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**Date: 23rd November 2023**

This meeting will be live-streamed and recorded and made available to view via the Council's website, except for discussions involving confidential or exempt items. Therefore the images/audio of those individuals speaking will be publicly available to all via the recording on the Council website at [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)

**You are welcome to use Welsh at the meeting, a minimum notice period of 3 working days is required should you wish to do so. A simultaneous translation will be provided on request.**

To Whom It May Concern,

A multi-locational meeting of **Council** will be held in the Chamber, Penallta House and via Microsoft Teams on **Wednesday, 29th November, 2023 at 5.00 pm** to consider the matters contained in the following agenda. Members of the public or Press may attend in person at Penallta House or may view the meeting live via the following link: <https://civico.net/caerphilly>.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Christina HARRY', enclosed within a large, loopy oval shape.

**Christina HARRY**  
CHIEF EXECUTIVE

## AGENDA

Pages

- 1 To receive apologies for absence.

A greener place Man gwyrddach



2 Declarations of Interest.

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

3 Presentation of Awards.

To approve and sign the following minutes: -

- 4 Council held on 27th September 2023. 1 - 10

To receive and consider the following reports: -

- 5 Corporate Plan (Including Well-being Objectives) 2023-2028. 11 - 76

- 6 Community Review - Draft Proposals. 77 - 82

- 7 Annual Report of the Director of Social Services and Housing for 2022/23. 83 - 110

- 8 Public Services Ombudsman for Wales - Annual Letter 2022/2023. 111 - 124

To receive and consider the following Notice of Motion: -

- 9 Pride in Veterans Standard. 125 - 130

- 10 To receive announcements from the Mayor. 131 - 132

- 11 To receive petitions under Rule of Procedure 28(3).

- 12 To receive and to answer questions received under Rule of Procedure 10(2).

Question from Councillor K. Etheridge to the Leader of Council, Councillor S. Morgan.

To ask the Leader how much CCBC has spent on Consultants and define the various duties undertaken within the last 12 months and currently at the Council, and whether they feel this is cost effective and value for money?

- 13 To receive and to answer questions received under Rule of Procedure 10(3).

Question from Councillor T. Heron to the Cabinet Member for Education and Communities, Councillor C. Andrews.

Would the Cabinet Member for Education and Communities offer an update about Library Services?

**Circulation:**

All Members And Appropriate Officers

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# Agenda Item 4



## COUNCIL

### MINUTES OF THE MULTI-LOCATIONAL MEETING HELD AT PENALLTA HOUSE AND VIA MICROSOFT TEAMS ON WEDNESDAY, 27<sup>TH</sup> SEPTEMBER 2023 AT 5.00PM

#### PRESENT:

Councillor M. Adams – Mayor

#### Councillors:

C. Andrews, C. Bishop, M. Chacon-Dawson, R. Chapman, P. Cook, S. Cook, D. Cushing, C. Cuss, E. Davies, T. D. Davies MBE, G. Ead, C. Elsbury, G. Enright, K. Etheridge, M. Evans, A. Farina-Childs, E. Forehead, J. E. Fussell, A. Gair, C. Gordon, D. Harse, T. Heron, A. Hussey, D. Ingram-Jones, M. James, L. Jeremiah, G. Johnston, J. Jones, S. Kent, A. Leonard, P. Leonard, C. Mann, A. McConnell, B. Miles, C. Morgan, S. Morgan, T. Parry, L. Phipps, M. Powell, D.W.R. Preece, H. Pritchard, J. Pritchard, J.A. Pritchard, J. Rao, J. Reed, R. Saralis, J. Scriven, S. Skivens, E. Stenner, J. Taylor, C. Thomas, L. Whittle, S. Williams, W. Williams and C. Wright.

#### Together with:

C. Harrhy (Chief Executive), R. Edmunds (Corporate Director Education and Corporate Services), M. S. Williams (Corporate Director Economy and Environment), S. Harris (Head of Financial Services and Section 151 Officer), L. Lane (Head of Democratic Services and Deputy Monitoring Officer), R. Kyte (Head of Regeneration and Planning), I. Mullis (Senior/Principal Planner), L. James (Principal Planner), J. Williams (Assistant Director Adult Services), C. Forbes-Thompson (Scrutiny Manager), E. Sullivan (Senior Committee Services Officer) and S. Hughes (Committee Services Officer).

#### Also in attendance:

P. Diamond (Head of Regional Partnership Team, Gwent Regional Partnership Board) and N. Harris (Service Manager, Partnerships and Development, Gwent Regional Partnership Board).

## RECORDING, FILMING AND VOTING ARRANGEMENTS

The Chief Executive reminded those present the meeting was being live streamed, and a recording would be available following the meeting via the Council's website – [Click Here to View](#). She advised that decisions would be made by Microsoft Forms.

### 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors E. M. Aldworth, A. Angel, A. Broughton-Pettit, N. Dix, C. Forehead, N. George, B. Owen, D. Price, J. Roberts, J. Simmonds, A. Whitcombe, J. Winslade and K. Woodland.

## 2. DECLARATIONS OF INTEREST

Councillor S. Cook declared a personal interest in Agenda Item 7 – Gwent Regional Partnership Board (RPB) Area Plan and RPB Annual Report 22-23, as he works for the NHS. As this was a personal interest only there was no requirement for him to leave the meeting and he could take full part in the debate and vote. Details are also minuted with the respective item.

## 3. PRESENTATION OF AWARDS

### **South East Wales and Colleges Awards**

At the Council meeting held on 4<sup>th</sup> July 2023 the Cabinet Member for Education and Communities announced the South-East Wales Schools and Colleges Awards, which saw a number of schools and their staff winning 7 categories in total.

