it a pleasant experience

### Registrars

We've just had our photography back from our wedding, and it reminded me how lovely the two ladies were (sorry, I can't remember their names . I just wanted to share my experience of obtaining a duplicate birth certificate. the staff were incredibly helpful, answered all my questions and made the process quick and seamless.

### Licensing

From a new driver with a picture of himself wearing his drivers badge "Here we go thanks again great job all your team and u. Have a nice weekend."

New premises licence holder "Thank you for the update. And thanks again for everything. Absolute ☆ "

I like to take this opportunity to thank you for all your help in my application for my licences Your guidance was first class and a credit to the team in the licensing department at Caerphilly County Borough Council

I recently spoke to a lovely member of your staff with regards to a medical we completed for a Taxi Driver from your area. Thank you for this and for checking on your day off. its great to be able to find the support from the experts to ensure everything is completed in a professional manner, you have certainly taken the stress away from me, you should be commended for your professionalism.

### CCTV

Diolch yn fawr too, whilst I'm on it, to the staff that operate and monitor our authority's CCTV system, in its totality. They're not often mentioned. Rest assured that they are appreciated.(from a Cllr)

# Customer Intelligence - supplementary examples of compliments received



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## Regeneration and Planning Services

Can I pass on a situation where Charlotte went above and beyond to help an elderly lady this week who needed to get a disablement badge as advised by her GP, the lady in question 'Iris' was given a number to contact by Charlotte but was unable to get through, Charlotte therefore made numerous enquiries and eventually got hold of the relevant section who promised to phone Iris to assist, but in the meantime Charlotte passed on the relevant contact number to Iris so she could also make contact if need be. Iris was extremely thankful to Charlotte, and didn't feel she would have been able to progress in the matter without her help; Charlotte was also pleased to be of assistance.

I would like to thank you all at Ilancaiach Fawr Manor for our excellent afternoon today. From the moment we arrived until we left, we were treated with courtesy and with a friendly manner. For those of us that ate at the restaurant, we would like our thanks to be passed to the kitchen and restaurant staff, as we all enjoyed our lunch in the pleasant surroundings. The tour of the Manor was informative, but with a light hearted tone, which made it more personal and interesting. The Guides were helpful and ensured that everybody was happy and safe. It was ideal that we could sit and listen and feel part of the history.

I just wanted to drop you a note with respect to the Risca Beach Party Weekend event. I attended for a period on both days, with the weather as it was it was not only well attended and clearly enjoyed by the many who were there I believe a number of our local high street businesses had some benefit as a result of the increased footfall. With respect to the event organisation, the events team/others involved with this, please pass on my thanks on behalf of the people of Risca.

I just wanted to drop you a line to thank you on behalf of United Welsh and the wider design team for all your hard work on the above scheme – a great result to secure an unanimous approval at committee last night, particularly given it was a constrained site.

# Base Data - Resources



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

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure	3.18	2.40	2.96	3.41	2.52	2.60	3.24	3.16	3.18			
Infrastructure	2.13	2.46	1.19	1.92	2.14	3.07	3.05	2.51	3.28	2.93	2.64	3.28
Property	1.13	1.32	0.74	1.08	0.22	2.42	3.47	0.14	2.36	0.53	0.00	0.54
Public Protection	2.40	2.18	2.31	2.69	1.62	1.51	2.62	2.38	2.76	1.18	1.91	1.00
Regeneration & Planning	1.28	0.70	2.01	2.30	1.40	0.98	1.67	0.16	1.19	3.80	1.51	1.28
Whole Directorate	2.58	2.11	2.39	2.85	2.10	2.33	2.95	2.42	2.75	2.29	2.08	2.06

Moved - Green Spaces & Transport and Sport & Leisure Services (Dec22) & Waste Strategy & Operations Unit (Jan 23)  
 Waste Strategy & Operations Unit has been transferred in iTrent to Infrastructure with effect from 1 Jan 23

Becomes Public Protection, Community & Leisure (Dec 22) to include Green Spaces & Transport and Sport & Leisure Services

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

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure	4.94	4.46	4.05	3.95	4.04	4.70	4.09	3.64	4.32			
Infrastructure	3.19	2.98	5.04	3.38	2.35	2.47	4.89	3.76	2.99	3.23	3.21	4.13
Property	4.70	3.34	1.65	3.32	1.73	0.02	1.63	0.29	1.56	1.28	1.27	1.27
Public Protection	2.16	2.18	2.70	2.25	3.16	2.78	2.38	2.92	4.51	5.12	4.17	4.38
Regeneration & Planning	2.54	1.13	0.70	2.12	2.69	3.15	2.99	2.43	0.97	0.79	1.94	1.20
Whole Directorate	4.05	3.42	3.51	3.42	3.39	3.69	3.74	3.23	3.60	3.48	3.26	3.66

Moved - Green Spaces & Transport and Sport & Leisure Services (Dec22) & Waste Strategy & Operations Unit (Jan 23)  
 Waste Strategy & Operations Unit has been transferred in iTrent to Infrastructure with effect from 1 Jan 23

Becomes Public Protection, Community & Leisure (Dec 22) to include Green Spaces & Transport and Sport & Leisure Services

**3. In-Month - OVERALL - TOTAL Sickness**

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure	8.11	6.80	7.01	7.36	6.55	7.29	7.33	6.80	7.50			
Infrastructure	5.32	5.44	6.23	5.30	4.49	5.53	7.94	6.27	6.28	6.16	5.84	7.41
Property	5.83	4.66	2.39	4.40	1.94	2.57	5.10	0.43	3.91	1.81	1.27	1.81
Public Protection	4.57	3.78	5.01	4.94	4.78	4.29	5.00	5.30	7.27	6.31	6.07	5.38
Regeneration & Planning	3.81	1.82	2.71	4.42	4.09	4.13	4.65	2.58	2.15	4.58	3.45	2.47
Whole Directorate	6.63	5.53	5.90	6.27	5.49	6.02	6.69	5.66	6.35	5.77	5.35	5.71

Moved - Green Spaces & Transport and Sport & Leisure Services (Dec22) & Waste Strategy & Operations Unit (Jan 23)  
 Waste Strategy & Operations Unit has been transferred in iTrent to Infrastructure with effect from 1 Jan 23

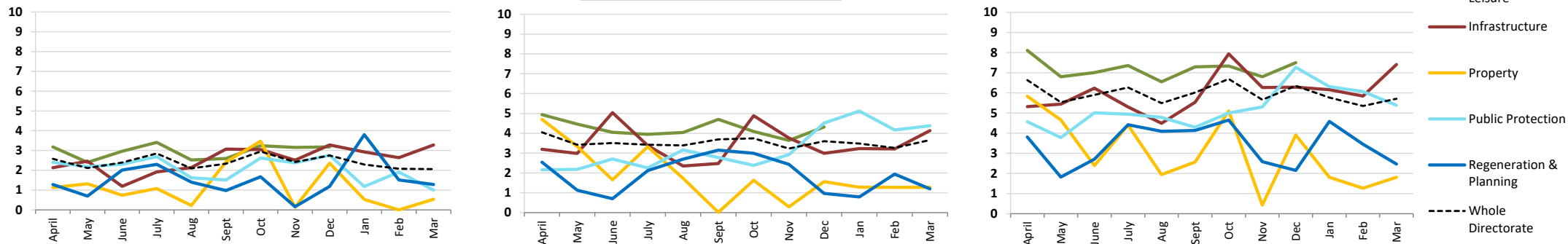
Becomes Public Protection, Community & Leisure (Dec 22) to include Green Spaces & Transport and Sport & Leisure Services

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**STS - Short Term Sickness**

**LTS - Long Term Sickness**

**OVERALL Monthly Sickness**



# Base Data - Resources



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

Staff Sickness Stats (%)	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	0.64	0.64	0.51	1.28	1.43	2.08	2.13	2.65	2.29	2.26	3.33	
Infrastructure	0.59	1.02	1.65	1.05	1.28	2.44	2.69	1.98	1.51	2.27	2.74	2.43
Property	0.51	0.15	0.16	1.28	0.81	2.28	1.69	0.77	1.29	1.10	1.56	0.31
Public Protection	0.25	0.25	0.68	0.63	0.46	1.26	2.08	1.98	2.08	1.65	1.92	1.10
Regeneration & Planning	1.07	0.19	0.85	0.82	0.86	1.59	0.93	1.69	1.33	1.53	0.72	2.01
Whole Directorate	0.65	0.58	0.78	1.08	1.19	2.00	2.05	2.26	1.97	2.04	2.32	1.79

See notes above - re-structure.

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

Staff Sickness Stats (%)	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	3.99	4.96	5.74	5.87	5.02	6.34	5.95	5.31	4.95	4.71	4.56	
Infrastructure	2.90	3.46	2.18	3.88	4.87	4.50	5.00	4.07	4.35	2.80	4.25	4.07
Property	2.28	2.43	0.42	2.99	1.11	1.14	2.55	6.48	3.19	1.71	2.20	1.33
Public Protection	3.91	3.11	0.23	1.08	2.65	3.29	5.41	4.34	2.42	3.21	4.06	4.81
Regeneration & Planning	2.01	3.22	1.95	1.78	2.63	3.80	5.44	2.36	1.35	2.68	2.32	1.44
Whole Directorate	3.36	4.07	3.50	4.05	4.23	5.12	5.50	4.71	4.04	3.84	3.92	3.83

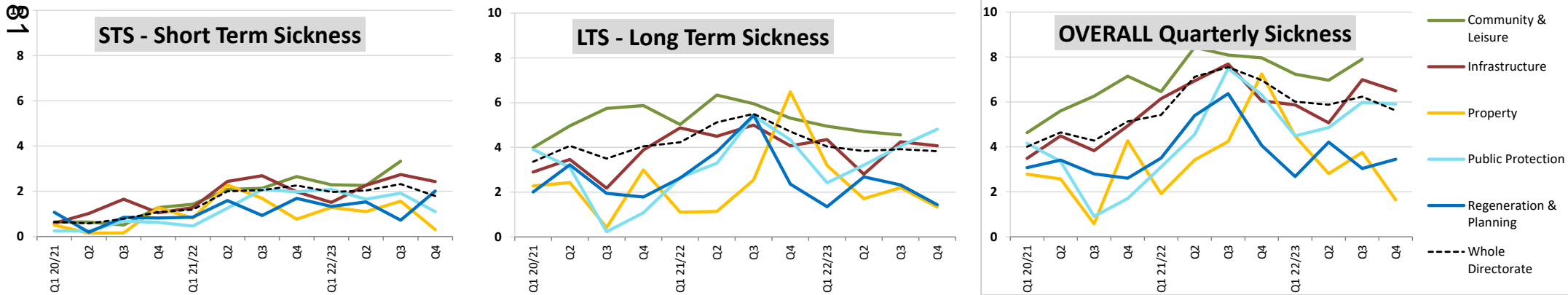
See notes above - re-structure.

**3. In-Quarter - OVERALL - TOTAL SICKNESS Only**

Staff Sickness Stats (%)	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	4.63	5.60	6.26	7.15	6.46	8.43	8.09	7.96	7.24	6.97	7.90	
Infrastructure	3.49	4.49	3.83	4.94	6.15	6.94	7.69	6.05	5.87	5.07	6.99	6.50
Property	2.79	2.58	0.58	4.27	1.92	3.42	4.24	7.25	4.48	2.81	3.76	1.64
Public Protection	4.16	3.36	0.91	1.70	3.11	4.55	7.49	6.32	4.49	4.86	5.98	5.91
Regeneration & Planning	3.08	3.42	2.80	2.61	3.50	5.39	6.37	4.06	2.68	4.21	3.04	3.45
Whole Directorate	4.01	4.65	4.28	5.13	5.42	7.12	7.55	6.97	6.01	5.88	6.24	5.62

See notes above - re-structure.

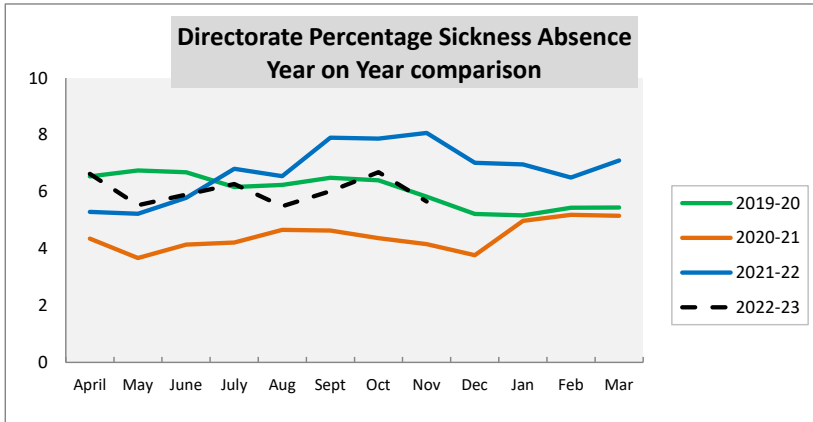
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# Base Data - Resources



% Sickness 'Monthly - Year on Year Directorate' Trends												
Whole Directorate	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
2019-20	6.54	6.75	6.69	6.17	6.24	6.49	6.40	5.83	5.22	5.17	5.44	5.45
2020-21	4.35	3.67	4.14	4.22	4.66	4.63	4.37	4.16	3.77	4.98	5.19	5.16
2021-22	5.29	5.23	5.79	6.81	6.55	7.90	7.87	8.07	7.02	6.96	6.50	7.10
2022-23	6.63	5.53	5.90	6.27	5.49	6.02	6.69	5.66				



# Base Data - Resources

Link to Resource Tab



## Complaints Data

Customer Tab: Accumulative

Total Accumulative Count of Complaints By Type in the year	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Informal	101	300	366	506	96	174	237	285	9	10	12	12
Stage 1	11	26	41	63	61	131	183	232	34	72	111	157
Stage 2	3	5	8	10	6	7	18	20	6	9	13	17
Esc 1 to 2	1	5	9	14	14	28	38	47	5	12	23	28
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Whole Directorate</b>	<b>116</b>	<b>336</b>	<b>424</b>	<b>593</b>	<b>177</b>	<b>340</b>	<b>476</b>	<b>584</b>	<b>54</b>	<b>103</b>	<b>159</b>	<b>214</b>

Customer Tab: Accumulative

Total Count Completed in Target Times By Type in the year	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Informal	95	243	325	452	88	165	226	273	8	9	11	11
Stage 1	9	23	38	55	52	115	158	202	31	64	99	142
Stage 2	3	4	7	9	4	4	15	17	5	8	12	16
Esc 1 to 2	1	4	9	12	13	27	37	45	5	12	22	26
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Whole Directorate</b>	<b>108</b>	<b>274</b>	<b>379</b>	<b>528</b>	<b>157</b>	<b>311</b>	<b>436</b>	<b>537</b>	<b>49</b>	<b>93</b>	<b>144</b>	<b>195</b>

Number of Complaints received in each Qtr	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Informal	101	199	66	140	96	78	63	48	9	1	2	0
Stage 1	11	15	15	22	61	70	52	49	34	38	39	46
Stage 2	3	2	3	2	6	1	11	2	6	3	4	4
Esc 1 to 2	1	4	4	5	14	14	10	9	5	7	11	5
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Whole Directorate</b>	<b>116</b>	<b>220</b>	<b>88</b>	<b>169</b>	<b>177</b>	<b>163</b>	<b>136</b>	<b>108</b>	<b>54</b>	<b>49</b>	<b>56</b>	<b>55</b>
Check	116	336	424	593	177	340	476	584	54	103	159	214

Number of Complaints Completed in Target Times in each Qtr	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Informal	95	148	82	127	88	77	61	47	8	1	2	0
Stage 1	9	14	15	17	52	63	43	44	31	33	35	43
Stage 2	3	1	3	2	4	0	11	2	5	3	4	4
Esc 1 to 2	1	3	5	3	13	14	10	8	5	7	10	4
Other	0	0	0	0	0	0	0	0	0	0	0	0
<b>Whole Directorate</b>	<b>108</b>	<b>166</b>	<b>105</b>	<b>149</b>	<b>157</b>	<b>154</b>	<b>125</b>	<b>101</b>	<b>49</b>	<b>44</b>	<b>51</b>	<b>51</b>
Check	108	274	379	528	157	311	436	537	49	93	144	195

[Link to Customer Tab](#)

**NOTE**  
Q4 Complaints are provisional (as of 17/04/23 draft)



# Base Data - Resources

Link to Resource Tab



Customer Tab: Accumulative												
Total Accumulative Count of Complaints By Service in the year	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	80	203	246	339	102	203	271	337	39	67	95	121
Infrastructure	11	59	91	136	47	81	122	148	8	22	37	59
Property	0	1	2	2	0	1	2	3	0	0	1	1
Public Protection	17	46	49	65	16	35	45	54	2	5	12	16
Regeneration & Planning	4	20	27	41	11	18	34	40	3	7	11	13
Other - Combined	4	7	9	10	1	2	2	2	2	2	3	4
Whole Directorate	116	336	424	593	177	340	476	584	54	103	159	214

Customer Tab: Accumulative												
Total Count Completed in Target Times By Service in the year	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	75	176	228	314	96	193	257	320	34	59	86	112
Infrastructure	10	41	77	117	42	74	110	133	8	21	32	51
Property	0	0	1	1	0	1	1	2	0	0	1	1
Public Protection	16	38	46	59	12	29	39	47	2	5	12	15
Regeneration & Planning	3	13	20	29	6	12	27	33	3	6	10	12
Other - Combined	4	6	7	8	1	2	2	2	2	2	3	4
Whole Directorate	108	274	379	528	157	311	436	537	49	93	144	195

Number of Complaints received in each Qtr	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	80	123	43	93	102	101	68	66	39	28	28	26
Infrastructure	11	48	32	45	47	34	41	26	8	14	15	22
Property	0	1	1	0	0	1	1	1	0	0	1	0
Public Protection	17	29	3	16	16	19	10	9	2	3	7	4
Regeneration & Planning	4	16	7	14	11	7	16	6	3	4	4	2
Other - Combined	4	3	2	1	1	1	0	0	2	0	1	1
Whole Directorate	116	220	88	169	177	163	136	108	54	49	56	55
Check	116	336	424	593	177	340	476	584	54	103	159	214

Number of Complaints Completed in Target Times for each Qtr	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	75	101	52	86	96	97	64	63	34	25	27	26
Infrastructure	10	31	36	40	42	32	36	23	8	13	11	19
Property	0	0	1	0	0	1	0	1	0	0	1	0
Public Protection	16	22	8	13	12	17	10	8	2	3	7	3
Regeneration & Planning	3	10	7	9	6	6	15	6	3	3	4	2
Other - Combined	4	2	1	1	1	1	0	0	2	0	1	1
Whole Directorate	108	166	105	149	157	154	125	101	49	44	51	51
Check	108	274	379	528	157	311	436	537	49	93	144	195

# Base Data - Resources



**Health and Safety (H&S) Number of Reported Accidents** Stats obtained from the Quarterly Accident & Violent Incident Reports, as produced by Emma Townsend, Health and Safety Manager (& Andrew Wigley)

Number by Service & Report Arena	Q1 20/21	Q2	Q3	Q4	Q1 21/22	Q2	Q3	Q4	Q1 22/23	Q2	Q3	Q4
Community & Leisure	8	5	10	7	2	3	10	5				
Infrastructure (+ Waste Strat & Operations wef Q1 22/23)		2	6	3	2	5	4	5	3	9	10	7
Property												
Public Protection (+ Comm & Leisure wef Q1 22/23)							1		12	2	4	2
Regeneration & Planning											1	
Whole Directorate	8	7	16	10	4	8	15	10	15	11	15	9
RIDDOR	1		4	1		1	1	0	3	1	7	0

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

Service Area (Year End Data)	19/20 - Total Staff	Welsh Speakers	20/21 - Total Staff	Welsh Speakers	21/22 - Total Staff	Welsh Speakers	22/23 - Total Staff	Welsh Speakers
Community & Leisure	762	135	716	125	1349	226		
Infrastructure	236	31	227	35	220	34	974	123
Property	61	17	63	18	62	19	68	22
Public Protection	115	20	159	34	155	41	813	148
Regeneration & Planning	338	53	332	49	319	63	323	68
Whole Directorate (No's)	1512	256	1497	261	2105	383	2178	361
Whole Directorate (%)		16.93%		17.43%		18.19%		16.57%

See service re-distribution notes above (Sickness Stats)  
 < This service is now divided between Infrastructure, and Public Protection.

[Merphilly County Borough's Five Year Welsh Language Strategy 2022-2027](#)  
[Strategic Equality Plan Annual Report 2020-2021](#)

# Look Up - RAG Key

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

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

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## Equalities & Welsh Language

Characteristic Strand	No Linked to Service Priorities	No Linked to Directors Priorities
Age	0	0
Disability	0	0
Gender Reassignment	0	0
Marriage and Civil Partnership	0	0
Pregnancy and Maternity	0	0
Race	0	0
Religion/Belief or Non-belief	0	0
Sex	0	0
Sexual Orientation	0	0
Welsh Language	0	0
More than one Strand	2	0
	<b>2</b>	<b>0</b>

<<<<<<

# Caerphilly Homes Directorate Performance Assessment



## 2022/23 Year-end update

Please select a section of your choice:

Directors Self-assessment



Self-assessment Actions



Priorities



Performance



Performance



Performance



Additional Public Accountability Measures



Customer Intelligence - Satisfaction



Customer Intelligence - Complaints



Resources - Staff



Resources - Finance & Assets



Risks



Well-being Objectives



Conclusion



## Directors Self-Assessment - 2022-23 Year End Update



### General Summary

Over the last 12 months Caerphilly Homes have delivered on a number of core objectives successfully and embarked on a period of review and reflection to plan for the necessary change over the next 12 months and beyond.

Since June the team have delivered on new infrastructure, published strategies, tightened and strengthened areas of governance. Brought in new legislation the first of its kind for 40 years and we prepared business cases both internally and externally to fund and secure finance respectively, for the team to deliver tangible physical improvements to stock and ensure there is funding certainty for parts of the team to continue delivering.

We have asked the staff what they think and how they feel and listened and looked at business improvement, processes and procedures.

We have established a new vision and mission and published that within our new Business Plan Commentary, which sets the scene for the next few years ahead and looks back on what we have achieved, this clear vision will steer all that we do for 2023 and beyond.

### What went well and why?

There have been many successful achievements: -

- Implemented phase 1 of the IT Civica system migration
- WG approved Rapid Rehousing Strategy
- Rolled out the new Renting Homes Wales Act legislation on 1<sup>st</sup> December
- Completed 18 new build Passivhaus homes
- Increased our rents in line with WG limits to protect our services under inflationary pressure
- Established an autonomous Transitional Accommodation Capital programme delivery broad with financial delegations and decision-making powers for more agile business decision making particularly in relation to property acquisitions
- Secured senior IT support to work closely with Caerphilly Homes given the level of IT work we have
- Political backing for the Empty Homes Strategy and closed in on the first enforced sale
- Increased our borrowing by £10mm to deliver on new build and stock maintenance
- Brought in a new improved more attractive Low-Cost Home Ownership policy
- Business improvement review on staff cohesion, management practices and continuous improvement
- Achieved a high response rate on all first Caerphilly Homes staff pulse survey
- UK award nomination recognition for new build projects and Welsh Housing Award winners for 'Communication in a Crisis', recruited record levels of apprenticeships in the maintenance team
- Commenced review of 10-year supplier contract review, good Audit Wales review of homeless function.
- More regular staff communication in monthly video messages and Q&A sessions
- First phase of the move to Ty Penallta to integrate teams
- Catherine Edwards has been appointed as Head of Asset Maintenance & Repairs and commenced her role with CCBC

## What went well and why?

There have been many successful achievements: -

## What did not go well and why?

- We still have a significant backlog of repairs and voids.
- Our internal workforce are under immense pressure and we are struggling to recruit currently carrying a 20% vacancy level on our operatives.
- There is a risk of further resignations due to retirement age and many are leaving for higher salaries to our peer organisations.
- We need to improve our customer service and quality of delivery and in 2023/24 there will need to be some tough decisions on how we improve our delivery whilst ensuring the quality is the highest possible for our customers.
- The relationship with our new IT provider Civica has been unstable given the product that we have bought is causing some issues with our smooth transition and full migration. This is now impacting on our business efficiency as we are unable to carry out all the functions required. This needs to improve and more dedicated IT support will assist.
- Some negative feedback on the staff pulse survey that will need to be acted upon early in 2023/24.
- Need to manage the FWP more closely and ensure we meet deadlines.

## What impact have we made and how do we know (what difference have we made)?

Caerphilly Homes makes a positive impact in giving our customers a dedicated service and a well managed place to call home. Ensuring people are not sleeping rough, being able to be discharged from hospital back home with adaptations, building and buying more homes, listening to staff and being prepared to take action. Positive feedback from staff on listening to staff and taking action

## What have we learned?

Learned the team are truly resilient and passionate about the services they provide for our customers, but we have also learnt there are some cultural and behavioural issues that need to be addressed and ensure the disparate teams feel more like one team.

## What actions do we intend to take in the next period to ensure that we are meeting our performance requirements?

The new housing IT system (Civica CX) has been successfully implemented within landlord services. Whilst generally the implementation went well, there were some teething problems. Civica CX will continue to be rolled out across Caerphilly Homes which will enable us to improve the type and level of data we collect, which will improve the services we provide to customers. Improvements will be made to how we advertise, recruit and retain staff as there are skills shortages emerging in areas of the business. There are 45 vacancies across the workforce, impacting on the service delivered to customers.

Work will continue to bring forward further sites as part of the Council's ambitious development programme in order to meet the target to build 400 new affordable, low carbon homes by 2025.

A Rapid Re-Housing Strategy will be adopted and work completed to ensure that our Common Allocations Policy is reflective of any new priorities. This will ensure a reduction in the time spent in emergency accommodation, preventing accommodation breakdown, repeat presentations and relapses into substance misuse or offending.

There will be an implementation of a 'Planned Asset Management Strategy' (PAMS) which will maintain and continue the improvements made to our homes after the completion of the Welsh Housing Quality Standard. This will ensure our homes are fit for purpose and our tenants live in safe and secure accommodation.

Embark on the associated work following the response to the consultation of WHQS2023 focusing on decarbonisation of the housing stock by 2035, aligning with PAMS where possible. Continuing to drive forward the Empty Property Action Plan to bring empty properties back into use because 'doing nothing is no longer an option'.

Introduce a new Local Housing Strategy and Delivery Plan, which will provide the context for the provision of housing and housing related services throughout the borough.

Complete the new Local Housing Market Assessment, to provide an updated picture of housing need throughout the borough.

A second Tenant Satisfaction Survey is due to be taken place in Autumn 2023.

# Directors Self Assessment - Actions



Actions Carried over from the previous Self-Assessment (end of year update 2022/23)	By Whom	By when	Update
Following confirmation of approval of Empty Property Enforcement Agenda Action Plan approval from WG complete the action plan items within the specified timescales	FW	Mar-23	<p>Cabinet approved Empty Homes Strategy 'No Use Empty' in place.</p> <p>Drafted prioritisation tool/ risk assessment and identified 45 high risk properties to proactively target. Cabinet approved prioritisation tool/ risk assessment. Empty homes being actively considered using the tool. 237 risk assessments have taken place, resulting in 73 Hgh risk properties being identified. They are currently being proactively targetted and where appropriate will be considered for enforced sale. 6 of the properties are in the process of being progressed to auction. All owners of the 434 properties that have been vacant for more than 2 years have been contacted. Cabinet approval received to launch the Welsh Government national Empty Homes Grant within CCB from April 2023 with £2.62 million spend being available for the programme.</p> <p>Targeted letter drops to the owners of new empty homes and the owners of empty homes where they have been empty for over 10 years.</p> <p>Over 400 empty property owners given advice.</p> <p>19 Valley Task Force grants completed. - the Valley taskforce grants programme has finished with 66 grants being completed over the programme. This was achieved at an approximate total cost of just under £1.5M of which £1M was provided by Welsh Government, £100k CCBC contribution and £300k applicant contribution.</p>
Reopening of the Housing Grants system to new applicants for non-priority home repair grants	FW	Apr-23	<p>The decision continues to be regularly reviewed however due to availability of contractors/ availability of materials and significant material cost rises, all of which having contributed to delays in clearing the pandemic backlog the home repair grant system has remained closed except for priority cases. All other grant and loan products have been reintroduced. A review of the Private Sector Housing Renewal Policy and associated financial assistance products is being undertaken with a view to implementation in 2023, however guidance on revised corporate priorities is required. Cabinet report for consideration in April 2023.</p>

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Actions going forward (Include any actions that may come from CMT and the CPA)	By Whom	By when	Update
Continuation of Empty Property Enforcement Agenda Action Plan items within specified timescales	FW	Mar-24	Creation of dedicated empty homes website ongoing. Enforced sales being progressed following enforcement action. Completion of VTF grant programme. Developing partnerships with auction houses.
Adopt a Rapid Re-Housing strategy and ensure that our Common Allocations Policy is reflective of this to reduce the time spent in emergency accommodation to prevent accommodation breakdown, repeat presentations and relapses into substance misuse or offending.	KD	Mar-24	The Rapid Rehousing Plan has been approved by Cabinet on 7/09/22 and submitted to WG in accordance with their deadline for submission. A strategic group/ terms of reference and an action plan is now being implemented to deliver this part of the plan. A CHR review/ amendments will be undertaken in conjunction with any legislative reform and the development of the Rapid Rehousing Strategy. The CHR review to commence in 2023.
Approval of LCHO Policy	JRW	Mar-24	The LCHO Policy was approved by Cabinet on the 14th December 2022. Work is now underway to ensure appropriate implementation and resourcing to underpin the Policy.
Development of Action Plan following review of analysis of results of tenant satisfaction survey	FW	Nov-23	A scoping paper has been developed to identify the objectives and processes necessary to produce an action plan that enhances services and tenant engagement activities, utilising the key drivers that were identified as best predicting customer satisfaction. A second tenant satisfaction survey will take place during Autumn 2023.
Implementation of Renting Homes (Wales) Act 2016	FW	Mar-24	Renting Homes (Wales) 2016 was implemented on 1st December 2022. The development of new and converted occupation contracts and review of relevant policies and procedures to ensure they reflect the legislation as well as a person centred approach.
Revision of Private Sector Housing Renewal Policy	FW	Mar-24	Work has commenced on developing a revised draft policy, which will be subject to consultation and considered by Cabinet in 2023, however this is dependent on receiving confirmation of revisions to corporate priorities and associated MTFP.
Secure outline planning permission, appropriate the land and draw down social housing grant for the acquisition for Ty Darran and former Oakdale comprehensive school site.	JRW	Dec-23	Reserved matters applications will be submitted for Oakdale and Ty Darran during Summer 2023. A comprehensive report including the viability appraisal, drawings, cost plan, social value plan and the sales and marketing strategy for Oakdale will be presented to Cabinet on the 4th October.

Revision of Private Sector Housing Renewal Policy	FW	Mar-24	Ongoing but awaiting outcome of review of corporate priorities.
Complete Development and Governance Strategy	JRW	Oct-23	Set our our development objectives and how we will govern the new build programme over the next 10 years.
Complete Assessment of Asset Reapirs and Maintenance team	CE	Sep-23	Review what we need to enhance, bolster and evolve across the team in relation to specialisms and WHQS23.
<b>Feedback / Recognition / Any feedback from CMT</b>	<b>By Whom</b>	<b>By When</b>	<b>Update</b>

# Priorities

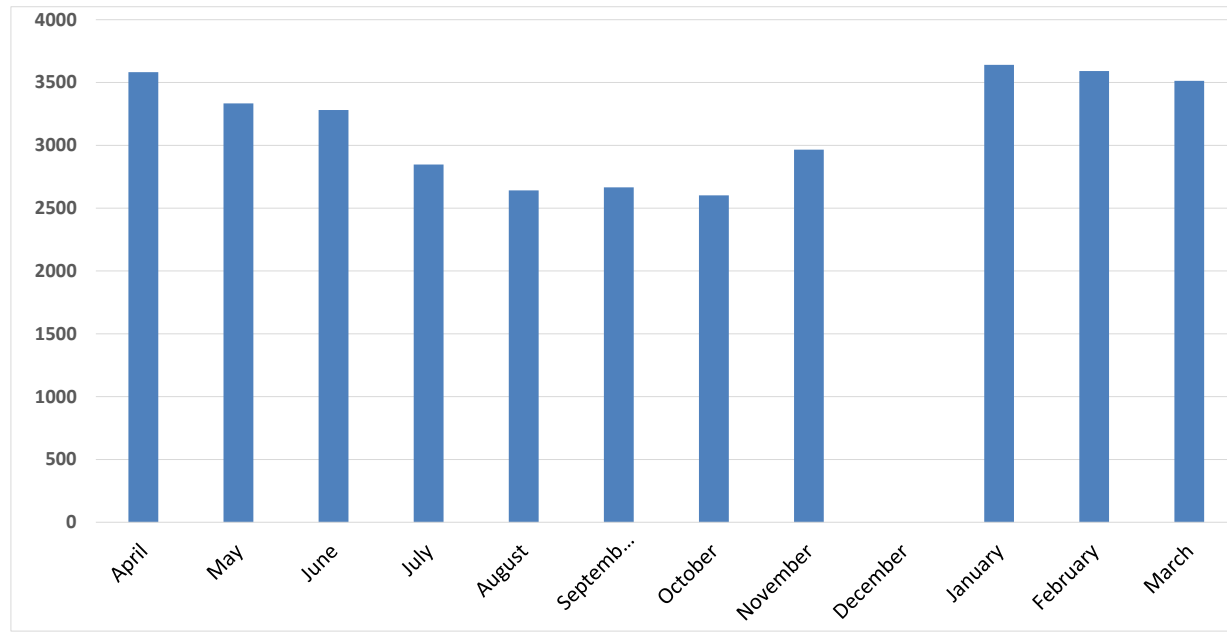


	Service Priorities	Completion Date	RAG	Progress - Achievements - Comments
1	All council housing continues to be improved by the Post Asset Management Strategy Programme which will incorporate WHQS23.	Ongoing	●	The WHQS was met on all eligible housing stock by December 2021. 5% of the properties which were classified as acceptable fails under the WG criteria, with the main criteria being tenants' refusal of the work (i.e. tenants choice) will be incorporated into the next phase of the Post Asset Management Strategy (PAMS) programme. The next phase (WHQS23) was sent out for consultation on the 11th May and will close 3rd August with the intention to implement in 2023 and therefore the current PAMS programme may have to be adapted to reflect the revised standard.
2	Increase the number of zero carbon social rented homes delivered by Caerphilly Homes and members of the Affordable Homes Partnership, at scale and pace.	Ongoing	●	18 Passivhaus certified homes were handed over in Summer 2022 and all are now occupied. Work is underway to deliver an ambitious NZC scheme on the former Oakdale Comprehensive School site and also Ty Darren. The enabling works at Ty Darran started in January 2023.
3	Identify HRA and General Fund sites with potential for residential development for inclusion as candidates' sites in the emerging LDP and to underpin a robust Caerphilly Homes Development Strategy.	Ongoing	●	77 sites have been identified in total however, at least a third have been discounted. 28 sites were submitted as part of the first call for candidate sites and 10 were discounted by Planning Policy. Caerphilly Homes intends to submit a further 3 sites as part of the 2nd call and request that 2 sites are reconsidered. Currie and Brown (consultants are undertaking viability appraisals on all candidate sites currently). Cabinet have approved site investigations on a further 5 sites.
4	Delivery of a Local Housing Strategy, Implementation/ Action Plan and Investment Strategy.	Ongoing	●	The Local Housing Strategy has been approved and work is underway to finalise the delivery plan.
5	Deliver adaptations to support the health and well-being of residents, enabling them to live well at home. Undertaking the categorisation of Caerphilly Homes properties to identify, and facilitate the appropriate use of, our accessible homes.	Ongoing	●	The delivery time of private sector adaptations remains significantly affected due to matters relating to contractor availability and the huge increase in construction material costs. Delivering works of an external nature such as extensions and ramps as well as level access showers have been particularly impacted.
6	Increase the supply of housing by the return of empty properties back into residential use.	Ongoing	●	The Empty Property team has continued to make considerable progress with their proactive work including progressing the Welsh Government approved Action Plan. The Empty Homes Strategy, 'No Use Empty', including the risk assessment process for dealing with empty homes has been approved by Cabinet and is now being implemented. Cabinet has approved the extension of the staff fixed term contracts until October 2026. Cabinet have approved the launching of the Welsh Government, National Empty Homes Grant from April 2023 to assist with bringing empty homes back into use for owner occupation with £2.62 million spend available for the programme in CCB. 104 empty homes have been returned to use over the year. A huge increase on previous years as a result of having a dedicated staffing resource. Several empty homes have been identified for enforced sale action and are currently being progressed to be put forward for auction. 5 additional homes have also been created following the conversion of the former Rolling Mill public house in Risca.
7	Prevent homelessness by increasing the number of landlords and properties in the Caerphilly Keys programme to assist with the discharge of our statutory duties and increase the successful prevention rate of Homelessness	Ongoing	●	Caerphilly Keys continues to grow from strength to strength with 9 x 1 bedroom flats being allocated to households from temporary accommodation, there are also an additional 9 units also due to come online in December/ January under the scheme which will again provide accommodation to those in TA. From a promotion/ media perspective, Caerphilly Keys launched its own social media page in October 2022. The analytics show that within the first 28 days, the page received more than 6084 views, which equates to 217 views per day. The team are also out with a Digi Van across the Borough's Christmas markets to promote and hopefully to attract new landlords.
8	Reduce the amount of time households spend in Emergency Accommodation to align with the Rapid Re-housing Welsh Government agenda	Ongoing	●	The reduction of time spent in TA remains a challenge given the lack of single person move on accommodation within the borough at this time. This will be further hampered as Renting Homes (Wales) Act is introduced and we see an increase in landlords exiting the Private Rented Sector market, placing further pressure on Homelessness services and TA in the longer term.
9	Increase the energy efficiency of private rented buildings to improve the conditions and reduce fuel poverty. (Minimum Energy Efficiency Standard)	Ongoing	●	The MEES project has been extended further and SPF funding has secured an Energy Efficiency Post until March 2025. Attendance at workshops continues and information events in the community to give energy advice and support have continued. Working in partnership with Nest a targeted mail drop resulted in 58% increase in NEST referrals and consequently 88 new boilers were installed within homes throughout the Borough. The Mees enforcement project has proven very successful with the majority of landlords now fully in compliance. Of the 1226 properties identified as breaching the legislation, 1142 are now in full compliance, with the other properties moving towards compliance. There is only 1 known PRS property with an EPC rating of F or G which is currently being progressed via enforcement action. The first Compliance Notice was served in October 2022. Work has also been ongoing in partnership with CCR to create a joint statement of intent to launch ECO4 flex within CCB in Spring 2023/24. This will support mainly 'off gas' properties by providing a whole house approach to energy improvements. using SPF funding a new Energy Crisis Grant has been developed to be launched in April 2023 as a pilot scheme.
10	Maximise the income of Caerphilly Homes tenants to support tenancy sustainability.	Ongoing	●	1608 tenants contacted and provided with support and advice to help mitigate the effects of welfare reform. 468 council tenants supported to claim the additional £1,572,440.26 annual income generated for residents in Q1 and Q2 of 2022/23. The team continues to maximise the income of tenants to support tenancy sustainability whilst working closely with partner agencies.

Directors Priorities - Corporate Performance Assessment			
11	Progress new build/affordable homes linking with social care/demands & opportunities	Ongoing	● There is a lack of appropriate accommodation for the elderly that may pose a greater strain on the health and social care sectors. Caerphilly Homes are building a new later living complex in Risca at Ty Darran, to add much needed more appropriate and suitable accommodation to the Caerphilly Homes stock. It will be a blue print for how all our later living facilities should be built and designed to ensure our older contract holders have not only a sustainable and cheap to run home but a community to feel part of, to congregate improving mental wellbeing as they age within the development. This will ultimately mean a lesser strain on social care resources. Caerphilly Homes will be producing a development strategy which will include ambitious plans to provide more later living facilities similar to Ty Darran either as stand alone development or as part of bigger development sites.
12			
Strategic Equalities Plan - Linked Action			
13	Through investing in our educational and housing stock, and providing apprenticeships, training opportunities and work placements within our organisation, we will increase the number of local citizens who are skilled and qualified workers and contributing to Community Benefits.	Ongoing	● The Council's new build programme offers the opportunity to support the foundational and circular economies through the provision of opportunities to upskill, offer training, apprenticeships and employment opportunities. With the Oakdale and Ty Darran developments starting in Q4 there is an opportunity to develop a comprehensive social value programme linking employment and training opportunities created as a result of the Council's investment to the WG funded employment programmes delivered by the Regeneration Team thereby ensuring that those furthest from the labour market are able to access the opportunities created. The new build programme seeks to create a local supply chain which will ensure that Council's investment into new homes creates more spend in the local economy. The Council's Building Maintenance team will also create a further 10 apprenticeships during 22/23 to support the ongoing asset management programme.
<b>Status</b>		<b>RAG Key</b>	
Not yet started or too early to report any progress (achievements/changes)		●	0
Started but not progressing well		●	1
Started with reasonable progress achieved		●	2
Going well with good progress		●	3

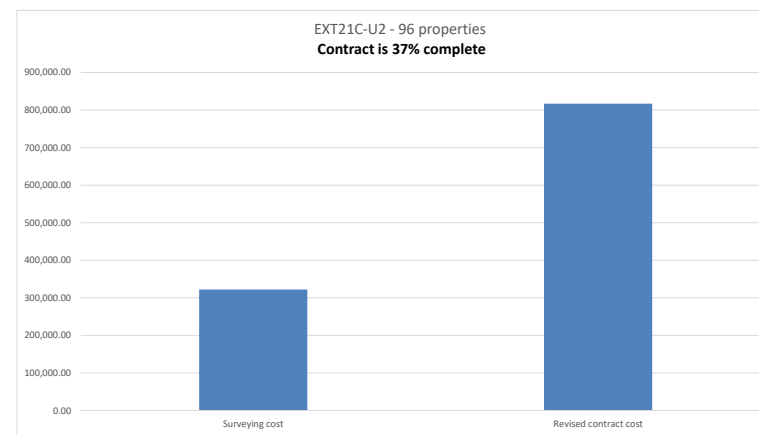
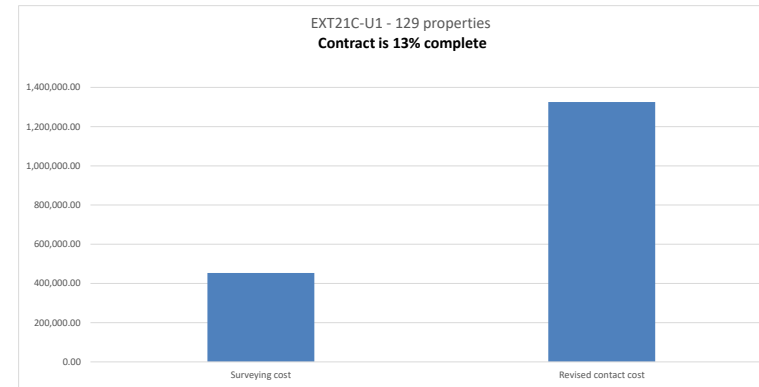


**Outstanding repairs**

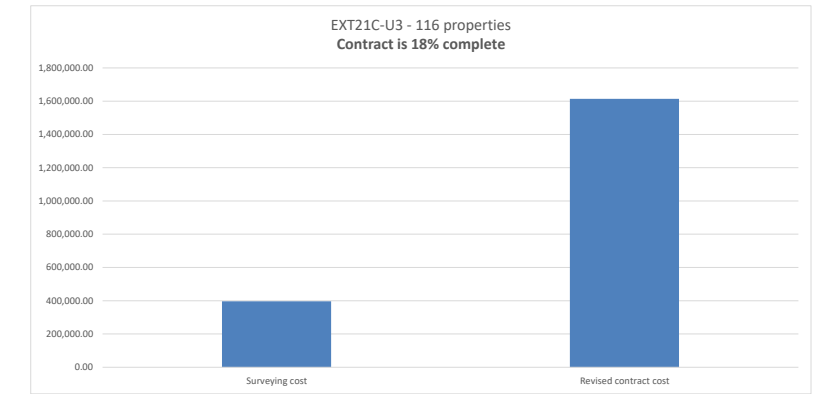


Reporting Period 01/04/2022

**Current Planned Asset Management contracts**



Reporting Period 31/03/2023



**What is performance telling us?**

There was an increase in outstanding repairs in November and February, due to an rise in repairs being reported due to inclement weather. New build properties have also been handed over and there has been a stop on kitchen related work due to an supply i ssue. There is also a significant resource issue with there being approx 46 vacancies across the operative teams.

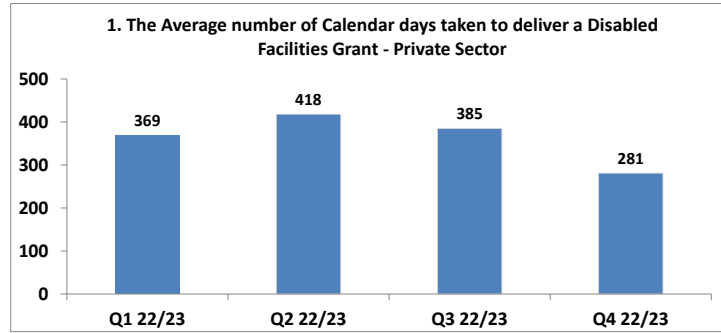
In December 2021, WHQS works was complete or compliant throughout the Authority which included internal & external works. Prior to the works being complete a PAMS 5yr programme was initiated for surveying external properties. The guidance given to the Assistant Project Managers & subsequently surveyors that these contracts would be based on repairs due to the WHQS works already being complete/compliant.

The surveyors based their surveys on this information and basically allowed for minimum works. The non-compliance was discussed when surveys were started but the guidance remained the same for minimum works and repairs only. The In-house team & contractors working for Private Sector Housing started the works in 2022 but from the off-set it was clear to see that additional works was required to bring the properties up to compliance.

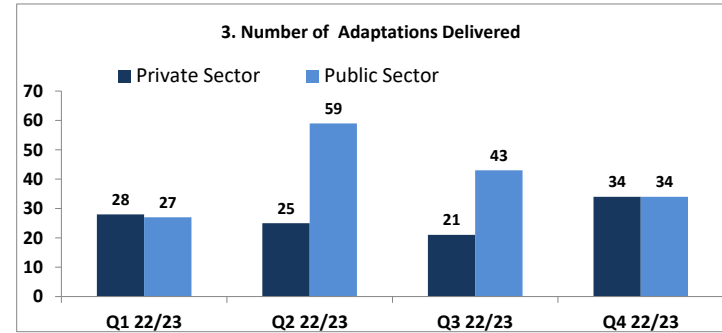
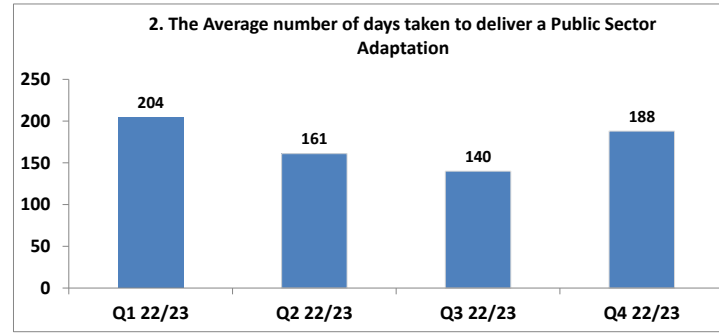
As all the 1<sup>st</sup> year PAMS contracts have been surveyed. To avoid overspends and make the budget more reflective of the works. it is clear the contracts need reviewing. There are two options:-

1. Make a judgment, an increase the budget figure based on contracts already ongoing. Update surveys as the contract proceeds.
2. Resurvey all the remaining contracts prior to their release.

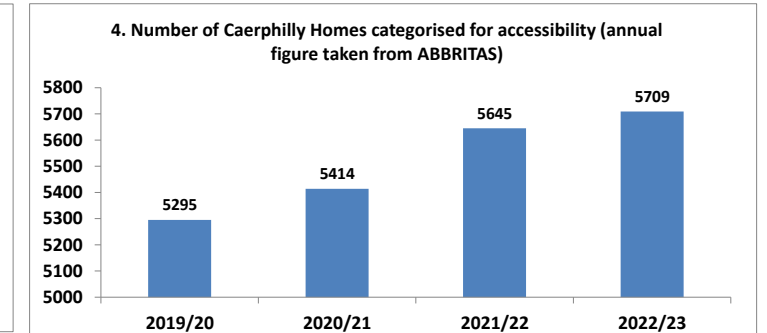
**Please note - there is no data available for outstanding repairs in December 2023.**



PAM/015

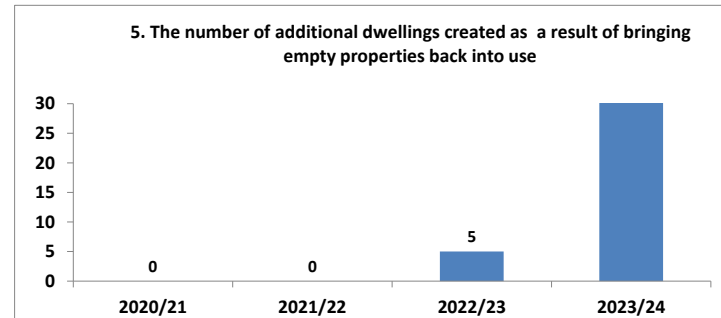


WBO 3 (Outcome 3)

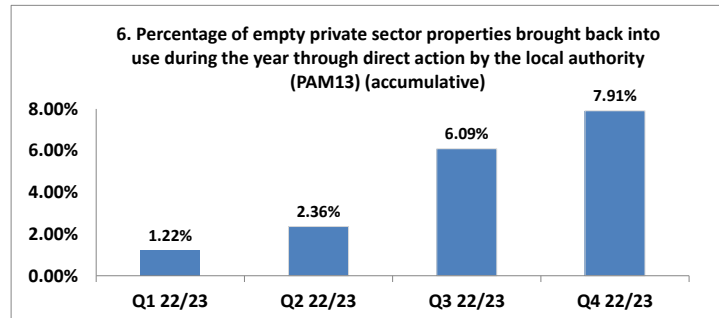


WBO 3 (Outcome 3)

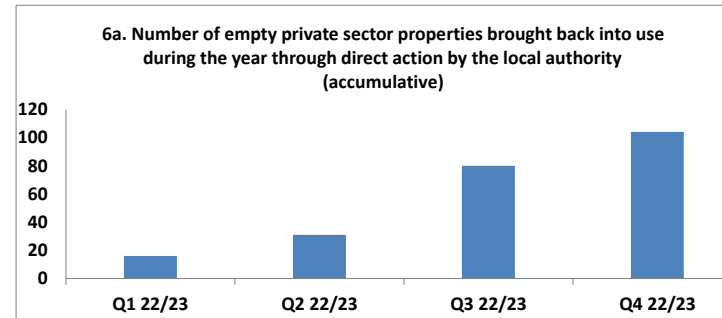
Priority Increase the supply of housing by the return of empty properties back into residential use.



PAM/045



PAM/013



This measure is a part of the PAM set for contextual information only and is not used for comparison across Wales. Reported annually.

WBO 3 (Outcome 4)

What is the performance telling us?

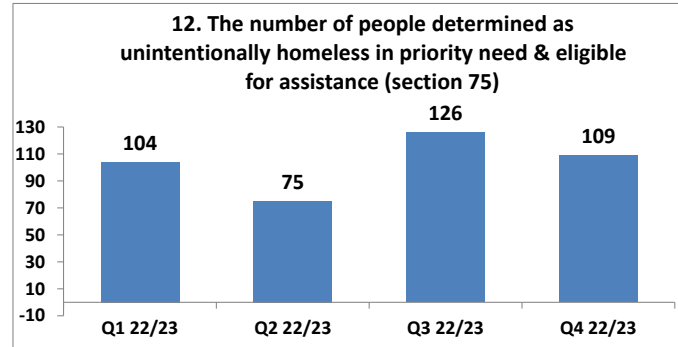
Many of the grants being completed in 22/23 were heavily impacted by the Pandemic. They were grants that were stopped from being progressed due to the initial suspension of processing routine requests for adaptations during the lockdowns and came across from Social services in bulk towards the end of 2021, following lifting of restrictions. Once received we started to experience significant issues with contractor availability and construction material/ labour costs rose dramatically. This issue is still affecting delivery today.

The much-improved performance of the figures relating to the return to use of empty homes is as a result of the creation of the dedicated empty homes team. Having staff whose day job is solely about empty homes has allowed the Council to focus on the issues, develop an empty homes strategy and participate in related grant programmes, such as the Valley Task Force, Empty Homes Programme. Of the 104 properties returned to use, they were achieved via:  
 Provision of advice 80  
 VTF - 19  
 Loan assistance- 1  
 Direct action - 4

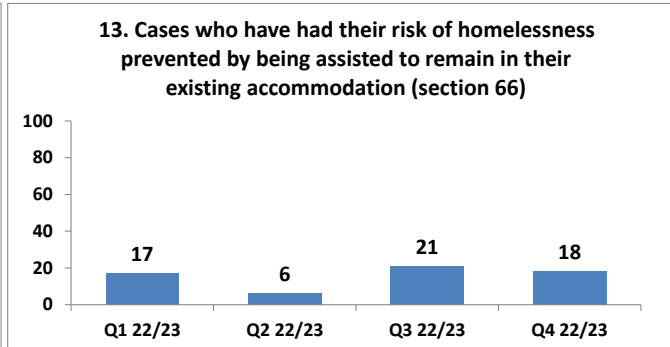
The total number of empty homes at the start of the financial year in 22/23 was 1314. This figure was used to determine the reported percentages.

The 5 additional units created related to the conversion of the former Rolling Mill public house in Risca – creating 5 self-contained flats.

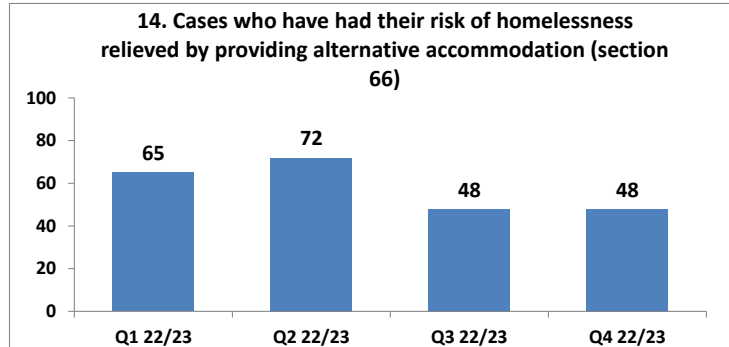
**Prevent homelessness and Reduce the amount of time households spend in Emergency Accommodation**



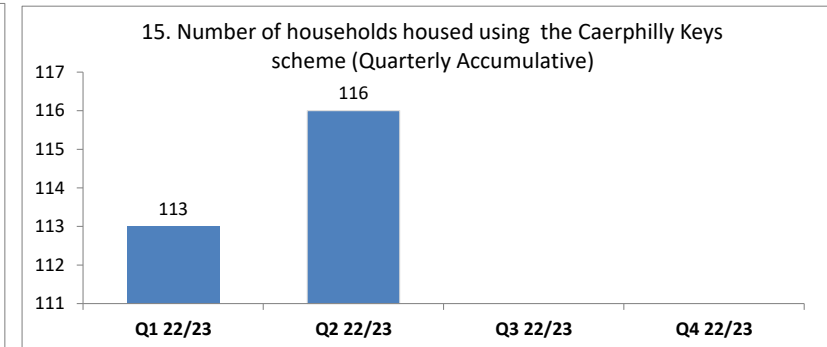
WBO 3 (Outcome 6)



WBO 3 (Outcome 6)

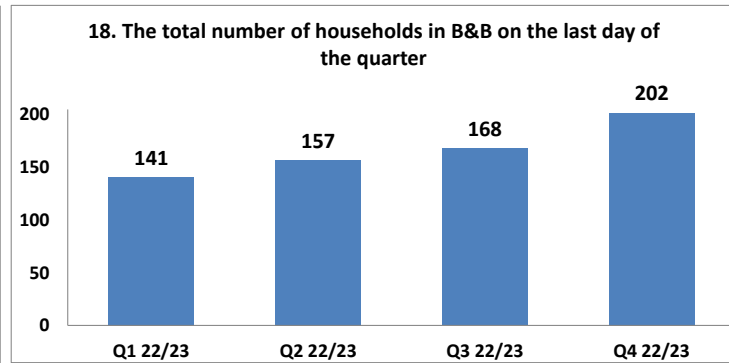
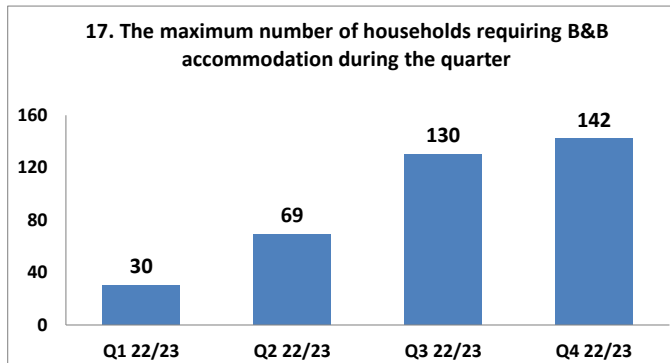
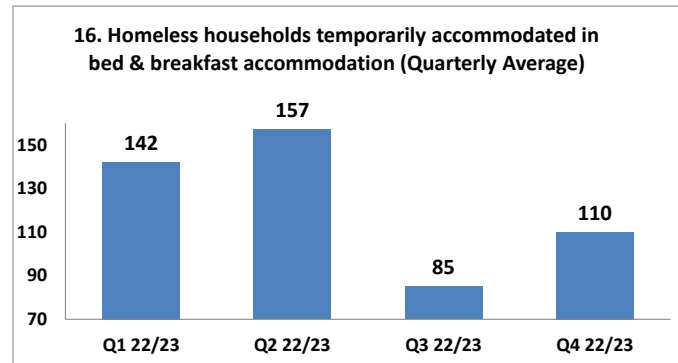


WBO 3 (Outcome 6)

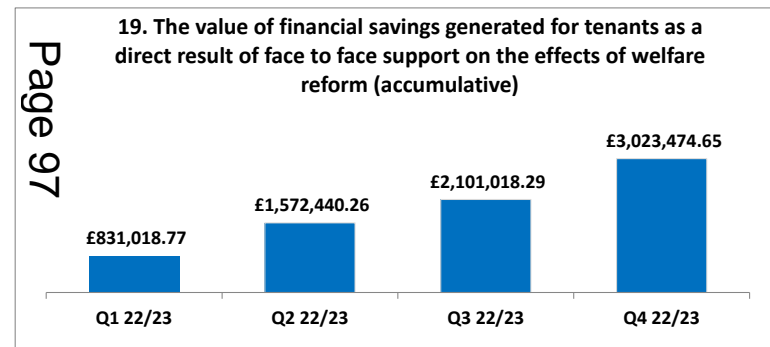


**15. Caerphilly Keys Households housed by type to date**

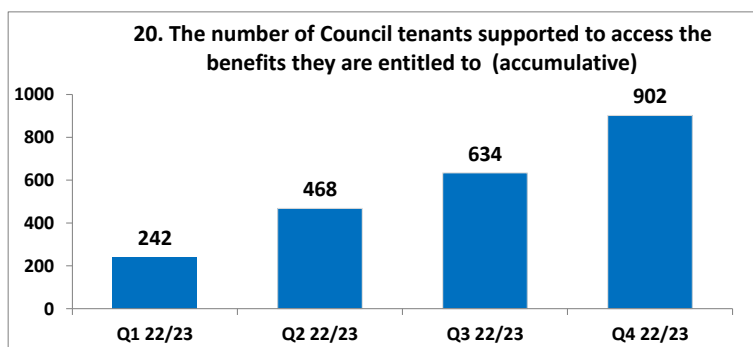
Couple with dependant Child(ren)	
Single parent household with dependant children - Male applicants	
Single parent household with dependant children - Female applicants	
Single person household - Male applicant	
Single person household - Female applicant	
All other household groups	
No Homeless or A&P case	
<b>Total</b>	



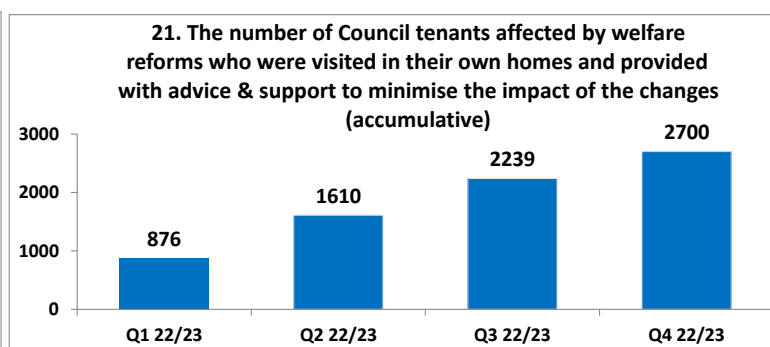
**Maximise the income of Caerphilly Homes tenants to support tenancy sustainability.**



WBO 3 (Outcome 7)



WBO 3 (Outcome 7)



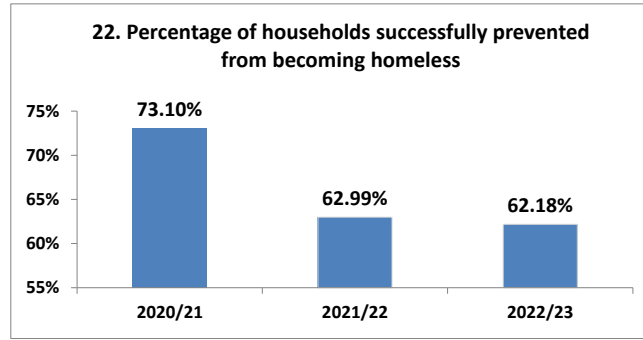
WBO 3 (Outcome 7)

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

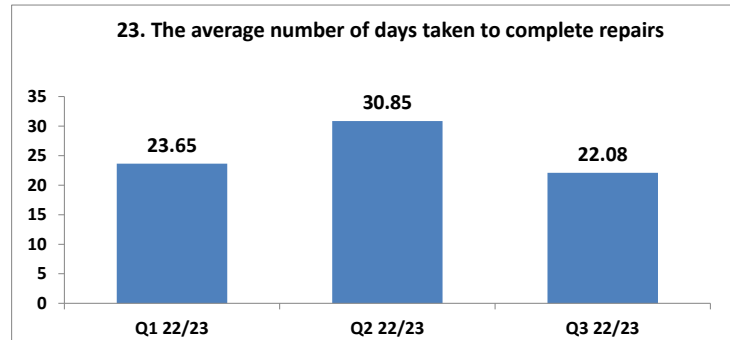
**What is the performance telling us?**

Due to a vacancy within the Caerphilly Keys team, 'Caerphilly Keys households housed by type to date' data is currently unavailable.



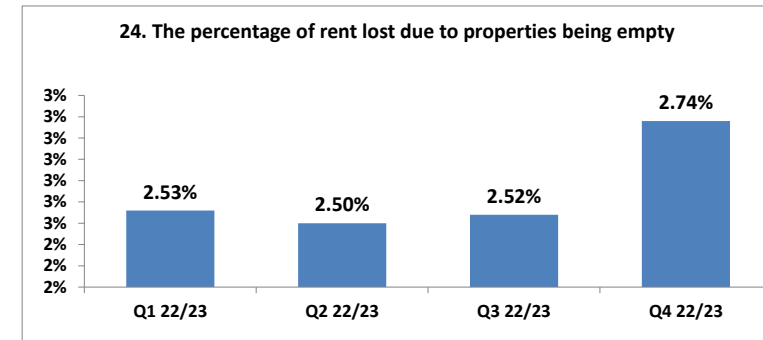


PAM/012



2022/23 Annual figure is 23.62 days

PAM/037



PAM/039

What is the performance telling us?

**What is our customer intelligence telling us? Lessons learned;****Quarter 3:-****WHQS:-**

Services request - 0

Stage 1 -1

**Other Departments:-**

Stage 1 - 26

Stage 2 - 1

Escalated - 4

Services Request - 66

Compliments - 10

Chief Executive Correspondance - 34

**Total Complaints - 31****Number of FOI's - 41****Quarter 4 :-****WHQS:-**

Stage 1 - 0

Service requests - 0

**Other Departments:-**

Stage 1 - 47

Stage 2 - 0

Escalated - 8

Service Request - 72

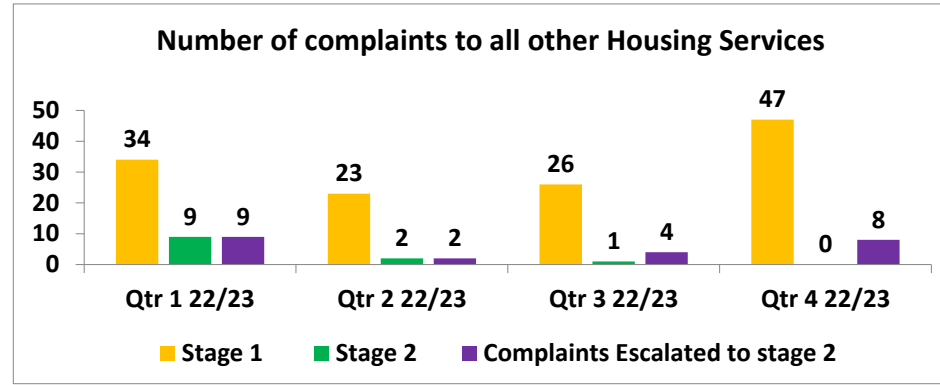
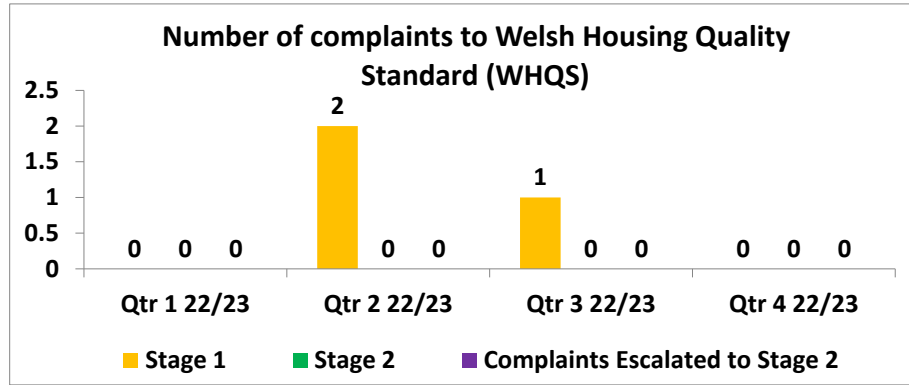
Compliments - 9

Chief Executive Correspondance - 29

**Total Complaints - 55****Number of FOI's - 38****Summary of lessons learned from upheld complaints:-**

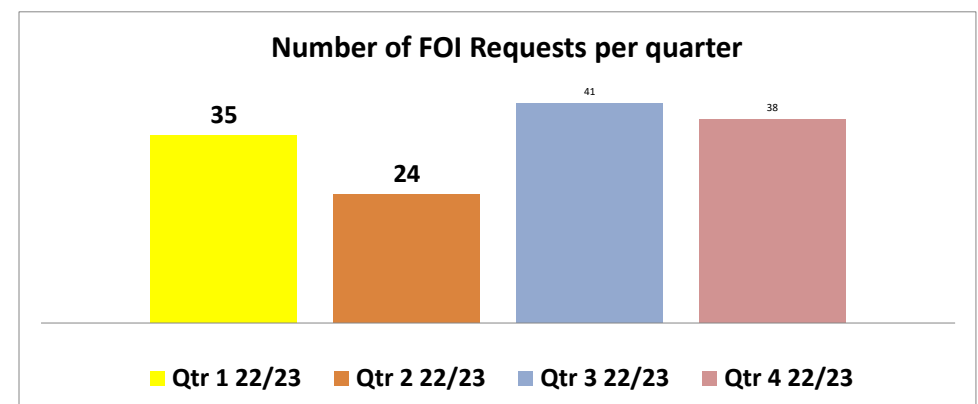
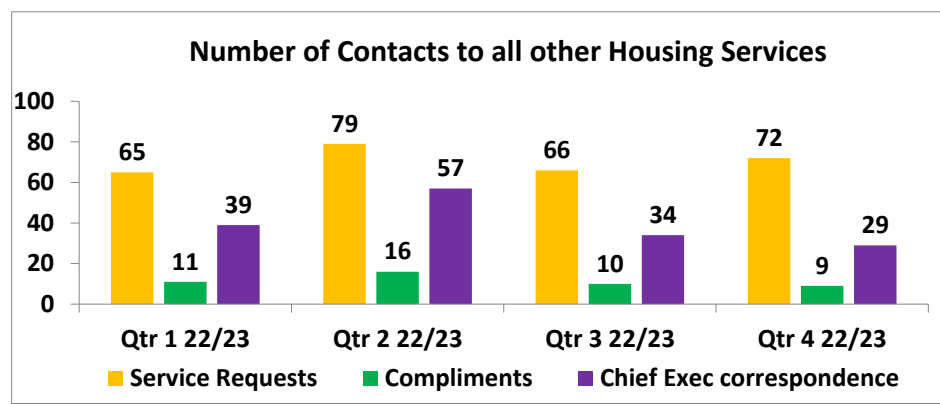
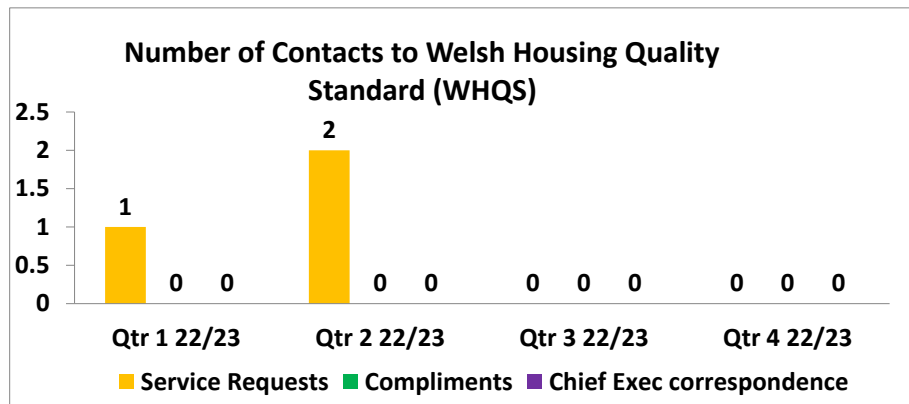
- To ensure materials are available before making an appointment for a repair and to ensure when communicating with the Contract Holder checks are made to ensure the information we provide is correct.
- To ensure an in-depth Inspection is carried out for issues of recurring damp, to ascertain the actual cause and treat accordingly.
- Ongoing problem with our void's inspections identified. Improvements have been made to start rectifying this issue.
- It was acknowledged that poor communication and inconsistent inspection/surveys were the root of the problem, so toolbox talks were arranged to discuss the issues raised.
- Investigations indicated the contractor walked off site and did not return to complete the remedial works as the Contract Holder refused access. The WHQS works were completed 4 years previous.
- The kitchen walls were left in an unsatisfactory state after the void several years ago. This issue is being addressed in our voids generally as part of the review of voids procedure by random inspections by housing managers and is ongoing.
- Established the need for better communication between the Housing Office and the Heating team has been identified and better communication between the Housing team and Contract Holders.
- Due to a number of ongoing issues including this complaint, the Contract Holder met with Christina Harry and Rob Tranter and an offer of £5000 was made and accepted along with an offer of an alternative property to better suit the Contract Holders needs.
- Poor communication and inconsistent inspections/surveys. Review of Void Process and letting standard and reissue updated version to all Staff involved in the completion and letting of empty homes.

Complaints Data



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

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

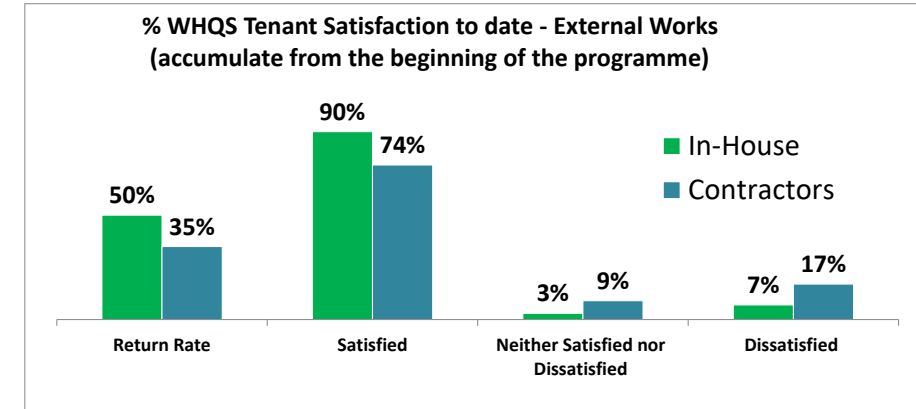
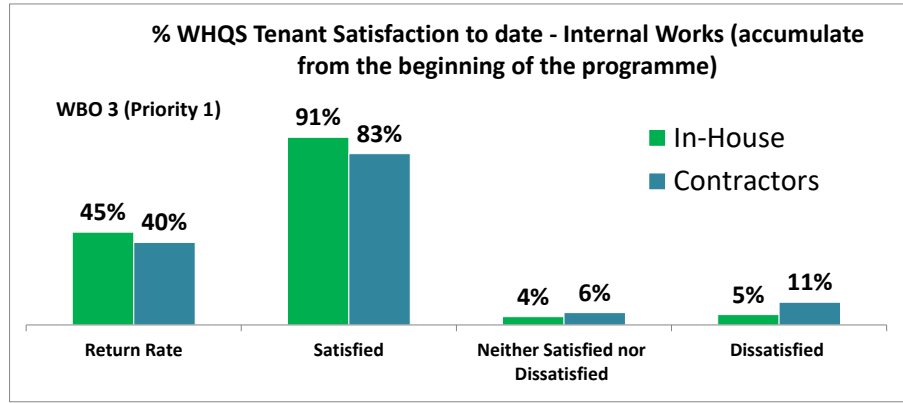


Regulatory Proposals

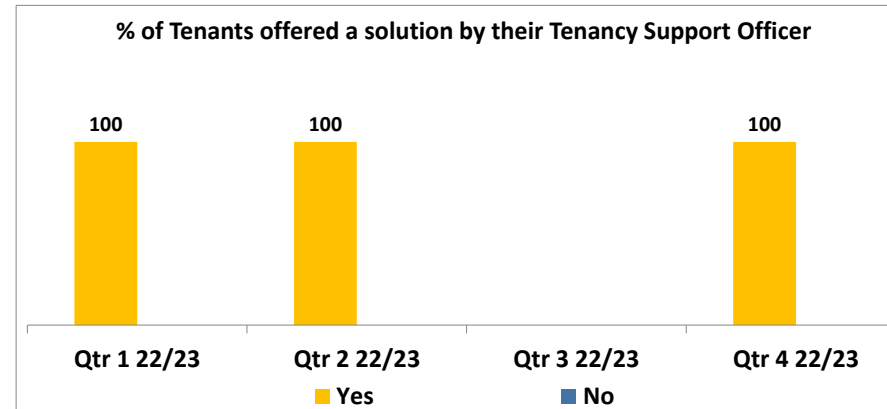
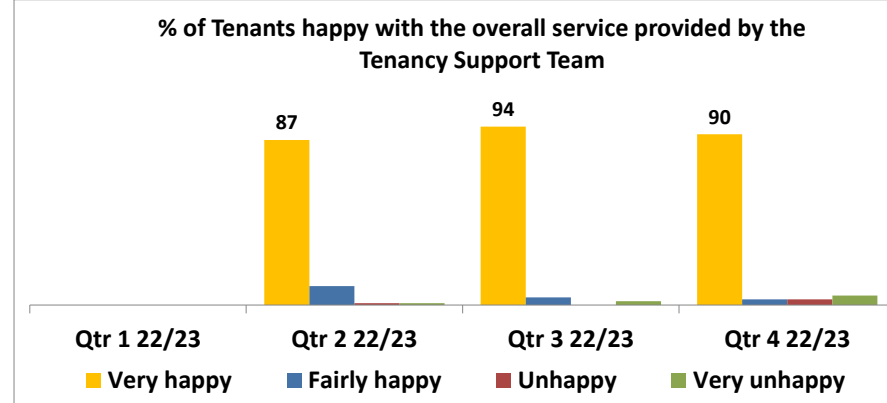
Now on Teams channel monitored by CMT monthly.



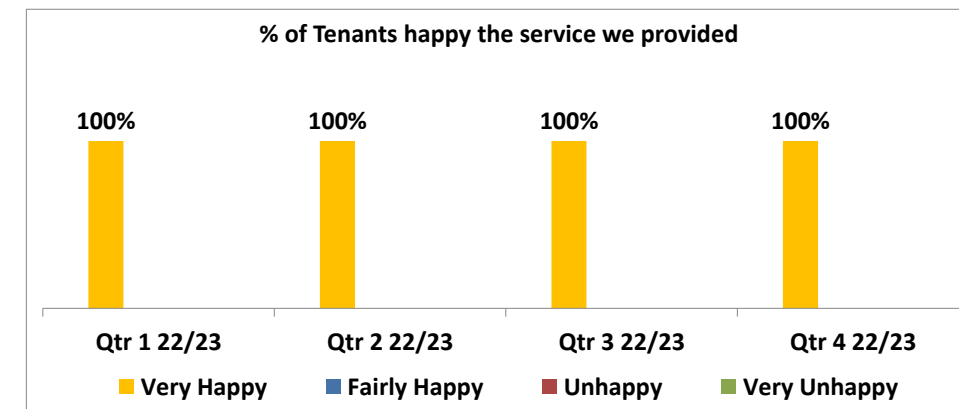
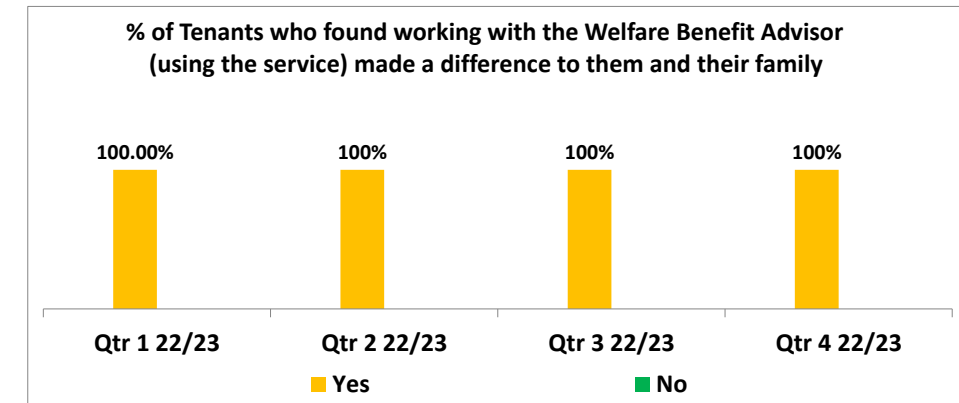
Satisfaction with Welsh Housing Quality Standard (WHQS)



Satisfaction Tenancy Support Team



Satisfaction with the Welfare Benefits Team



Page 01

What is Performance telling us about our customer satisfaction? Lessons learned;

WHQS data relates to previous years - current data is unavailable. Process needs to be developed so tenant satisfaction is collected in relation to PAMS contracts.

Customer satisfaction is positive in relation to the Tenancy Support Team and Welfare Benefit Advisor, however there are very limited responses. In some quarters, there were only two respondents & in Q3 there were no respondents to % of tenants offered a solution by their TSO.

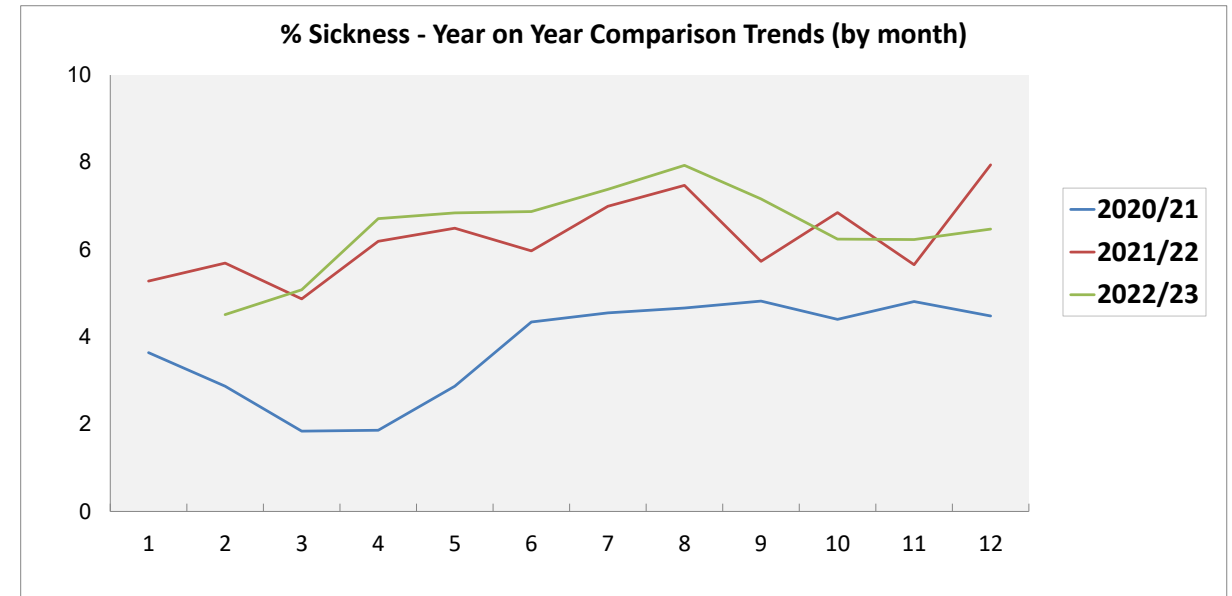
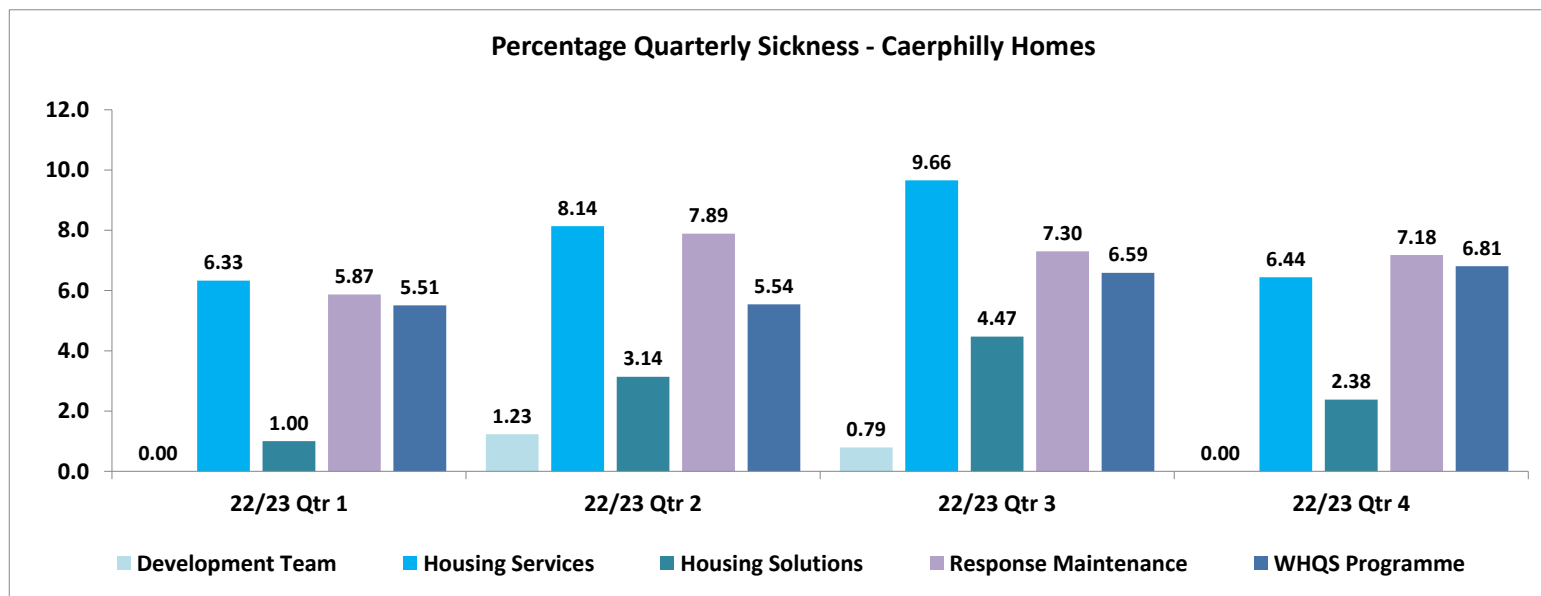


**What is our Workforce Information telling us?**

Recorded sickness is higher than the same period last year and the year before, impacted maybe by Covid and increased flu and other reoccurring illnesses. The levels across the teams are consistent. There is a significant proportion of the workforce that is over 55, nearly 30%. This poses a significant risk of retirement and knock on impact to the efficiency of the team and with huge pressures on recruitment currently particularly for trades staff.

There is also 20% vacancy rate within our trades staff this will lead to a more fundamental review of the way we do business if this continues, given that recent recruitment drive has not delivered the right level of applications that we require.

We need a better recruitment approach, succession plans and a learning and development strategy to support progression and personal development.



Q3 Monthly Breakdown	Oct-22			Nov-22			Dec-22		
% Sickness Absence	Short	Long	Overall	Short	Long	Overall	Short	Long	Overall
Development Team	0	0	0	0.00	0.00	0.00	2.27	0.00	2.27
Housing Services	2.54	7.82	10.36	1.58	8.52	10.10	1.36	7.25	8.61
Housing Solutions	2.13	5.05	7.18	0.23	4.32	4.55	1.73	0.00	1.73
Response Maintenance	1.66	4.65	6.31	3.72	4.44	8.16	2.76	4.63	7.39
WHQS Programme	3.07	2.76	5.83	2.76	3.91	6.68	3.77	3.45	7.22

Q4 Monthly Breakdown	Jan-23			Feb-23			March-23		
% Sickness Absence	Short	Long	Overall	Short	Long	Overall	Short	Long	Overall
Development Team	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0
Housing Services	1.57	6.02	7.59	2.66	4.66	7.33	1.24	3.31	4.55
Housing Solutions	0.55	0	0.55	0.26	2.61	2.88	1.05	2.69	3.74
Response Maintenance	3.37	4.12	7.49	1.78	4.99	6.77	2.78	4.45	7.23
WHQS Programme	1.73	3.29	5.02	2.35	3.30	5.65	2.66	6.87	9.53

Housing Workforce Information				
	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4
Voluntary Leavers*	4	6	4	8
Other Leavers**	0	1	1	4
<b>Total Leavers</b>	<b>4</b>	<b>6</b>	<b>5</b>	<b>12</b>
New Entrants	7	13	8	5
Agency	15	16	24	35
<b>Headcount</b>	<b>485</b>	<b>491</b>	<b>495</b>	<b>491</b>
<b>FTE</b>	<b>470.44</b>	<b>478.18</b>	<b>483.04</b>	<b>476.95</b>
55 and Over	141	139	140	139
% of headcount	29.07%	28.72%	28.28%	28.30%

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

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

Number of Welsh Speakers	2020-2021			2021-2022			2022-2023		
	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%
Caerphilly Homes	480.00	60.00	12.50	486.00	60.00	12.34	491.00	68.00	13.85

## Resources - Finance & Assets



### What is our financial information telling us?

#### HRA

The HRA underspent by some £5.3m. A surplus had been predicted and reported to members although the level had fluctuated throughout the year as the majority of the underspend was as a consequence of being unable to deliver fully on the Post Asset Management (PAMS) Capital Programme. The HRA utilises about a third of its budget towards funding the capital programme via a revenue contribution. The PAMS programme was unable to commence to its full capacity due to staffing resource issues and contractor availability which meant the expenditure was lower than budgeted. This resulted in less funding being required from the HRA via the revenue contribution thus resulting in an underspend in both the capital programme and the HRA. However there were some offsetting overspends within the HRA that reduced the overall surplus such as £1.2m on response repairs, £363k on gas servicing and £72k on electrical testing due to an increase in servicing requirements, and £70k on bad debt provision due to a higher level of arrears. Additional resource was also focussed on large scale voids resulting in a spend of nearly £8m and an overspend of £6.1m. This was as a result of transferring resources from the PAMS programme where the work was limited, to the Housing Response Operations (HRO) to focus on a backlog of void properties together with a recent decision to increase the level of void work to include painting and flooring.

#### General Fund

The overspend of £1.1m has been predicted throughout the year and reported to members. This is as a result of the increased B&B placements since Covid-19 together with the increased costs from the respective establishments. On average 70 cases per month are being presented to the homelessness team together with security requirements in some establishments. Housing Benefit will only fund on average about 20% of these costs meaning the General Fund Account has to fund about 80% of each placement. Welsh Government funded these additional costs up to March 2022 through their Covid Hardship Grant. A replacement grant was awarded in April 2022 called the Noone Left Out Grant, but this was a significant reduction from the funding received in the previous 2 years.

It is expected that B&B placements will continue to rise in the short term as more people are expected to find themselves homeless as a consequence of the Cost of Living crisis, especially since the introduction of the Renting Homes Wales Act in December 2022. Furthermore there could be an increase as a result of the current Ukraine situation.

In the long term, Welsh Government have set out an ambitious Programme for Government with the aim of making our community a better place to live and work, which will be achieved in part, by reforming homelessness services to focus on prevention and rapid rehousing, which should, in theory, eradicate the need for B&B placements. This is likely to take 5-10 years. Officers are currently reviewing what the future provision will look like and are also maximising its Caerphilly Keys Private Rented Sector project and recently launched its own website and media campaign to attract more private landlords so that the Housing Solutions Team can maximise move on within that sector.

The overspend will be reported to the Head of Financial Services as part of the year end outturn process and temporary funding will be requested to finance the overspend. For 2023/24 Growth was requested and was successfully approved to fund the increase in B&B placements for the short term.

#### Private Housing

The overspend of £233k in revenue has been predicted throughout the year and reported to members. This budget relies on its fee income to fund the service. Due to Covid-19 restrictions however, officers were unable to progress with work (other than emergencies) and as such have not been able to generate sufficient fee income to balance the budget. The reduced activity has created a backlog of work which officers are now trying to manage, magnified by a significant disruption in staffing levels due to long term sickness and staff turnover. In addition, the increase in construction costs and material supplies have impacted on contractor availability which is now the main reason the work is unable to progress. Welsh Government offered a loan income financial assistance as a consequence of Covid-19 but this support ended in March 2022. This has also impacted on the capital programme for the same reason which resulted in a £1.1m underspend.

The overspend will be reported to the Head of Financial Services as part of the year end outturn process and temporary funding will be requested to finance the overspend. For 2023.24 budget growth was requested and successfully approved as a consequence of a budget review which removed the reliance of the majority of the agency fee income in future years.

Housing Services	Original Budget	Revised Budget	Outturn	Variance
Year - End	2022/23	2022/23	2022/23	
Service Area	£'s	£'s	£'s	(Overspend) / Underspend
<b>Housing Revenue Account (HRA)</b>				0
Building Maintenance (inc RCCO)	30,170,884	30,170,884	28,873,097	1,297,787
Public Sector Landlord	7,970,738	7,970,738	6,804,011	1,166,727
Capital Financing & BDP	9,371,786	9,371,786	9,132,200	239,586
Strategy	2,769,588	2,769,588	1,114,160	1,655,428
Central Recharges	2,544,249	2,544,249	2,352,741	191,508
Income (net of voids)	-52,827,245	-52,827,245	-53,616,348	789,103
<b>TOTAL HRA</b>	-	-	-	<b>5,340,139</b>
<b>HRA CAPITAL PROGRAMME</b>	<b>27,924,349</b>	<b>27,924,349</b>	<b>23,664,748</b>	<b>4,259,601</b>
<b>GENERAL FUND HOUSING</b>	<b>1,477,602</b>	<b>1,477,602</b>	<b>2,605,509</b>	<b>(1,127,907)</b>
<b>PRIVATE HOUSING - Revenue</b>	<b>474,865</b>	<b>474,865</b>	<b>708,237</b>	<b>(233,372)</b>
<b>PRIVATE HOUSING - Capital</b>	<b>2,167,000</b>	<b>2,167,000</b>	<b>1,022,309</b>	<b>1,144,691</b>

### What is our Assets information telling us?

Housing stock is in good condition since the achievement of the Welsh Housing Quality Standard in December 2021 but the delay in maintaining this standard through the Post Asset Management Programme, due to staffing resources and contractor capacity, has impacted on our delivery. Resources were diverted however onto void properties and work progressed on properties that were bought back through the Transitional Accommodation Capital Programme (TACP).

Data is key to ensuring our assets are viable and officers are in the process of setting up an asset management team that will help drive the capital programmes forward.



**What went well in 2022/23:**

We were able to:

- Maintain and enhance the levels of support we provide to help people manage their accommodation and their money. Providing financial support and advice to tenants and residents across the Borough, thereby mitigating the effects of welfare reform.
- Achieve the value of financial savings for council tenants of £3,023,474.65.
- Supported 3940 people to prevent homelessness.
- Delivered 18 new homes built to Passivhaus standard.
- The new local authority Homelessness Strategy 'The Rapid Rehousing Plan' has been approved and submitted to Welsh Government. A strategic group and action plan is being developed, with additional resources being employed to take forward the strategy.
- Complete 66 Valley Task Force Grants, bringing long-term empty homes back into use with a total spend of just under £1.5m.
- The Empty Homes Strategy, 'No Use Empty' has been approved and is being implemented to bring empty properties back into use.
- A report has also been approved to offer National Empty Home Grants over the next two years. The grant is launching in April 2023 with £2.62 million spend available.
- One owner occupier loan has been approved in respect of an empty home, a conversation grant has provided 9 additional units of accommodation, 5 of which are occupied.
- MEES project has been extended, assisting and raising awareness of private sector landlords of energy initiatives; the project has been very successful with an overall compliance rate of 91%.
- Continue development the Caerphilly Keys project which plays a crucial role in the Council's plan to prevent homelessness by providing access to good quality, affordable accommodation in the private rented sector.
- Continue to provide various forms of support to people who are either potentially homeless or homeless including rough sleepers to secure safe and affordable homes, with access to support services and financial assistance.
- Generate additional income for people of £5,854,908.70 utilising Housing Support Grants.
- Contact over 500 owners of empty homes to engage with as many property owners as possible to provide support, advice and encourage bringing their property back into use.
- Successfully implement a new IT system which will enable us to improve the type and level of data we collect, which will improve the services we provide to both tenants and residents.
- Make great progress working in partnership with the Supporting People team to develop the Housing First initiative for people with complex needs. This project provides an inclusive approach to helping people obtain safe and secure accommodation with a package of support from a dedicated team.
- Submit the 2022/27 Gypsy Traveller Accommodation Assessment to Welsh Government for approval.
- Demolition at Ty Darren completed and reserved matters application submitted.
- Develop a Caerphilly County Borough Council Housing Revenue Account Business Plan.

**What difference have we made in 2022/23 to date:**

- Supported 3,602 council tenants, generating more than 3 million pounds in savings, minimising the effects of welfare reform, and helping them claim the benefits they are entitled to.
- Helped residents to reduce their debt by accessing £935,510.83 of Housing Support Grants, with a further £5,854,908.70 of additional income. This has a significant impact on the daily lives of Caerphilly's residents.
- Caerphilly Homes delivered 18 new apartments which were built to Passivhaus standard, not only increasing housing stock but assisting tenants financially.
- Completed 66 Valley Task Force Grants, bringing long-term empty homes back into use increasing the number of available homes.
- Delivered 1217 minor and 164 major works of adaptations allowing residents to remain living safely and independently in their own home.
- Delivered 105 disabled facilities grants at a cost of £659,798.64 increasing levels of independence.
- Continued partnership working with Care and Repair has facilitated 10 Independent Living Grant's and 226 Rapid Response Adaptations to be completed at a cost of £105k improving homes and changing lives.
- Improved the accessibility at several sheltered schemes, by implementing ramped access and handrails within a communal area encouraging residents to utilise communal areas to tackle loneliness and social isolation.
- 11 priority home repair grants are being processed helping improve living conditions for homeowners.
- 105 long term empty homes have been returned to use by the Empty Property Team and engagement with owners.
- Over 500 owners of empty properties contacted and provided with an Empty Property Pack, providing advice, assistance, and support to bring their property back into use.
- The Private Sector Housing team continues to work in partnership with Rent Smart Wales to identify substandard properties; out of 1226 properties identified as breaching the legislation, 1142 are now in full compliance. This is assisting to drive-up standards and improving living conditions for those living within the private rented sector.
- Supported through the Transitional Accommodation Capital Programme, Caerphilly Homes has purchased 5 properties to provide accommodation quickly to enable people to move on from temporary accommodation.
- Teams continue to provide floating and tenancy support to those residents and homeless households within the borough assisting with tenancy sustainability.
- Community surgeries in 8 different locations across the borough continue to run, providing a range of support services. Such as, financial help and housing advice and giving residents the chance to access Caerphilly Homes teams face to face.
- Engagement with private rented landlords continues to raise awareness of the energy efficiency standards. Supporting their tenants to save money and working with landlords to increase the amount of environmentally friendly homes within the Borough.
- Housing association partners delivered 23 new affordable homes via Section 106 agreement, 125 via Grant Funding and 26 via the Innovative Housing Programme increasing housing opportunities across the Borough, helping to assist homelessness.
- Work with the Occupational Therapy Team and housing association partners continue. 5 accessible bungalows have been negotiated assisting to deliver more accessible housing.

**What have we learnt and where do we need to improve in 2022/23 to date:**

- There continues to be limited progress made to increase the percentage of social housing stock that has an accessibility code due to long term sickness and vacancies. The Housing Occupational Team has recently recruited additional officers which will enable them to carry out more proactive work in the future.
- Due to substantial issues with the availability of contractors and materials, the Private Sector Housing Team were unable to process and deliver the amount of grants and loans we intended to this year. Additionally, the cost of materials has increased significantly, which has affected the number of private sector homes we were able to support.
- Due to remote working, it has proved difficult to provide energy efficiency advice to tenants in their own homes.
- Work on a Local Housing Market Assessment has begun, however, due to significant IT issues a draft is not expected until 2023/24.
- All licensed Houses in Multiple Occupation inspections are up to date; however, work continues to catch up with the backlog of inspections linked to HMO's that do not require a licence.
- Learnt that we need to continue to be agile in our approach to everything we do, as it changes rapidly and need to build in resilience to our structure and working practices.
- Need to improve how we advertise and recruit staff as we have a skills shortage in emerging areas for the business in the future and need to attract talent.
- Recognise that delivering Caerphilly Homes objectives are shared corporate objectives and need to work collegiately across the council in the related disciplines to achieve our aims.
- Identified a lack of data collection which prevents business performance or other outcomes to be analysed and does not allow Caerphilly Homes to predict future trends and identify business improvement opportunities.

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







#### **Our future focus:**

Over the next 12 months we will be focusing on:

- Publish the Caerphilly County Borough Council Housing Revenue Account Business Plan 2023/24 which will be reviewed and updated annually.
- Continuing with the roll out of a new IT system which will enable us to improve the type and level of data we collect, which will improve the services we provide to both tenants and residents.
- Continue to adjust to the implementation of the Renting Homes (Wales) Act 2016, which will ensure compliance with new housing law; making it easier for tenants to rent their homes, ensuring tenants know their rights and responsibilities.
- Complete a second Tenant Satisfaction Survey in Autumn 2023.
- Implementation of a 'Planned Asset Management Strategy' (PAMS) which will maintain and continue the improvements made to our homes after the completion of the Welsh Housing Quality Standard. This will ensure our homes are fit for purpose and our tenants live in safe and secure accommodation.
- Embark on the associated work following the response to the consultation of WHQS2023 focusing on decarbonisation of the housing stock by 2035, aligning with PAMS where possible.
- Introduce a new Local Housing Strategy and Delivery Plan, which will provide the context for the provision of housing and housing related services throughout the borough.
- Complete the new Local Housing Market Assessment, to provide an updated picture of housing need throughout the borough.
- Receive feedback from Welsh Government on the 2022/27 Gypsy Traveller Accommodation Assessment which was submitted for approval.
- Continue to provide support to the Planning team with the development of the second replacement Local Development Plan.
- Adopt a Rapid Re-Housing Strategy and ensure that our Common Allocations Policy is reflective of any new priorities. This will ensure a reduction in the time spent in emergency accommodation, preventing accommodation breakdown, repeat presentations and relapses into substance misuse or offending.
- Continue to expand the engagement with landlords to maximise Caerphilly Keys to successfully discharge statutory Homelessness duties into the private rented sector.
- Continue to work with housing association partners to develop and deliver new affordable homes ensuring that we spend the record levels of social housing grant.
- Support tenants and residents in the borough to manage their money, maximising income and reduce fuel poverty by making homes more energy efficient and exploring funding provisions.
- Achieve full planning permission and start on site at Oakdale Secondary school.
- Bring forward site as part of the Transitional Accommodation Capital Programme for modular homes.
- Bring forward further sites as part of the Council's development programme in order to meet the target to build 400 new affordable, low carbon homes by 2025.
- Continue to drive forward the Empty Property Action Plan bringing empty properties back into use because 'doing nothing is no longer an option'.



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
	<b>Operational risk</b>	Increasing number of vacancies across Caerphilly Homes. A significant amount of vacancies across HRO/ PAMS which could potentially have an impact on delivery of services. Staff leaving for more money. Concerns around staff being under pressure and morale being low across Caerphilly Homes. Head of Service keen to undertake a pulse survey in the near future.	Head of Service continues to feedback to CMT and pulse survey to be undertaken.	Pulse survey completed. HMT have put together a draft of an action plan. Recently asked for volunteers across Caerphilly Homes, giving staff the opportunity to participate in a working group to contribute ideas on what we need to stop doing, start doing to ensure the workplace is supportive, cohesive, communicates well and everyone is clear on the core purpose. Some staff now located in Ty Penallta, with more relocations to take place during the summer and autumn. There continues to be significant staff vacancies, particularly across the workforce with approx 45 vacancies.	Medium	Medium	Medium	Behavioural/ cultural issues and poor moral can have a negative impact upon the service provided to customers. A happy workplace is far more likely to be productive workplace. If the ongoing resource issues continue, it may also impact service delivery with some areas already considering what services are a priority	
	<b>Cx/ Capita</b>	Implementation of first phase of cloud based Civica Cx completed for housing management service, procured as replacement for multiple IT systems across Housing. Unexpected implementation issues prevent its use for complaints service. Reliance on report development by IT for effective operation which is impacted by availability of suitable resources. Data migration was limited to 18 months as read only access to former Capita system intended for older records as perpetual licence holder. Capita system failed in November 2021 due to Ingress licence ending so no current access to Capita data - causing issues with provision of information e.g. to defend insurance claims; legal cases – provision of witness statements; Ombudsman cases and complaints; Dierrenair	Most Capita data is held in a warehouse, and is available for extraction via development of reports if IT resource available. Civica provide consultancy days, at a cost, that can be utilised to develop urgent reports. IT seeking to identify additional capacity to assist with reporting from Cx and Capita warehouse.	No decision yet on progressing to phase 2 of Cx implementation to achieve original ambition of single housing IT solution.					
	<b>Land availability</b>	Bring forward further sites as part of the Council's development programme in order to meet the target to build 400 new affordable, low carbon homes by 2025.							
<b>CMT</b>	<b>Medium Term Financial Plan</b>	Insufficient resources to deliver services at expected level. Negative impact on staff morale. Budget pressures will have an impact upon service delivery.	The Authority has a strong track record of delivering balanced budgets and planning is underway to ensure that the 2021/22 Draft Budget Proposals are presented to Cabinet on the 13th January 2021. <i>Housing requires a budget review to align its financial resources more effectively with its current service delivery</i>	We have faced an unprecedented situation this year with details of the 2021/22 Provisional Local Government Financial Settlement not being released by the Welsh Government until the 22nd December 2020 (normally received in October each year). The Provisional Settlement included a 3.1% uplift in WG funding for Caerphilly CBC and the 2021/22 Draft Budget Proposals were endorsed by Cabinet at its meeting on the 13th January 2021. The 3.1% uplift in WG funding along with a proposed increase of 3.9% in the Council Tax meant that no new savings were required to balance the budget for the 2021/22 financial year. The Provisional Settlement does not cover the financial implications of the ongoing coronavirus pandemic, both in terms of additional costs that continue to be incurred and income losses. These will continue to be funded through grants and the position will be kept under close review as we through the financial year. Financial assistance for the increased presentations of homelessness during the pandemic has been funded from Welsh Government, together with the replacement of lost income from Private Sector Housing agenda fees. This has been confirmed up to March 2022. However, financial funding has not been made available for the Housing Revenue Account.  The future funding situation for Local Government is likely to be challenging due to the unprecedented fiscal impact of the pandemic and the strain that this will put on public finances for years to come. An updated indicative Medium-Term Financial Plan shows a potential savings requirement for the council of £20.7m for the four-year period 2022/23 to 2025/26. The council's transformation programme will be a key driver in ensuring that financial resilience is maintained in future years. The draft budget settlement for 2022/23 is not expected until 21/12/21 where the Medium Term Financial Plan option appraisal can be updated and reviewed further.	Green	Green		Effective financial planning is a key element in ensuring that the Well-being Goals within the Well-being of Future Generations Act (Wales) 2015 are met.	Green
<b>CMT</b>	<b>Welsh Housing Quality Maintenance</b>	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 maintenance and renewal of the WHQS external elements started in 2021 this has been slow to progress due to the pandemic iniatally ongoing resource issues which includes In house resourses and contractor capacity.	The Planned External Management Strategy (PAMS) has been slow to progress initially due to the pandemic most recently though due to resources. The first years programme 2021/22 only 4 out of 12 surveyed contracts have been started. The impact of this is we have struggled to spend the Major Repairs Allowance (MRA) from WG.	Green			Yes - Low quality housing impacts the health and well-being of tenants and there is a vast array of empirical evidence that shows good quality housing, located in sustainable communities is known to have a positive impact on the health and wellbeing of its occupants. 'A healthier Wales'.	Green

					Green				Green
<b>Homelessness</b>	<p>Demand for homelessness fluctuates considerably based on demand, demographics and changing legislation and the Covid pandemic. The service needs to be flexible to adapt to these changes and have a number of options available to be able to support individuals and where necessary provide suitable accommodation to discharge the homelessness duty.</p>	<p>Support providers and specialists are used to provide support to assist those that are homeless and to sustain tenancies to avoid homelessness occurring. Homelessness strategy has been developed in collaboration with neighbouring authorities. The availability of temporary accommodation to be reviewed to reduce/avoid use of Bed &amp; Breakfasts. Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons. Work closely with the police and probation service to plan accommodation for prison leavers. Review the type of accommodation that is required to meet the needs of those presenting to the service forward so that this can be considered in longer term future planning</p> <p>Presentations and pressures on the service and emergency accommodation provision continue and we continue to seek alternative forms of emergency accommodation other than bed and breakfast accommodation. The demand is likely to increase as we move toward the inclement weather months and the directive from WG has not changed with everybody being accommodated. In addition the decision to not allow Night Shelters to open will place additional pressures on current provision. Support services continue to provide targeted support to those in emergency accommodation but there have been increases in breaches of occupancy and residents behaviour which are placing additional pressures on support workers and staff within the units. In order to move people on the Housing solutions team continue to work with both private sector and RSL landlords to maximise move on.</p>	<p>The Covid pandemic has resulted in increased pressures on this service, however this will be an ongoing process due to lockdown arrangements, policy and legislative changes. Cornerstone, The Wallich and Gofal are main support providers, but additional support provided by in-house Occupational Therapy, and mental health provision. Regional Homelessness Strategy has been completed and agreed actions being progressed. Use of Bed &amp; 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&amp;B businesses. Success achieved for additional funding from WG of approx £1m. A new Housing Solutions Manager has been appointed following the retirement of the previous postholder.</p> <p>We continue to work with landlords to provide emergency accommodation and an additional 10 bed HMO unit and 4 bed HMO unit have been brought online to assist with the demand in emergency accommodation provision and we continue to explore additional avenues with proprietors to increase the provision through the inclement weather months. In addition to this a full review is being undertaken to look at the longer term model of emergency accommodation for CCBC and this will be outlined in the Rapid Rehousing Strategy in 2022.</p> <p>Support services have been realigned to ensure consistency within each accommodation provision and in addition to this specialist substance misuse and mental health workers also support the residents within the accommodation units to assist in tackling some of the challenging behaviours that have been reported.</p> <p>A new website is due to be launched to promote Caerphilly Keys and to target a wider landlord audience with a view of additional landlords signing up to the scheme. The landlord Forum has also re started and Caerphilly Keys presented at the forum as an additional marketing tool to attract additional landlords. A specialist Common Housing Register for the Housing Solutions Team has been implemented to ensure applications to the register for Homeless Households are completed in a timely fashion and refreshed to maximise move on opportunity and in addition to this work is on going with partners to maximise move on for clients on the Housing First Scheme. Further one partner provides the Housing Solutions team with units of accommodation on new build sights for a star flat, complex needs case and Housing applicant.</p> <p>General Fund Housing is utilising its Homelessness Prevention funding in an attempt to reduce homelessness, evictions and Bed &amp; breakfast accommodation as well as providing temporary accommodation as part of its statutory duty. During Covid-19, pressure was placed on this service to accommodate homeless persons and on average 70 people per month continue to be accommodated. This is funded by the WG Covid-19 hardship fund.</p>	<p>Medium</p>	<p>Yes - Being homeless can increase a persons chances of experiencing physical and or mental health problems. Relieving homelessness and the need to sleep rough will reduce costs to the council, the criminal justice system and health service. Contributing to 'A healthier Wales' and 'A more equal Wales'.</p>	<p>Medium</p>			
<b>Changes to supply and demand chain means rising costs of construction materials and contractors. Lack of available contractors.</b>	<p>The availability of contractors, material shortages and cost increases are having a significant impact on Housing's ability to progress with day to day building projects, including grants and loans. Within Private Sector Housing the current schedules of rates against which tenders are compared are now unrealistic in the current market, even following recent uplifts. Contractors are increasingly declining the opportunity to submit tenders and the prices of those that do are far in excess of our rates. This is a particular concern as all of these products, such as disabled adaptations, are targeted for our most vulnerable residents.</p> <p>There are several factors causing this impact, such as a buoyant UK construction sector as a result of public investment in their own properties (from money saved through the pandemic) as well as public sector infrastructure investment. International influence on scarcity (and hence price) of certain raw materials (steel and timber for example) is a factor.</p> <p>There are Import backlog issues, part linked to the Brexit ports issue and shipping industry backlogs. Construction material providers are still recovering from supply backlog when production ceased in lockdown but also many staff were furloughed so some suppliers still not fully staffed. One of the main issues is the significance of price increases of basic building materials such as steel, timber, cement and concrete which is having an adverse cost effect.</p>	<p>The problem of extended start dates from willing contractors cannot be overcome in the short term due to the heightened demand from the private sector but Private Sector Housing have suspended the use of a schedule of rates and moved to a competitive tender model based on the principles of Standing orders. The schedule of rates is being comprehensively reviewed with a view to reintroduction in 22/23. There may be some opportunities to work with procurement to identify other reasons for a reduction in volume of contracts being tendered.</p> <p>The Single Source Supply arrangement has been particularly beneficial because the relationship is such that we are a key customer and they are able to source on our behalf, holding materials in readiness for our call-off. Though the situation is not to a point where there are no materials available, our supplier is starting to be impacted</p>	<p>The Single Source Supply arrangement has been particularly beneficial because the relationship is such that we are a key customer and they are able to source on our behalf, holding materials in readiness for our call-off. Though the situation is not to a point where there are no materials available, our supplier is starting to be impacted.</p> <p>The availability of contractors and cost increases continue to have a significant impact on housing's ability to progress with building projects, grants and loans</p>	<p>Medium</p>	<p>Yes- this will have a direct impact on vulnerable people within housing, pupils in schools and communities and ensuring access around the borough for travel and work. As Housing projects are Well-being objectives this is also key to the Corporate Plan success.</p>	<p>Medium</p>			

Gadewir y dudalen hon yn wag yn fwriadol

# Social Services Directorate Performance Assessment



2022-23 Year end update

Directors Self-assessment



Self-assessment actions



Priorities



Performance



Caerphilly Cares



Customer Intelligence



Resources



Risk Register



Well-being Objective





## Directors Self-assessment - 2022/23 year end update:

### General Summary:

Overall performance across the Directorate has been strong despite sufficient pressures emerging from the NHS in terms of hospital discharge as well as pressures in children's services relating to complexity of needs and non availability of services. The workload relating the Regional Partnership Board continues to increase as does the influence of the board on day to day issues.

Quarter 4 saw an increase in referrals/assessments/reviews in adult services. This reflected the fact that all of the adult services social work teams are now fully staffed.

A number of CLA has remained fairly static all year, likewise a number of children on the CPR has also remained static, although the overall number on the register is 56 more than it was this time last year. These figures however do not illustrate the increase in complexity and costs of caring for these children.

### What went well and why?

All service priorities met. Particularly pleased with the establishment of a second children's home as well as putting arrangements in place for a third and fourth property.

Positive feedback/compliments out numbered complaints.

The Social Services underspend of £431,596 in 2022/23 was largely attributable to short term funding streams and temporary reductions in service provision due to staffing shortages across the social care sector. However, these short term savings masked an underlying increase in demand for

### What didn't go well and why?

Difficulties in delivering packages of home care during the winter caused an increase in the number of complaints. Likewise the day service issues also led to a significant number of complaints/representations.

Sickness absence remains a concern albeit it has been consistent throughout the year (between 6.47% and 7.2%). As in previous years short-term sickness is at reasonable levels however major issues remain in terms of long term absence.

Recruitment and retention issues continue to be significant with an increasing number of examples of CCBC "lagging behind" neighbouring local authorities in terms of salaries.

### What impact have we made and how do we know what difference have we made?

CLA and CPA numbers have remained static evidencing preventative measures/services are effective.

Cost of living response has made a significant difference to some of the most vulnerable citizens.

### What have we learned?

Demand for service, post covid, continues to increase. NHS pressures are now having a direct impact both as a result of the Government's prioritisation of hospital discharge and in terms of the needs of people who have been waiting for NHS treatment.

Future budget settlements will be very challenging given increases in demand particularly in children's services.

### What actions do we intend to take in the next period to ensure that we are meeting our performance requirements?

Review of Caerphilly Cares. Clarity on shape of the service moving forward and preparation for cost of living support for the winter 2023.

Finalisation of day services proposals.

# Directors Self Assessment - Actions



Actions Carried over from the previous Self-Assessment (6 month update 2022/23)	By whom	By when	Update
To ensure we sustain our current levels of service whilst the challenges from the epidemic continue	DS /JW /GJ	Completed	Social Services continued to operate throughout the pandemic and recovery planning was not significant for service areas.
Undertake costing and payment work to ensure independent sector providers are able to pay real living wage to their carers.	DS/JW	Completed	Welsh Government have passported the funding so this has been completed.
Continue to work to recruit and retain staff in key areas both in Adult and Children's Services	GJ/JW	ongoing	Recruitment challenges are ongoing. Advertising and the use of social media has improved. Key posts are continually advertised but applications are low or zero. This needs to link with the Corporate Review of pay structures.
Participate in Regional Partnership Board Self Assessment	DS	Completed	This has been completed by the Regional Partnership Support Team following consultation across the region.
Continue to ensure that the number of children on the Child Protection Register and the number of children Looked After remain stable as broader economic hardships bite	GJ	ongoing	Children Looked After rates have been stable for 18 months. Numbers on the Child Protection Register rose in response to the Public Law Review but have now stabilised.
To examine and where possible reduce sickness absence	DS /JW /GJ	ongoing	Short term absences are very well managed in line with HR policies. However, there are a number of long term absences where diagnoses and prognoses are poor.
To look to reduce the number of people waiting for domiciliary care both in hospital and the community	JW	ongoing	The number of hours that are unable to be provided/comisioned has reduced significantly and for the last quarter has been circa 300 hours/week

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Actions going forward (Include any actions that may come from CMT and the CPA)	By whom	By when	Update
Participate in the Corporate review of pay structures to address the chronic / acute recruitment pressures across the	DS/JW/GJ	Tbc	work not commenced corporately
Equip staff with necessary IT kit to ensure they can work in an agile way in line with Corporate policy.	DS/JW/GJ	completed	All staff now have appropriate IT kit in order to work in an agile way - across offices and at home.

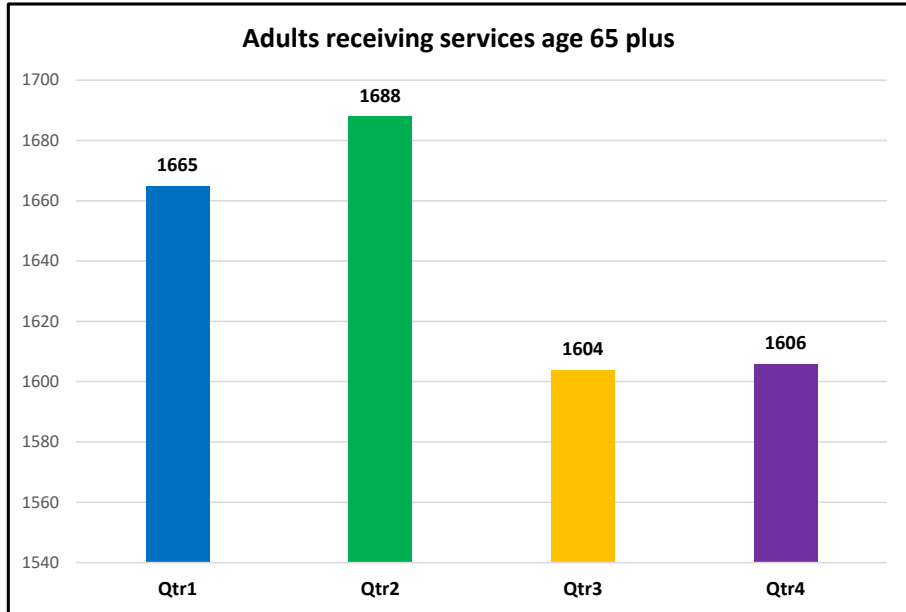
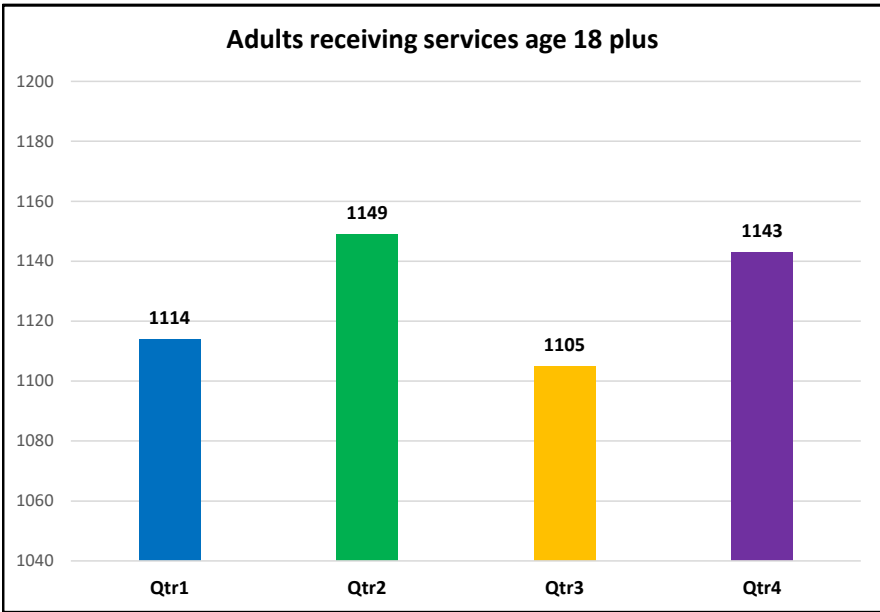
Feedback / Recognition / Any feedback from CMT	By whom	By When	Update



Standard	Service Priorities 2022-23	RAG	Completion Date	Progress - Achievements - Impacts
	Medium term financial planning	●	Mar-23	Significant budgetary pressures are forecast from April 2023 onwards so efficiencies and areas for more widescale savings need to be identified during the remainder of 22/23 financial year
Standard 1	Using Transformation Grant funding, alongside ABHB to embed 'Compassionate Communities' in the North of the Borough.	●	2021-23	Completed and the Community Connectors have subsequently transferred to Caerphilly Cares
Standard 1	Work with colleagues in Health to embed care navigations training & principals	●	2018-23	Links to Transformation Grant Funding in respect of compassionate communities so will continue for the duration of that funding stream.
Standard 1	Implementation of a single point of contact for GP and other professional referrals to Primary Care Mental Health Services	●	2021-23	Achieved. Single point of contact through the SPACE Well-being Panel is now well established and functioning so this action is completed. However, it is important to note that it is reliant on Transformation funding so would be at risk if this ended and demand has exceeded capacity so additional resourcing would be required.
Standard 2	Continue to identify & support carers, enabling them to continue in their role utilising the intermediate care fund to maximise opportunities for service development.	●	2021-23	Links to RIF grant so will continue for the duration of that funding stream. Potential increase in demand due to impact of reduced service levels for carers during the pandemic.
Standard 2	Expansion of 'Home First' to facilitate timely discharges from hospital	●	2021-23	Achieved. Home First is working well across both District General hospitals along with the Grange University Hospital. Winter pressures money has been used to expand service to Prince Charles Hospital to reduce number of people being repatriated to YYF, positive impact noted by the health board. Funding will continue through the Regional Integration Fund (RIF)
Standard 2	Establish a second Children's Home for Caerphilly children and young people	●	2021-23	Achieved. Second and third homes are fully operational. Further expansion plans have been approved by CMT and Cabinet in response to the increasing placement pressures and the Welsh Government policy drive to eliminate profit from children's care. These plans can be reflected in the revised DPA from 2023/24.
Standard 3	Respond to the WAO Review of Corporate Safeguarding	●	2021-23	Achieved. WAO Action Plan signed off as completed by the Corporate Safeguarding Board in September 2021. New Forward Work Programme has been in place since April 2022 and activity data is being reported to CMT and Cabinet.
Standard 4	Integrated Well-being Networks - Work with health to embed IWN's within communities across the borough	●	2021-23	Achieved. Significant community engagements events held, including session with elected members on healthier Gwent. Subject to review by IPC initial workshop held.
Standard 5	Monitor recruitment difficulties across the Social Care sector.	●	2021-23	Ongoing monitoring through weekly Divisional Management Team and periodic reporting to Senior Management Team. Wider recruitment issues are now being reported across the Social Care sector. Links to the Corporate work planned to look at salary levels across the Council.
Standard 6	Develop bespoke supported accommodation for young people to reduce the use of B&B accommodation	●	2021-23	Completed. Private developer has established 2 x 4 bedded houses for the sole use of Care Leavers and UASC's identified through Children's Services.
Standard 6	Submit an ICF Capital bid to develop a third residential Children's Home	●	2021-23	Completed. Funding has been awarded. Suitable premises yet to be identified.

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

# Performance - Adults



### What the performance telling us? ADULTS: Oct 22 - March 23

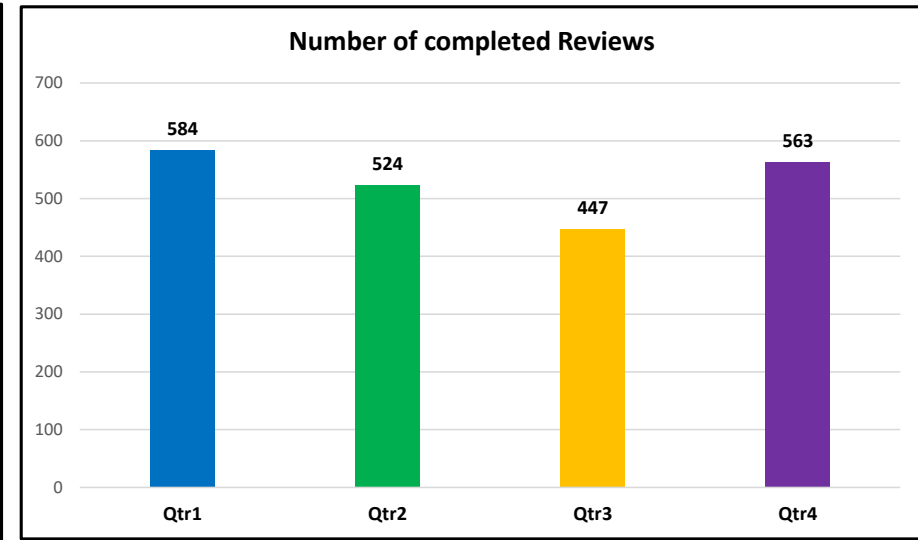
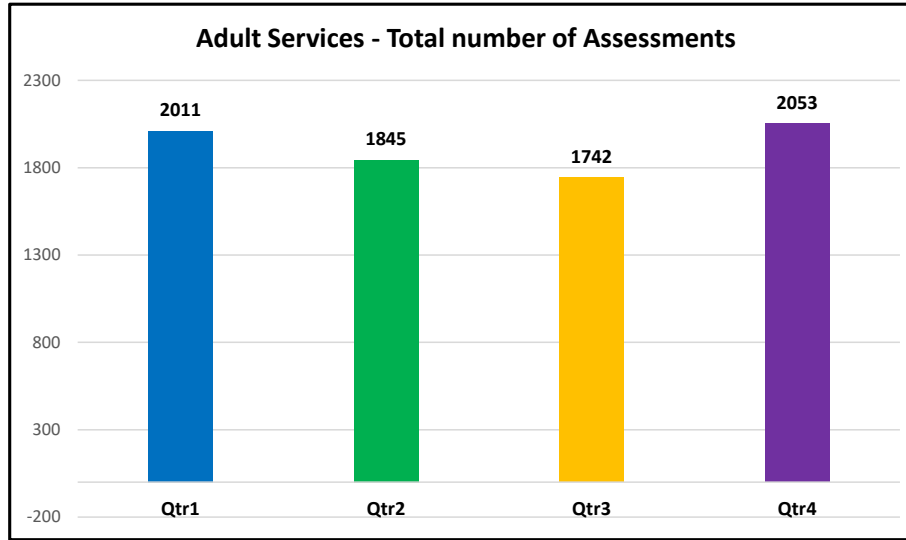
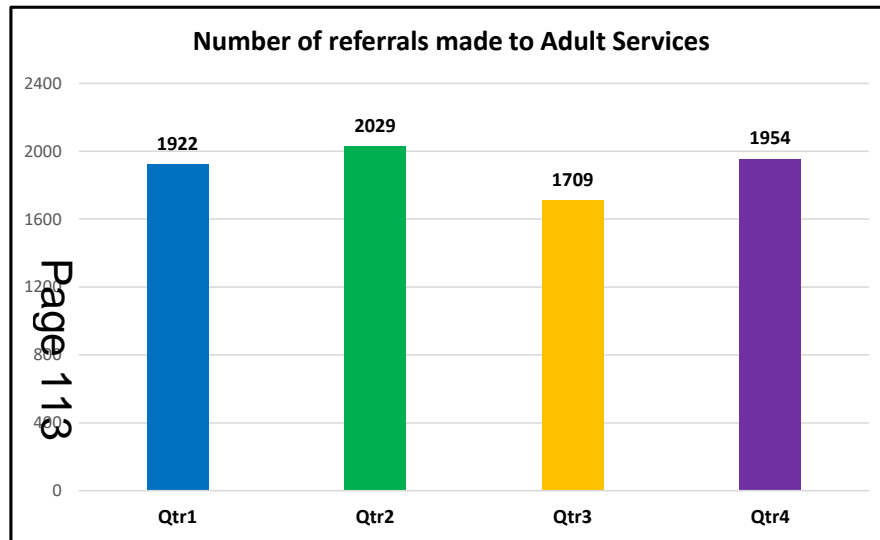
There was a slight increase in qtr4 compared to qtr3, in the number of people aged 18 plus in receipt of Services.

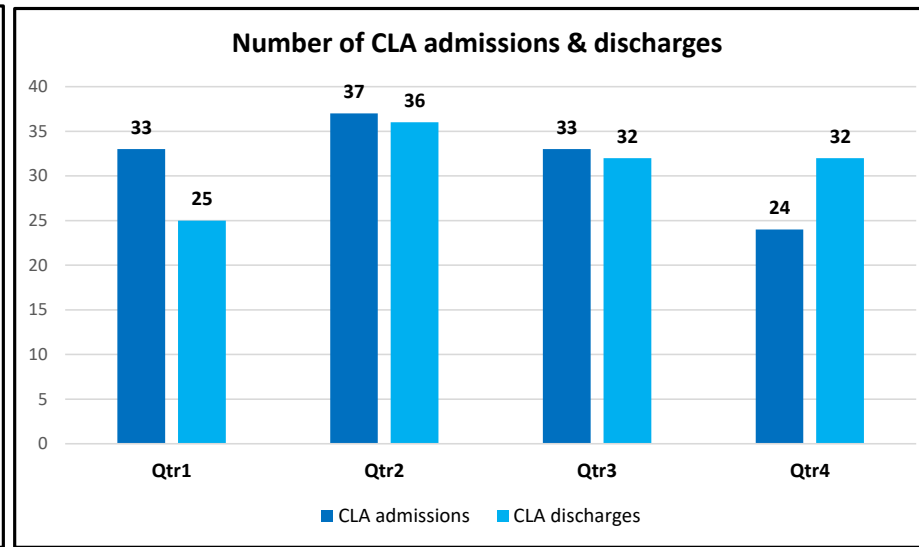
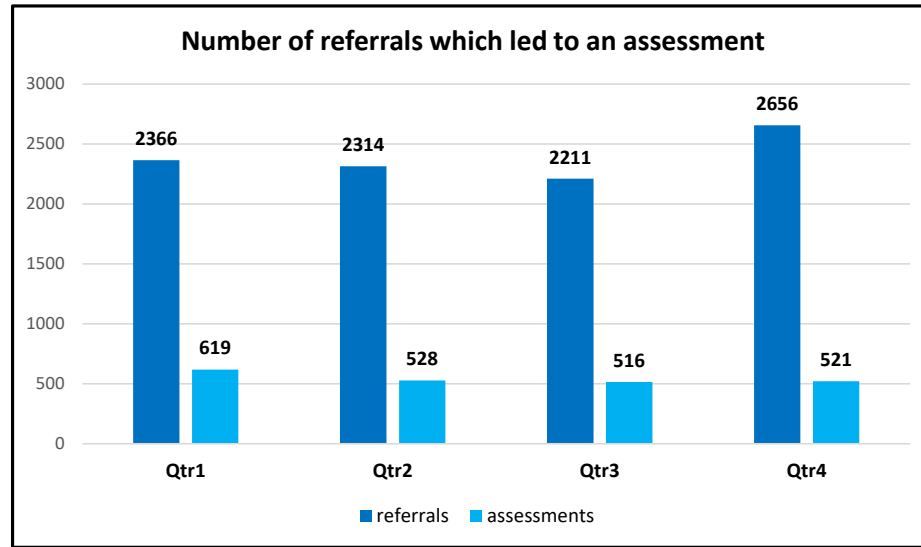
The number of people aged 65 plus receiving services remains static in qtr4 compared with qtr3 data.

The number of Referrals made to Adult Services has increased in qtr4 by 14% compared to qtr3.

There was an overall increase in the number of assessments completed within Adult Services, as all the social worker teams are fully staffed.

An increase in the number of reviews completed, this could be attributed to the fact that the Teams now have dedicated reviewing officers.





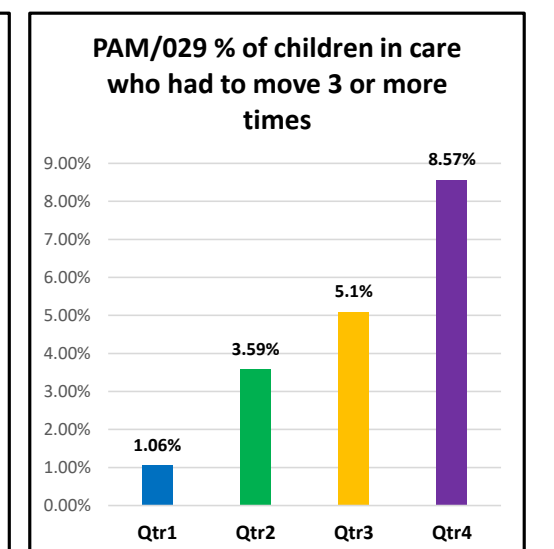
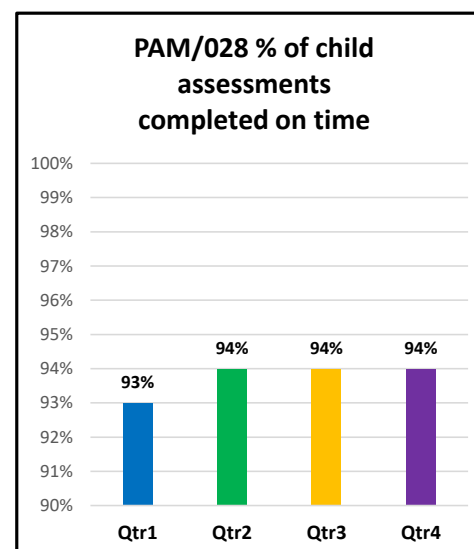
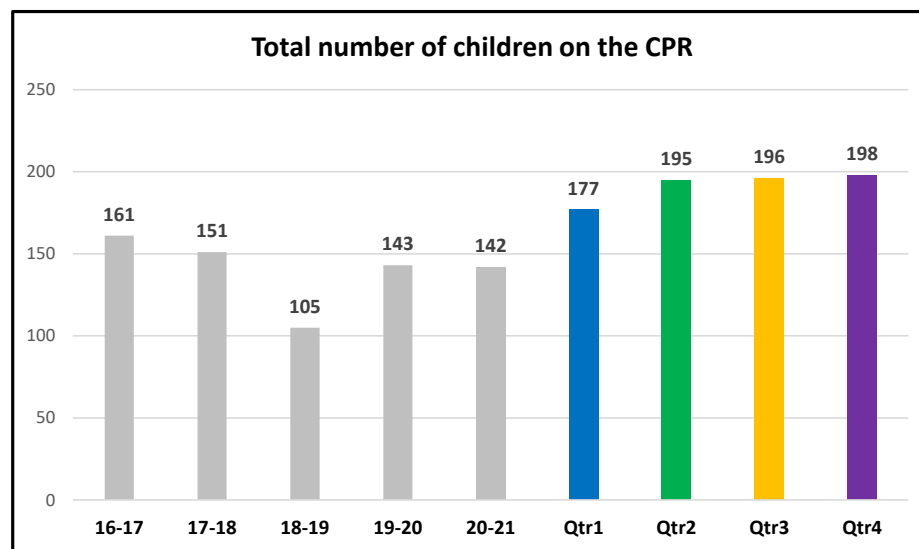
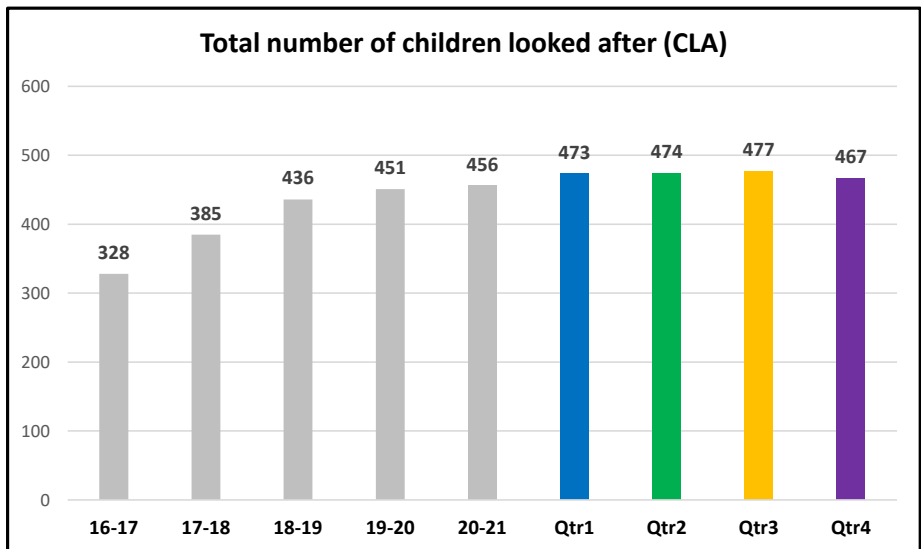
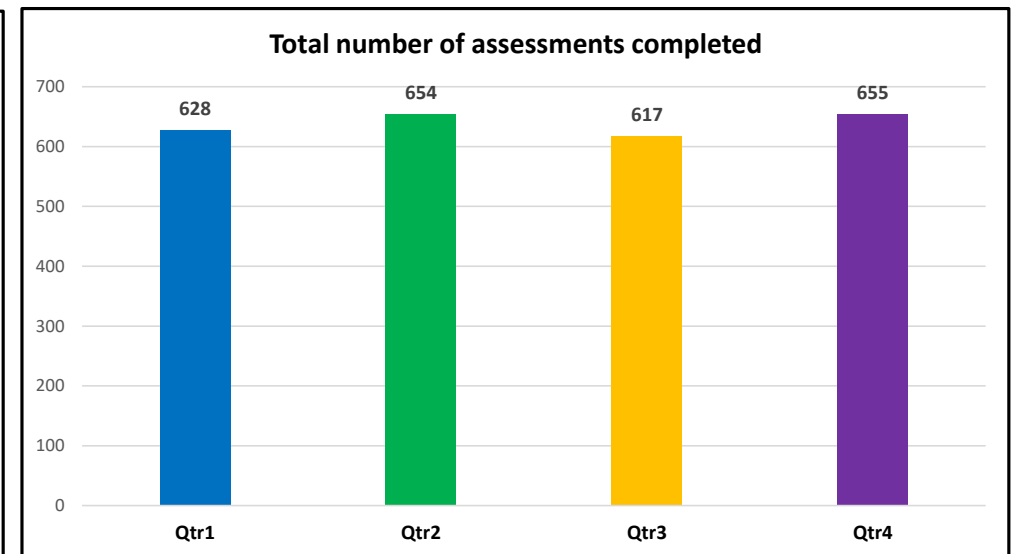
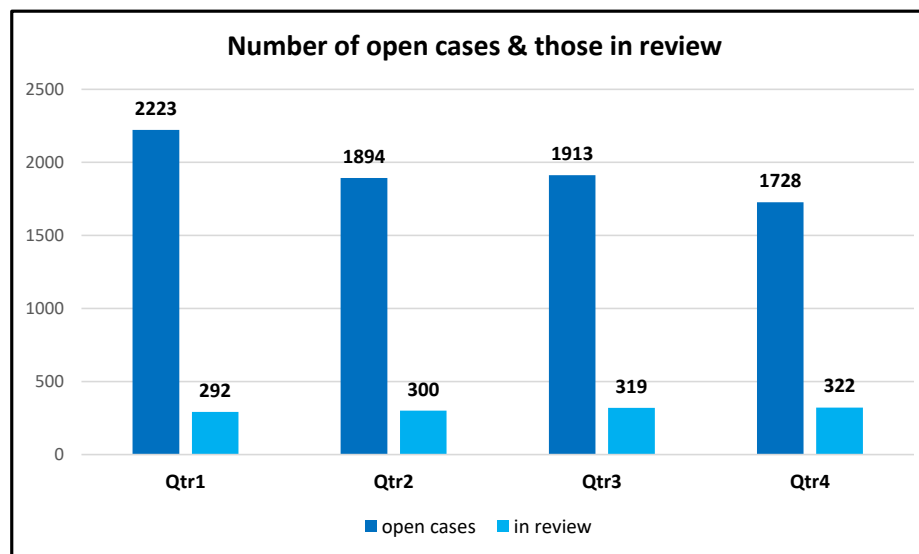
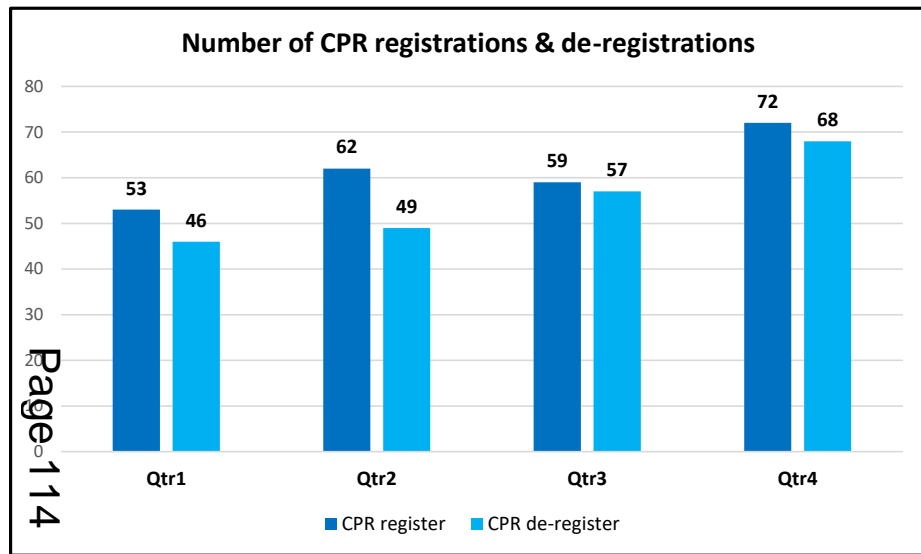
### What the performance telling us? CHILDREN'S: Oct 22 - March 23

We have amended the figures for number of open cases for the year to now include children with disability team. The figures shown reflect a total of all CS Teams -hence the increase from the figures previously provided. CWDT figures were already included in the In Review figures.

The overall number of open cases has decreased in the Year by almost 500 children, with a slight increase only in the Number of In Review cases.

There has been a slight decrease in the number of children looked after data over the year. Child protection figures have remained quite consistent over the latest 3 Quarters though the overall number on the Register is 56 more than it was this time last year.

Number of Assessments completed in the teams remains fairly consistent as does the completion timescale at around 94%.



Qtr3	94%	582 of 617
Qtr4	94%	614 of 655

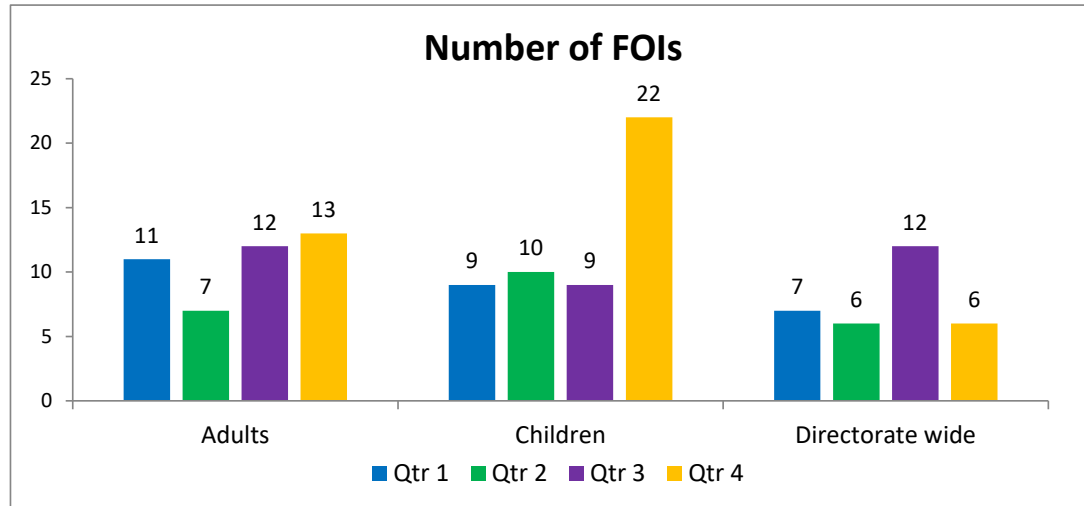
Qtr3	5.1%	24 of 475 children
Qtr4	8.57%	40 of 467 children



•Caerphilly Cares in partnership with GAVO collaborates and supports a wide range of community and voluntary organisations, recognising the importance they play in building community resilience:

- Volunteering (e.g. Buddy Scheme, Corporate Volunteering Scheme)
- Referrals In & Out (e.g. CAB)
- Financial support (e.g. Volunteering Strategic Grant)
- Supporting Foodbanks/FareShare/Community Pantries/Food Network
- Community Organisation/Group Support

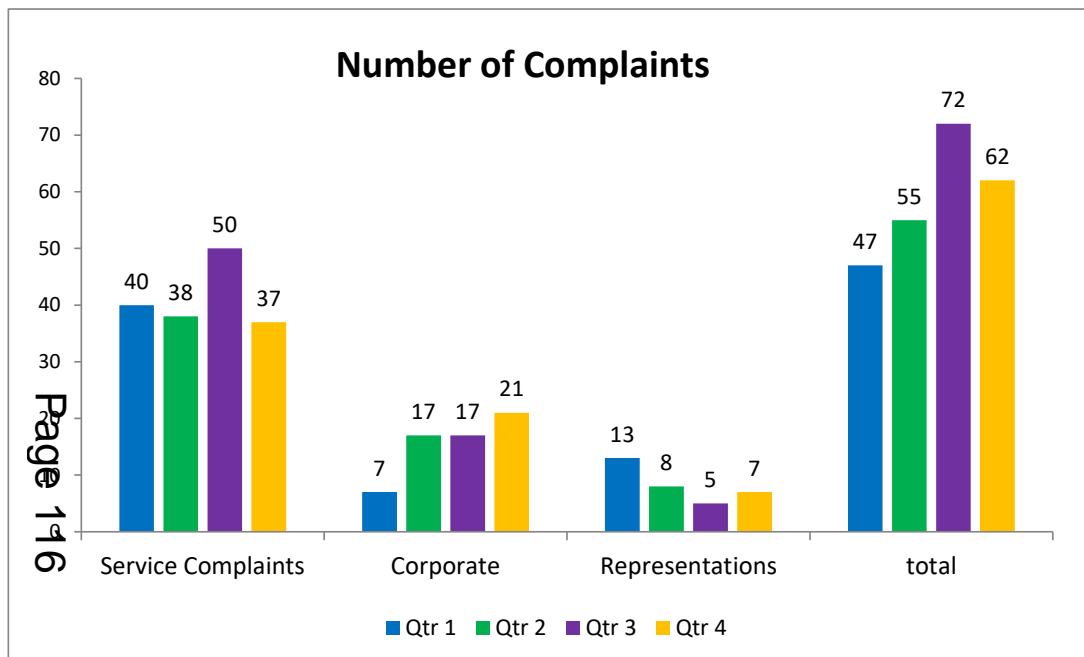
- Over 5,000 calls taken from residents 2,00 emails asking for help
- 33 authorised Welcoming Spaces Projects across 49 venues totalling £144,000 of investment
- Supported 46 community organisations & groups to obtain funding worth over £250,000
- Over 300 individuals supported on a 1-2-1 basis & 78 helped to access local community provision
- 800 food parcels arranged
- 800 successful applications for discretionary housing payments
- Energy advice given to over 250 tenants
- 350 referrals to CAB for debt and money advice
- Over 1,000 residents supported to apply for the WG Winter Fuel Payment
- £3.2m additional income generated for residents during 21/22 financial year
- Roll-out of support to assist Catering, Education, Council Tax & Benefits in teams taking calls and referrals



**What is our customer intelligence telling us?**

A total of **33 FOIs for qtr3** have been actioned by the Social Services Directorate.  
**Of the 33 FOI's:** information provided (18), refusals (2), partial information provided (6), nil response (1), information not held (3), redirected (3)  
 Of the 2 responses that were refused, for the following reasons:  
 Return for clarification of request (1)  
 Fees refusal (1)

A total of **41 FOIs for qtr4** have been actioned by the Social Services Directorate.  
**Of the 41 FOI's:** information provided (29), partial information provided (4), nil response (2), information not held (2), redirected (3), request open (1)



**What are the complaints telling us?**

At the end of **quarter 3**, we received **50 complaints and representations**. Of the 50 complaints received, 10 related to Adult Services complaints, 23 related to Children's Services complaints and 17 related to Corporate complaints

**Of the 23 Children's Services complaints**  
 22 were children's complaints  
 1 were representations

**Of the 10 Adult Services complaints**  
 7 were adults complaints  
 3 were representations

**Of the 17 Corporate complaints**  
 16 were complaints  
 1 were representations

At the end of **quarter 4**, we received **37 complaints and representations**. Of the 37 complaints received, 3 related to Adult Services complaints, 13 related to Children's Services complaints and 21 related to Corporate complaints

**Of the 13 Children's Services complaints**  
 13 were children's complaints  
 0 were representations

**Of the 3 Adult Services complaints**  
 3 were adults complaints  
 0 were representations

**Of the 21 Corporate complaints**  
 14 were complaints  
 7 were representations

**Themes for Children's Services Complaints include:** requesting change of social worker, unhappy with level of contact, unhappy with assessments, not getting the support asked for, financial decisions being made without consent, not listening to safeguarding concerns for children, not being able to contact social worker, withholding information.

**Themes for Adult Services Complaints include:** Reduction of day services, reduction in care packages, unhappy with day services consultation, delay with appointing care package, carers not arriving/late calls, not being able to choose nusing home of choice, requests for additional support, unhappy with Direct Payment decisions.

**Positive Feedback - 36 individual messages received - Children's Services:**

- \* Email from Children's guardian to say the Social Worker has gone above and beyond of what is expected to ensure that the children have been appropriately supported and safeguarded despite the challenges encountered.
- \* Text from a young person to a worker ""Aww thank you so much! you have honestly been the most consistent person in my life, you've helped me with so much I will forever appreciate you"

**Positive Feedback - 81 individual messages received - Adults Services:**

- \* Feedback from family for Intergrated services team - praised the way that team works and how effective communication is and can't thanks them enough for the reassurance this has given him and the family around discharge from hospital.
- \* Feedback for social worker in the South Older persons team "Worked really hard to get us the support we needed for Mum. He's also been fantastic at keeping in touch and keeping me updated with all the discussions going on. It's been very reassuring to have such great support".

## Resources



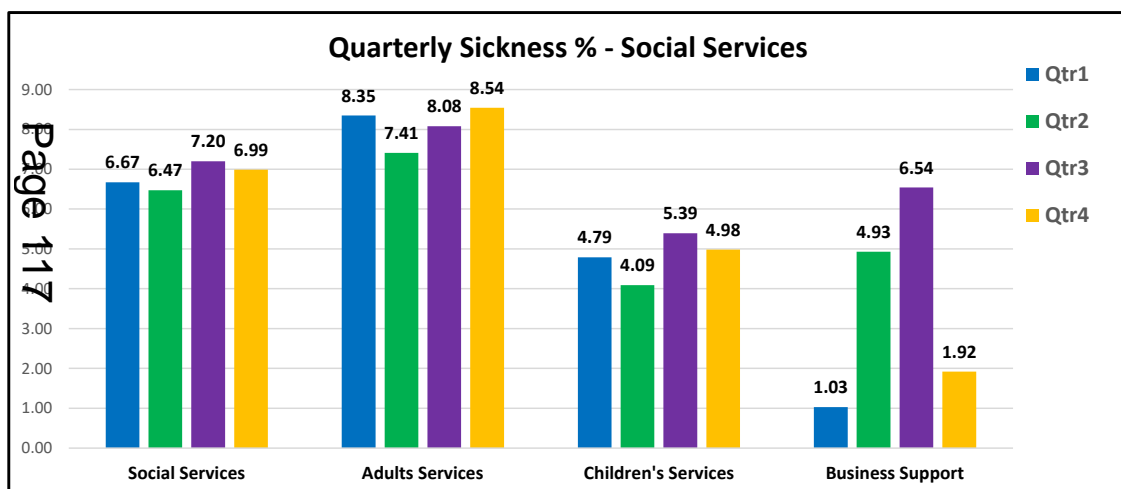
### What is our workforce information telling us?

Overall for the Directorate, sickness absence remains a concern albeit it has been consistent throughout the year (between 6.47% and 7.2%).

The total number of leavers has remained static throughout the year, while the number of new starters has steadily increased throughout the year, this remains a priority for the Directorate to address going forward in the next couple of months.

Monthly Breakdown	Oct			Nov			Dec		
	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
% Sickness Absence									
Adults Services	3.46	3.95	7.41	2.38	2.41	4.79	3.79	5.26	9.05
Business Support	15.48	0.00	15.48	4.55	0.00	4.55	0.00	0.00	0.00
Children's Services	2.62	3.07	5.69	3.23	4.37	7.60	2.75	2.60	5.35
Social Services & Housing	2.89	4.04	6.93	2.76	4.22	6.98	3.11	4.44	7.55

Monthly Breakdown	Jan			Feb			Mar		
	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
% Sickness Absence									
Adults Services	3.21	5.22	8.43	3.57	5.00	8.57	3.09	5.53	8.62
Business Support	3.41	0	3.41	0.00	0.00	0.00	2.17	0	2.17
Children's Services	2.09	3.24	5.32	2.07	2.67	4.74	1.74	3.14	4.88
Social Services & Housing	2.58	4.38	6.95	2.74	4.17	6.92	2.51	4.58	7.08



Social Services Workforce Information				
	Qtr1	Qtr2	Qtr3	Qtr4
Voluntary Leavers	34	41	37	41
Other Leavers	9	8	8	2
Total Leavers	43	49	45	43
New Starters	43	47	57	53
55 and over	410	409	413	417
Headcount	1420	1424	1432	1439
% of headcount	28.87%	28.72%	28.84%	28.97%
Agency staff	11	15	15	18

**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.

## Budget Monitoring Report - Outturn Position 2022/23 - Period 12

Year-end Service area	Original Budget 2022/23	Revised Budget 2022/23	Outturn 2022/23	Variance (Overspend) / Underspend
	£'s	£'s	£'s	£'s
CHILDREN'S SERVICES	£30,213,658	£30,213,658	£33,648,304	(£3,434,646)
ADULT SERVICES	£78,481,509	£78,481,509	£74,720,032	£3,761,477
RESOURCING AND PERFORMANCE	£2,314,481	£2,314,481	£2,209,716	£104,765
<b>SOCIAL SERVICES TOTAL</b>	<b>£111,009,648</b>	<b>£111,009,648</b>	<b>£110,578,052</b>	<b>£431,596</b>

### What is our resource information telling us at period 12?

The Social Services underspend of £431,596 in 2022/23 was largely attributable to short term funding streams and temporary reductions in service provision due to staffing shortages across the social care sector. However, these short term savings masked an underlying increase in demand for and complexity of residential placements for both children and older people. Despite the additional funding provided within the 2023/24 Social Services budget to address these underlying pressures, the situation will continue to require close monitoring.

Ref	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?) 	Risk Level 2022-23 Q2	Risk Level 2022-23 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
<a href="#">Dir link to Corp Risk Register CMT39</a>	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 has been exacerbated by the impact of the Covid pandemic with Providers unable to sustain existing packages of care.	<ul style="list-style-type: none"> <li>The independent sector social care market across Wales is in an unprecedented position in terms of its fragility and this has been exacerbated by the impact of the Covid pandemic with 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>Potential financial impact on the Directorate and Authority.</li> </ul>	Fee levels are continually being kept under review and agreement for the 2022/23 financial year will be confirmed by January 2022. It is difficult to mitigate for the impact of staff leaving the sector for higher paid roles in retail and/or hospitality. Corporate Director agreed to attend future Audit and Governance meeting on this subject.	No change in risk level. Further concerns with regard to stability. Coronavirus Pandemic has had major consequences for care homes across the UK. Welsh Government funding has eased the position but the commitment to ongoing support is unclear.	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.	High (Medium-term)
SS01	Medium Term Financial Plan	Insufficient resources to deliver services at expected level. Budget pressures will have an impact upon service delivery.	Work closely with the Section 151 officer to identify demographic pressures and other cost pressures for consideration within the medium term financial plan. Lobby Welsh Government via ADSS Cymru and the WPGA for additional long term funding to address the pressures in the social care market.	The underspend reported for 2021/22 is not expected to be repeated in 2022/23. However, every opportunity is being taken to access any grant funding and to lobby Welsh Government for additional long term funding to stabilise the social care market.	High	High	Yes, as it may have implications now for interventions that will prevent people from needing more support in the future.	High (Short to Medium term)
SS02	Demographic Pressures	Increasing complexity of cases resulting in increased packages of care and support and increased cost pressures. Increasing demand across both Adults and Children's Services.	Implementation of SS&WB Act principle of supporting people to support themselves by maximising the use of early intervention and preventative services. All packages of care regularly reviewed. Covid has had a significant impact on the way services have had to be delivered and the overall position is volatile with services being exposed to significant demand variations.	Pressures in Adults & Children's are currently manageable, However, careful attention is being paid to pressures in Adult Services, whilst the budget is currently fully committed with further pressures anticipated through the Winter.	Medium	Medium	Yes - the Act aims to improve the wellbeing of people who need support and carers.	High (Short, medium & long term)
SS03	WCCIS	Ongoing system upgrades result in significant downtime and system failures.	Additional resource has been committed within the service to develop the necessary SQL reporting in order to provide Wales Data Unit with the annual performance data.	Performance reporting from the system has improved significantly since the creation of the dedicated post. Monthly, quarterly and annual reporting processes are now well established across both Service areas.	Medium	Medium	No - this is expected to be a short term risk.	Medium (Short-term)
SS05	Social Care recruitment	Difficulties in recruiting Qualified Social Workers and Support Workers across all areas of the Service. High levels of vacancies in certain teams. Salary levels are no longer competitive.	Market Supplement continues to be paid in 7 Children's Services Teams and for Approved Mental Health Practitioners but other Local Authorities are now exceeding this rate of pay. Secondment scheme for unqualified staff to complete the Social Work Degree is successful.	The Supplement has been reviewed and will now remain in place for those specific teams. However, there are increasing recruitment pressures being experienced across the service namely, domiciliary care, residential care, cooks, 16 Plus and Fostering.	Medium	Medium	Yes	Medium (Short-term)
SS06	Foster Carers recruitment	Difficulties in recruiting Foster Carers based on feedback that CCBC's fee levels were poor in comparison to competitors.	Improved remuneration package for foster carers approved by Cabinet in June 2018. Ongoing radio campaign also supported. Significant increase in numbers of enquiries and numbers of assessments being undertaken has now been reported over successive years. Whilst recruitment of carers will remain a priority it is no longer considered to be a risk.	Recruitment levels remain steady. The establishment of Foster Wales means that we are now working on both regional and national recruitment campaigns.	Low	remove	Yes	Low (Medium-term)
SS07	WG Children Looked After (CLA) reduction expectations	First Minister's Manifesto Pledge to reduce the numbers of children in care in Wales. Each LA invited to set reduction expectations in the three years from 2019 to March 2022.	Systematic reviews of all children placed at home with parents and all Kinship Care placements to identify cases where Care Orders can be revoked. Fully utilise ICF grant funding to develop support services for children on the 'edge of care'.	Children looked after numbers were predicted to continue to rise but the number actually remained stable. Reporting to Welsh Government has now ended so this could be removed. NB: the actual number of CLA would now be reducing but the increased pressure through the National Transfer Scheme for Unaccompanied Asylum Seeking Children means numbers are remaining steady.	Medium	remove	Yes	Medium



## Progress towards our Well-being Objective

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



Please state what progress has been made against Wellbeing Objective 6, which aims to *support citizens to remain independent and improve their Well-being* through achieving the following outcomes:

#### **Supporting people to 'help themselves' by providing comprehensive advice and information including signposting to other services; and Having 'meaningful conversations' to help people identify 'what matters' to them to inform 'outcome focused' planning.**

Social Services have an effective Information, Advice and Assistance (IAA) Service in place that fully meets the requirements of the Social Services & 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 utilising ICF funding, to support the further development of DEWIS as the 'go to' site.

#### **Providing support to reduce the need for higher tier statutory interventions.**

Home First, Emergency Care at Home and Discharge to Assess Schemes are all now fully operational. WG have confirmed grant funding will continue and both Programmes have structured work plans and commissioned services in place. Supporting People continue to monitor and provide services to those 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.

#### **Identifying and supporting carers.**

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.

#### **Improving the recruitment of Foster carers and Shared Lives carers.**

Net increases of: 10 Shared Lives Carers, 15 Foster Carers in past 12 months. Current advertisement is being revised to include reference to the MyST Therapeutic Fostering service. Dedicated Communications Officer post has been created funded by Social Services.

#### **Continuing to identify opportunities to work collaboratively wherever appropriate.**

Welsh Government requires each of the collaborative regions to deliver statutory advocacy services for children and young people. The Gwent region is acknowledged to be leading the work in Wales. Existing collaborations include Safeguarding Board, Safeguarding Hubs, Adoption, Fostering, Shared Lives and Emergency Duty Team.

Gadewir y dudalen hon yn wag yn fwriadol



# Directors Self-Assessment - 2022-23 Year End



## General Summary

This has been another very challenging year for the Directorate and I would like to place on record my thanks to all staff for the incredible contribution they have made throughout this very difficult period. In spite of those challenges, there has been some fantastic successes and it is important that we celebrate those fully as well as continue to refine and improve the areas that we have identified as needing improvement.

The Education Directorate has a strong and well established self evaluation process that has been developed over many years. The process ensures that every aspect of the service remains under review and challenge by a wide range of stakeholders. This process provides learning and opportunities to tweak and refine practice on an ongoing basis throughout the year and these processes have helped us to continually improve our approaches over time.

The performance of the Education Directorate and our schools is generally good. There have been a significant number of Estyn Inspections this academic year as our regulators begin to recover some of the ground that was lost during the pandemic. Our Inspection profile has been largely positive with many of the Caerphilly schools that have been inspected performing well and some having elements of good practice recognised within Estyn Case Studies. At present the Council has one secondary school in Significant Improvement and one Primary in Special Measures and recovery work is progressing well.

Improving attendance across our schools remains a challenge. Some improvements have been seen this year and the Council's national ranking has improved as a result, but there remains much work to be done to get back to pre pandemic levels. Whilst there has been an increase in challenging behaviour among pupils nationally since the pandemic, the number of exclusions in Caerphilly remain too high. Work is underway with the schools to address this and improve our performance.

The Council has now published its new Education Strategy, Pursuing Excellence Together. The Strategy builds on our self evaluation, our learning throughout the pandemic and has been shaped directly by a very wide range of stakeholders. Much of the areas of improvement identified within this self evaluation are addressed within the Strategy.

## What went well and why?

In general, most performance measure indicators (represented across this document) indicate good progress towards recovery following the Covid-19 pandemic. This is due to strong self-evaluation processes, clear priorities identified in the education strategy and accompanying service improvement plan, alongside strong collaboration within and across teams.

In general, Estyn inspections since the start of the academic year have highlighted good practice across a range of settings. This has also led to case studies based on a number of areas. Support for pupils with ALN has received particular recognition. The Local Authority works proactively with schools where early intervention is required. Officers work productively with schools in Estyn follow-up categories offering bespoke and appropriate levels of support. This ensures that these schools make accelerated progress towards meeting their recommendations. The high levels of trust and mutual respect between officers and senior leaders in these schools is a key reason why strong progress is made.

The Local Authority continues to increase its awareness of the strengths and challenges for schools following the Covid-19 pandemic. Professional discussions, supported self-evaluation activities and thematic reviews all contribute to our knowledge of support required in individual settings and trends across the Local Authority. This evidence base allows us to target support appropriately.

The work of the youth service continues to be a strength of the service. This has recently been recognised by achieving the Bronze Mark accreditation. Officers working with the youth service have a clear understanding of the needs of young people across Caerphilly and have remodelled provision based on need.

A Welsh Government and Estyn audit of digital provision for learners identified a number of areas of good practice. The implementation of the LA digital strategy (contained within the education strategy) has promoted closer partnership working between the education and digital teams, alongside the EAS curriculum team. This has provided a sharper focus for priorities over the next twelve months.

There has been good collaboration between The Local Authority and Governing Bodies in securing effective leadership in schools. Recruitment of new headteachers has been a robust and successful process. Additional rigour has been added to the recruitment of deputy headteachers, alongside an additional programme of support. Newly-established collaborations between schools are proving effective. Some Governing Bodies have started to indicate an intention to formally federate.

# Directors Self-Assessment - 2022-23 Year End



## What did not go well and why?

There is one secondary school and one PRU in Significant Improvement, one primary school in Special Measures and two primaries in Estyn Review.

Pupil attendance remains a main priority for the Local Authority. Although there have been some improvements over the last twelve months, figures remain significantly below pre-covid levels. There is also a significant differential for attendance between FSM and non-FSM learners. Therefore, schools are being encouraged to review processes to ensure disadvantaged learners receive additional focus. Persistent absenteeism has also reduced but also remains too high. The current attendance figure up to 31/03/23 is slightly below the national average (89.1% v 89.5%).

Exclusion rates remain too high across a range of indicators. Additional evaluation and adaption of current strategies are required to ensure that accelerated progress is made in this area.

Permanent exclusion rates generally have increased since 2018. Permanent exclusions for Autumn term 2022 showed an increase compared with Autumn term 2021. Permanent exclusions for the Spring term 2023 are on par with Spring term 2022. Fixed term exclusions have increased since 2018. There is an increase when comparing Autumn Term 2022 and Autumn 2021, and Spring term 2023 and 2022.

Exclusions for young people in EOTAS settings represent a very few of the exclusions issued within the LA

Although, NEETS figures for 2021-22 were within the 3% target, they remain too high. Additional partnership work with teams across the LA and with Careers Wales is required to reduce the number further.

Plans to reduce surplus places has been an ongoing issue across the Local Authority for a number of years.

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## What difference are we making? what are we learning? (How do we know)

The performance measures outlined in the directorate performance assessment indicates a period of improvement following the covid pandemic (see performance information tab). However, scrutiny of data indicates that the programme of recovery will need to continue over the life of the education strategy.

# Directors Self-Assessment - 2022-23 Year End



**What actions do we intend to take in the next period to ensure that we are meeting our performance requirements?**

Review the impact of the Service Improvement Plan for 2022-2023

Ensure the work of the education directorate prioritises the main objectives identified in the education strategy.

Continue to maintain and refine our process of self-evaluation and strategic planning to ensure that all actions result in improved performance.

Continue to work effectively across the education directorate and with other directorates to maximise resources and expertise.

Continue to promote effective partnership working with the school improvement service (EAS) and other external partners to maximise performance.

# Directors Self Assessment - Actions



Actions Carried over from the previous Self-Assessment (year end 2022-23)	By Whom	By when	Update
<p>Revise the education education sub-objectives to reflect the newly implemented education strategy. Indicators to include:</p> <ul style="list-style-type: none"> <li>- Attendance and exclusion data inc. additional information relating to persistent absenteeism, attendance of FSM learners, looked after pupils.</li> <li>- Early Years/non-maintained data.</li> <li>- Increased set of data relating to Youth Service.</li> <li>- Progress against the implementation of the new curriculum (qualitative themes).</li> <li>- increased focus on customer satisfaction (including parents, children and young people).</li> <li>- data indicating the progress of the Edtech initiative.</li> </ul>	<p>Paul Warren, Ros Roberts + SMT</p>	<p>September 2022</p>	<p>The education strategy was agreed following a robust challenge session with scrutiny and cabinet. The indicators referenced in the 'actions' column were added to the strategy document as an appendix. The majority of the indicators also feature within this document as a performance measure. The number of performance measures and data have increased for most education services, most notably Youth and Early Years.</p>
<p>Progress with the Band B Phase 2 proposals for the establishment a new replacement Plasyfelin Primary School on the existing school site, the amalgamation of Llancaeath Junior and Llanfabon Infants School to establish a Primary School on the existing Llanfabon Infants School site and the establishment of a new Centre for Vulnerable Learners (PRU) on the former Pontllanfraith Comprehensive School site. Continue to deliver the schemes indentified for the Welsh Medium Grants and Capital investment. In addition the team will be continue to monitor school capacity, pupil projections and surplus places.</p>	<p>Sustainable Communities for Learning</p>	<p>September 2024</p>	<p>Sustainable Communities for Learning Programme (£78 million):</p> <p>Ysgol Gymraeg Cwm Gwyddon expansion and relocation The new school is currently being built on the former Cwmcarn High School site. Andrew Scott Ltd are the building company on site and have been working closely with the school staff, pupils and authority as the build progresses. They are currently on track for an Autumn 2023 completion date.</p> <p>Trinity Fields School expansion On the 5th October 2022, Cabinet approved a revised alternative design for the school which involves a 2 storey extension in the school grounds and minimal impact to the surrounding area. Willmott Dixon is a construction company and is working together with us and the school as our delivery partner for the scheme. We are now at full planning application stage with a view to completing the extension works by Autumn 2024 subject to planning approval.</p> <p>Centre for Vulnerable Learners (Pupil Referral Unit) at Pontllanfraith This scheme involves a reutilisation of the existing grammar school building and a new sports facility to support the specialist needs of the pupils. We are in the process of awarding the contract with a view to the building works progressing shortly.</p> <p>Llancaeath Junior/Llanfabon Infants amalgamation to form a new Primary school provision on the existing Llanfabon Infants school site This scheme is currently working its way through the planning process. We are in regular talks with the school to update them on progress and are still on track to deliver the new facility by Autumn 2025.</p> <p>Plasyfelin Primary School replacement on existing school site This will be our first Net Zero Carbon school so discussions are in progress between Welsh Government, Education and Building Consultancy as to how best achieve this scheme with a projected occupation target of September 2025.</p> <p>For more information on the progress of all our schemes, visit our website.</p>



# Directors Self Assessment - Actions



Actions going forward (Include any actions that may come from CMT and the CPA)	By Whom	By when	Update

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Feedback / Recognition / Any feedback from CMT	By Whom	By When	Update

# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



Table 1 showing summary count and status of service priorities

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

Table 2 showing a list of service priorities and their status

Sep-22

Name of Priority	Completion Date	Progress Status <small>select from drop down list</small>	Progress - Achievements - Comments	How does the priority relate to any actions in the Council's Strategic Equality Plan 2020-2024 or/and compliance with the Welsh Language Standards? <small>Please explain...(IIAs)</small> <a href="#">Select from drop down list</a>
Strategic Objective 1				
Continue to provide robust approaches to <b>safeguarding of children and young people</b> based on emerging needs and demands as an outcome of the Covid-19 pandemic.	Due to the ongoing need to prioritise safeguarding, there is no completion date in this area.	Green	Following the pandemic there has been a steady increase in the number of practitioner concerns allegations, physical interventions, operation encompass alerts, and cases presented to MARAC; this may be a result of the impact of the Pandemic itself, where there is a significant rise in concern about staff and pupil wellbeing, however staff are more aware of their responsibilities for safeguarding through relevant and increased training opportunities, hence the rise in the number of safeguarding queries and subsequent referrals submitted. Safeguarding remains a priority; all service areas across the Education Directorate have reflected upon recent events and considered how the service should be re-shaped to address current and future challenges. The LA focus on 'Pursuing Excellence Together' as identified in the Education Strategy 2022-25 has help to shape goals to strengthen safeguarding responsibilities. Linked to the SIP, policies have been reviewed and updated, training and workshops are ongoing, and a half termly bulletin is provided for schools.	

# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



Strategic Objective 2			
Equip <b>leaders</b> with the skills to have a significant impact on progress, attainment and provision and wellbeing.	No completion date would be set for this objective. There is an ongoing requirement for leadership training to support current and future leaders across the Local Authority.	Amber	<p>Recent focus has placed additional emphasis on training for Governors in order to effectively fulfil their role. The programme of training planned for the 2023-24 academic year has become more comprehensive. This includes training on governance responsibilities for Looked After children, update on relationships and sexuality education, the National Music plan, an overview of applications and allocation of school places, Governors roles and responsibilities in responding to complaints, links between schools and library services, legislation linked to school exclusions, the statutory requirement for the religion, values and ethics (RVE) curriculum, Governors' roles and responsibilities for safeguarding, supporting pupils through implementation of ALN reform, Governors' roles and responsibilities in promoting high school attendance, reducing the risk of pupils leaving school without education, employment or training (NEET) through the Inspire project. This more coordinated approach across all education departments has led to a much more robust programme of professional learning, complementing the offer by EAS colleagues. A key challenge for the Local Authority is to ensure that as many Governors as possible access this training.</p> <p>28 headteachers in Caerphilly are engaging in system leadership across the region as School Improvement Partners, compared to 24 the previous year. 3 schools in Caerphilly have contributed to school improvement case studies on turnaround leadership and the success of the Learning Network School provision. 6 Schools in Caerphilly are continuing to provide holistic support for leadership and teaching to other schools across the South East Wales region. Headteachers find this engagement in supporting the wider system very beneficial. Across the region, 49 senior leaders are currently accessing the National Senior Leader Programme, 16 (33%) are from Caerphilly. The Local Authority and EAS have supported headteacher recruitment in 7 schools during this academic year.</p>
Strategic Objective 3			
Ensure the effective implementation of <b>Curriculum for Wales</b> .	Completion date is the lifetime of the strategy - August 2025.	Amber	<p>Implementation of Curriculum for Wales continues across Caerphilly schools. Professional Discussions held between the Local Authority, Education Achievement Service and senior leaders in schools in the Autumn term 2022 indicate improved levels of confidence in delivering an authentic and purposeful curriculum. Although there are many examples of best practice across the Local Authority, some schools do require additional support on their curriculum reform journey. Schools across Caerphilly generally engage well with professional learning opportunities provided by the Education Achievement Service or other providers. For example, nine clusters across Caerphilly CBC are engaging with the action research programme with Prof. Mick Waters focused on curriculum reform. A number of schools have also engaged with supported self-evaluation activities with their school improvement partner in order to verify judgements and evaluations made by senior leader teams. This ensures that priorities for improvement are based on reliable evidence and are appropriate to secure future success.</p> <p>In the Autumn term 2022, 11 schools were inspected by Estyn. Outcomes were mixed. Two schools were asked to produce best practice case studies. However, one school was placed in special measures, two in significant improvement and one in estyn review. The Pupil Referral Centre was also inspected and placed in the category of requiring significant improvement. Post-inspection action plans have been completed for all schools in follow-up categories. Progress against the recommendations is monitored closely to ensure that schools make accelerated progress and receive the right level and range of support.</p>
Strategic Objective 4			

# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



<p>Accelerate the <b>progress of vulnerable</b> learners. In particular: Accelerate the progress of pupils who receive education outside a mainstream setting (EOTAS/EHE)</p> <p>Reduce the number of young people post-16 without access to education, employment or training (NEETS).</p> <p>Implementation of the ALN Act.</p>	<p>Completion date is the lifetime of the strategy - August 2025.</p>	<p>Amber</p>	<p>The LA has a range of universal services which aim to reduce the risk of children and young people becoming vulnerable. These include support to schools ensuring compliance with process and promoting early intervention and identification of need. Partnership working and clear communication is a core value thus enabling concerns to be raised and addressed early. Across the Directorate professional learning is available for staff linked to the performance process and priorities of the Directorate and Council. The LA works alongside the Education Achievement Service (EAS) to ensure good understanding of roles and responsibilities and the role of EAS in supporting universal provision in schools. The impact of professional learning can be identified through a change in knowledge and skills of the adults, a change in practice of adults, and an impact on children and young people in terms of areas such as engagement, wellbeing, attendance, exclusions and academic outcomes.</p> <p>EHE - Between the years of 2020 and 2023, the number of pupils known to be electively home educated in Caerphilly has continued to increase. In line with data across Wales, there appears to be a greater number of EHE pupils within KS3-4.</p> <p>The LA has a robust systems in place and adopt a multidisciplinary approach. There are agreed principles and process charts for all pupils who are EHE to receive timely support that ensures their needs are met and they are able to make progress in line with the principles of the 'curriculum approach' they follow. The EWS continue to closely monitor changes in school registration to ensure that any pupil who is removed from a school roll has a destination planned and does not become EHE without notification to the LA.</p> <p>WG grant funding has been used to make a temporary appointment of an EHE Officer since November 2021. A draft EHE policy will be finalised in line with the release of new statutory Welsh Government EHE guidance this term. Work is ongoing to ensure the EHE and ALN policies align and that all statutory processes are correctly followed. It is a priority for the LA to improve, enhance and develop our monitoring and engagement with and from EHE families to ensure the suitability and efficiency of the education provided. It is our ambition to provide more support in relation to the family's ability to provide a rich and wide-ranging educational experience for their children, within the philosophy and approach that they have chosen.</p> <p>EOTAS - Analysis of standards has highlighted the need to develop consistent assessment processes across the Portfolio Provision. Whilst not uniform in nature as the needs of the young people vary, each provision has developed its own methods to track progress, enabling them to report on this to the Management Committee, Headteacher of the Portfolio PRU and most importantly, the young person and their family. Whilst this is in its infancy, it is already helping with process to re-integrate some young people back to a mainstream setting.</p> <p>Implementation of ALN Act - LA has focused on compliance throughout the first and second year of the implementation of the Act through the development of a unified online case management system (CMS). Alongside this work the LA have reviewed and renewed internal processes around the new statutory framework for supporting children and young people with additional learning needs. The LA has worked collaboratively with pupils, parents, advocacy services, schools and health in the planning and monitoring of services to deliver early, timely and effective interventions. LA moderation sessions continue to support schools in the implementation of the Act and identifying training needs.</p>	
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# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



Strategic Objective 5				
<p>Improve pupil <b>attendance and reduce exclusions</b>, with particular focus on vulnerable groups.</p>	<p>Completion date is the lifetime of the strategy - August 2025.</p>	Red	<p>We have continued to work with schools on returning to pre-pandemic attendance processes and ensuring that non-attendance is challenged appropriately / back on everyone's agenda. Data is shared on a monthly basis to encourage peer working and sharing best practice. Involving all stakeholders has been key here - headteachers, attendance officers, school governors, parents and pupils, as well as wider Inclusion teams; a multi-agency approach has been used. The LA has supported schools in the re-introduction of fixed penalty notices, and also continued to carry out their own statutory duties of prosecution for those cases where all interventions have failed. As well as carrying out work with school's to take ownership of attendance, the education welfare service have been working as a team to increase presence in focused schools which has been highly successful</p> <p>The LA has a robust system in place to ensure that parents who have notified their school that they wish to educate their child at home will provide 'suitable and efficient' education. WG grant funding has been used to make a temporary appointment of an EHE Officer since November 2021. There has been a recent change of staffing but a seconded EHE officer will be in post from June 2023 until August 2024 to discharge the LA's statutory duties in relation to EHE.</p> <p>Overall the number of permanent exclusions across secondary schools remains too high and the rates of fixed term exclusions and number of days lost are also too high. The number of children in vulnerable groups receiving exclusions is a concern. LA officers are working with Secondary Head Teachers to develop a revised agreement regarding managed moves and with all schools to develop the approaches to addressing needs in relation to behaviour, wellbeing, and engagement with an aim of impacting on exclusion rates. LA officers will revisit the implementation of the Inclusion Compendium to support schools with a more proactive approach to addressing needs and explore the development of an LNS model of support between schools. Support to targeted schools through a team around the school's model will be developed thus enabling scrutiny of approaches used by schools to develop provision, and impact on outcomes, engagement, and attitudes to learning. Attendance for both primary and secondary school has improved this period. See the performance tab.</p>	
Strategic Objective 6				
<p>Further improve provision and support for young people (<b>post-16</b>)</p>	<p>Completion date is the lifetime of the strategy - August 2025.</p>	Amber	<p>The Upper Rhymney Valley Sixth Form Partnership held their joint Sixth Form Open Evening event at Ty Penalta on 16 February. There was a very good turnout of Year 11 pupils and parents from the four schools. Staff from all the schools were available to talk to parents and pupils in subject bases throughout the ground floor. The Careers Advisers from Careers Wales covering the four schools were all in attendance as well as representatives from the Universities of Bath, Cardiff, Exeter, South Wales and Network 75. All reported a busy evening talking to parents and pupils. Also dropping into the event were CCBC's Chief Executive, Cabinet Member for Education, Corporate Director and Chief Officer for Education, several members of the SMT and the four Headteachers. All reported positively on the evening. Exit interviews with parents and pupils reported that they had found the event very useful and gathered lots of information. The URVP Partnership has agreed to run a similar event in February 2024 plus an additional marketing event in November 2023.</p> <p>The URVP and Caerphilly Basin partnerships have collaborated on a joint options offer and worked to meet the aspirations of the students in their areas. There is a collective agreement to set out a partnership calendar for the 2023-24 academic year and make sure this is reflected in the calendars of each school. This will include all the key events for Year 11 along with parents evenings and monitoring of progress in Years 12 and 13.</p> <p>The Secondary Heads of 11-18 schools have agreed on the expenditure of the LA 3% retained element of the post-16 grant. This includes covering the cost of Alps reports, Unifrog and the Brilliant Club for each school. The last provide support and guidance for young people looking to move on to HE and Higher/degree apprenticeships. They will also be made available to pupils in the 11-16 secondary schools. The Brilliant Club is particularly focused on pupils from deprived backgrounds or are first generation to aspire to university.</p> <p>There was also agreement on continued support for the Caerphilly Pathways website which provides information and access links to a wide range of information and guidance on both academic and vocational pathways as well as support for wellbeing. A monitoring and evaluation report for SMT on the use of the website is in preparation.</p>	
Strategic Objective 7				

# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



<p>Close the gap in attainment between those <b>learners from low-income backgrounds</b> and those who do not live in poverty.</p>	<p>Completion date is the lifetime of the strategy - August 2025. To be reassessed at this point.</p>	<p>Red</p>	<p>A Community Focused Schools' Manager appointed within the Local Authority to develop the community focused schools' model, focused target within the Idris Davies cluster of schools. Working closely with SLT to develop the community focused schools' model to tackle attainment, attendance, health, and wellbeing within the high socio-deprived area whilst also promoting equity for all, understanding the barriers to parental and community engagement.</p> <p>School and Parental surveys have been produced, and sent out to SLT members and families to gather baseline data on barriers, and recommendations in needs of support to help develop the community focused schools initiative further.</p> <p>Additoinal Welsh Government funding for community focused schools' has been used to support schools within Caerphilly County Borough Council to support schools and develop family and community engagement. Examples of this the use of funding to professionally develop family engagement officers through a range of PL programs, and developing areas within the school to close barriers for families and communities. Funding has also been used to support the Idris Davies cluster of schools to undertake the Foundation of Community Engagement accreditation, providing them with an audit tool that will allow senior leaders taking on these responsibilities to audit their community needs and develop and action plan that will feed into their school development plans. A cluster approach training session has taken place to develop understanding of the audit tool further.</p> <p>Mapping of key stakeholders such as family, local community groups, businesses and multi-agency groups developed to provide a key document of the community initiatives that schools can access.</p> <p>Policy development of the community focused schools' initiative is currently in progress, linking to areas of the education strategy and MARMOT principles.</p>	
<p>Strategic Objective 8</p>				
<p>Improve <b>digital skills</b> for all learners.</p>	<p>Completion date is the lifetime of the strategy - August 2025.</p>	<p>Amber</p>	<p>The Local Authority and EAS undertook a thematic review on provision and digital skills in Autumn 2022. Findings from the review were shared with Welsh Government and Estyn.</p> <p>Leaders in a majority of schools in Caerphilly agree that digital skills development in their schools is very important. Nearly all schools in Caerphilly have a working digital / ICT policy. The proportion of schools in Caerphilly is greater than the rest of the region. Many schools have referred to digital skills in their current school development plan. A majority of schools have developed a digital vision. Where this is effective, the head teacher and senior leaders share a clear strategic digital vision which is well-known to all stakeholders, links with the whole-school vision and reflects Curriculum for Wales.</p> <p>Many schools in Caerphilly have built the progressive application of digital skills into the Monitoring, Evaluation and Review cycle. Monitoring activities mainly focus on portfolio / book looks, learning walks and listening to learners. Reviews involve a range of personnel including senior leaders, the digital lead, teachers, governors and pupils. Support staff and parents are less likely to be involved in reviews. Where effective practice was identified, in addition to tracking and monitoring digital provision and skills, learner progress is also tracked. In one school sampled, learner reviews are used to identify whether learners are making the expected progress in the DCF alongside their literacy and numeracy skills.</p> <p>Where leaders have prioritised the development of digital provision and skills, regular professional learning opportunities are provided for staff, enabling them to share their digital expertise and supporting them to develop their digital knowledge and skills. Leaders have also given high priority to resourcing IT, investing in hardware and software. Leaders have also ensured the DCF is well-embedded. In these schools, learners are confident users of a range of hardware and software and there is a positive impact on the skills of many learners.</p>	
<p>Strategic Objective 9</p>				

# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



<p>Reach the target of 26% of year 1 pupils in <b>Welsh medium</b> by 2031</p>	<p>Completion date is the lifetime of the WESP 2022-2032</p>	<p style="text-align: center;">Amber</p>	<p>The minimum target of 26% for learners in year 1 by 2032 is set by Welsh Government in order to meet the 1 million Welsh speakers by 2050 target. The previous baseline figure was 18.1% so in order to meet this ambitious target, we will need to build a new Primary School and expand other to create the places. In addition, we will need a communication plan to increase the take up of those places and our starting point will need additional provision in Ti a Fi and Cylchoedd in the early years, as well as an increase in our Welsh speaking workforce across both Welsh medium and English medium provisions.</p> <p>The 5year action plan has been developed to enable scrutiny and accountability of our journey towards the 26% target by 2032. The targets and tasks in the action plan will demonstrate if we will be able to achieve the target within the lifetime of the plan.</p> <p>The Welsh Education Forum meets termly to monitor progress towards actions and has identified the need for an ongoing task group under the forum to drive forward and coordinate activities around communication and promotional work linking to the Welsh Language Strategy and forum.</p> <p>The latecomer immersion unit is being developed in Ysgol Gynradd Gilfach Fargod with the support of the Welsh medium cluster of Primary school head teachers and one of the senior leadership team in Ysgol Gyfun Cwm Rhymni. The development is based on the learning from other language units who have also shared resources to support language immersion for our children.</p> <p>The communication task group has redeveloped the Becoming Bilingual booklet and is currently developing the animation to support promotion and marketing to complement the Welsh Government marketing materials with local videos. The Early Years and Childcare website is being updated using feedback from families.</p> <p>Flying Start Childcare is being expanded and there is a requirement to develop more Welsh medium or increase the Welsh language access in childcare settings. The Early Years team is working with Mudiad Meithrin and local Cylchoedd to develop and expand provision. In addition, the Early Years team is working closely with Menter Iaith to implement the Road to Bilingualism to move English medium settings along the Welsh language continuum to offer more Welsh language to children in their care.</p>	
<p>Strategic Objective 10</p>				
<p>Support pupil wellbeing by improving attitudes to <b>healthy food choices</b> and active fitness</p>	<p>Completion date is the lifetime of the strategy - August 2025. To be reassessed at this point.</p>	<p style="text-align: center;">Amber</p>	<p>All Primary Schools were invited to take part in the School Health Research Network (SHRN) survey this year. Previously this has only been offered to Secondary Schools. The SHRN team won't provide names of schools who took part, but Caerphilly will receive an LA report highlighting key findings and trends across the Borough during the Summer Term. A SHRN working group will be set up in the Autumn Term to address some of these issues.</p> <p>Links with Sports Development and Healthy Schools have been developed. Lloyd Stone is the main link for Healthy Schools going forward. Schools were invited to take part in the School Sports Survey, and 66 of 69 Primary Schools and 12 of 13 Secondary Schools took part and received an individual report. In total 10,438 pupils across Caerphilly completed the survey. Findings included 36% of pupils in Caerphilly participated in extracurricular sport (i.e., lunch time or after school club) frequently (at least once per week) in the 2021-22 school year, compared to 37% across Gwent and 40% across Wales.</p> <p>As a result of a previous action to provide professional learning on the teaching of Physical Activity for NQT's and those who required refresher training, Community Focused Schools have now appointed a practitioner to fulfil this role starting in September.</p> <p>The Healthy Schools Team organised a PSE day for all Primary Schools on May 3rd with the focus on Nutrition and Physical Activity. 24 schools attended, and guest speakers included Richard Shaw (Cooking Together) Kate Thomas – Food poverty (Children in Wales) Marianne Manello Use of School grounds for play (Play Wales) 16 evaluation forms were submitted and most schools rated the event as very useful.</p> <p>Community Focused Schoos grant funding has also been used to employ an additional officer to promote fitness and healthy lifestyles across the Local Authority.</p>	



# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



Strategic Objective 11			
Ensure the most vulnerable families including those in <b>poverty</b> , can access support to give their child the <b>best start to their early years</b> .	Completion date is the lifetime of the strategy - August 2025, and to be reviewed in line with any changed programme for government following the election.	Amber	<p>The Flying Start programme expansion Phase 1 has been completed enabling access to families in the New Tredegar community. The Flying Start Childcare expansion phase 2A and 2B has been implemented and publicised to families. While take up is currently lower than anticipated at just under 40%, the start date was 17th April 2023 and take up seems to be slowly increasing as families realise it is available more widely and become newly eligible for funded childcare (greater take up in those not already in childcare rather than from those about to transition to school).</p> <p>The Childcare Offer has been expanded for working families and students in further or higher education. It has moved on to the national Digital Platform although families already accessing the Childcare Offer remain on the legacy system operated by the LA. Access has been widened to support more families with the cost of childcare while they work or study.</p> <p>Early Intervention support is offered across the borough for vulnerable families with children 0-3year under Flying Start outreach or for families with children aged 4-7years under Families First funding. However, working as a single integrated team is supporting families to access a seamless service where they only need to tell their story once, relevant information is shared, and they are supported with What Matters to them as a family.</p>
Strategic Objective 12			
Through the Sustainable Communities for Learning Programme ensure that the County Borough provides sufficient school places to meet demand as well as upgrading/replacing school accommodation, as appropriate, so that schools are fit for purpose in the 21st century.	Completion date is the lifetime of the strategy - August 2025. To be reassessed at this point.	Amber	<p>The Sustainable Communities for Learning Programme (formerly known as the 21st Century Schools Programme) is a long term joint Capital Investment programme, delivered in partnership between the Local Authority and Welsh Government to create a generation of 21st Century Schools in the Borough.</p> <p>When we bring forward any proposals to reconfigure school provision, we must follow the Welsh Government's School Organisation Code 2018. This document sets out the policy context, general principles and factors that should be considered when developing proposals as well as how we must undertake our Statutory consultation and engagement. Each individual proposal is considered on its own merit and prioritised accordingly to enable delivery and meet the needs of our communities, so this can mean that some proposals progress faster than others as we need to ensure each step in the process is followed accordingly.</p> <p>The current Band B programme, which runs up until 2026, focusses on the improvement of the condition of our school buildings and maximising community use. £78 million has been secured in principle from Welsh Government to deliver the Band B programme across Caerphilly and to date around 85% of the budget has been committed in delivering schemes such as a new enlarged replacement Ysgol Gymraeg Cwm Gwyddon in Abercarn, the expansion of Trinity Fields Special School in Ystrad Mynach, a new Centre for Vulnerable Learners (Pupil Referral Unit) in Pontllanfraith, the amalgamation of Llancaeath Junior School and Llanfabon Infants School to create a new Primary provision in the Nelson area and a new replacement Plasyfelin Primary School which will be our first Net Zero Carbon School in the Caerphilly basin. Further information about how each scheme is progressing and when we expect them to be open can be found on our website, but we are committed to delivering them all by the end of 2025.</p> <p>We are currently considering the next set of proposals to put forward for endorsement/approval by our Education Scrutiny Committee, Cabinet and Welsh Government, which we will publish at the right stage in the process.</p> <p>In addition to delivering the Sustainable Communities for Learning Programme, the Local Authority has also been successful in securing a further £32 million over the past few years from a number of Welsh Government and Local Authority Grant programmes to deliver additional improvement works to schools including the expansion of 5 Welsh Medium Primary Schools, additional facilities to support pupils with Additional Learning Needs, improved outdoor and recreational spaces such as 3G pitches and wider community usage.</p>
Youth Forum Priority Issue			
Work to improve mental health support for young people in communities and schools	Dec-22	Amber	<p>In response to the the priority issue for 2022, as identified and voted for by young people, the youth forum project group worked closely with staff from the EP department to write and design an educational booklet for young people. This booklet is now used to inform young people of ways to care for their mental health and where/how to access support.</p> <p>2000 bilingual copies of the booklet were distributed to schools and youth provisions in January 2023, and it continues to be used as a resource to inform and support young people across the borough .The young people involved have benefited from the experience of meeting with professionals, holding discussions to consider what will make a difference to young people in the borough, gathering research to inform the writing of an educational booklet, experienced decision making and problem solving and team working. Young people have also improved their confidence in themselves and acquired a greater knowledge around the topic. The young people feel very proud to be involved in developing this resource and are happy to be able to support other young people who may be affected by mental health. <b>Impact Assessment:</b> In a survey completed with young people to assess the impact of the work to address the priority issue, 50% of respondents felt that the work of the youth forum had 'lots of influence', 29% felt it had 'quite a lot of influence, 17% 'some influence, and 4% 'a little influence'.</p>

# Strategic Objectives (Education Strategy - Pursuing Excellence Together)



Directors Priorities - Corporate Performance Assessment				
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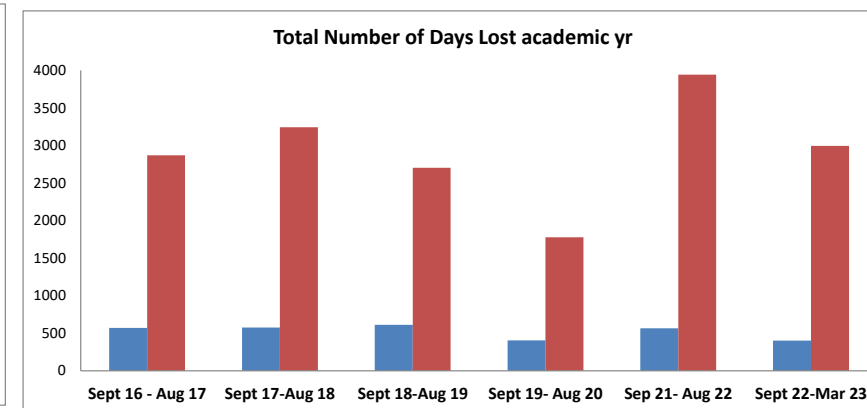
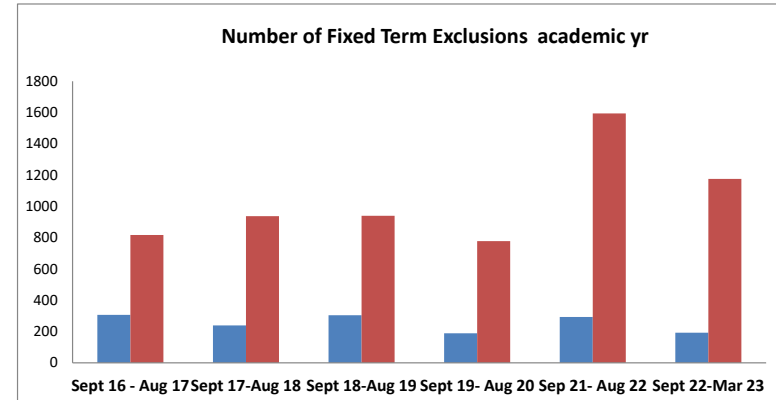
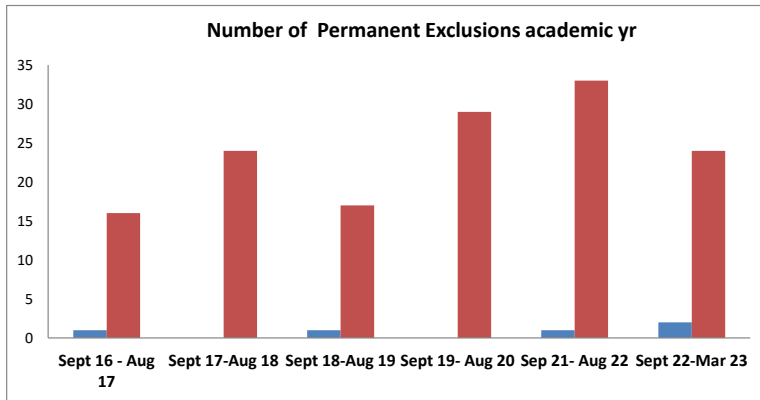
# Performance



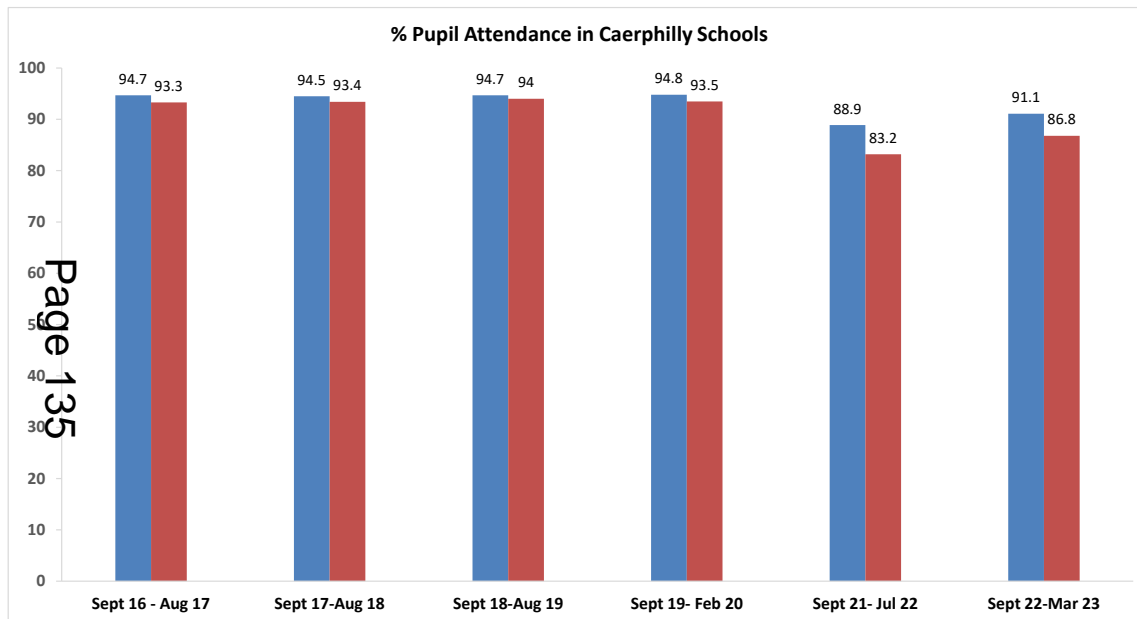
## Exclusion Rates

Primary Schools

Secondary Schools



## Attendance rates

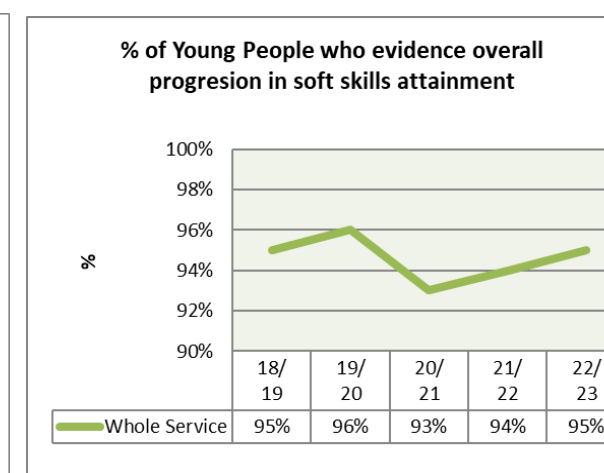
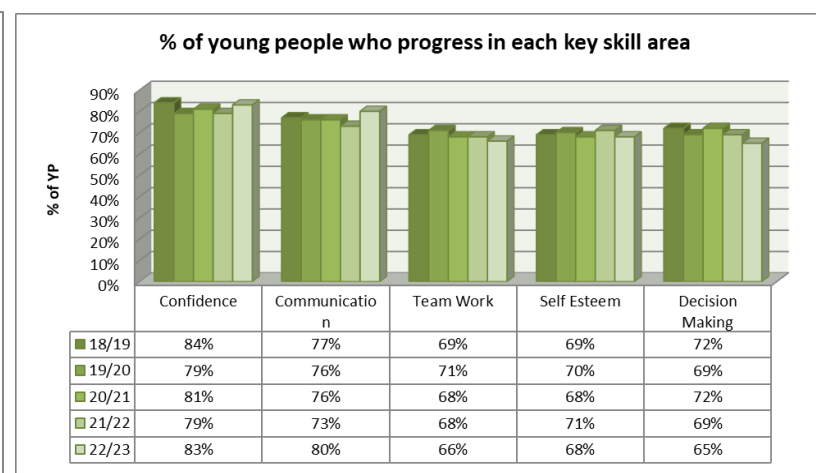
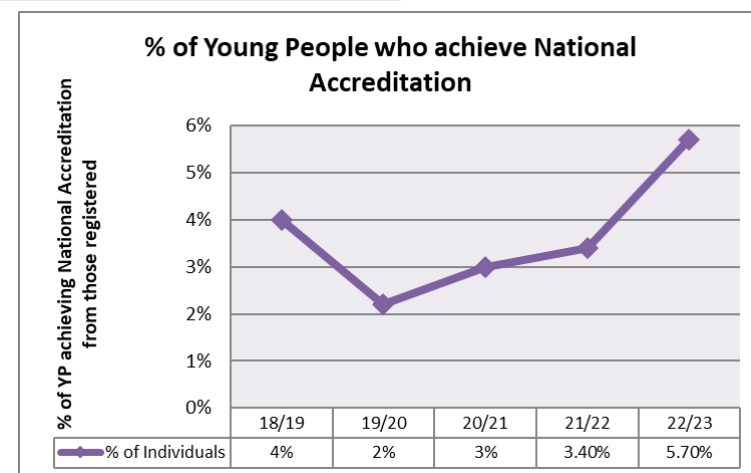
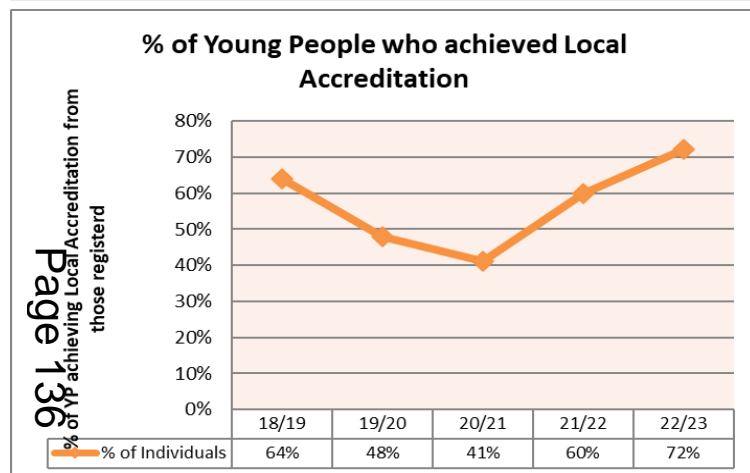
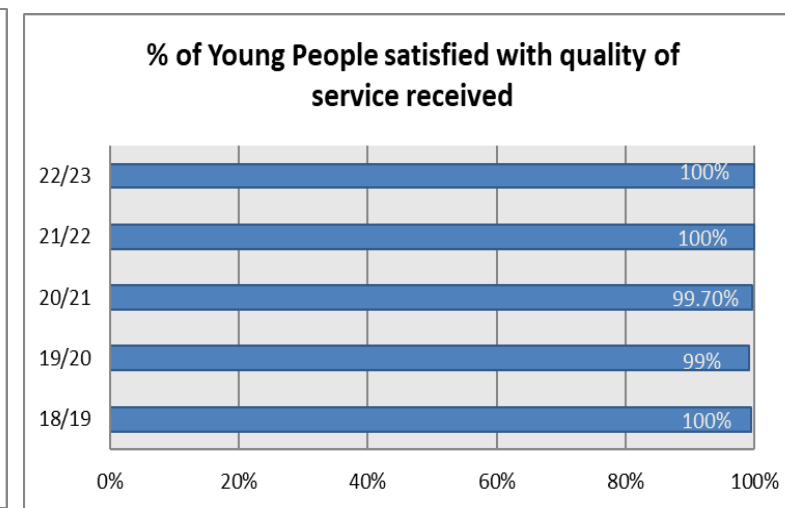
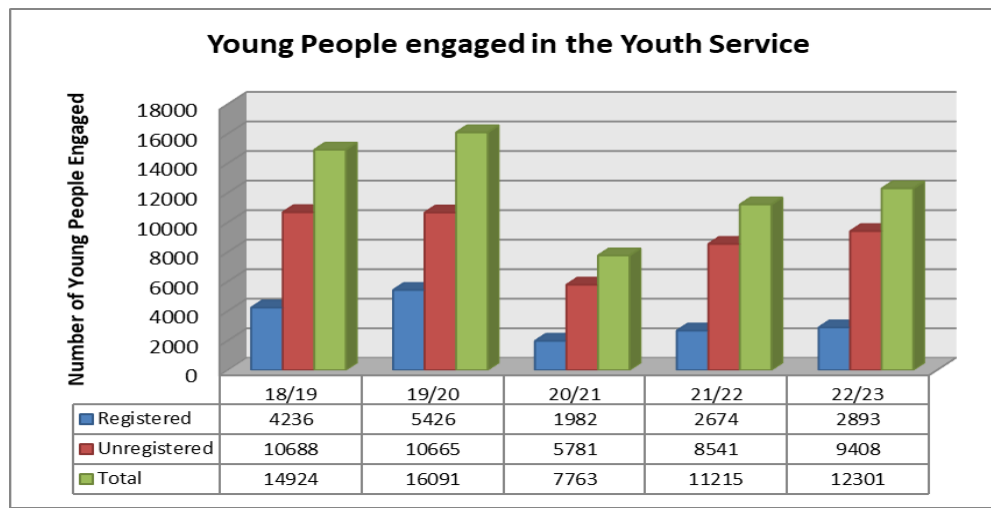
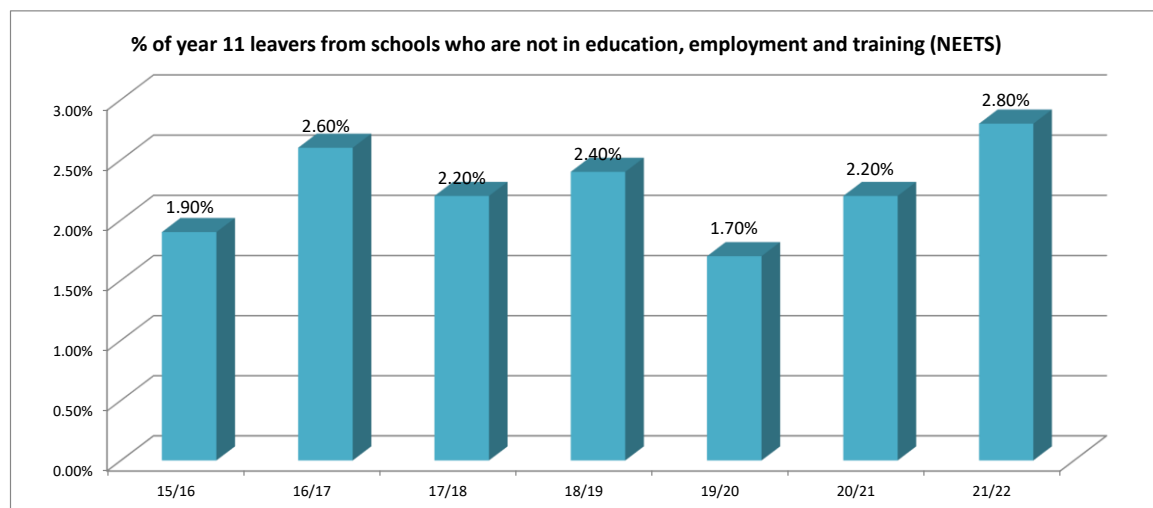


	All		FSM		Non-FSM						
	%	<=80%	%	<=80%	%	Auth	Unauth	<=80%			
Secondary	86.8%	20%	2123	79.8%	37%	833	88.7%	7.4%	3.9%	4.0%	1290
Primary	91.1%	9%	1129	87.0%	19%	634	92.6%	6.2%	1.1%	3.2%	495
All	89.1%	14%	3291	84.1%	27%	1488	90.7%	6.8%	2.4%	6.4%	1803

Explanations on performance for these indicators can be found on the Priorities tab

### Attendance 22-23 up to 31st March 2023

Note: Higher is better

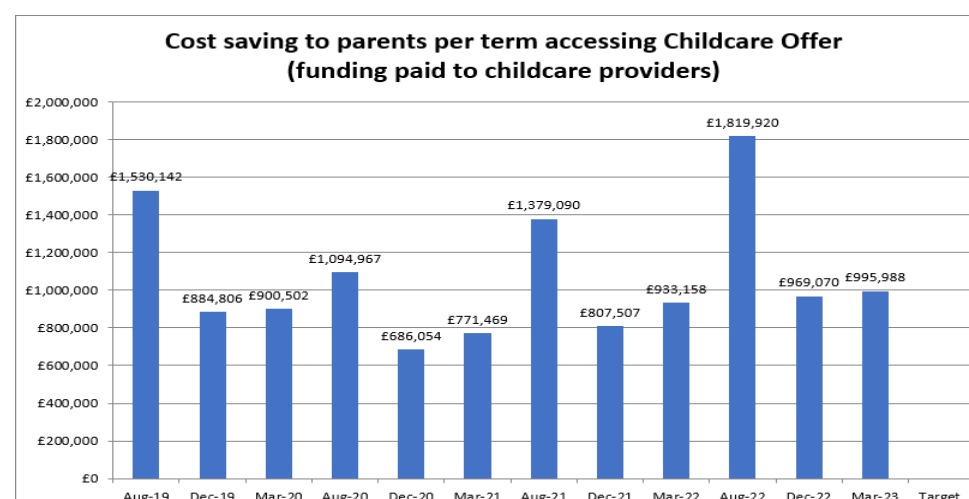
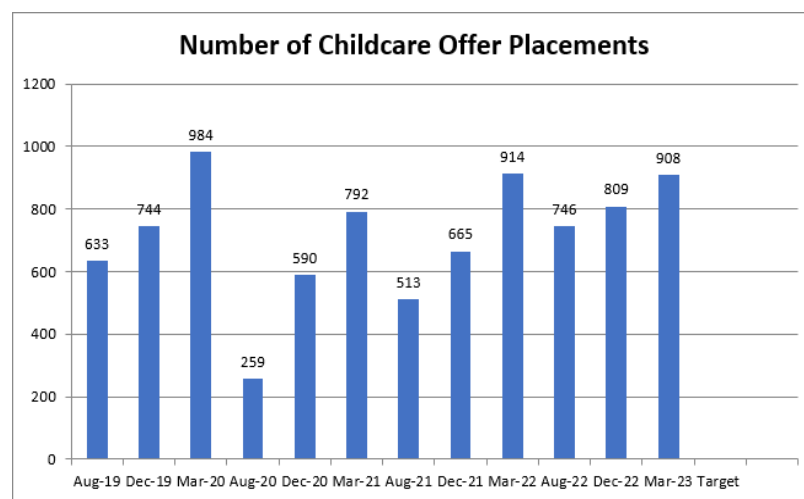
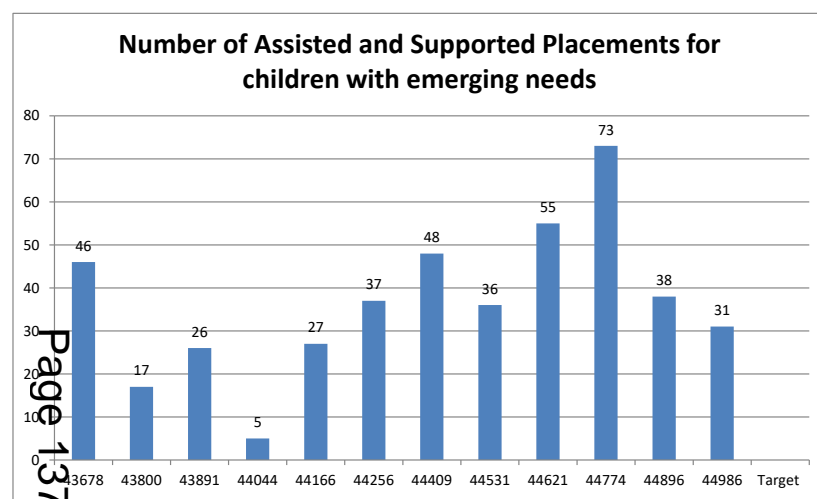
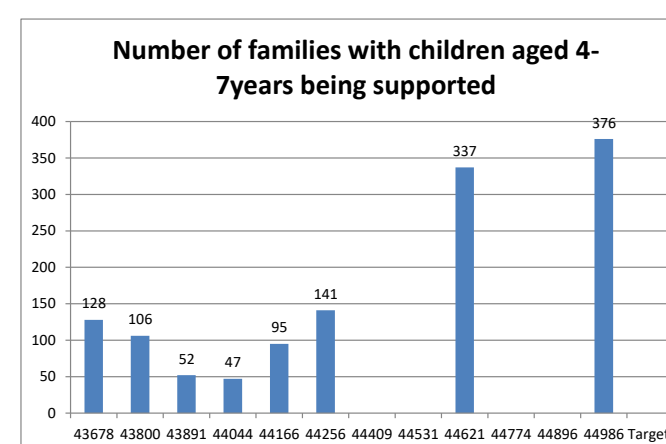
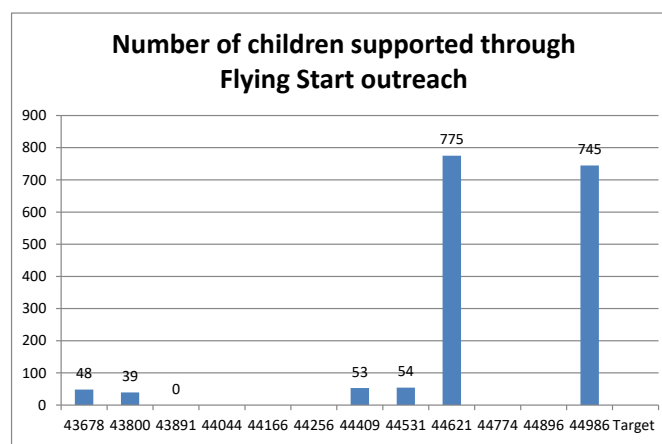
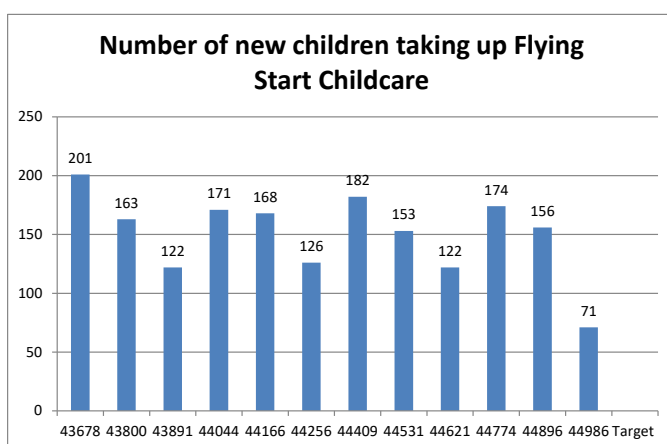
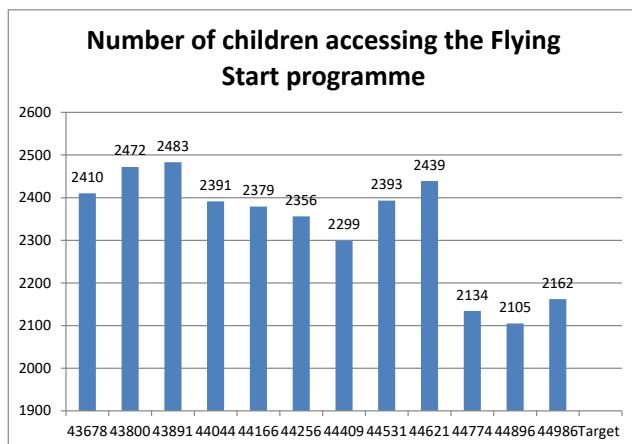


**What is the performance information about the Youth Service telling us?**

Performance in all outcome areas for the Youth Service has improved during 2022/23, with all targets met and exceeded. The number of young people who registered to receive a service increased by over 8%, and the service worked with a total of 38% of the youth population, the highest figure over the past 3 years. All young people expressed satisfaction with the quality of the service they received, and 95% of service users progressed in at least one skill area, with most young people showing an improvement of all five key skills areas used to assess soft skills attainment. The percentage of young people achieving local accreditation increased to 72% compared to 60% in the previous year, and almost 6% of young people achieved one or more nationally accredited qualifications, exceeding the 4% target set for the service.

The Neets figure of 2.8% represents 55 individuals. The NEETs figure relates to those at the end of their compulsory education without a known 'destination' (even though in many cases they have one but we don't find out until after the cut off date of the measure which is Oct. 31<sup>st</sup>). The measure cannot easily be used to compare performance with other LAs given that no two LA areas are alike in size, socio-economic profile, school exclusion cultures, etc. Each LA's NEETs result does not allow for the total number of young people whose NEETs status is unknown. When evaluating our strategy to reduce the number of NEET pupils, we take this additional figure into account.

**Early Years Indicators**



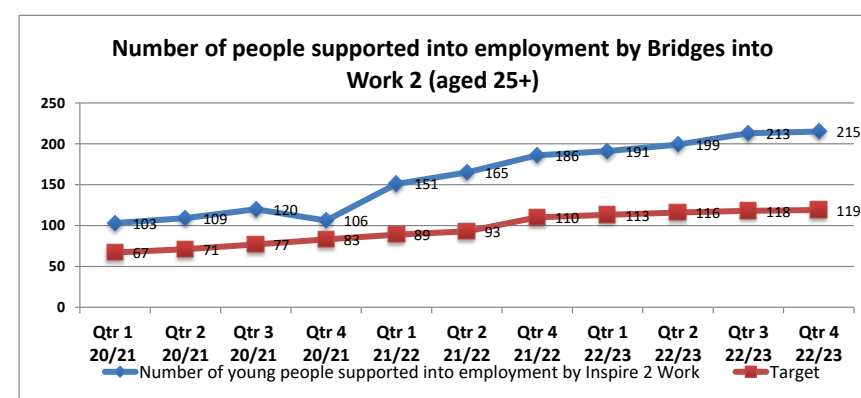
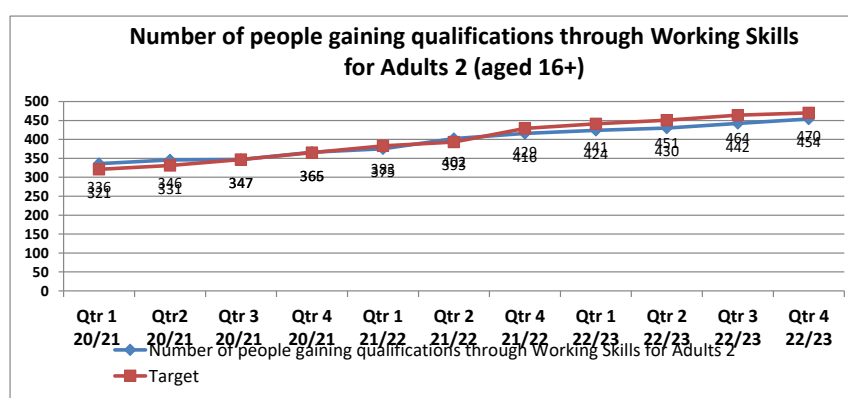
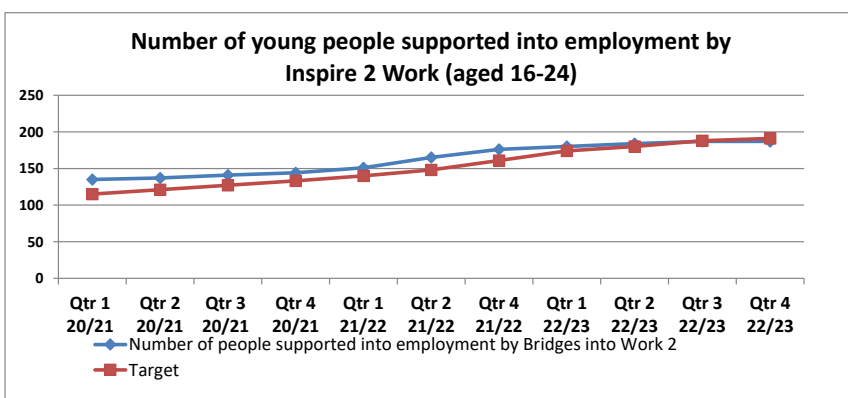
There is a decreasing birth rate within Flying Start areas and the number of 0-3s accessing the support from the Flying Start programme is therefore decreased. However, there is a growing need for support for children aged 0-3 living outside the Flying Start postcodes as seen by the increased demand for outreach support for early intervention (family support, early language and child development through Join in and Play). There is also an increasing number of families of children aged 4-7years asking for support (primarily from the family support team). 376 families were supported with children aged 4 and above (no children under 4) which comprised 830 individuals. Flying Start remains a focussed programme on the most disadvantaged areas although Flying Start outreach enables vulnerable families outside of the postcodes to access early intervention. With the announcement of the expansion the funded Flying Start childcare will also be expanded into new communities from April 2023.

The Childcare Offer moved to the digital platform from September 2022 and so only the families on the legacy system remained on our reporting. However, this still totalled 691 placements in the autumn term and 677 placements in the spring term 2023 saving families on the legacy system £1.74 million in the autumn and spring terms. This remains essential in the cost of living crisis and is frequently raised by families feeling challenged by the cost of childcare required when they are working.

The Early Years team works collaboratively with partner organisations to expand the reach and support to vulnerable families. This has been evidenced by the significant increase in requests for support outside of the traditional Flying Start postcode areas and age range. Aligning funding streams has enabled a wider reach of support to families while appropriately reporting indicators to the correct grant funding scheme.

The Early Years team has worked with non-maintained childcare providers to deliver on the contract for funded childcare placements and expanded the number of settings delivering Flying Start placements to nearly 50 settings by April 2023 in preparation for the expansion to newly eligible families. This has been challenging and a large amount of work remains to expand further to meet the increasing demand including small and medium sized capital projects.

**Adult/communities education**



**What went well**

Employment team - The team have successfully achieved many challenging targets as demonstrated in the attached graphs bringing the ESF projects to a close earlier than anticipated and following the impact of the Pandemic. The team have achieved many of the end of project targets significantly sooner than expected ( originally aiming for March 2023), and since the beginning of February 2023, staff have transitioned across into the new SPF People and Skills pillar to continue to support our Caerphilly residents with their employability journey, alongside the Communities for Work team.

The NET Project ( Nurture, Equip, Thrive) has been very successful in supporting our underemployed Caerphilly residents to improve their employment situation. NET employability support included finding alternative or additional employment for those in temporary or fixed term contracts. NET support also included support residents with work limiting health conditions. Examples of successful support include working with the Track,Trace and Protect team to source alternative employment.

During the last year, the ESF team have also supported our economically inactive Caerphilly residents via the pilot CELT project which ran up to December 2023. The CCBC CELT Project was CRF funded and was considered a precursor to the SPF. Support focused on engaging economically inactive participants with the aim of referring them to the employability projects and Community Educations classes, or any other appropriate services to move participants towards the labour market. CELT successfully engaged with 94 economically inactive participants across the Borough since the beginning of April 2022. This exceeded the original end of project target of 75.

**What impact have we made and how do we know**

As evident from the attached targets - the employment team have very successfully provided a varied range of employment support, including supporting hard to reach unemployed and economically inactive participants into work, as well as supporting with upskilling; meeting and exceeding end of project targets. The team have also successfully supported a number of under- employed residents to improve their labour market situation as well as supporting residents with work limiting health conditions to find appropriate or alternative employment. The team, have also successfully transitioned a number of participants to continue with their employment support journey through the Shared Prosperity Fund.

**Employment Performance**

ESF staff delivered a range of online qualifications and face to face courses in house and through our procured providers to participants across the ESF projects. The WSFA project supported 454 participants to gain a relevant work related qualification above level 2.

The Bridges into Work team have supported 475 people to gain a qualification against a target of 470.  
Inspire 2 Work supported 305 young people to gain qualifications above level 2 against a target of 298.

Despite the participant targets across all projects being significantly affected by the pandemic, which had an impact on the referral numbers into both the Bridges Into Work and Inspire 2 Work Projects, the team worked incredibly hard to get back on track and virtually exceeded the end of project targets for supporting participants into employment. BIW supported 186 participants into employment, I2W supported 215 young people into employment against a target of 119

**What didn't go so well**

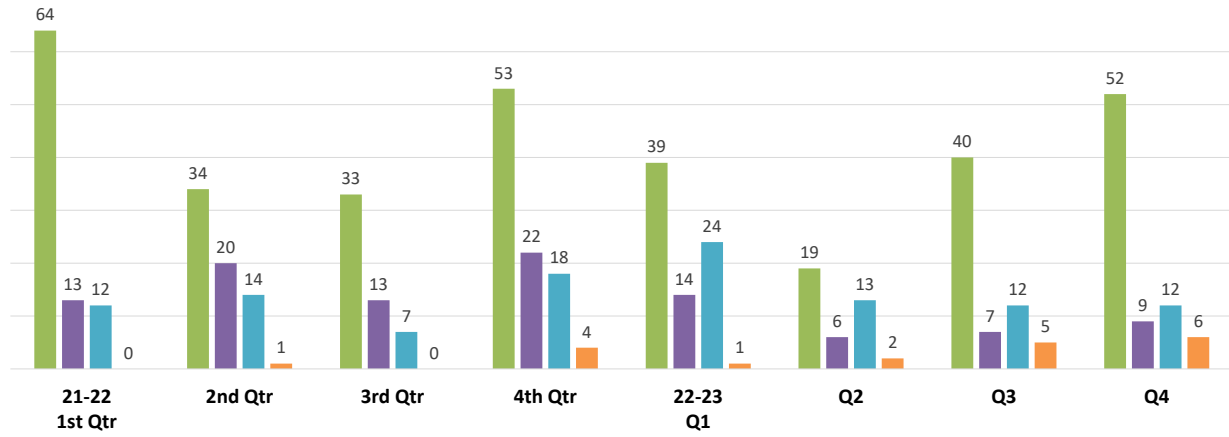
WSFA qualification figures were very slightly below the end of project target but well within the tolerance level ( -2.6%). 454 qualifications achieved against a target of 470. Working participants were reluctant to attend face to face courses during and following the Pandemic and this was difficult to completely recover this. The team successfully ensured that many participants continued with access to online courses but unfortunately we were unable to claim these as outcomes under WSFA. Many participants struggled with confidence levels and motivation following the Pandemic and we are still seeing the impact of mental health issues, even now.

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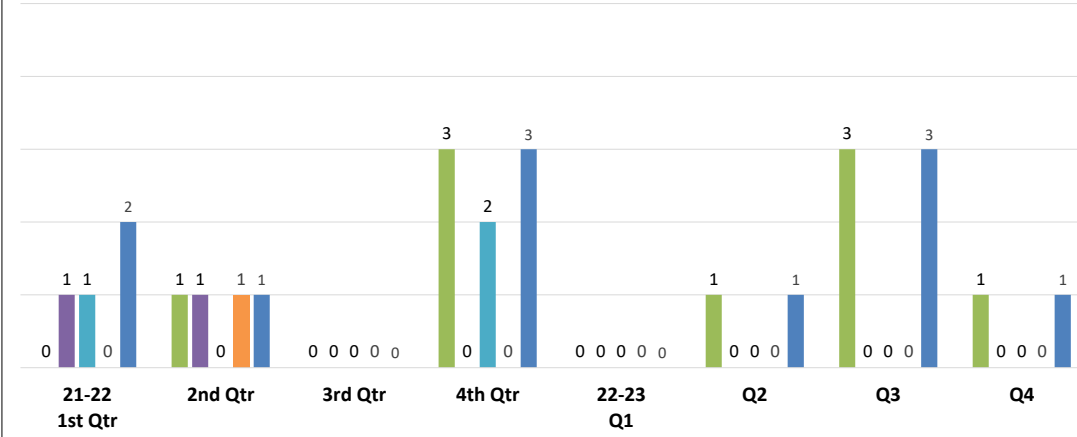
### Complaints Received directly into Education

■ Schools ■ Cllr/MP ■ Education Support ■ Compliments



### Complaints Received into Corporate system

■ Stage 1 ■ Stage 2 ■ Escalated to Stage 2 ■ Upheld ■ Not upheld



### 2022-23 Compliments

We received Compliments on our Libraries, for example "Very impressed by the library, the team, and the passion they all show and would like to continue working with Bargoed Library in a few different ways in the near future". Blackwood Library - Excellent library staffed by the very best library staff around. The staff are a credit to CCBC. There were similar levels of praise for Risca Library too. Angela Graham (author) has posted a detailed compliment on her website following a recent visit to Bargoed library. Please follow this link for full details: <http://angelagram.org/2022/12/bri-liant-bargoed-library/>

In Quarter 4, the types of compliments were "Excellent library facilities at Caerphilly. Brilliant staff and a lovely place for my grandson to play/learn. Someone rang to make a payment on his account and asked to pass on a message to the Meals On Wheels team that the service he receives is amazing, the food is delicious, and the staff who deliver his meals are wonderful. A similar visit occurred at Rhydney Library received a visit from a Cardiff based Walking Group, who were complimentary and excited about the new plans for the library.

Paediatric First Aid course and Early Years said how fantastic the tutor was fantastic. "It was a very informative course made easier to learn with how it was put across. The venue is fab because it's close to home".

Adult Community Learning - "Thank you so much. We all really enjoyed the course and the member of staff was amazing, made it really engaging".

### Complaints 2022-23 received during Q3 and Q4

Please note – The above figures for Cllr/MP/AM and Education Support Services include both informal and formal complaints. Details of the complaints dealt with in-line with the Corporate Complaint's Policy are provided further in this report.

**Schools** - Point to note, 'School' figures only capture complaints that have come through to the LEA. Schools have their own complaints policy/process that must be dealt with by the school. School complaints received by the LEA are a direct result of individuals believing school-based concerns are dealt with by the LEA. However, we will provide advice and guidance on the school-based policy but direct them back to the school for response. Figures are recorded to enable the LEA to identify themes. This enables the LEA to identify where intervention may be required for a specific school. In such cases, these are brought to the attention of the appropriate head of service. For example, if the LEA receives a number of concerns regarding bullying at a particular school, the Chief Education officer is notified so appropriate can be steps taken. The LEA does not record complaints that have been made to the school directly.

A number of concerns raised as a result of the new Relationships and Sexuality Education (RSE) Curriculum for Wales framework (mandatory for all learners). Figures also include bullying, exclusions, how to make a complaint against the head teacher and/or class teacher, school closure due to inclement weather, overgrown tree on school premises, fireworks display organised by school etc. The Increase in quarter 4 as a result of school closures due to the inclement weather.

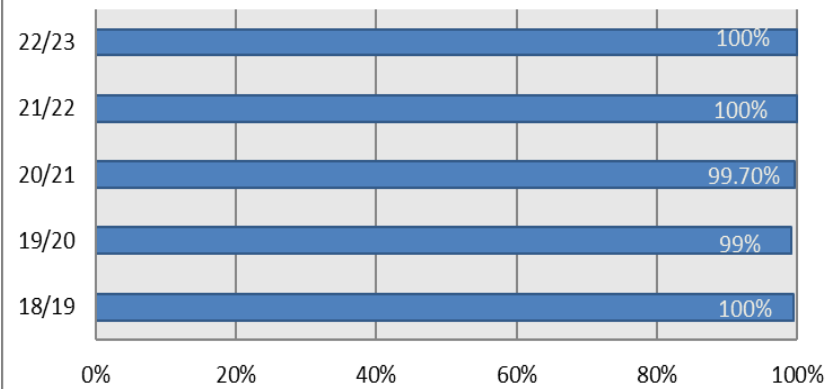
**Education Support Services** – Two Stage 1 complaints (details below). The overall figures captured include requests for dyslexia assessments (something the LEA does not undertake), observation that only 1 minute silence was held on Armistice day at one of our libraries, refused Early Years placement, missed December payment for Free School Meals and advice on a potential complaint.

**Cllr/MP/AM** – The overall figure captured includes parents/carers approaching their local MP/Cllr/AM with admission concerns. For example, if their child has not been allocated their first-choice school or the family has not been successful with their appeal for a school place/transfer. The same applies for school transport requests. For example, a child does not meet the distance or Additional Learning Needs (ALN) criteria for free transport. While school-based complaints must be dealt with by the school directly. Parents/carers approach their local MP/Cllr/AM with these concerns and as a result, contact is made with the LEA.

**For Stage one and two complaints**, none were 'upheld' for Quarter 3 and 4. The type of areas investigated were for example a complaint that the LEA had refused dyslexia testing or that information provided by the school that a Pupil had not been referred to an Education Psychologist due to budget cuts and not meeting a criteria. Detailed investigations by a range of officers from Additional Learning Needs, Senior Educational Psychologists and Statutory Officers. Whilst the complaints were not 'upheld' we always want to see if we are able to learn lessons, so we will have due consideration to differences of opinions to the points raised in meetings and allow opportunities for all stakeholders to voice those opinions.

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### % of Young People satisfied with quality of service received



### Satisfaction - Youth Service (annual survey undertaken March 23)

Satisfaction - Youth Service (annual survey undertaken March 23)  
Satisfaction levels remain at 100% (respondents selecting Good /very good/excellent).  
Though further quality measures/investigations are currently under way via the service's internal quality and performance management process, the service had recently successfully applied for the Bronze Youth Work in Wales Quality Mark and the related assessment commentary confirmed high levels of quality and support for young people throughout and since the Covid period.



**Library Service 2022-2023: Core Performance comparisons to 2021-2022 , 2020-2021 (During COVID) and 2019-2020 (Pre-COVID)**

Library Service Performance Area	2019-2020	2020-2021	2021-2022	2022-2023	Commentary
The percentage of adults who think the Borough Library Service is 'very good' or 'good' overall	98%	98%	98%	98%	Based on most recent Adult PLUS survey undertaken in 2019: delayed in 2021 due to COVID. The Adult PLUS Customer Satisfaction survey will be conducted during October 2023.
Average child satisfaction score with their local library out of 10	9.4	9.4	9.4	9.5	The Child & Young Adult CIPFA+ survey was conducted in February 2023. The results of the average child satisfaction score has increased from 9.4 to 9.5. We can gauge from the survey comments that users feel the library is safe - the stock support school topics - staff are helpful and supportive
Percentage of adults who think that the customer care they received from their local library is 'very good' or 'good'	99%	99%	99%	99%	Based on most recent Adult PLUS survey undertaken in 2019: delayed in 2021 due to COVID. An Adult PLUS Customer Satisfaction survey will be conducted during October 2023 providing us with updated data for adult customers satisfaction levels.
Total number of visits to library premises for the year 2022-2023	650,881	N/A	136,956	462,128	Whilst not yet at pre-pandemic visitor level note important caveats to this figure for this reporting year: - Deri Library has been closed since February 2022 with a small, temporary location available - Llanbradach Library closed due to fire damage for 6 weeks - Continuing faults with the electronic visitor counters at Bargoed, Caerphilly and Newbridge Libraries (estimated visitor numbers can only be provided) - From April 2022 the Customer Services Team have not returned to a number of library sites except for a weekly pre-arranged appointment. - Rhymney Library site closed on Monday 20th March 2023 for refurbishment works. The visitor total this year I believe is positive and provides us with an excellent benchmark figure and a true reflection of visitors using a library setting for library services and partner organisations (without the need for CCBC Customer Services). Monitoring quarterly visitor numbers during 23/24 is essential.
Total number of active borrowers during the year	37,120	N/A	14,388	18,902	The Active Borrowers report was a new report created for the All-Wales LMS Consortia during reporting year 2021/2022. We can correctly assume the reporting figure of active borrowers of the service is correct due to the continuing COVID restrictions placed on the service during 2021/2022. We have seen an increase of active users during 2022/2023 in line with the increase of visitors and library stock issues from the previous year.
Total loans for the year (adult and child)	452,211	38,874	195,949	356,842	Previous loan statistics from 2019/20 combined item issues and stock renewal figures. On 1/4/20, Caerphilly moved to the Welsh Consortia Library Management System called Symphony. During COVID-19 closures, it was agreed by the Wales Consortia that items would be automatically renewed by the system, this means the 21/22 figure includes issues only and no renewal figures. Libray services returned to the normal 3 week loan process on 01/04/22 where issues and renewals have both been counted as per pre-COVID. Whilst the library stock issues are not at pre-pandemic levels, the same caveats as those mentioned in the 'Total Number of Library Visits' section remain in place.
Total loans for the year (adult and child downloads)	49,275	80,836	52,404	59,153	Post-COVID, we continue to see an increase during 2022/2023 of the loan of eBooks, eAudiobooks and eMagazines - an annual increase of 6,749 (11%). We need to discount the figure for 2020/2021 - an anomaly caused by the Welsh Government's agreed method of reporting and the move from the WFHowes supplier platform to Overdrive. This change of reporting had a detrimental affect all 22 Welsh Library Services. The Borrowbox platform offering eBooks and eAudiobooks continues to report excellent usage and a rise of eMagazine downloads can be seen.
Number of Welsh Government Core Entitlements achieved in full or part	12/12	N/A	N/A	TBC	A full WPLS Framework 6 return for 2022/2023 is due to be completed and returned to Welsh Government by July 2023. This data can be update when the report is completed.
Number of Welsh Government measurable Quality Indicators achieved in full or part	7 Full/ 1 Part/1 Fail	N.A	N/A	TBC	A full WPLS Framework 6 return for 2022/2023 is due to be completed and returned to Welsh Government by July 2023. This data can be update when the report is completed.

**Libraries April - End March 2023**

**What does this data tell us?**  
 Libraries are continuing to maintain excellent customer care to residents with children and young adults, reporting a more positive experience than previous years. Families report that libraries are safe, supportive and essential, 'my daughter struggled greatly with speech after lockdown. But attending the Lego Club, she has gain a lot of confidence by mixing with kids outside of school.'

The withdrawal of the Customer Service points at Bargoed, Caerphilly, Blackwood, Risca and Newbridge have as reported in last year's DPA return, impacted on the number of visitors to library settings. Combined with closures to Deri and Llanbradach Libraries due to building issues, the early closure of Rhymney due to its refurbishment and manual recording of visitors at key locations (issue still ongoing with CCBC IT to get them fixed), there is a 28% decrease. Whilst there is a decrease through a 12 month period, monthly library KPI's have shown us:

1. A huge spike in Library Enquiries through the year and especially the winter months of 2023:  
 April 2022 : 22,330  
 June 2022 : 26,089  
 Feb 2023 : 27,496  
 March : 31,656
2. The Society of Chief Librarians Wales have also reported a slow return of library customers to sites around Wales and stock issues not yet at pre-pandemic levels. Monthly stock issues are showing us a steady month-on-month rise of adult and children's books throughout the year.
3. Our Activities and Learning data tells us that residents are visiting libraries attending learning, education and cultural events such as stories and rhyme sessions, IT classes, author visits etc.
4. Increased visitors through the winter months has evidenced the library as a warm and welcoming space - residents view libraries as community anchors and a stepping stone for advice, guidance and safety.
5. During COVID, we saw a huge increase in use of the Borrowbox and Libby services :eDigital eBook, eAudiobook and eMagazines features. Post-COVID figures have shown us the demand and use of this service is still in demand and have in fact risen in issues (11% increase). This method of reading may suit a proportion of residents who would rather use online services than visit a branch.

Quantitative data such as visitor and issue numbers can no longer be viewed as measures of how 'good a service is doing' and should certainly not be viewed in isolation. The continued evolution of the public library service offers an opportunity to relook at this data for future years. SCL Cymru are working with the Welsh Government Culture Division to create the new 7th Framework of the Welsh Public Library Standards for use for the 2024/2025 data. Our hope is that this new Framework offers concise and relevant qualitative and quantitative data.

The 2022/2023 data provides the library service with an ideal statistical benchmark opportunity with the removal of a key face-to-face Customer Services offer, to the adaptions it will be making to the Community Hub model.

**What is our other customer intelligence telling us?**

[Could include Governor support survey or School / Pupil survey.](#)

**Feedback from parents accessing Early Years services:**

**Childcare**  
 "To whom it may concern  
 I am writing to you to give some feedback on my experiences with the flying start in my local community. I am the Dad of IC. I would like to firstly like to thank A and her team for all of the support and encouragement that they have provided to my daughter while at their sessions. My daughter had joined the sessions with very little communication skills and showing nonverbal communication skills. However, since she has attended the sessions with A and the team it's been overwhelming to see how far my daughter progress has come.

She has been undergoing Speech and language therapy and they have given us suggestions to use Makaton to help her communicate more effectively . Also, suggested discuss with flying start to see if they have any knowledge of this use of program to encourage speech. A was extremely helpful and explained that she has level 4 in Makaton . And expressed how she could implement this into the session with her to help her gain knowledge on Makaton to encourage her speech . Alongside this she has also been extremely supportive to myself and my partner in answering questions and supplying us with materials in regards to Makaton while keeping us in the loop with Makaton language she has used in the sessions with my child as well as Welsh language.

The communication between A and the team has also been really good . With phone calls explaining trips falls or if they have noticed anything with her behaviour, example not engaging as she normally would or if she's being difficult when coached to go to the toilet . I personally am grateful to everyone that has supported my daughter through her time at the setting . I'm devastated that she has to leave and move on to the next chapter as I feel she is extremely happy within the group and has taken a positive relationship with staff and children . I would also like to mention that I was hesitant on sending Imogen to the setting due to poor experiences in the past . I am looking forward to sending my other daughter to the group in hopes she will gain the same level of support and experiences that she has gained from attending the sessions.

I would recommend flying start to friends and family . But I would like too personally thank A for the dedication and time she put into her position . Following my meeting with A it was a great opportunity to discuss my child's progress as well as get a better perspective of A. From what I've observed of A this is more than just a job to her and she sees the children's individual strengths and weaknesses and does her upmost to ensure they are successful within life and not just within the group . I cannot express how Thankful myself and my partner are to A for her support and dedication she has to ensuring her group is giving the best possible opportunity and support to the children within it alongside giving tips and helpful resources and information to parents . I would also like to take the time to thank AI for her support with my child with using the Welsh language and for helping A with her Welsh .

I myself am a fluent Welsh speaker and my child will also be attending a Welsh medium school and she now has better understanding of the basic Welsh language. Should you need to discuss this further please do not hesitate to contact me on the number below. Thank you once again for all of the support and assistance you have given to us"

**Family Support**  
 "This is just to thank you for all your help over the past few months. These sessions have been invaluable in helping me understand my daughter's behaviour and supporting me to put tools in place when responding to her. I was feeling really hopeless, stressed and exhausted before we met, but I now feel so much more confident in understanding how my daughter might be feeling, and in judging the best ways to help her when she needs it. You have been nothing but kind and supportive, continuously reassuring me that I was doing a good job and making me really feel listened to. I now feel able to continue incorporating your advice by myself and keep dipping into the guidance we have looked at in The Parenting Puzzle book.Thank you again - I am mentally stronger for having been able to access this programme"

**Family Support**  
 "I hope you don't mind me emailing but wanted to send a message about how grateful I am for L's support over the last few months. I have been meaning to contact you for a while but a bit delayed due to moving house. I had my son in June and being a first time mum I felt completely overwhelmed. I found feeding hard as well as getting used to my new life. I was struggling emotionally and physically. I was allocated L which is when things started to change for me. She called and introduce herself and explained how she would be able to help. I immediately felt at ease. L reassured me that how I was feeling was normal and that we could work together to make some positive changes.

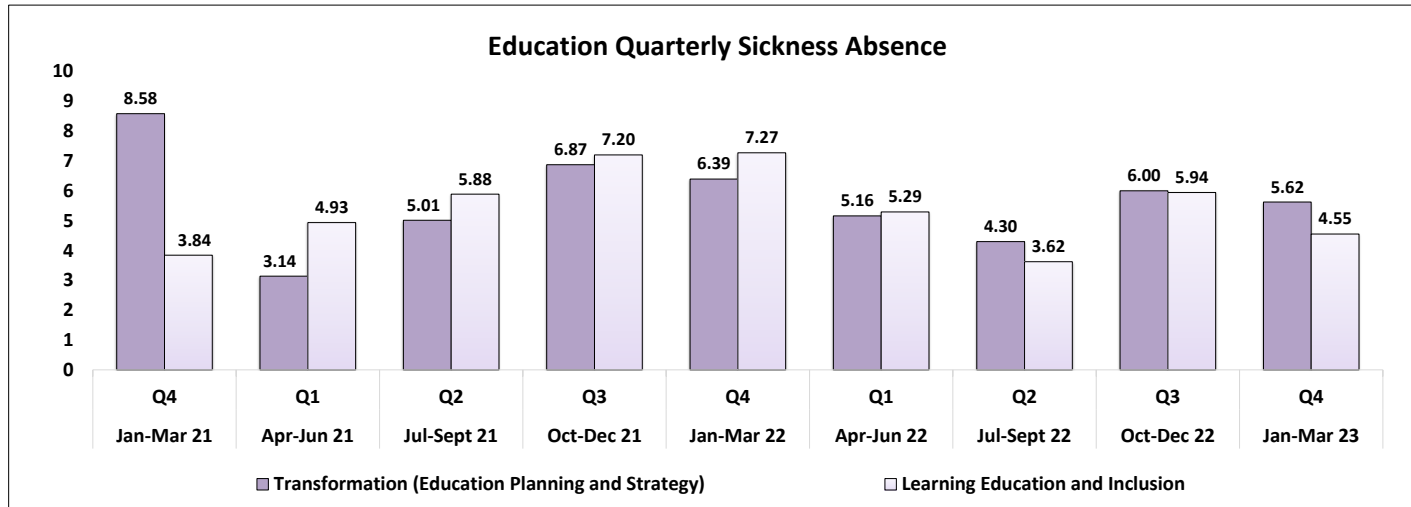
She attended my house on a fortnightly basis and allowed me to share my worries. She was always reliable, listened to what I had to say and was empathetic. She gave personal experiences about being a mum and gave advice around sleep for example which I could try with my son. L gave me tips and ideas about bonding with the baby, gave play and sensory ideas and provided local class timetables. As a result my son and I made some sensory bottles and I attended a class every Thursday morning. The class ensured I got out of the house which I was often quite nervous to do a nd allowed me meet other mums"

I am so grateful for L's help and support, without her positivity and active involvement and not sure where I would be today. During quite a dark time she was a shining light which I will always be grateful! Thank you for all you do with families and thank you to L for being so wonderful at her job"

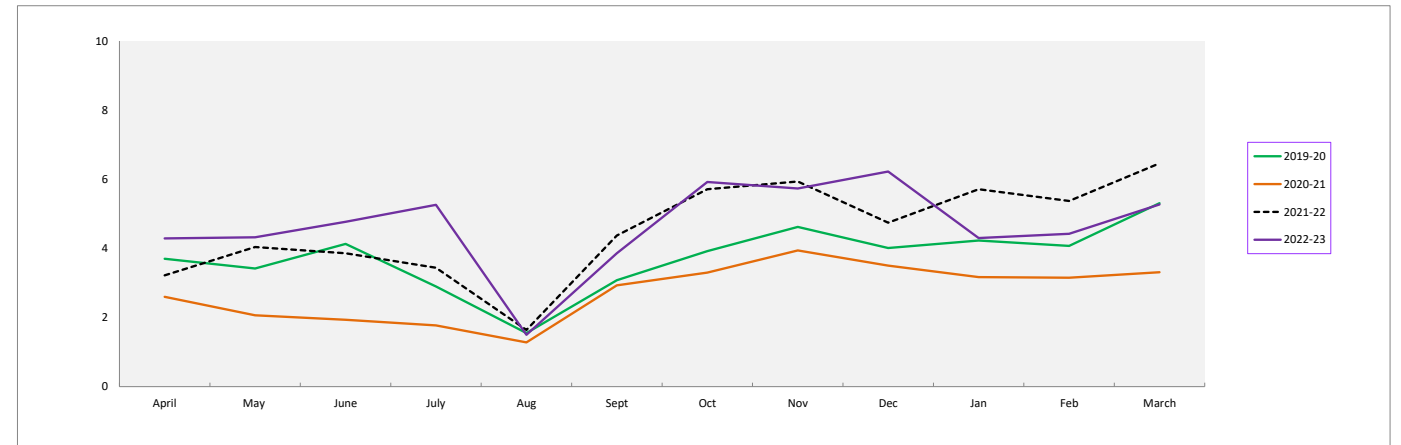


What is the workforce information telling us?

Waiting analysis



% Sickness - Year on Year Comparison Trends (by month) - Education & Corporate Services



Q3 Monthly Breakdown	Oct-22			Nov-22			Dec-22		
% Sickness Absence	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
Early Years Service	4.86	2.72	7.58	2.74	3.16	5.90	4.12	3.93	8.05
Inclusion & Additional Learning Needs	1.61	3.11	4.71	1.76	2.39	4.15	2.46	2.34	4.80
School Improvement	4.64	0	4.64	5.00	2.84	7.84	3.45	3.39	6.84
Youth	2.62	2.85	5.47	1.55	4.67	6.22	1.72	4.49	6.22
<b>Learning Education and Inclusion Total</b>	<b>3.32</b>	<b>2.43</b>	<b>5.76</b>	<b>2.54</b>	<b>3.10</b>	<b>5.65</b>	<b>3.03</b>	<b>3.39</b>	<b>6.42</b>
Administration, Data and Information	0	0	0	0	0	0	0	0	0
Admissions and Exclusions	1.36	0	1.36	10.28	0	10.28	5.47	0	5.47
Adult Education	1.68	5.14	6.82	3.85	5.04	8.90	0.10	4.36	4.46
ESF Project Team	0	0	0	3.79	0	3.79	3.05	7.46	10.51
Library Service	5.57	0	5.57	1.47	0.08	1.55	2.69	0	2.69
<b>Transformation Services *</b>	<b>2.37</b>	<b>3.58</b>	<b>5.95</b>	<b>2.30</b>	<b>3.16</b>	<b>5.46</b>	<b>2.64</b>	<b>4.00</b>	<b>6.64</b>

\* From May 2022 Transformation Services includes sickness figures for Service Improvement & Partnerships and Catering. They are included in the Corporate Services DPA.

Q4 Monthly Breakdown	Jan-23			Feb-23			Mar-23		
% Sickness Absence	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
Early Years Service	2.02	3.22	5.23	2.18	3.34	5.51	4.08	3.87	7.95
Inclusion & Additional Learning Needs	2.76	1.80	4.56	2.05	1.75	3.80	2.05	2.04	4.09
School Improvement	1.30	0	1.30	1.05	0	1.05	0.84	0	0.84
Youth	3.55	2.84	6.38	2.25	2.77	5.01	1.18	2.80	3.98
<b>Learning Education and Inclusion Total</b>	<b>2.43</b>	<b>2.16</b>	<b>4.59</b>	<b>2.00</b>	<b>2.18</b>	<b>4.17</b>	<b>2.38</b>	<b>2.45</b>	<b>4.83</b>
Administration, Data and Information	0	0	0	0.78	0	0.78	2.73	0	2.73
Admissions and Exclu	0.61	0	0.61	2.00	0	2.00	0	0	0
Adult Education	0.36	3.51	3.87	2.24	1.85	4.10	1.61	0	1.61
ESF Project Team	0.75	5.64	6.40	0	0	0	0	0	0.00
Library Service	2.45	0	2.45	0.93	0	0.93	2.65	0	2.65
<b>Transformation Services</b>	<b>1.80</b>	<b>3.83</b>	<b>5.63</b>	<b>1.40</b>	<b>3.64</b>	<b>5.04</b>	<b>2.29</b>	<b>3.79</b>	<b>6.09</b>

% Sickness Absence	Quarter 3			Quarter 4		
	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
Primary Schools	2.73	3.19	5.92	1.65	3.27	4.92
Secondary Schools	3.48	2.35	5.83	1.99	1.76	3.75
Other 1	4.10	5.53	9.63	3.27	5.47	8.74
Other 2	3.62	4.78	8.40	2.60	4.45	7.05
<b>Schools Total</b>	<b>3.10</b>	<b>3.05</b>	<b>6.16</b>	<b>1.89</b>	<b>2.88</b>	<b>4.77</b>

Number of Welsh Speakers	2019-2020			2020-2021			2021-2022		
Education	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%
Education Planning & Strategy	171.00	41.00	23.97	149	37	24.83			
Transformation Services (Learning Education & Inclusion)	463.00	96.00	20.73	462	85	18.39	460	91	19.78
<b>Total</b>	<b>634.00</b>	<b>137.00</b>	<b>21.60%</b>	<b>611</b>	<b>122</b>	<b>19.96%</b>			

Education Workforce Information 2022/23								
	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Education	Schools	Education	Schools	Education	Schools	Education	Schools
Voluntary Leavers*	12	33	33	141	17	72	15	40
Other Leavers**	5	7	10	40	4	14	5	13
<b>Total Leavers</b>	<b>17</b>	<b>40</b>	<b>43</b>	<b>181</b>	<b>21</b>	<b>86</b>	<b>20</b>	<b>53</b>
New Entrants	21	55	41	210	45	55	33	71
Agency	145	N/A **	131	N/A **	149	N/A **		N/A **
<b>Headcount</b>	<b>1204</b>	<b>3325</b>	<b>1211</b>	<b>3364</b>	<b>1236</b>	<b>3359</b>	<b>1239</b>	<b>3335</b>
<b>FTE</b>	<b>646</b>	<b>2543</b>	<b>650.61</b>	<b>2584.88</b>	<b>670.36</b>	<b>2576.1</b>	<b>672.76</b>	<b>2852.23</b>
55 and Over	345	625	343	615	351	626	356	617
% of headcount	28.65%	18.79%	28.32%	18.28%	28.39%	18.63%	28.73%	18.50%

\*\* Data not available as Agency staff are employed directly by schools

What is our Financial, People and and Asset Resource Information telling us at period at year end 23

Waiting information

Education & Lifelong Learning			
Service Area	Revised Budget 2022-23 £	Provisional Outturn 2022-23 £	(Overspend) / Underspend 2022-23 £
Individual Schools Budget	123,231,442	129,178,101	(5,946,659)
Other School Budgets and Central Education	25,034,740	22,501,101	2,533,639
Lifelong Learning	4,187,146	3,643,928	543,218
Home to School/College Transport	8,522,175	8,740,953	(218,778)
<b>TOTAL: -</b>	<b>160,975,503</b>	<b>164,064,083</b>	<b>(3,088,580)</b>

Any additional Asset information.

# Risk Register

Year ending (March Q4) 2022 - 2023

Select Risk Level from the cell drop-down list

Ref	Topic and Service	Risk, opportunities and Impact	Mitigation actions - (What actions can we take to address and reduce the risk or realise the opportunity)	Progress Update - End Sept 2022 6 month (Are we mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2021-22 Q1&Q2	Risk Level 2021-22 Q3&Q4	Risk Level 2022-23 Q1&Q2	Risk Level 2022-23 Q3&Q4	Does this effect the Well-being of Future Generations in our Communities?	FGA Risk Level
<b>Corporate Risk Register</b>										
CMT16	School Attainment	<p>1. The Covid-19 pandemic has impacted on the progress of learners. A number of ongoing barriers/issues that will impact on the recovery period include:</p> <ul style="list-style-type: none"> <li>- pupil wellbeing and behaviour;</li> <li>- pupil attendance is lower than pre-pandemic levels with high levels of persistent absenteeism, attendance of FSM pupils is lower than their peers;</li> <li>- exclusions are too high;</li> <li>- cost of living crisis.</li> </ul> <p>Failure to address the above will impact on attainment, employability, number of pupils leaving education at 16 without employment or training, etc</p>	<p>1. Utilisation of the educational welfare, inclusion and Youth services to support pupils with issues relating to wellbeing. Effective use of additional funding from Welsh Government to increase support to the most vulnerable.</p> <p>2. Monthly Partnership meetings with Education Achievement Service to consider the impact of school improvement support. Effective partnership with Education Achievement Service to maximise the impact of activities and ensure value for money.</p> <p>3. The implementation of the revised Education Strategy that aims to address the impact of the Covid-19 pandemic and ensure activities prioritise</p>	<p>Current development of a revised education strategy will endeavour to address concerns around the impact of Covid-19 on standards, progress and provision.</p> <p>A range of data suggests that we are starting to make progress in our recovery from the Covid-19 pandemic. This includes improved attendance, lower exclusions, positive feedback from Estyn inspections.</p> <p>However, there is still significant progress to be made across all areas. As an example, some schools that have been in receipt of an Estyn inspection have been placed in a follow-up category. Similarly, attendance remains below the national average and remains much lower than pre-covid levels.</p>	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
<b>Education Directorate Risk Register</b>										
ELL001	MTFP	Failure to identify and consult and progress savings proposals necessary to contribute towards Authority MTFP savings. 1. Workforce Planning: less staff to deliver services. 2. Failure to maintain and/or improve service delivery 3. Managing staff morale in light of cuts 4. Failure to take early decisions on which services should be cut could lead to poor planning	There were no issues with regards to MTFP savings requirements in financial year 2021/22. The Welsh Government Covid Hardship Fund continued until 31st March 2022 and supported significant additional costs. Particularly with regards to supply cover costs in schools.	Budget Proposals for 2022/23 agreed by Council 24th February 2022.	Medium	To be updated	To be updated		Medium Term	Medium
ELL002	Grant Funding	Directorate Grant Funding is circa £30m. Grant funding gives a degree of uncertainty for future planning purposes; 1. Annual grants may not be renewed posing significant risk to medium and long term financial planning. 2. If external audit identify a failure to comply with terms and conditions, then potentially the grant funding body could claw back the grant funding previously awarded and paid which will impact significantly upon the Authority's budget that year.	Liaise closely with Welsh Government and other grant funding bodies to ensure timely information is available to predict any significant changes to grant funding. Ensure that all terms and conditions of the grants are adhered to.	The Directorate has continued to maximise grant funding and continues to highlight ongoing issues with Welsh Government. As this is stable at present it can be reduced to a medium risk.	Medium	To be updated	To be updated		Long-term	Medium
ELL003	Wellbeing, Behaviour and Exclusions	Schools have identified children's needs are become increasingly complex. This has implications for ensuring children access appropriate and effective provision to maximise outcomes. This may also impact on exclusions.	The Inclusion compendium focuses on wellbeing and developing positive relationships and provides a comprehensive toolkit to support behaviour and wellbeing. LA officers continue to work collaboratively with schools to address specific issues and ensure appropriate intervention and provision is in place.	Work to embed The Inclusion Compendium (and associated documents) is being revisited. Head Teacher working groups are The Eotas Strategy in also place and provision outside of school is in development linked to the EOTAs strategy.	High	To be updated	To be updated		Long-term	Medium
ELL005	Vulnerable Learners	Numbers of pupils identified as vulnerable have risen significantly in recent years and schools are increasingly challenged to offer appropriate provision for them. There are examples where pupils cannot be educated in mainstream settings and require specific provision outside the school site so that their needs can be met. 1. No. of pupils requiring EOTAS provision is increasing. 2. The costs of external provision have increased. 3. High quality provision and appropriate destinations for these pupils is limited. 4. Schools need to increase their capacity and collaborative working to ensure the managed moves protocol is implemented effectively. Suitable accommodation for in-house provision needs to be determined.	Officers will work with schools to continue to identify learners in a range of vulnerable groups and to ensure the LA is compliant with its statutory responsibilities and focus on supporting wellbeing. Compatible IT systems must be developed to ensure digital processes are in place. Highlight as a possible budget pressure for future.	The LA has developed an Inclusion Strategy which will be implemented from September 2021.	High	To be updated	To be updated		<b>A healthier Wales</b> , supporting vulnerable learners can improve their well-being and add educational achievement. <b>A more equal Wales</b> , a society that enables people to fulfil their potential no matter what their background is.	High

# Risk Register

Year ending (March Q4) 2022 - 2023

Select Risk Level from the cell drop-down list

Ref	Topic and Service	Risk, opportunities and Impact	Mitigation actions - (What actions can we take to address and reduce the risk or realise the opportunity)	Progress Update - End Sept 2022 6 month (Are we mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2021-22 Q1&Q2	Risk Level 2021-22 Q3&Q4	Risk Level 2022-23 Q1&Q2	Risk Level 2022-23 Q3&Q4	Does this effect the Well-being of Future Generations in our Communities?	FGA Risk Level
ELL006	ALN Act	The ALN Act will take effect from September 2021. this will mean major change for all stakeholders. The LA needs to ensure readiness to implement successfully.	<ol style="list-style-type: none"> <li>1. Review LA and school based provision.</li> <li>2. Increase capacity in schools by supporting with a range of interventions.</li> <li>4. Embed collaborative working between schools.</li> </ol>	took effect from September 2021 and with mandated cohorts from January 2022. - What does this mean?	Medium	To be updated	To be updated		<p><b>A healthier Wales</b>, supporting vulnerable learners can improve their well-being and add educational achievement.</p> <p><b>A more equal Wales</b>, a society that enables people to fulfil their potential no matter what their background is.</p>	High
ELL007	HwB Programme	Risk – loss of funding if we do not complete full assessments of all school and develop sustainability plan for future investment by 31st October 2019. Loss of 2.9 million to CCBC schools. Opportunities to re-establish a fit for purpose ICT infrastructure to schools within the borough	Third party support contracted with Red Cortex to support procurement and digital team	<p>Work is ongoing with Welsh Government and locally to ensure the development of digital systems.</p> <p>A thematic review was undertaken by the Education Achievement Service to consider digital provision across schools. Report was completed and shared with Welsh Government and Estyn. The report identified clear ways forward in terms of support for schools.</p>	Low	Low	Low		Yes, lack of investment in our schools could impact our young people's opportunity for good education	High
ELL008	NEETS	Risk – NEETs are young people who are not in education, employment or training. This data started being recorded in 2012 when the rate was 5.8%. This figure reduced to 1.9% in 16/17. During the course of both the first period of Covid lockdown and the subsequent year of recovery in education, Engagement and Progression (NEETS reduction) activity resulted firstly in a lowest ever percentage of 1.9 and then a slightly elevated (due to continued disruptions to education) percentage of 2.2. Given the Covid legacy of disruption to post-16 destinations, a target for the past year was set at 3%. Largely due to a number of operational amendments, the out-turn result has been 2.8% and further operational improvements are being considered to reduce this figure further.	The Youth Service will continue to implement and refine its approved model of delivery as far as financial constraint allows, which, once realised, will offer some improved ability to engage more widely with those at risk of becoming NEET.	The latest reporting figure, though down in comparison to the previous 2 years, represents better than anticipated performance: The previous 2 years' performance reflects the accessibility of 'at risk (of NEET)' young people, given that many of them were isolated at home, which is no longer the case. In order to identify and engage young people, NEETS support arrangements are being further repositioned, including via the greater involvement of the post-European Inspire project, the Educational Welfare Service and the wider embedding of the Caerphilly Pathways destinations support website in educational practice and elsewhere.	Medium	Medium	Medium	Medium	This is a high risk for future generations as starting adult life with no or limited skills, qualifications or life opportunities will affect individual quality of life and the long term quality within communities	High
ELL009	School Buildings Construction (CMT)	Changes to the supply and Demand Chain means rising cost of building and infrastructure materials as well as contractor cost and availability. The impact on material and contractor availability potentially has significant impact on the Directorates ability to progress key infrastructure and day to day building projects. Key areas affected in Education will include the Sustainable Communities for Learning Programme, LA Capital Maintenance Programme and Welsh Government Grants such as Capital Maintenance, Welsh Medium and Childcare. As Caerphilly adopts an internal design and architectural team, there is reduced risk as compared to Authority's which use a 2 stage tender process, although this is under regular review to ensure the needs of the Authority are met	<ol style="list-style-type: none"> <li>1. Contingency Planning to accommodate rising costs and extended timescales need to be factored into programmes.</li> <li>2. Continuous monitoring of the marketplace and cross-departmental information sharing to identify any risks early on.</li> <li>3. Working closely with procurement and contractors in the industry to ensure continued value for money and access to all available avenues and frameworks to ensure tenders are returned</li> <li>4. Working with Procurement and Legal to ensure contractual arrangement are flexible given the current climate situation to encourage tenders</li> <li>5. Remain flexible and adaptable to reframe projects within programme envelopes as required.</li> </ol>	To date the Sustainable Communities for Learning Team and Building Consultancy have identified an increase in tender costs returned based on the original estimated works. There has also been an impact on the number of tenders received which sometimes require re-tendering due to poor response. The teams are working closely with procurement and Welsh Government Officers in the Sustainable Communities for Learning Section to monitor the situation. Education Scrutiny Committee and Cabinet Members are being advised of progress on a project by project basis. In addition, improved engagement with contractors is ongoing to understand the challenges and barriers in this area.	High	High	High	Medium	This will have a direct impact on investment and infrastructure programmes central to the delivery of the Well-being objectives which is key to the Corporate Plan success. However, all mitigating measures will be utilised to minimise impact where possible.	High

# Risk Register

Year ending (March Q4) 2022 - 2023

Select Risk Level from the cell drop-down list

Ref	Topic and Service	Risk, opportunities and Impact	Mitigation actions - (What actions can we take to address and reduce the risk or realise the opportunity)	Progress Update - End Sept 2022 6 month (Are we mitigating actions reducing the risk or realising the opportunity?)	Risk Level 2021-22 Q1&Q2	Risk Level 2021-22 Q3&Q4	Risk Level 2022-23 Q1&Q2	Risk Level 2022-23 Q3&Q4	Does this effect the Well-being of Future Generations in our Communities?	FGA Risk Level
NEW	Cost of living crisis	The impact of poverty on attainment has been well documented. The current cost of living crisis is causing an increase in the number of families that are living in poverty. This will have a detrimental effect on learners wellbeing and attainment levels.	1. Review the LA and school provision. 2. Engage schools with the Raising Attainment of disadvantaged Youngsters (RADY) programme.. 3.Raise awarness of RADY across the local authority	The Local Authority has utilised Welsh Government funding to appoint a Community Focused Schools manager. This role will specifically focus on support for disadvantaged pupils and families living in deprivation. In addition, funding has been utilised to appoint additional family liaison officers with specific skill sets; e.g. additional languages (Polish and Ukranian), music and sport. These additional skills will be utilised to encourage participation by reluctant pupils and families.		High	High			

Q1	Q2	Q3	Q4	Count Number and Category of Risks	Well-being Risk Level
1	1	1	0	Low	0
4	1	1	2	Medium	3
5	3	3	0	High	6
0	0	0	0	Not yet categorised	0
0	0	0	0	Unknown	0
0	5	5	0	To be updated	0
<b>10</b>	<b>10</b>	<b>10</b>	<b>2</b>	<b>TOTAL</b>	<b>9</b>





## Progress towards our Well-being Objectives 2022-23 - Final year of 5 years

### Outcomes in the Corporate Plan for objective 1. Improve Education opportunities for all.

1. Aim to reduce the impact of Poverty in the early years (connects to priority 3)
2. Raise standards of attainment (connects to priority 1,2,3 &5)
3. Reduce the impact of poverty on attainment for both vocational and non vocational qualifications to provide equality of opportunity (connects to priority 3&5)
- 4 Help those who are not able to follow a traditional attainment path (connects to priority 5,6 &7)
5. Support learning that enables young and adult employment opportunities including a focus on future skills (this also connects to WBO 2 Enabling Employment - in Communities DPA ) and priority 1.
6. Improve Digital Skills for all ages
7. Improve the learning Environment (connects to priority 4)
8. Safeguard all children and young people in order to create a climate for learning particularly those most vulnerable (connects to priority 3,5.7 & 8)

### Progress 2022-23

We are now in the final year, year 5. Overall did we achieve in the last year and overall in the last 5 years?

#### What went well and why? in aiming to meet the outcomes

1. Aim to reduce the impact of poverty in the early years - During the last three years the Early Years Integrated Transformation Programme pilot has been completed and the regional model developed ready for full implementation during 2023/24. Midwifery and Early Years Core Programme has been agreed regionally with delivery by integrated teams across health and local authority staff. Gwent Midwifery and Early Years Strategy has been developed and approved by PSB. Gwent Workforce Development Plan has been finalised and a workforce audit is now being undertaken.
  - Flying Start and Generic health visiting teams have come together as Early Years Health Visiting teams in preparation for full implementation of the Midwifery and Early Years Core Programme.
  - The Information Sharing Protocol has been developed as Gwent for the Health Board and the five Local Authorities which when approved will enable information sharing from the antenatal period onwards. Caerphilly Early Years registration form has enabled an interim information sharing arrangement.
    - Aligning funding streams has enabled the local authority teams and contracted teams to work across the borough responding to needs of families and away from the postcode nature of funding. There are funded part time placements for children with emerging developmental needs but funded Flying Start childcare placements remain postcode specific.
    - The Family Information Service has become the Early Years Hub and is the central point of contact for all enquiries and requests for support throughout the antenatal to 7 year period as well as wider links for older children and young people. There is one request for support form for early intervention which aims to ask What Matters to the family rather than what is on offer that they could fit to. Early intervention teams offer more bespoke packages of support to meet What Matters to the family and tackle root causes of need. There is a new Early Years website which connects to other relevant websites to offer support and information to families and professionals. Promotion to families and professionals throughout early years system has changed the ease of access to information and support.
    - There is an early language pathway of support from antenatal throughout the earliest years and on to specific language interventions in school nursery. There is a child development pathway of support for children with emerging or diagnosed additional needs. Family Support is offered antenatally and throughout the early years across the borough. Family Support team is linked to wider partners delivering more specific interventions including Supporting People, Llamau, Pobl, Citizens Advice Bureau, Employment Support teams, etc.
    - There is a shared chronology and data system internally in the local authority and a new electronic birth book for the health visiting teams. While they do not currently share information and would need duplicate entry for core programme contacts, there is a future potential to use PowerBI reporting tool to share information on a family if they are open to both early intervention and health teams. The data officers employed by the local authority have honorary contracts with the health board to enable them to use and access both data systems. However data is not shared across systems unless the registration form has been completed and sharing is therefore allowed.



•What Matters multiagency meetings enable information sharing in early intervention to enable the family to tell their story once, have it shared amongst relevant professionals, and coordinate services to meet the family needs according to their priorities and not what a professional thinks they need at a point in time.

2. Standards of attainment, following the covid pandemic, are currently being measured through a number of activities including:

- supported self-evaluation activities between school improvement partners and senior leaders in schools;
- holistic and intensive evaluations across all aspects of school improvement (CSSRs);
- professional discussion meetings involving headteachers, Governors, and representatives from the Local Authority and EAS;
- Intervention activities such as Team Around the School and/or Schools Causing Concern meetings.

In addition, the Local Authority utilises reports from Estyn inspections to understand individual schools alongside general themes and trends.

Generally, the covid pandemic has had a negative impact on standards in schools. However, schools are suitably focused on the progress that each individual learner makes on their school journey, based on starting points. There is strong evidence of recovery over the last twelve months. Schools that are not making the expected progress are encouraged to engage with additional support or professional learning through the EAS and Local Authority.

3. Support for disadvantaged learners remains a priority for the Local Authority, schools and settings. Schools are encouraged to engage with the 'Raising Attainment of Disadvantaged Youngsters' (RADY) programme to ensure that pupils from poorer economic background make the same level of progress as their peers. The LA has also taken advantage of Welsh Government funding to appoint a Community Focused schools manager to provide additional support to communities, encouraging links with other internal and external services. Impact of this initiative will also be measured by improvements in attendance and a reduction in exclusions.

The Youth Service has increasingly focused on a range of vocational local and national accreditations as part of their curriculum offer. In addition, the post-16 Caerphilly Pathways site offers support for parents in choosing the right vocational or non-vocational accreditation and/or course for young people. Feedback on the website has been favourable.

#### **What did not go well and why?**

1. Aim to reduce the impact of poverty in the early years - it has taken far longer than anticipated to change the culture in the teams to a more integrated way of working. The information sharing protocol has moved forward although has yet to complete even though it is anticipated to be completed and signed off in summer 2023.

2. There are some schools that have been identified as requiring additional and intensive support. These schools have been identified through our own internal processes (and verified by Estyn following inspection).

**What difference have we made and how do we know?**

1. reduce the impact of poverty in the early years - the case studies in the external views have shown the impact of changing the way services are delivered to a more bespoke approach to tackle root issues to resolve What Matters for the family.
2. Estyn inspections provide a helpful and objective evaluation of the impact of support and guidance from the Local Authority and EAS. Individual reports are available from the Estyn website.

**What are we learning ? from the above, is there anything we need to change from what we learnt?**

1. reduce the impact of poverty in the early years - While the first thousand days is important there are other key transitions into childcare and on into early years education that if not managed well, can be detrimental to the most vulnerable children. Hence, the whole early years system needed to be considered from antenatal to 7years to enable support through key transitions in the child and family's life course.

The pilot was too small for ongoing sustainability and while moving to the whole borough was challenging, this was more beneficial to clarity of messaging and understanding for families and professionals, as well as morally the right decision to meet the needs of the most vulnerable families regardless of their postcode.

The Early Years workforce is large and complex and requires both training, promotion and contacts re-emphasising to embed the behaviour changes needed in the new system – single point of contact, single request for support form, not requesting a service but identifying what matters to the family. The What Matters concept is fundamental to changing the way we work with families putting the child and family priorities at the heart of the process and shaping support to be more bespoke rather than a menu of support programmes which may not address the root issue. Moving to a self-improvement model and not seeing this as a final changed system is better for the wellbeing of families and professionals who can coproduce the ongoing improvement and not see themselves as being subject to a change management plan.

It has taken time to align funding streams and develop appropriate data reporting to meet the needs of all funding bodies / funding requirements. However, the teams have found it more rewarding to not have to think of which funding stream or criteria would fit and to focus on working with the families to meet What Matters.

# Corporate Services Directorate Performance Assessment



## 2022/23 End of Year Update

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Directors Self-Assessment



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Priorities



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# Directors Self-Assessment - 2022/23 End of Year Update

## General Summary

I would like to place on record my thanks to the staff of Corporate Services for their efforts and contribution throughout an incredibly busy and challenging period. As corporate services continues with its journey from a provider of support services to a deliverer of enabling services there has been significant progress and some fantastic wins. Many of these tend to go under the radar and our progress is often considered a win if 'no one notices'. Whilst that may be the case, the distance travelled should in no way be underestimated.

Internally we have seen some fantastic successes by Corporate Services staff in helping unlock the challenges being faced by the wider organisation. At one point the Council was really struggling to attract applicants but the efforts of a triumvirate of teams from across the Council and a willingness to try new things has really unlocked this issue and we are, in some cases, now seeing record numbers of applicants and inroads in areas that have been difficult to recruit into since covid such as IT, Front Line Care and Catering. In the last year across Corporate Services we now have 27 more Full Time Equivalents (FTEs) than we did at the beginning of the year and all of this helps.

The formalisation of Agile has also been a significant development during the last twelve months. Ty Penallta was designated an Agile Hub and work has been on going to move teams into much smaller, more flexible workspaces as well as provide a designated flexible working wing. The development and adoption of a suite of Agile policies was a further significant milestone that was overcome during this period.

Significant progress has also been made across our digital infrastructure with many of the challenges being raised last year around access to printers and the unprecedented number of calls being managed by the Service Desk having been eradicated. The service has also been instrumental in driving forward a cloud strategy for priority systems which has seen Revenues and Benefits and Midland HR systems both successfully migrated to the Cloud. Further developmental work around automation and streamlining of business and customer processes have also been successfully implemented.

The Policy Teams has dealt impressively with the unprecedented requirements of addressing the impact of the war in Ukraine with collaborative efforts in place to house and support Ukrainian residents seeking safe haven in Wales. The team have also supported the wider refugee resettlement agenda with an already stretched set of resources.

Our Catering staff managed, against incredibly challenging odds, to get a new approach to Universal Free School Meals into operation in a matter of weeks. The approach taken has seen the Council witness record numbers of children, when compared to Wales as a whole, take up the offer of a warm nutritious and now free meal. The scheme will broaden again come September.

The period also included a Local Government Election and an ensuing induction programme for all newly elected and returning Members. Both the Election and the Induction process were very well run and Members settled quickly into their new roles. We also saw a return to FOI response rates in keeping with the target of 80% and a big thanks to the team for that.

Finance staff again, worked diligently to facilitate the payment of millions of pounds of much needed cost of living payments to residents.

There are, of course, always areas that can be further improved across any Service. We've seen the benefits and some of the frustrations of the Hybrid Meeting technology throughout the year. When it has worked well it has been fantastic, when it hasn't worked it's been frustrating. This will be resolved over coming weeks. And finally, while we have made some gains as an organisation in terms of sickness absence, there remains much more work to be done as we move forward.

## What went well and why?

### Service Improvement and Partnerships

The Unit had some notable successes this year. We rose to the challenge presented by the arrival of Ukrainians fleeing the war and set up systems of support for resettlement within an extremely short period of time. The notice period for new arrivals was often non-existent, in one case 3 families were placed in the Travelodge one weekend with no access to food, support or finances. Fortunately we were able to provide immediate support and quickly develop a network of host families to provide housing to approx. 100 arrivals. A new temporary team has been created to provide ongoing arrival and resettlement support. This work is in addition to existing support for Afghan and other resettled cohorts and an increasing workload for asylum dispersal. Multi-disciplinary teams are in place, checking hosts, host properties and ensuring arrivals have their basic needs met, and a complex data and funding landscape has been successfully navigated. Looking forward the challenge is to assist arrivals into the PRS and out of the network of Welsh Government Welcome Centres.

The other notable success was leading on the drafting of the Gwent Public Services Board's new well-being plan on behalf of the region. This was a complex collaborative negotiation between many partner organisations that was in danger of being derailed due to slipping timelines. We continue to administer and facilitate the new Gwent PSB which is chaired by the Leader of CCBC.

The Decarbonisation Strategy is now lead by a dedicated Transformation Manager and small team with better governance and an updates to the existing action plan. New groups have been created to drive forward the 4 streams of Reduce, Offset, Produce and Buy. The Cwm Ifor Solar Farm is progressing to FBC and the Challenge Fund OPTRAK led project to determine the best options for EV fleet infrastructure is underway. In other transformation work the series of ten corporate reviews has concluded with lessons learned to be reported and some projects transitioning to the next phase of transformation. The focus will be on the MTFP and supporting the Council through the significant service change required over the next two years. Engagement activity has been increasing this year as part of priority determination and has been used in developing the draft Corporate Plan for 23-28 and we look forward to using the new Engagement HQ platform to continue the Caerphilly Conversation.

### Catering

- The Catering service has successfully migrated to a new system for FSM holiday payments which is now embedded into the day to day work of the Catering administration team and feedback from our families has been extremely positive.
- The staff restaurant at Ty Penallta reopened in March 2022 and continues to refine its offer to meet the changing needs of an agile workforce.
- Meals Direct service users are increasing and we are using a fleet of electric vehicles to deliver this service
- UPFSM went live in September 2022 with the CCBC timeline for role out well exceeding WG expectation. The service has received extremely positive feedback from WG around management of the roll out and the Councils creative thinking around recruitment.
- The WG capital investment grant has been maximised to transform our Primary kitchens to cater for full roll out of UPFSM in September.
- One of our Primary schools has been chosen by WG to be part of the NESTA project around UPFSM take up with a view to learning from the project being shared across Wales.
- The UPFSM is continuing to increase across all schools, the support of our Communication team has been integral to this success.
- Colleagues in HR, Communication, Catering and Employment have worked together in adapting the recruitment process for the Catering Services. This has been an outstanding success and a key factor in ensuring full roll out for all Primary Schools in September ☑

### Digital Services

Power down of datacentre to allow the organisation to renew electrical certification. Essential work had to be carried out to ensure the power provided to the Authorities Datacentre passed its safety checks and achieved safety accreditations. This was a long outstanding piece of work, and was hugely complex and deemed high risk, requiring the whole datacentre being powered off to complete essential electrical works. 10 members of Digital Services worked throughout the weekend to first backup each system before shutdown, and subsequently power up following the work. System checks and testing was then completed on each service to ensure return of service for the following Monday. In total the following were shutdown:

300 individual Virtual Machine Servers

57 separate physical hosts and servers

11 storage systems with terabytes of data.

Parts of some solutions were transferred to cloud to provide a skeleton service for those critical systems. Careful co-ordination and planning between a number of areas of the organisation, including Digital Services, FM, electric suppliers, and 3rd party Digital support companies, ensured the work went well with minimal impact on the organisation. 99% of all systems were proved working on Monday morning, with no critical systems unavailable.

Upgrade of latest version of telephony and mobilisation of Voice over teams. Telephony is a critical service to the Authority, and it is imperative that it remains resilient and reliable. We have recently upgraded the Mitel solution to the latest version to ensure it benefits from the latest security patches. To support a better work-life balance, the authority has changed its working practices, with more staff benefiting from working from home, particularly after the pandemic. To enable communication between staff, Microsoft Teams was rolled out across the Authority to enable video meetings and instant messaging functionality. To further strengthen communication, our telephony solution was integrated with Teams, so that users have the option to receive and make telephone calls via the Teams platform, instead of using a traditional handset. This enables users to make and receive telephone calls, regardless of their location. The focus of this rollout has been concentrated on staff moving into the recently refurbished Ty Penallta workspaces, with over 150 members of staff now using this facility on a regular basis. The rollout will shortly continue across the wider organisation, and a communication will be sent shortly to identify other areas which might benefit for this facility. We are also looking in the near future to migrate the telephony solution into the cloud which will add resiliency and redundancy.

Upgrade of netscalers to latest technology - Our NetScalers provide our staff who are not office based with access to Caerphilly resource securely via a Virtual Private Network (VPN). This has mobilised Caerphilly staff, particularly during the pandemic, and now supports the Authority in providing a more agile working environment. We currently are running the latest version of the system, which affords greater security and enhanced features. Our current platform also gives the option to explore a similar approach for our schools, allowing them to connect to resources outside the school campus.

Started to move forward with the critical applications moving to cloud solutions which will assist with consolidation and improve resilience.

Refresh of old technologies in the data centre to provide an improved base for delivering technology. Linked to this was a refresh of the way we provide backups to our data and this has increased our resilience.

Refresh of servers in each school to provide new technology as part of the Ed Tech project.

Phase 1 of the migration to a managed print service has been achieved.

Unix platform has been decommissioned allowing the Council's services to reside on a single platform.

Progress has been made on the way we configure and manage our end user devices, the use of Microsoft technologies has made use of the investment already made

Migration of our on premise email services to Microsoft cloud services making use of existing investments and helping to consolidate applications.

Worked with Blaenau Gwent and Carmarthenshire on a learner experience solution, successfully receiving funding from WG and completing Alpha phase and moving into Beta phase.

introduction of support clinics - resulted in us reducing the clinics

continuation of Digi Hub

Apprentice programme continuing to show benefits to the wider organisation and Digital services itself.

Datacentre Consolidation - We have recently implemented new hardware within the datacentre to consolidate and reduce the number of older obsolete systems we had. This has reduced the capacity of our datacentre by 70%, and has had the knock-on benefit of:

Newer hardware which is less prone to failure

Reduced costs in contract cover for older hardware

A more agile platform which allows us to react and provision virtual hardware faster to support current digital demands.

Less complexity in the infrastructure design to reduce support of the platform.

## Customer Services

Rollout of MiCC telephony across 30 teams within the organisation. Streamlined how calls are handled, providing a better experience for both customer and staff. Over 750,000 calls handled

Automation programme, 12 processes live, handling over 110,000 transactions per year = 20,000 working hours = 295,000 cost avoidance. The use of automation has allowed us to handle significant volumes of applications for our residents, such as Free School Meals, PDG Access Grants, Winter Fuel Scheme, Carers Grant, Cost of Living Support Scheme

Migration to Hybrid meeting rooms completed.

The ALN Matrix is a pupil centred, online tool which identifies the complexity and interrelationship of difficulties that require Additional Learning Provision (ALP). The ALN Matrix provides a fair and consistent approach across the South East Wales region and supports the, Effective identification of ALN need.

Effective identification of interventions / provision appropriate to meet the identified need.

Multiagency collaboration and provides tangible, visual evidence of a child / young persons' needs for Parents/ Carers and all Professionals involved.

The identification of who has the duty to maintain the child / young person's Individual Development Plan (IDP)

Compliance of the ALN and Tribunal Act 2018 & Mandatory ALN Code (March 2018) Using Microsoft Power BI to build interactive dashboards and business intelligence reports that enable service areas to visualise their data in more insightful ways and to make more informed, data-driven decisions.

Vulnerability Assessment Matrix – currently in pilot. The vulnerability tool creates links to a key objective in Estyn inspections: to track, monitor and improve outcomes for vulnerable learners. The tool will enable all of our schools to identify who are the most vulnerable learners. This identification will be based on the presence of individual, family, school and community risk factors (identified through research literature) and the absence of protective factors. The tool will also identify appropriate universal, targeted and specific interventions for learners. The interventions will address the missing protective factors. The key information captured by the tool can also be used to support pupil transitions and enable ongoing monitoring of progress. This to our knowledge, the first education tool of its kind in Wales.

ITCubes - Supports education to be able to hold multi agency meetings quickly and easily. Ensuring that young people and their families get the help and support they need.

Business Analytics - Using Microsoft Power BI to build interactive dashboards and business intelligence reports that enable service areas to visualise their data in more insightful ways and to make more informed, data-driven decisions. Further development of Microsoft Power BI interactive dashboards and business intelligence reports for Trading Standards, Environmental Services, Parks, Catering and several areas of Education.

Room Booking System - making us of our Microsoft 365 licence and Power Apps to develop a Room Booking system for Ty Penallta

Website - rework of several areas of the site such as planning, recruitment, waste management and family first

## **Procurement and Information Governance**

Successful deployment of EdTech End User Devices to schools – ensuring that learners across the county had access to suitable devices to continue learning within school or via online (circa 11,000 devices).

Management of EdTech funding FY22-23 (£598k) expenditure – liaised with all 87 schools to review existing end user device inventory and develop an order based on requirements to utilise the allocation of funding.

Further enhanced relationships within our Schools via the dedicated School Support Team.

Continuation of managing and maintaining a connected team – challenging at times due to agile working but overall, the team are working well and communicating.

Supplier/Stakeholder Engagement – continued to support this agenda throughout the FY.

Successful procurement and implementation of EdTech Order Form for FY with circa £17 million spend via the Order Form.

Proactis - Marketplace – deployment of new marketplace in April 2022 together with working on development of moving to cloud based solution and the Rego project.

Establishment of the 'Buy' Group to meet the aims of the Council's approach to Decarbonisation Strategy.

Further enhanced knowledge and learning of Social Value.

Foodbank Appeal 2022 – received over £7,000 of donations from our local Supply Chain.

Continued to work collaboratively across Wales in relation to Procurement, Cyber and Information Governance and team members actively lead or contribute within individual meetings. Caerphilly continue to lead on a number of Collaborative projects across the Welsh Public Sector e.g. EdTech (Schools and Corporate), Food, Social Care, Engineering Projects.

Recruited an Information Security Manager and an Apprentice within our Cyber Security Team.

Council's first Cyber Security Strategy agreed in November 2022 and supporting Cyber Action Plan developed and presented to DLG in March 2023. The Cyber Action Plan is being continually adjusted to ensure its alignment with the latest NCSC guidance.

Further enhanced and strengthened CIGU and adopted a new structure of the team, with additional staff and the divide between Risk and Access areas of work, to provide continuity within the teams and increased resilience.

Continue to provide high quality IG advice and direction to across the Council including Schools and continue to successfully defend the Council in respect of challenges by the ICO in respect of our responses to access requests and data protection activities.

New CIGU Action Plan developed and implemented, to ensure continued service improvement.

Continued to meet, update and receive feedback on the work of Procurement and Information Services with Cabinet Member.

Working collaboratively across Corporate Services and wider Council to deliver key initiatives and projects.

## **People Services**

Recruitment is proving really successful in some areas and the Authority's headcount has increased by over 200 from March 2022 to March 2023. Much work has been undertaken by HR, Communications and the Employment Team to streamline the process, make it more user friendly and targeted to the specific needs of service areas. Specific campaigns have taken place for recruitment in Care and Catering and WG have acknowledged the work undertaken to address the challenges of recruitment for UPFSM.

Council agreed resources for a specific Recruitment Team in HR to support the challenges of recruitment across the Authority.

Sickness absence has reduced slightly across the Authority from 14.12 FTE days lost in 2021 / 22 to 13.96 FTE days lost in 2022 / 23. We are one of a minority of LAs in Wales that have seen a reduction in sickness absence this year.

HR policies to support agile working were agreed after much consultation with the Trade Unions (Agile Working Policy, Flexi Scheme, Mileage Scheme)

The Council increased the annual leave entitlement for all staff by an additional 6 days to support recruitment, retention and agile working.

The Council is one of four Councils across Wales that are leading the introduction of a new all Wales learning & development platform.

## **Legal and Governance**

First year of the service delivery agreement for the provision of legal services to the child protection teams of the Social Services Department of Blaenau Gwent CBC

Successful administration of the local government elections 2022

Successful completion of the comprehensive induction programme for councillors elected in 2022

Introduction of hybrid meetings for 2022 civic year

Carrying out conveyancing of house purchases for Caerphilly Homes utilising funding from the Welsh Government

## **Corporate Finance**

2021/22 Financial Accounts approved within statutory timescales with an unqualified audit opinion.

2023/24 budget approved by Council 23/02/23.

Capita Revenues & Benefits I.T system has been successfully migrated to the Cloud.

Over 73,000 WG Cost of Living Support Scheme payments processed by the Council Tax Team with a total value of circa £10.6m.

23,164 winter fuel payment processed by Housing Benefits with a total value of £4.6m

6,543 PDG Access payments processed by the Education Finance Team with a total value of £1.5m.



## What did not go well and why?

### Service Improvement and Partnerships

The Welsh Government Super Sponsor route for Ukrainian arrivals was created without any real engagement with local authorities. Arrivals were triple the expected number and without the required host families has necessitated a large network of hotels being commissioned to cope. The push is now for local authorities to help move people into more sustainable/affordable accommodation. Without enough hosts and not enough properties in the PRS this is a huge challenge. We continue to support our Gwent neighbours, who do have hotels, and have a figure of an additional 211 people that we may be expected to house.

The recruitment system was moved to become fully bilingual this year, as required by the standards, and after communication from the Commissioner. The number of JDs that need, and continue to need to be translated, presented an unmanageable workload as the volume of recruitment being undertaken this year was significant. Additional temporary translation capacity has been appointed to cope with several years worth of work until such time as the translation memory has retained more of the Council's recruitment wording.

The Gwent PSBs new well-being plan was not able to be passed by the PSB by the end of the FY due to difficulties experienced in one of the partners' approval processes, we are hopeful that this process can be concluded by the end of June.

### Catering

- Despite expanding the offer at the Hive footfall remains low. The service are currently looking to review both Meals Direct and the Hive catering service.
- Meals Direct - if a customer is poorly and requires the assistance of medical help such as an emergency ambulance, this has an impact on the catering team and ongoing support to clients. (sometimes ambulances can take up to 6 hours) The service is currently looking at ways it can mitigate this impact.
- Due to the current world climate we are having supply chain issues of stock/price increase of food/fuel and energy costs. Although the Service has managed this within budget this financial year this will be challenge in future years.

### Digital Services

Recruitment was problematic however taking a different approach to filling the vacancies and looking to develop from the ground up has helped.

Replacement of 2008 servers which has resulted in an unsuccessful PSN application

Deployment of InTune - lack of knowledge, planning and process.

The deployment of the new Housing system - Civica, lack of knowledge and resource. Redesignated resource in first Qtr. 2023 which is addressing the issues

BAU is sometime stretched due to other priorities coming forward.

### Customer Services

The Pilot of WordtoHTML tool. We developed this to assist users in producing accessible HTML web documents. There has not been much take up during the Pilot period which has been disappointing. Looking to extend the pilot and push for more usage so any required tweaks can be gauged before roll out to all users.

### Procurement and Information Governance

Unsuccessful with PSN Application, as a result of the high vulnerabilities highlighted in our ITHC 2022, particularly a number of Windows 2008 R2 servers, which are no longer supported. However, we have established a dedicated ITHC workgroup, which is working to remedy these issues so we are in a position to re-apply for PSN in June 2023.

FOI/EIR stats improved, however further improvement is still necessary and 'pinch' points/areas have been identified and will be addressed under the CIGU Action Plan.

The planned IT systems for IG has not yet been implemented due to issues on another project, however this also forms part of our action plan and forward work programme.

Embed DPIAs and other accountability measures within the Council, however improvements have been made and additional information on this is being added to staff eLearning to assist with this.

Councillors IG training uptake still extremely low. This has been highlighted to CMT and awaiting next steps on an approach e.g. face to face sessions.

Schools Hwb Mail Migration – project planning was poor and timescales aggressive, significant impact on the Schools which has led to some conflict and previous relationships have been affected. Several issues were experienced through the migration.

Back Office support of EdTech has created issues with accuracy of accounts and further processes and procedures have been established for the new FY.

Loss of key resource due to reasons beyond our control and significant time to resolve, which impacted on the delivery of some aspects of the EdTech project and added pressure on other members of the team to deliver certain aspects. e.g. School server rollout.

Schools Telephony delays in establishing an appropriate support agreement has resulted in Schools contracting directly with a third party.

School Broadband Connectivity, significant issues experienced which relate to connectivity within schools which has impacted the relationship and caused frustrations.

School network issues, ClearPass migration was poor, no testing or planning from Digital Services which resulted in no Wi-Fi at some schools. Issues have continued when attempting a staged approach to migrate schools however this has also been unsuccessful. An issue between ClearPass and the Learning Domain has been identified and requires further investigation.

### **People Services**

Recruitment still remains a challenge for some services across the Authority. Recruitment is a national challenge but People Services will continue to work with services to try to address the challenges they are encountering. Sickness absence levels remain high across the Authority. Whilst this reflects the national picture, HR will continue to work with service areas to support them to try to reduce levels of absence. Workforce Planning is being piloted in 3 service areas but has not progressed as quickly as anticipated.

### **Legal and Governance**

Inconsistency of performance of equipment used for hybrid meetings

### **Corporate Finance**

Council Tax collection rate for 2022/23 of 94.9% which is below the target of 97.5%. This is due to the impact of the Cost-of-Living crisis on residents and to staff time being diverted to dealing with WG Cost of Living Support Scheme payments.

NNDR recovery rates in respect of previous years arrears have reduced also due to the reasons set out above.

## **What impact have we made and how do we know (what difference have we made and what have we learned)?**

### **Service Improvement and Partnerships**

We know that we have been able to properly support our Ukrainian cohort and have had some heartfelt thanks for the actions of officers in securing their route to safe and secure accommodation. In particular the private rented sector in Wales is very different to Ukraine and our staff have been able to help people who have already been through a turbulent time to navigate it.

We have been able to deliver a well-being plan for Gwent. However it is still awaiting sign-off in one partner and so we have learned the cultural differences in partnership working can cause difficulties, even when the majority of partners are content and particularly if we are working in a statutory process which must be completed properly. Early consensus and, importantly communicated consensus, should be sought to avoid a last minute declination to agree.

### **Catering**

Meals Direct is offering an essential service to the vulnerable within our Communities with the added advantage of undertaking welfare checks i.e. raising concerns to Social Services and/or family members. Despite the reason negativity highlighted in a social media post the general feedback from our clients is excellent and how valuable they find both our staff and the service we provide.

Our experience this year around recruitment and UPFSM roll out as evidenced marketing and communication methods are key. We are very fortunate to have a first class Communication team who have supported this year and have plans in place to expand this next year to maximise UPFSM take up.

We have fed over 15,000 pupils each day with a few to significantly expanding this with the full roll out of UPFSM in September. Our early roll out (well above WG requirements) of the free school meals initiative will support families in what is a very difficult time due to the Cost of Living crisis.

### **Digital Services**

Transforming the organisation with digital technologies, allowing agile working to progress.

Cloud first strategy started which provides resilience and frees up resources

Better collaboration with supply chain to build knowledge and resilience within the team

### **Customer Services**

Continue to support our residents and staff with Customer Services answering over 200,000 calls with an average wait time of 0:11 seconds or less and responded to over 150,000 online requests, whilst Helpdesk have dealt with over 16,000 requests for support.

Our virtual workers have processed over 105,000 requests saving over 20,000 hours of staff time

### **Procurement and Information Governance**

Further enhanced and strengthened our relationships with Schools across Procurement and Information Services. Demonstrating that our School infrastructure is as important as Corporate domain. Attending various forums and meetings together with issuing succinct communications highlighting important matters in relation to Procurement and Information Services.

Procurement continues to play an active role in pursuing our Corporate objectives e.g. Decarbonisation, Recruitment and Training, Social Value, development of the local Supply Chain.

Corporate and Education Cyber Security Forums continue to prove valuable. Allowing us to join up various workstreams and ensure Information Security is being considered across the organisation.

Cyber Assessment Framework (CAF) pilot with Welsh Government, which looked to see how applicable the CAF would be in a Council setting. Whilst we are awaiting next steps to come from this, our initial feedback noted we “clearly understand our cyber strengths and weaknesses”.

Secured funding for Cyber Security Training for corporate staff, which we are looking to roll out in the coming months.

Provide high quality IG advice to the Council including Schools, to ensure the security of personal or confidential data and to ensure compliance with data protection requirements.

Provide an effective information access service to those that make formal requests for information, processing over 1300 requests per annum.

Continue to facilitate the compliant, transparent sharing of information between the Council including our Schools and partner organisations such as the Police and NHS.

**People Services**

The support of People Services has helped some services to recruit staff to critical posts, in particular in Care and Catering for UPFSM, which are both very high profile services. The Communications Team have supported IT to review their communication strategy with the organisation to assist better understanding and engagement.

**Legal and Governance**

Ensure the smooth running of the democratic process from the local government election of 2022 and throughout the first year of the newly elected council  
To support the council with legal advice and support through the entire breadth of services the council delivers.

**What actions do we intend to take in the next period to ensure that we are meeting our performance requirements?**

Please see Self-assessment action tab for actions - click on the next tab



# Directors Self Assessment - Actions

Actions Carried over from the previous Self-Assessment (End of year 2021/22)	By Whom	By when	Update
To review and gain greater knowledge on cyber security risk	EE		Gap Analysis undertaken and a series of Cyber Security training and awareness raising events have been undertaken.
The introduction of the changes to the FSM criteria and the decision to fund all primary school pupils to receive free meals needs careful consideration and appropriate engagement with WG and catering colleagues	SR		Successful roll out of UFSM to infant year groups, in order to facilitate roll out to year 2 extensive work is required on 6 schools to accommodate additional capacity. Staff recruitment is still a significant concern and a recruitment campaign is planned for the new year. The UFSM project officer is working closely with schools to increase the number of children taking up the offer, targeting in the first instance schools with the lowest take up.
Work should continue on the refresh of the Councils website and Intranet site as key platforms for transformation and engagement	Ed		A procurement exercise is being undertaken for the supply and implementation of a new corporate digital platform. This system will provide key services for our customer interactions, website, forms and a customer relationship management system. the aim is for this to be in place by the end of 2023
Further work to be done to understand the sickness picture and reduce levels of sickness wherever possible	Ed		Consider the release of the COVID dashboard to wider staff population. A Workforce Capacity & Associated Challenges report was presented to P&R Scrutiny Committee on 27.09.22, Cabinet on 19.10.22 and Council on 24.11.22, which included information regarding sickness absence. Agreement given to obtain some external support to try to understand the increasing levels. 2 additional fixed term HR Officers agreed for a period of 12 months to support the high caseload of the HR team. The Managing Sickness Absence Procedure and HR processes will be reviewed during the next 12 months. Nationally, there has been an increase in sickness absence levels during the previous 12 - 24 months.
Improve the Outcome measurement of the Corporate Review programme and reinvigorate the commercialisation workstreams	SR		Solar Farm – Work continues to progress the Cwm Ifor Solar Farm to full business case. There has been an unforeseen increase in costs to develop the FBC. However the solar farm, at 20mW, will be the largest publicly owned solar farm in Wales should the Council wish to continue with its development. Alternatively the site, development plans and planning permission can be sold on the open market. The vacant Commercial and Investment Transformation Manager post was filled prior to Christmas 2023. A new programme and project management proposal has been developed for the transformation programme, including commercial activity, and will be progressing through decision-making to roll-out early in the autumn 2023. The PPM proposal improves the governance and reporting of progress. A round up of the previous programme of 10 corporate reviews is taking the learning forward to the next round of transformation to support the preparation for the 24/25 budget.

<p>Digital Services - Improve our communication with our customers to ensure they are aware of our plans and develop our junior staff with the skills and experience necessary for the future of the team.</p>			<p>We have increased our engagement through email to our customers keeping them aware of scheduled work. Sarena has helped in delivering some of these communications.</p> <p>Digital Services has invested in online training and provided access to all members of the team, this includes all apprentices and trainees. Apprentices and trainees are developing and growing in confidence through shadowing existing staff. We have already seen some of these new starters apply for and be successful in obtaining different roles within the team. We are encouraging staff to self develop and use the resources available through online training. We are engaging with our apprentices to capture their thoughts on modern IT Services and how to retain and attract young staff.</p> <p>We are providing our apprentices with coaching with dedicated resource from within the service area.</p>
<p>Customer Services - Rollout of call-recording and call coaching to the 21 teams that have migrated to MiCC to ensure that there is consistency in call handling standards across the authority.</p>			<p>MiCC has continued to be implemented within the authority with over 30 front facing teams using the telephony system answering over 750,000 calls. This ensures residents are being provided with the best experience when calling the authority, with queue information, upfront messaging and are directed to the most appropriate member of staff to deal with their query.</p>

# Priorities



Title	Completion Date	RAG	Progress - Achievements - Impacts
<b>Strategic Objective 1 - Lead &amp; support the organisation's TeamCaerphilly Transformation Programme</b>			
1.1 Lead the delivery of the PlaceShaping Programme		Green	The Council's ambitious PlaceShaping programme continues to gather pace. Several high profile Sustainable Communities for Learning Developments are progressing with developments and business case submissions for the Centre for Vulnerable Learners (CVL), the expansion of Trinity Fields, a new Net Zero Carbon School at Plasfelin and the amalgamation of Llanceach and Llanfabon. Outside of the Education environment, progress was made in the development of our new model for Community Hubs, some innovative Housing developments and the plans for new Respite Centres as well as further investment in a number of business units.
1.2 Lead the Remote Contact Corporate Review		Green	<p>Over 250 call agents on the MICC telephony system, with positive feedback from call handlers and managers, highlighting faster resolution of queries and real time data provision.</p> <p>Culture of the organisation has changed as a result and services are sharing information between teams to benefit customers, e.g. Caerphilly Cares able to tell if a resident has applied or winter fuel payments and tailor their support accordingly.</p> <p>No solution being procured</p> <p>Learning from Complaints group of complaints administrators are rolling out a universal digital complaints process</p> <p>Progressing a single Digital Platform to facilitate the following six areas of functionality:</p> <p>Website Content Management – this will be used to manage the Council's corporate website which will be the touchpoint for customers accessing services online. It will replace the use of the existing third-party Content Management System</p> <p>Electronic Forms – this will be used to build online forms to capture service requests from customers. These forms will be accessible through the Council's corporate website and the Customer Relationship/Contact Management interface supplied as part of the solution. It will replace several existing third party and in-house solutions for building online forms.</p> <p>Workflow / Business Process Flow and Case Management – this will provide the ability to control the flow of a service request information through its lifecycle. This will include delivery to back-office staff and systems.</p> <p>System Integration – the ability to feed information, in both directions, between the solution and other third-party/in-house systems and data sources.</p> <p>Customer Relationship/Contact Management – the interface used by customer advisors when assisting customers contacting the Council with a service request or service request query. It will replace the existing in-house solution.</p> <p>Mobile Worker – the ability for workers in the field to receive and action service requests via their mobile device.</p>
1.3 Lead the Workforce Development Corporate Review		Blue	Complete. Workforce Development Strategy 2021 - 24 agreed and in place. The action plan within the strategy is subject to monitoring via CMT, HR Strategy Group, P&R Scrutiny and Cabinet.
1.4 Lead the Sustainable Financial Planning Corporate Review		Amber	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m. The temporary savings and one-off use of reserves will support the budget for one year only meaning that recurring savings totalling £22.207m will need to be identified moving forward. When this is added to other anticipated inflationary pressures and inescapable service pressures the total savings requirement for the two-year period 2024/25 to 2025/26 is £48.335m. Work is underway to identify savings proposals that will be driven by new operating models aligned to the Council's Transformation Programme.
1.5 Lead the Information, Insight and Intelligence Corporate Review		Green	Several Power BI dashboards now in place, strategy document drafted to set out rollout plans and distributed for feedback, which has been incorporated into updated document - approved by Digital Leadership Group 28/03/2022. Complaints Dashboard will provide trends and identify areas for improvement.

Title	Completion Date	RAG	Progress - Achievements - Impacts
1.6 Lead the Decision-Making Corporate Review		Blue	Complete. Research took place along with a survey of other authorities to look at their decision making processes and analysis showed that even those with a different model (delegated to individual cabinet members) did not make the process quicker so it was decided to stick with the current process. However, the review did show there is lack of knowledge on the constitution, regulations in finance and standing orders etc, and access via the intranet is unclear. Since working from home new starters may be unaware from induction of these policies and how to access them, so it is suggested under 'good governance' that the legacy from this review is a new project, 1 year, to promote, train and make more engaging content on the building block policies of governance
1.7 Support the Agile Working Corporate Review		Green	Policies to support agile working have been agreed and are in place - Agile Working Policy, Flexi Scheme, Mileage Scheme and Annual Leave Policy. The Council's asset rationalisation policy is being reviewed in consideration of agile working. Ty Penallta is being reorganised to better support agile working.
<b>Strategic Objective 2 - Continue to refine the Council's Governance Arrangements to ensure they remain fit for purpose and compliant with legislative requirements</b>			
2.1 Set a balanced budget for the Council for the 2023/24 financial year		Green	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m.
2.2 Implement the Programme for Procurement within agreed timescales		Blue	Complete. Implementation of the Programme for Procurement (2018-2023) is ongoing and is business as usual. Programme for Procurement extended for a period of up to 18 months in line with the procurement reform agenda including UK Procurement Bill and Social Partnership and Public Procurement (Wales) Bill. Report agreed at P&R Scrutiny on 8/11, PDM on 9/11 and Cabinet 30/11.
2.3 Develop and embed a Social Value Policy for Caerphilly		Blue	Complete. The team continue to publicise and raise awareness of embedding social value across the Council's third party spend.
2.4 Support the implementation of the Social Partnership and Public Procurement (Wales) Draft Bill		Green	Refer to 2.2 above and awaiting next steps.
2.5 Design and embed any changes emerging from Public Procurement Reform		Green	Awaiting next steps on the new Procurement Regulations from UK and Welsh Government. Actively monitoring updated information and Procurement Policy notices together with attending fortnightly meetings with Welsh Government & WLGA representatives.
2.6 Support the implementation of the Local Government & Elections (Wales) Act		Blue	Complete. Actions in the implementation programme now largely completed and this should be closed down now. We received an output from Audit Wales as part of their ARA who looked at the work with the implementation and there was no further improvement actions to take
2.7 Continue to refine and further embed the Corporate Performance Framework to meet the Self-assessment aspects of the above legislation		Green	First self- assessment report completed under the Local Government and Elections Act and formally approved by Council. The actions to be taken forward, under the 7 organisational activities, are now part of the DPA and CPA process. Staff are participating in all-Wales learning exercises to further refine and improve the self-assessment process.
2.8 Deliver the Well-being Assessment and progress the development of a whole Gwent Public Services Board (PSB)		Green	Completed and new Gwent regional Well-being Plan drafted. Currently working through corporate approvals in each statutory members organisation. Will be signed off by the Gwent PSB late June, on an unavoidable delayed timescale. Some problems introduced by difficulties in the corporate approval process of one member organisation.



Title	Completion Date	RAG	Progress - Achievements - Impacts
2.9 Manage the improvement work emerging from recommendations or proposals for improvement made by Audit Wales		Green	All proposals for improvement are now reviewed at formal CMT on a quarterly basis. Regulator proposals for improvement remain part of G&A agendas.
<b>Strategic Objective 3 – Develop and refresh employee working practices that support the TeamCaerphilly ethos and the emerging organisational culture</b>			
3.1 Develop and Embed a Well-being Framework for Caerphilly		Blue	Complete
3.2 Undertake a Policy Refresh Programme		Green	Some HR & H&S policies and procedures have been reviewed. Further policies and procedures will be reviewed in 2023 / 24.
3.3 Develop a Learning and Development function for the organisation		Green	Team is in place. Conversations are taking place with BGCBC in relation to a collaboration on Workforce Development in order to offer more learning opportunities across the Authority.
<b>Strategic Objective 4 - Support the implementation of modern, fit for purpose approaches to decision-making and local democracy</b>			
4.1 Implement a Hybrid Remote Meeting approach for the Council	May 22	Blue	Complete. The Chamber and meeting rooms have been fitted out with hybrid meeting technology.
4.2 Support the delivery of the Local Government Elections (May 2022)	May 23	Blue	Complete. The Elections were successfully delivered with Caerphilly being one of the early voting pilot centres
<b>Strategic Objective 5 – Continue to develop an IT environment that is secure, drives organisational transformation and enables efficient service delivery</b>			
5.1 Deliver and implement the ICT Strategy and Digital Strategy		Green	Started the process for consolidation of applications and the use of cloud services for our critical applications. Starting to consider cloud as a viable option for each contract as it is reviewed. Moving to a streamlined end user device distribution method which will enable improved customer experience. Collaboration with Blaenau Gwent and Carmarthenshire on a learner experience solution that will be available to all public sector bodies in Wales. Refresh of data centre infrastructure consolidating hardware and moving to latest versions of operating tools such as virtualisation technologies, this reduces equipment power consumption and improves the carbon footprint as a result. Migration of our e-mail system to Microsoft technologies allowing greater use of our investment in Microsoft licenses.
5.2 Continue to support an all Wales ICT Procurement for Hwb Programme		Green	Established a Dynamic Purchasing System (DPS) on behalf of all twenty-two Councils in October 2019. The DPS offers an opportunity to develop a national, strategic relationship with Suppliers in order to maximise the current and future investment that schools and Councils make in Wales. The DPS is a "live" market for Suppliers able to demonstrate they fully meet our requirements. The DPS will be continually refreshed to take account of and keep pace with changes in related technologies and associated services.  During FY22/23 the following mini competitions have been undertaken: Lot 1, Networking and Associated Equipment (separate mini competitions for individual Councils); Lot 2, End User Devices (new order form) covering Education and Corporate sites; & Lot 3 Teaching and Learning Tools (new order form) covering Education sites.  The overall spend to date via the DPS is circa £130 million since service commencement via Welsh Government and individual Councils funding with circa £17 million of spend during FY22/23 to date.  In preparation for FY23/24 and beyond there have been discussions with Councils on future delivery of the EdTech service. Together with a revised fee structure that is currently being consulted upon with Welsh Government.

Title	Completion Date	RAG	Progress - Achievements - Impacts
5.3 Ensure the Councils Cyber Security Policy remains fit for purpose		Green	A review of the policy is due to take place ahead of the next ITHC in November 2023. This is to ensure that the policy remains up to date and relevant with the organisational changes we have seen, such as the increase of agile working and incorporating the various areas of guidance that are due to be updated, where necessary.
5.4 Ensure the Councils Information Governance arrangements continue to be developed and appropriately applied		Green	A review of all current Policies and Procedures is currently underway.  Staff eLearning modules also currently being re-viewed and updated to ensure they are fit for purpose, with additional modules planned. Face to face training with members planned due to poor take-up of eLearning.  Improvements to FOI/EIR compliance rates have been made, and additional areas for improvements identified.
<b>Strategic Objective 6 - Maximise the Council's financial position and resilience</b>			
6.1 Develop the MTFP and link to the TeamCaerphilly Programme		Amber	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m. The temporary savings and one-off use of reserves will support the budget for one year only meaning that recurring savings totalling £22.207m will need to be identified moving forward. When this is added to other anticipated inflationary pressures and inescapable service pressures the total savings requirement for the two-year period 2024/25 to 2025/26 is £48.335m. Work is underway to identify savings proposals that will be driven by new operating models aligned to the Council's Transformation Programme.
6.2 Finalise the Schools PFI Review		Amber	At its meeting on 19 April 2023, Council approved a proposal to voluntarily terminate the School PFI Contract. Significant work is now underway to establish how services will be provided in the future and to agree a compensation sum with the PFI Contractor. A termination date of the end of October 2023 is currently assumed but this will be kept under review.
6.3 Continue to develop and refine the Council's Investment Strategy		Green	Investments are subject to regular review and as they mature sums are reinvested appropriately to ensure that returns are maximised. A number of investments are currently providing yields below the Debt Management Office (DMO) rate as they were entered into prior to the recent increases in interest rates. As these mature the reinvestments will result in improved returns.

Count	No's	RAG	Status
0		Black	Not yet started or too early to report any progress (achievements/changes)
0		Red	Started but not progressing well
3		Amber	Started with reasonable progress achieved
17		Green	Going well with good progress
8		Blue	Complete
28		Total	

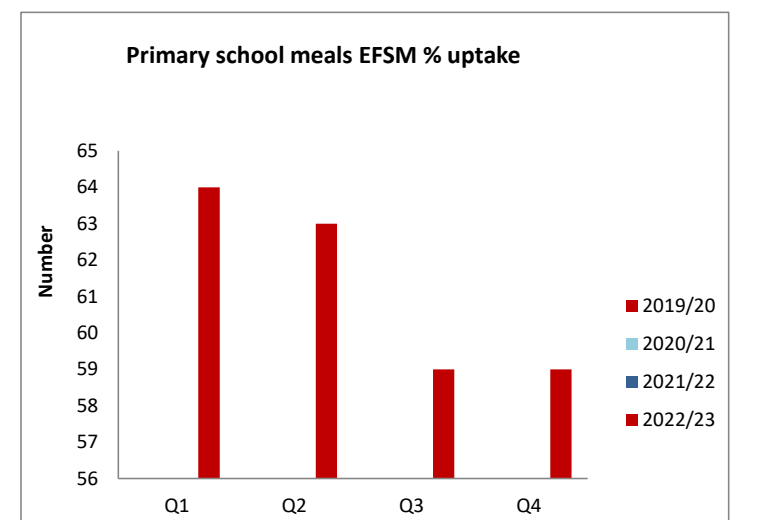
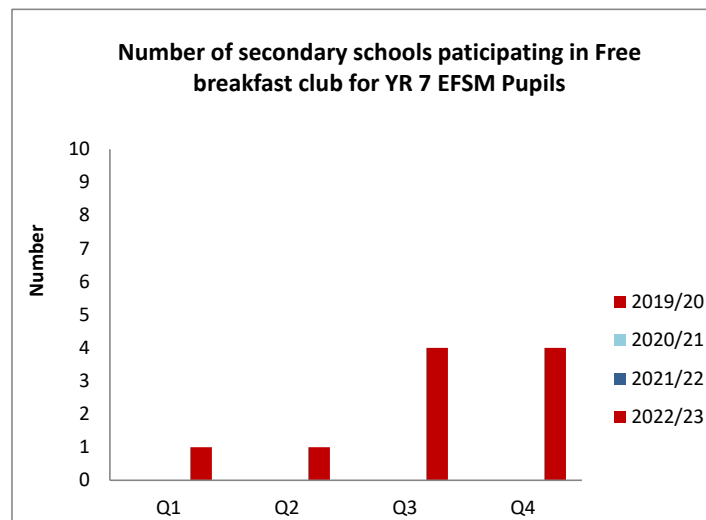
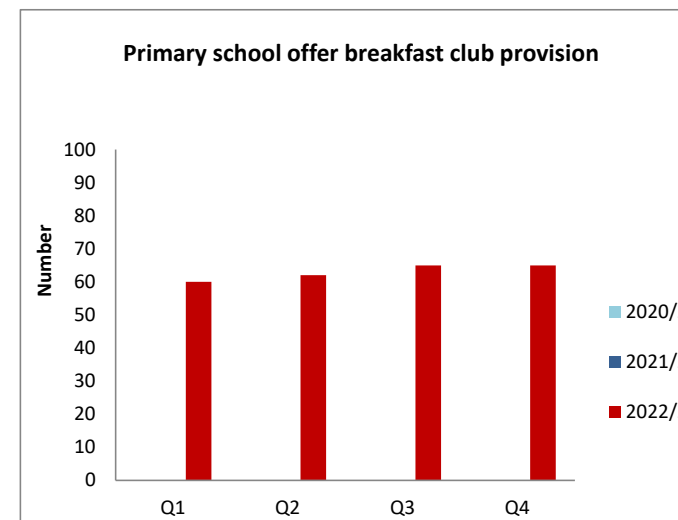
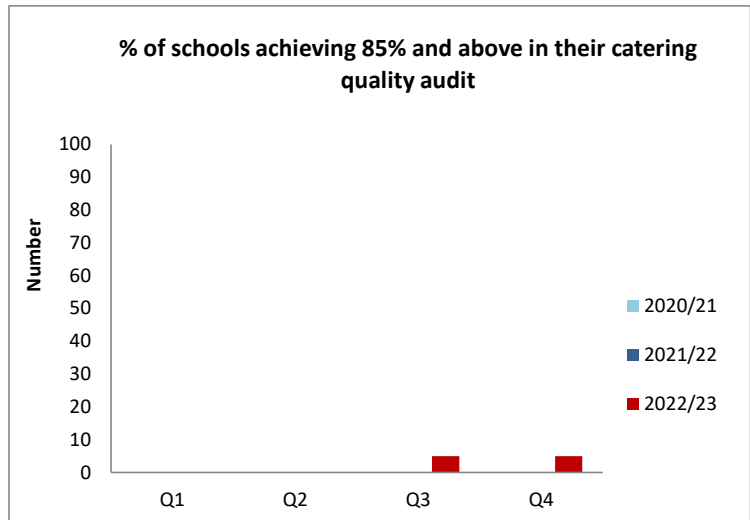
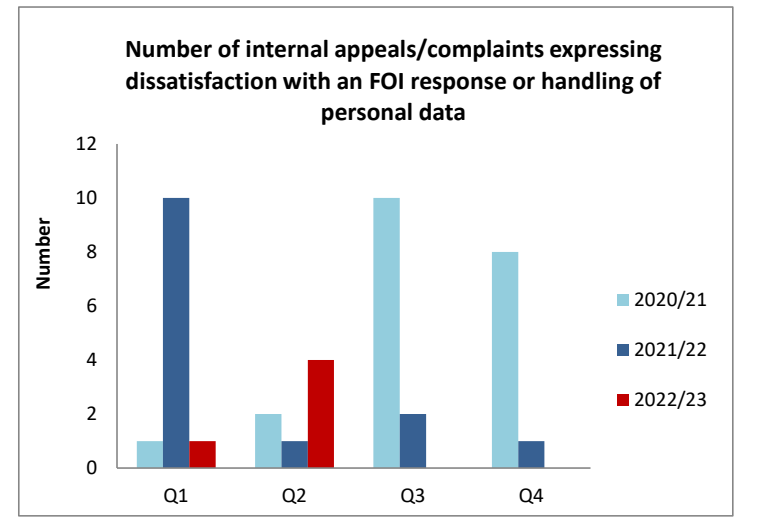
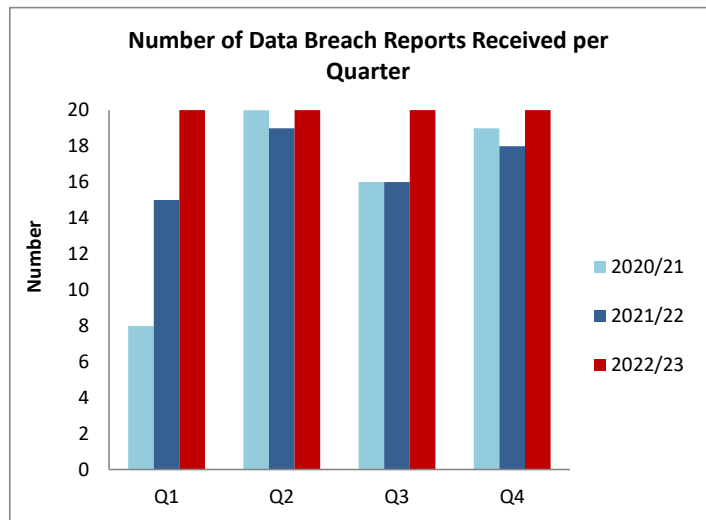
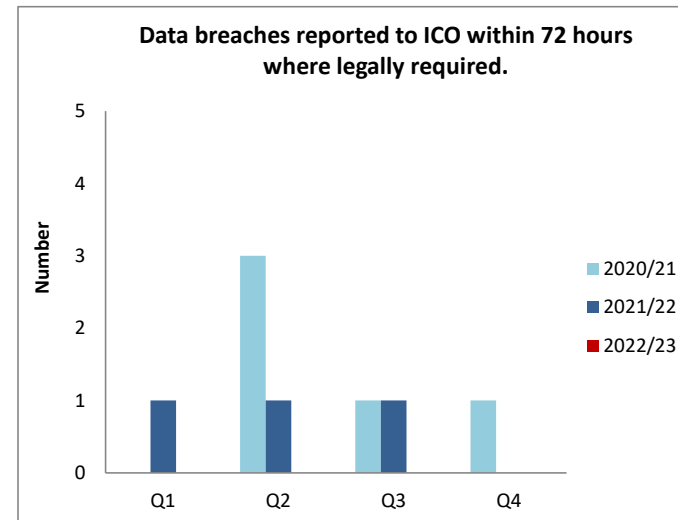
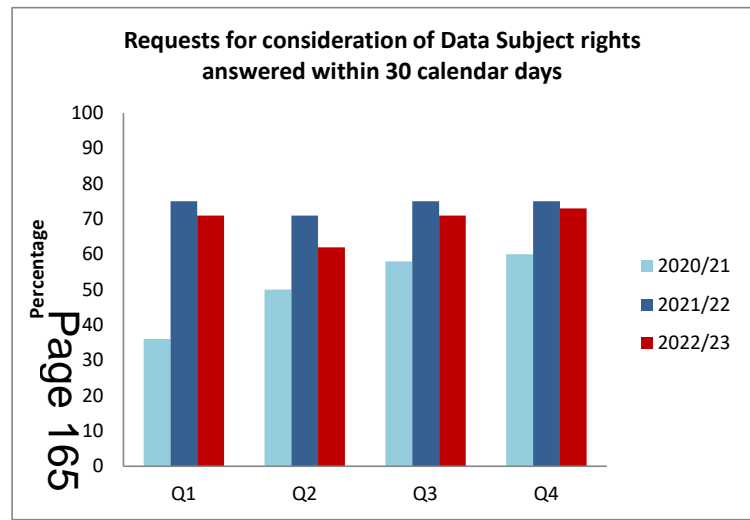
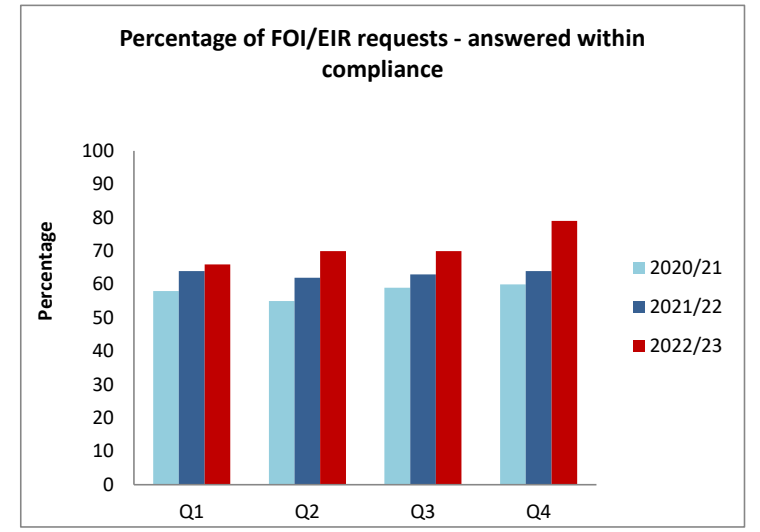
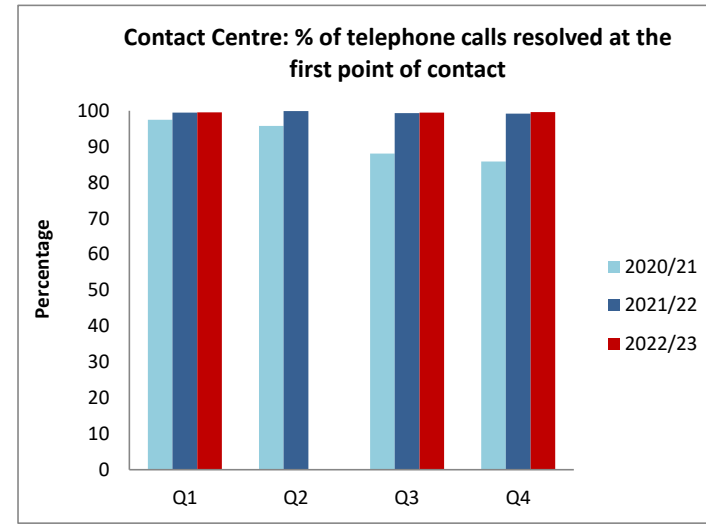
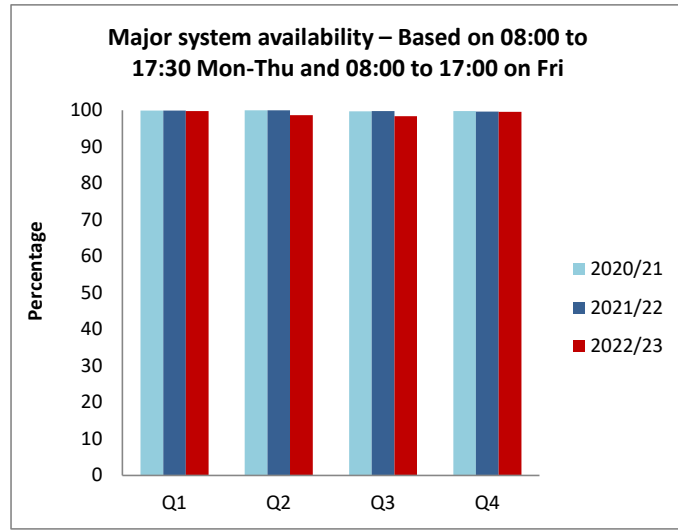
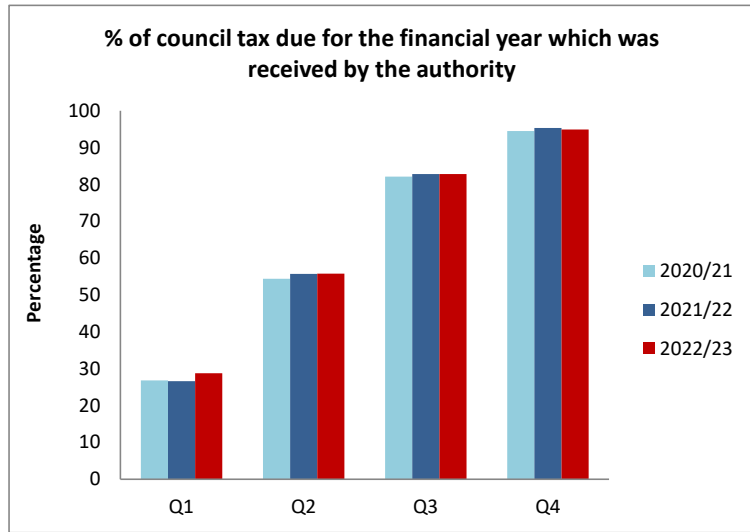
# Performance

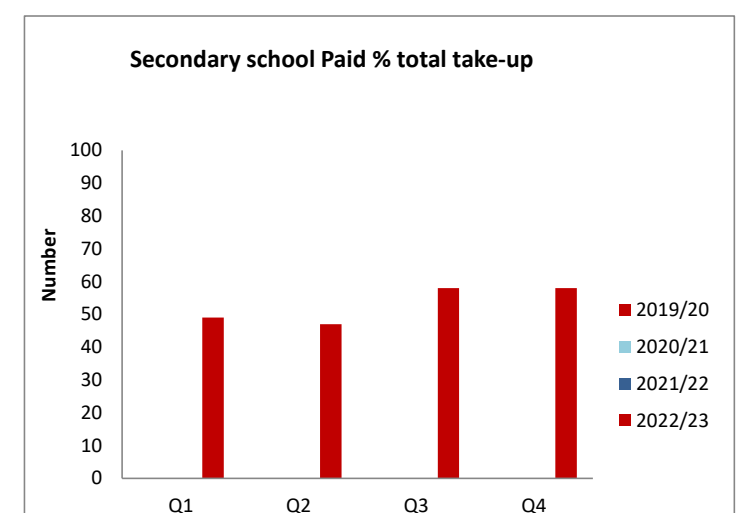
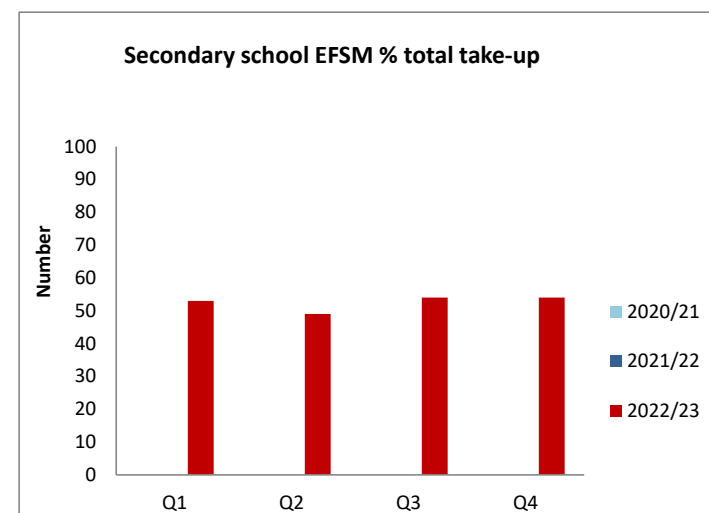
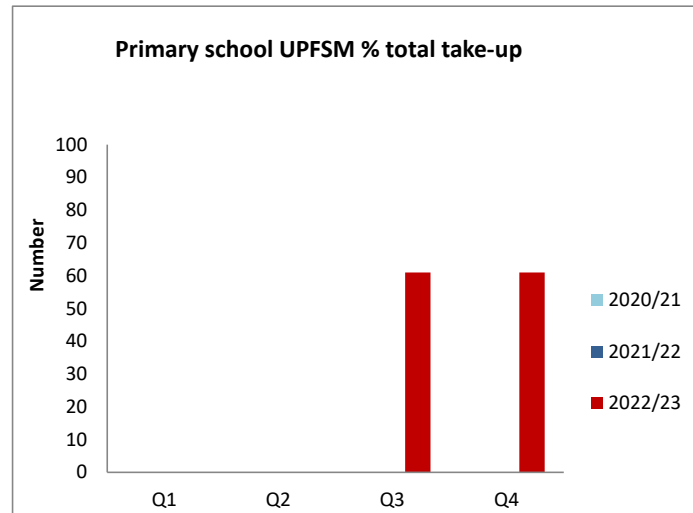
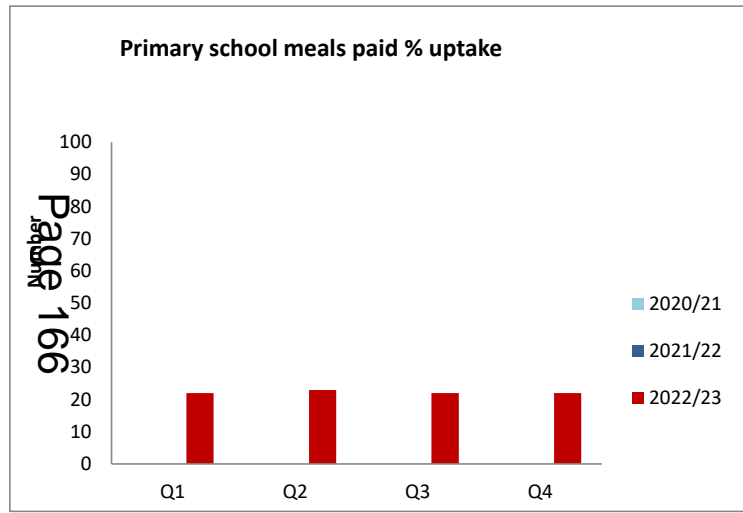


Performance Information	Frequency	Q1 2022/23	Q2 2022/23	Q3 2022/23	Q4 2022/23	Target	RAG	Comments/Performance Explained
Budget in year Position (over/underspend)	Annual							See Resources - Finance & Assets Tab
In year savings targeted vs savings delivered	Annual							
% Sickness absence: Authority	Monthly	5.24%	4.51%	6.26%	5.40%	4.00%	Orange	
% Sickness absence: Education and Corporate Services	Monthly	4.40%	3.26%	5.88%	4.68%	4.00%	Green	
<b>PAM/001</b> Number of working days lost to sickness absence per employee	Yearly				13.96 FTE			Annual Measure. 2021/22 was 14.12 days
<b>PAM/044</b> Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees	Yearly			5.8 per 1,000				Annual Measure
% of council tax due for the financial year which was received by the authority	Quarterly	28.80%	55.80%	82.80%	94.90%	TBC	N/A	Q1 0.2% up on last year. Q2 0.1% up on last year. Q3 same as last year. Q4 0.4% down on last year and 1.6% down on pre-Covid and pre-cost of Living Crisis levels in 2019/20. Specific target not set due to the uncertainty of Cost of Living Crisis impact. Recovery action impacted by Cost of Living Crisis and the same staff also handling WG Cost of Living Support Scheme payments.
% of Annual Spend with Caerphilly based suppliers	Annual					25%	Grey	Annual Measure - data available June 2023
% of Annual Spend with 'City Deal' based Suppliers	Annual					57%	Grey	Annual Measure - data available June 2023
% of Annual Spend with Suppliers across Wales	Annual					60%	Grey	
Major system availability – Based on 08:00 to 17:30 Mon-Thu and 08:00 to 17:00 on Fri	Weekly (YTD)	99.80%	98.66%	98.35%	99.55%	99.70%	Orange	
% of Contact Centre telephone calls resolved at the first point of contact	Quarterly	99.58%		99.49%	99.64%	80.00%	Green	In Q2 we were unable to provide the figures as the system had an error for the quarter
Number of Complaints Received in Corporate Services (and dealt with within statutory timeframes) YTD	Monthly	5	4	6	3		Grey	See Customer Tab for more information
Number of Data Subject requests - received	Quarterly	17	26	31	23	N/A	Grey	
Number of Data Subject requests - resolvable	Quarterly	17	21	31	22	N/A	Grey	Number of requests received less - Q2 - 2 withdrawn, and 3 active still within compliance Q4 - 1 on hold seeking applicant clarification
Number of Data Subject requests - answered within compliance	Quarterly	12	13	22	16	N/a	Grey	
Percentage of Data Subject requests - answered within compliance	Quarterly	71%	62%	71%	73%	80.00%	Orange	
Number of FOI/EIR requests - received	Quarterly	281	266	324	358		Grey	
Number of FOI/EIR requests - resolvable	Quarterly	271	260	314	349		Grey	Number of requests received less - Q1 - 1 withdrawn, and 9 on hold seeking applicant clarification Q2 - 6 on hold seeking applicant clarification Q3 - 10 withdrawn Q4 - 8 withdrawn and 1 on hold seeking applicant clarification

Number of FOI/EIR requests - answered with compliance	Quarterly	179	181	221	277			
Percentage of FOI/EIR requests - answered within compliance	Quarterly	66%	70%	70%	79%	80.00%		
Number of data breach reports received per quarter (whole authority)	Quarterly	22	26	21	23			Common themes: wrong e-mail address selected from autocomplete drop down menu, e-mail addresses not entered into bcc field when sending email to multiple recipients, information sent to wrong person.
Data breaches reported to ICO within 72 hours where legally required (whole authority)	Quarterly	0	0	0	0			
Number of internal appeals/complaints expressing dissatisfaction with an FOI response or handling of personal data (whole authority)	Quarterly	1	4	0	7			Q1: 1 Data Subjects Rights Appeal with the original decision upheld. An ICO FOI Appeal was also received and CCBC's original decision was upheld. Q2: 2 FOI/EIR Appeals with 1 original decision upheld and 1 still being investigated. 2 Data Subjects Rights Appeals received with both still being investigated. There was no ICO Appeals. Q4: 2 FOI/EIR Appeals and 2 Data Subjects Rights Appeals received from same applicant. 3 other FOI/EIR appeals received where applicants felt FOI/EIR requests were not answered and or disagreed with the exemption applied. All are still being investigated.
% of schools achieving 85% and above in their catering quality audit	Annually	0	0	5	5	100%		An annual audit is completed at individual sites to monitor their performance against our internal Food HACCP and Quality System and Healthy Food in School Measure 2013 compliance. No audit were done in the first 2 Quarter due to having to catch up on compulsory training which could not be completed in previous years due to covid
Primary school offer breakfast club provision	Quarterly	60	62	65	65	100%		There are 76 Primary Schools that are able to participate in the scheme. We had 71 schools offering the service prior to Covid. Some Welsh Medium Schools do not wish to participate and Libinus Primary offers a private scheme hence target
Number of secondary schools participating in Free breakfast club for YR 7 EFSM Pupils	Quarterly	1	1	4	4	100%		Currently we offer a school meal provision in 9 Secondary Schools which could participate in the WG Free Breakfast Club Scheme for Yr7
Primary school meals EFSM % uptake	Quarterly	64%	63%	59%	59%	70%		EFSM - Relates to eligible FSM pupils.
Primary school meals paid % uptake	Quarterly	22%	23%	22%	22%	32%		Paid Meal - Relates to pupils who are not eligible for a Free School Meals. Paid meal uptake has been impacted on recovery from Covid, Cost of Living Crisis and introduction of UPFSM
Primary school UPFSM % total take-up	Quarterly	N/A	N/A	61%	61%	70%		Universal Primary Free School Meals - is a WG initiative to provide all primary age pupils with a free school meal by September 2024. CCBC introduce the first phase of the scheme from September 2022 to Reception and Yr1 pupils. On November 7th Yrs 2 and FT Nursery pupils were included in the offering. Yr3-6 will be able to access the scheme from September 2023.
Secondary school EFSM % total take-up	Quarterly	53%	49%	54%	54%	64%		EFSM - Relates to Eligible FSM pupils - absence figures have not been taken into account
Secondary school Paid % total take-up	Quarterly	49%	47%	58%	58%	45%		Paid Meal - Relates to pupils who are not eligible or a Free School Meals

### What is the performance telling us?





## Customer Intelligence



### What is our customer intelligence telling us?

#### Complaints - Corporate

##### Quarter 3

6 Complaints (Stage 1 = 3, Stage 2 = 2, Stage 1 to 2 = 1)

- Council Tax sent letter threatening to take to court
- Council Tax
- FOI RE: Website Contact --- Corporate Information Governance Unit
- Officers not answering calls or returning calls
- Outstanding council tax arrears
- Council Tax refund not given

##### Quarter 4

3 Complaints (Stage 1 = 2, Stage 2 = 1)

- Council tax failed to make decision on Discretionary reduction policy appendix A
- Unprofessional misinterpretation of legal house deeds
- Formal complaint about blue badges

#### Complaints with an equalities and/or Welsh language element

19/10/2022

Letter

Disability

Stage 2

Education & Corp. Serv - Issues with Council Tax, Housing benefit, Libraries, Housing - in relation to rented accommodation, benefits and discounts in receipt and discounts outstanding.

21/12/2022

Disability

Social Services & Housing - Complaint regarding a number of issues to do with his housing and the way he has been treated. Lack of reasonable adjustments, light bulbs, sewage etc.

12/03/2023

Email

Disability

Stage 1 Stage 2

Economy & Environment - Complaint regarding EHO dealing with noise complaint and responses have had a detrimental impact on the complainants mental health .

29/03/2023

Email

Welsh Disability Age

Stage 1

Highways Planning Education & Corp. Serv - Email received from Chris Evans MP regarding an elderly resident who has written to him about not being able to access the Sirhowy Crematorium because he doesn't drive and there are no public transport links to the site, and is accessed via a road with a pedestrian prohibition order on it.

30/03/2023

Email

Race / Sex

Economy & Environment

Young white males portrayed in Community Safety poster as being involved in violent disorder.

#### Other Points of Note

Digital Services continued to experience difficulties in recruiting into key roles within the team. We have looked at a different approach in some areas, recruiting at lower positions with a view to developing these people within the roles, so that they ultimately gain the knowledge to fulfil other roles within the team.

##### Quarter 3

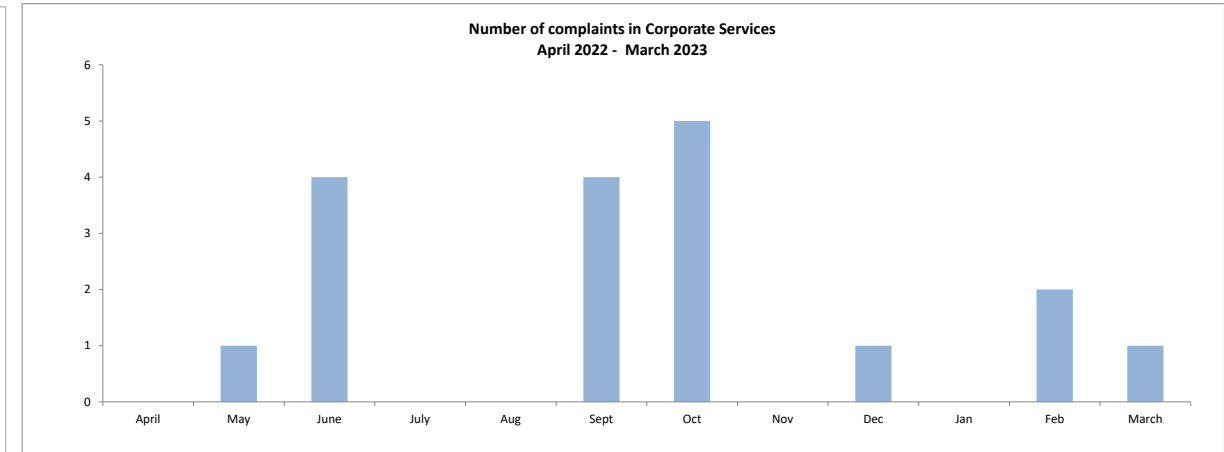
With significant policy decisions forthcoming, extensive community engagement on 'what matters to you?' was carried out to identify where residents felt the council should prioritise its limited funding and resources. The engagement activity, which ran throughout November and December 2022, saw the feedback from this engagement activity help shape the council's draft budget proposals. The feedback has also helped shape the council's draft corporate wellbeing objectives for consideration by members within the forthcoming Corporate Plan.

Full details of the 'What matters to you?' engagement programme are here: [draft-what-matters-summary-report-06-01-2023.aspx \(caerphilly.gov.uk\)](https://www.caerphilly.gov.uk/draft-what-matters-summary-report-06-01-2023.aspx)

##### Quarter 4

Using the insight gathered during quarter three, the council undertook an in-depth consultation exercise on its draft budgetary savings measures for 2023/24 throughout January and early February 2023. This feedback directly influenced some significant alterations to the initial draft budget proposals report. Amendments following stakeholder feedback included reinstating the Community Empowerment Fund, adopting certain increases in fees and charges over a longer period of time and ensuring a reduction in community centre caretaker hours was instigated over a period of time to help ensure sustainability of the centre provision.

Full details of the 'budget setting 2023/24' engagement programme are here: [draft-budget-consultation-23-24-summary-report.aspx \(caerphilly.gov.uk\)](https://www.caerphilly.gov.uk/draft-budget-consultation-23-24-summary-report.aspx)



#### Satisfaction/Compliments

##### Compliments

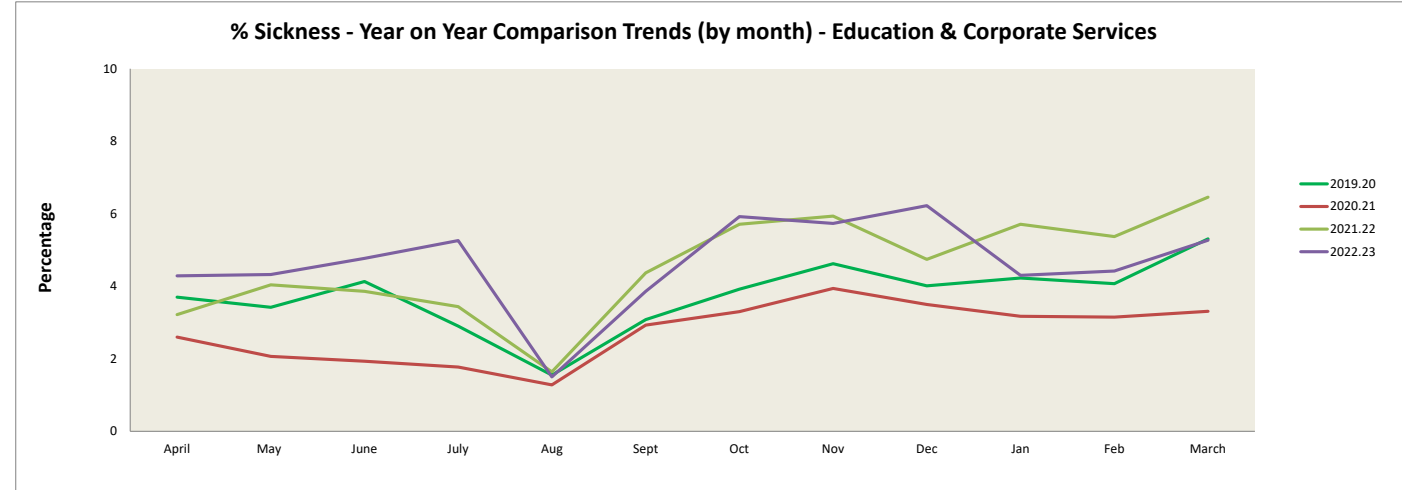
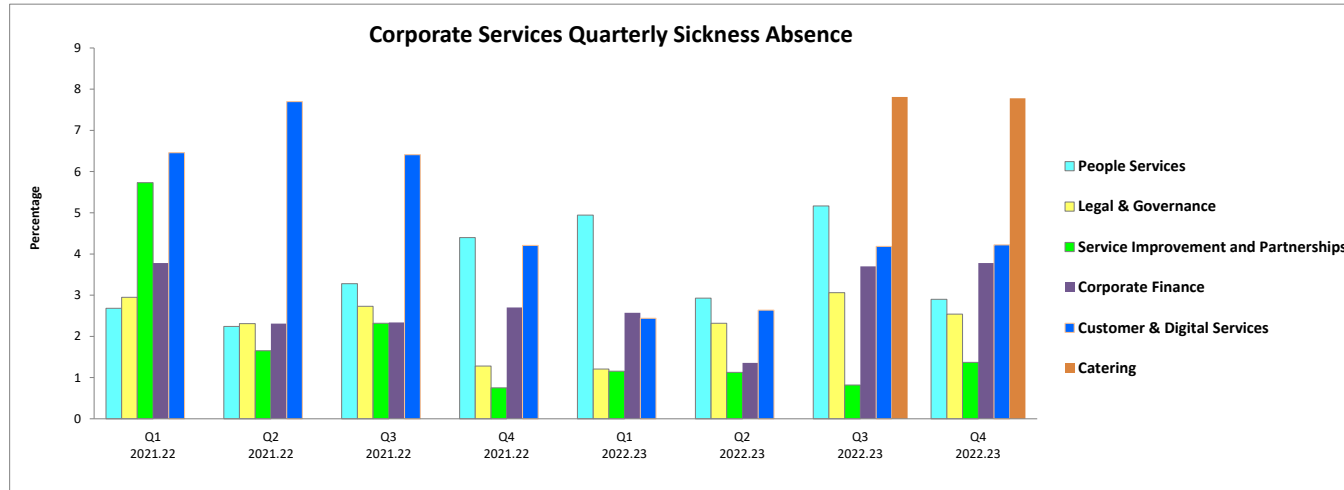
- From Brigadier Dawes Commander 160<sup>th</sup> Welsh Brigade to Lisa Rawlings, Armed Forces Officer regarding the Armed Forces Directory - Do all regions produce something like this? This must be the benchmark right? This fills the critical gap for pre-millennials who still prefer a handbook over a website.
- From Adele Speake to Vicki Doyle, Policy Officer regarding financial assistance for exceptional individuals - Once again, many thanks for your help and assistance on this. Let's hope we can bring some Gold medals home to the Caerphilly County Borough Area.
- From Cllr Greg Ead to Anna Lewis and Paul Cooke regarding the Cwm Ifor Consultation Event - Just to say I attended the Penyrheol consultation event today and it was very well attended with over 20 residents when I got there! Very informative and useful, with good opportunities to speak to officers and residents and help allay their concerns. So can I personally, offer sincere gratitude to Anna and the rest of the team for such a well-run event. To the other wards Councillor's I'd strongly recommend attending in person if you get a chance, for the opportunities to discuss with residents, and is far more informative than emails and reports, in my opinion. Diolch yn fawr.
- From Cllr Liz Aldworth to Anwen Cullinane - May I sincerely thank you, so very much, for your outstanding contribution to the Service on Saturday 26th November 2022. The reading from Matthew's Gospel was lengthy and your wonderful interpretation so meaningful.
- From Lisa Mckenna Project Officer National Probation Service to Lisa Rawlings - Just wanted to say personally to you, you have been amazing and keep up the excellent work you do.
- From Alan Williams, Member of the Caerphilly Veterans Support Hub to Kelly Farr, Armed Forces Covenant Support Officer regarding externally funded trip - Just a quick note to thank you for arranging the trip to Bath it was a very enjoyable and a nice surprise, everyone seemed we to have a good time. I know my family did. Thanks again Kelly. we look forward to the next trip.



# Resources - Staff



## What is our Workforce Information telling us?



Q3 Monthly Breakdown	October			November			December		
% Sickness Absence	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
People Services	2.37	2.60	4.98	2.26	3.23	5.49	0.63	4.30	4.94
Legal & Governance	0.78	2.36	3.14	0.11	2.39	2.49	1.18	2.37	3.54
Service Improvement and Partnerships	1.37	0.00	1.37	0.39	0	0.39	0.98	0	0.98
Corporate Finance	1.53	1.16	2.68	2.36	2.37	4.73	1.18	2.45	3.63
Customer & Digital Services	1.85	1.56	3.42	1.71	1.51	3.23	2.02	2.82	4.84
Catering	2.08	5.47	7.55	2.44	4.78	7.23	2.86	5.75	8.60

Q4 Monthly Breakdown	January			February			March		
% Sickness Absence	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %	Short Term	Long Term	Overall %
People Services	1.74	1.30	3.04	1.16	1.93	3.09	1.04	1.57	2.60
Legal & Governance	3.29	0.11	3.40	0.73	0	0.73	3.27	0	3.27
Service Improvement and Partnerships	1.15	0	1.15	0.26	0	0.26	2.50	0	2.50
Corporate Finance	1.49	1.30	2.79	1.89	1.74	3.63	1.79	3.07	4.86
Customer & Digital Services	1.09	3.32	4.41	1.95	2.34	4.29	1.33	2.65	3.98
Catering	2.05	5.65	7.70	1.68	5.62	7.30	2.26	5.99	8.26

Number of Welsh Speakers	2020-2021			2021-2022			2022-2023		
	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%	Total Staff	Welsh Speakers	%
Corporate Services									
Corporate Finance	156	23	14.74	157	24	15.28	167	28	16.76
Customer & Digital Services	126	24	19.04	133	30	22.55	153	41	26.79
Legal & Governance	60	10	16.66	59	12	20.33	64	16	25
People Services	100	29	29	101	28	27.72	105	30	28.57
Business Improvement Services	995	150	15.07	29	11	37.93			
Transformation Services *							787	171	21.72

Corporate Services Workforce Information				
	Q1	Q2	Q3	Q4
Voluntary Leavers	11	10	7	9
Other Leavers	5	2	0	0
<b>Total Leavers</b>	<b>17</b>	<b>12</b>	<b>7</b>	<b>9</b>
External New Entrants	20	19	19	14
Number of Agency Workers	11	7	2	2
<b>Headcount</b>	<b>463</b>	<b>470</b>	<b>483</b>	<b>490</b>
<b>FTE</b>	<b>423.02</b>	<b>431.5</b>	<b>443.18</b>	<b>450.27</b>
55 and over	105	105	110	115
% of headcount	22.67%	22.34%	22.77%	23.46%

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

**\*\*Other Leaver Reasons:** Death in service, Dismissal, Dismissal on ill health grounds, End of fixed term contract, End of relief employment, Gross Misconduct, Sickness Absence Management,

\* Transformation Services includes Service Improvement and Partnerships & Catering.

# Resources - Finance & Assets



What is our Financial Information telling us?

What is our Assets Information telling us?

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Service Area	Revised Budget 2022-23 £	Provisional Outturn 2022-23 £	(Overspend) / Underspend 2022-23 £
Chief Executive/Director	378,411	351,165	27,246
Corporate Finance	2,288,221	1,814,586	473,635
Digital Services	7,882,631	7,112,661	769,970
Legal and Governance	3,661,177	3,431,430	229,747
People Services	4,196,120	3,648,381	547,739
Business Improvement Services	2,122,844	1,871,719	251,125
Corporate Property	5,425,784	5,398,687	27,097
General Fund Housing	1,477,602	2,605,508	(1,127,906)
Private Housing	474,865	708,237	(233,372)
<b>Sub-Total (Corporate Services): -</b>	<b>27,907,655</b>	<b>26,942,374</b>	<b>965,281</b>
<b>Miscellaneous Finance</b>	<b>49,363,557</b>	<b>45,046,838</b>	<b>4,316,719</b>
<b>TOTAL: -</b>	<b>77,271,212</b>	<b>71,989,212</b>	<b>5,282,000</b>

Risks



Ref & Links	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 2022-23 Q1	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CorpDIR02 (Linked to CMT02)	MTFP - All	Failure to identify sufficient savings within Corporate Services to support the MTFP.	<u>This is being managed through regular consideration at Corporate Services SMT meetings and Heads of Service and Finance staff liaising to identify savings proposals.</u>	The 2023/24 Budget Proposals were approved by Council at its meeting on the 23rd February 2023. Cost pressures totalling £55.478m were identified for the 2023/24 financial year and these were funded through a combination of a 6.9% increase in the Financial Settlement (£22.152m), a 7.9% increase in Council Tax (£6.147m), permanent savings (£4.972m), temporary savings (£6.862m) and the one-off use of reserves totalling £15.345m. The 2023/34 approved savings for Corporate Services total £1.108m (£366k permanent and £742k temporary) and progress in delivering these savings will be monitored through our established budget monitoring processes.					Yes, we need to explain how it affects the Well being of Future Generations in our Communities	Medium
CorpDIR03	Sickness Absence - People Services/ CCBC	Sickness absence across the Authority remains above the Wales average, leading to reduced productivity and negative image of the Authority.	1. Management information in relation to sickness absence is sent to Heads of Service on a monthly basis. 2. Sickness absence is now also be reported via the revised performance management framework. 3. The Cabinet Member for Corporate Services is actively monitoring the situation with the Head of People Services. 4. The Managing Sickness Absence Procedure is being reviewed. 5. An Employee Wellbeing Strategy 2021 - 24 has been agreed.	Sickness absence for 2021 / 22 increased across the Authority. The FTE days loss per employee has increased by 4 days from 2020 / 21. This is reflective of the national picture across Welsh LAs. Sickness absence data is being reviewed by CMT, the Head of People Services and the Cabinet Member for Corporate Services to explore cause and effect of rising sickness absence levels and solutions can be put in place. The impact of Covid continues to be monitored. <b>Sickness absence has reduced slightly across the Authority from 14.12 FTE days lost in 2021 / 22 to 13.96 FTE days lost in 2022 / 23. We are one of a minority of LAs in Wales that have seen a reduction in sickness absence this year. 2 additional fixed term HR Officers agreed for a period of 12 months to support the high caseload of the HR team. The Managing Sickness Absence Procedure and HR processes will be reviewed during the next 12 months.</b>					No	N/A
CorpDIR04a	Information Governance	New ways of working, time pressures and increasing threats could lead to breaches that result in financial and reputational consequences. Opportunity to demonstrate trust and use information well.	Training, DPIAs, contracts/agreements, privacy notices and Info Asset Registers, audits, report in 6mthly Info Risk Returns, audit compliance, continue suspension of surveillance in line with ICO Undertaking	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; DPIAs/contracts increasingly used; Internal Audit checklist; data breach methodology, cyber security strategy and Information governance strategy under development. Refreshed eLearning, new modules and new Knowledge Tests planned. Member IG / Cyber Security training given as part of member induction May 22 to mitigate poor member uptake of eLearning. Senior Officer Cyber Security training and awareness underway, inc. presentation to Management Network on cyber attacks (10/09/21), SIRO / Leadership Team training on information risk (11/10/21) and cyber attack exercise and debriefing (15/11/21 & 22/11/21).						Medium
CorpDIR04b	Information Governance	Reduce risks to data and storage costs, facilitate implementation of new technology, and ensure reliable records to fulfil FOI S46 statutory requirement and opportunity to benefit service delivery.	Training, tracking systems, governance rules on IT systems, link with Archives Services, report in 6mthly Info Risk Returns	Reducing risk by: continuing hard copy records for disposal; owners of records on network drives, stale data and open permissions identified; and proposals for leaver emails/Y drives and free-floating docs on networks agreed; all-user comms started; use of Teams expedited during Covid19 requiring records rules to prevent backlogs accumulating. Exercise underway with volunteer IG Reps to refine and implement workable security markings on documents before launching corporately. Once implemented these will contribute to reducing data breaches. Data audit of network drives complete.					Yes - protection of privacy (Article 8 HRA), Duty to Document and protection of historic records to evidence public sector activities	Medium
CorpDIR04c	Information Governance	Increasing request volumes, but failure to respond in statutory timescale could lead to monitoring and enforcement, loss of trust and missed opportunity to make better use of Council data to benefit economy (City Deal project).	Training, Publication Scheme and open data; review charges for requests; follow RM procedures to minimise unnecessary data and speed up retrievals.	Reducing risk via: SMT and service area awareness raising including by IG Stewards; covered in new modular Protecting Information eLearning; new approach to cross-directorate requests. ICO has taken a proportionate and pragmatic approach to regulation to date during Covid 19, but since July 21 expects a more 'normal' approach to request handling; there is a large backlog of requests reduced and methods to resolve are under consideration. New FOI/EIR/SAR case software being implemented to improve monitoring and compliance of requests and reduce admin burden. Additional staff resource secured to deal with FOI/EIR.SAR caseload.					Potentially	Low

Ref & Links	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 2022-23 Q1	Risk Level 2022-23 Q2	Risk Level 2022-23 Q3	Risk Level 2022-23 Q4	Does the risk affect the Well-being of our Communities?	Well-being Risk Level
CorpDIR06	Managing fire risks	The management of fire risk has changed following the fire at Grenfell Tower. Whilst legislation hasn't changed, there is a greater expectation from the Regulators with regards to the management of risk. This impacts greatly on resources to undertake risk assessments and also financially to undertake work required.	Council has recently agreed additional funding to support the employment of 2 fixed term Fire Officers within People Services to undertake risk assessments and to ensure we learn from best / changing practice in a timely manner. There is a great deal of partnership working with SWF&RS to achieve this in a timely and proportionate manner, especially whilst adapting to the pandemic restrictions.	Work continues to be undertaken with Heads of Service and Headteachers and will continue to be subject to review. A revised work plan is being produced and resources are being reviewed.					Potentially	Low
CorpDIR09	Funding	Issues around WHQS Funding. Any withdrawal - Digital Services potential 15 People at risk.	There are currently a number of staff across the Customer & Digital Services area (and some other areas in Corporate Services ) funded on a short-term basis as part of the WHQS Programme. 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.							Medium
CorpDIR10 NEW	Catering	Increasing Food Costs - Foods costs are continually rising, and availability of certain lines are still challenging. With the increase of UPFSM this will certainly place a financial pressure on the authority. WG have recognised the challenge and have currently commissioned an independent company to undertake a review to see the true price of a school meal in the coming months	We are working with our internal procurement department and suppliers to try and secure the best quality products for the most efficient price. Regular checks are made in the market place are undertaken to ensure we are not paying over and above market prices and all price increases from suppliers are challenged. Menus are adapted where possible to accommodate season produce which can help with managing costs	Ongoing due to the volatile market				High	The communities maybe impacted if we have to increase the cost of the tariff items on our menus	Medium
CorpDIR11 NEW	Catering	Universal Free Primary Free School Meals	A project group has been set up and we are working on auditing all kitchen premises to identify the areas of risk and the financial commitment required. HR colleagues are working on assisting us on how to undertake a recruiting campaign to ensure the right levels and still staff are engaged and have just enrolled the catering department into a recruitment pilot to assist in recruiting the right people into the right roles. Communications team are undertaking case studies of the benefits of working in the catering department working alongside the HR team in promoting the service. Procurement colleagues are working with suppliers to ensure continuity of supply. Reporting mechanisms are being developed to ensure sufficient funding is secured from WG to enable all investments required to be funded appropriately. Officers are attending WG and WLGA task and finish groups on specific area identified where further clarification is required i.e., FSM application process	There are 4 large schemes we have left to complete. All the ground works have started and electric is being installed by the National Grid. We have a project plan in place to monitor progress and place back up measures in place if required. Currently we are on target to reach completion date of the end of August 2023	N/A	N/A	N/A	High	If the schemes are not completed it could result in parts of the communities unable to access the Universal Primary School Meal programme	High

# Well-being Objectives



## **Corporate Services is not directly responsible for a single Well-being Objective, but supports the delivery of all the objectives**

Well-being Objective 1 Improve Education Opportunities for all - for more information please refer to the Education DPA

Well-being Objective 2 Enabling Employment - for more information please refer to the Economy and Environment DPA

Well-being Objective 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 - for more information please refer to the Caerphilly Homes DPA

Well-being Objective 4 Promote a modern, integrated and sustainable transport system that increases opportunity, promotes prosperity and minimizes the adverse impacts on the environment - for more information please refer to the Economy and Environment DPA

Well-being Objective 5 Creating a County Borough that supports a Healthy Lifestyle in accordance with the Sustainable Development Principle within the Wellbeing of Future Generations (Wales) Act 2015 - for more information please refer to the Economy and Environment DPA

Well-being Objective 6 Support citizens to remain independent and improve their well-being - for more information please refer to the Social Services DPA