The winners of the South East and Colleges Awards were:

Above and Beyond Award – Emma Watt (Safeguarding Lead - St Martin's School)  
Primary School of the Year Award – Libanus Primary School  
Secondary School Teacher of the Year – Becca Griffiths St Martin's School  
Teaching Assistant of the Year - Kirsty Silcox – Ysgol Bro Sannan  
Support Worker of the Year - Carolyn Hickling – Libanus Primary School  
Class of the Year – 8A - Bedwas High School  
Overall School of the Year Winner – Libanus Primary School

Although not all winners were able to attend Council, Nicola Williams and Lyn Richards of Libanus Primary School, Kirsty Silcox of Ysgol Bro Sannan and Carolyn Hickling were called forward by the Mayor for their achievements to be formally recognised by Council.

### **Gwent Adult Community Learning Partnership Awards**

The Cabinet Member for Education and Communities was pleased to announce the Gwent Adult Community Learning Partnership Awards which recognised the incredible work carried out by staff and learners in the community. The Cabinet Member highlighted their support and dedication to lifelong learning throughout the borough, which is so important and very much appreciated by the people using these services.

The winners of the Gwent Adult Community Learning Partnership Awards were:

- Tutor of the Year – Peter Steer
- Group Award – Pottery Club including the following members, Sally Lloyd, Graham Sharp, Marianne Harry, Kay Hawkesford, Lyn Conlin, Lorraine Adams and Charlotte Victoria
- Learners of the Year – Cathy Vlahos and Jenny Sibley

Not all winners were able to attend Council, Peter Steer and Jo Richards were invited forward by the Mayor in order for Members to congratulate them all on their achievements.

### **Workforce Development Award**

The Cabinet Member for Prosperity, Regeneration and Climate Change was delighted to announce that the Authority won the Workforce Development Award at the UK Asbestos Training Association Awards earlier this year. The Council's asbestos awareness and training program has provided its service to thousands of staff and contractors who assist with the maintenance of council houses, schools and corporate buildings. The Cabinet

Member recognised that this hardworking team is a real asset to the Council, and greatly appreciated the diligent work they put into their training program in order to keep us all safe.

Ali Evans, Gavin Davies and Helen Hill from the Health and Safety Department were invited forward by the Mayor in order for Members to recognise this fantastic achievement.

#### **4. COUNCIL HELD ON 4<sup>TH</sup> JULY 2023**

RESOLVED that the minutes of Council held on 4<sup>th</sup> July 2023 be approved as a correct record.

#### **4a. STATEMENT FROM THE LEADER OF COUNCIL**

With the permission of the Mayor, the Leader of Council delivered the following statement.

I would like to take this opportunity to update you with our ambitious plans to transform and improve Council services, as part of an exciting programme of positive change which is currently gathering pace across this organisation.

Over recent months, the agile space on floor one has become a hive of activity, and I know some of you have had the opportunity to call in and find out more about what's going on. It's been great to see staff from a range of services come together and collaborate on a transformation programme which seeks to rethink and reshape the way we do business in future. News of Caerphilly's Transformation programme has certainly spread to other members of the Local Government family. Recently, when I and a small contingent of members went to the WLGA conference in Llandudno, many other Council Leaders were keen to understand Caerphilly's approach to the current financial stress, that all Councils are under. While many other Councils are talking about cutting services and making redundancies to deliver balanced budgets, Caerphilly's approach of Transformation, is certainly raising a few eyebrows.

Tomorrow morning the Minister for Finance and Local Government, Rebecca Evans, is coming here to meet with us, to see the work going on in the agile space on the first floor, to see firsthand the bold and radical approach we are taking to continue to serve the public, whilst adapting to the many significant challenges ahead. I will be explaining that we are rethinking and reshaping our offer, that this includes using fewer buildings, being more business-minded, and making our services more accessible. How we will work to meet the needs of our communities more efficiently and how we'll explore other ways to deliver services, when it makes sense to do so.

Members, we must engage with our communities to understand the needs of our residents and provide the right support to meet those needs as simply as possible. Where residents need services that we don't provide, we will signpost them to the most appropriate partners to access the support they need. We understand that some roles may need to change, and we expect there to be a reduction in staff numbers. We will look at retirement, voluntary departure options, moving within the organisation to new opportunities and we will assess how roles can be reimaged going forward.

As you can see, a huge amount of work has already been undertaken by Officers and the Cabinet, with some excellent support and challenge from our advisors, Perago. I would like to personally thank all the staff who have worked so hard already to develop this ambitious programme of change. But this is just the beginning - as we move towards delivery, even more effort will be required to ensure we meet our aims. This isn't going to be easy, but this is absolutely the right thing to do, our residents deserve nothing less. We have learnt that when we work together as TeamCaerphilly, we can make a long-lasting impact. We can only do this if we work together – Officers, Members, the public and our partners. It is

therefore really important that all Members across the Chamber understand what we are doing and why we are doing it.

At a time of such financial crisis as this, party politics should take a backseat to shared responsibility. It's vitally important that you all become engaged in this work over the coming weeks and months as we seek to turn some of the emerging proposals and ideas into reality. I urge you all to visit the hive of positive activity erupting from the first floor, be part of this positive process which promises to chart a new and exciting course for this Council, as we navigate through these difficult times. By working together, we can create a better future for all our residents and I look forward to working with you all, from all sides of the Chamber, to deliver this for our residents.

Councillor L. Whittle responded as the leader of the Plaid Cymru Group. He expressed his support and the support of the Plaid Cymru Group for the Transformation Programme and informed of a meeting held with the Chief Executive. Concerns were raised regarding signposting residents to the most appropriate partners to access the support they need, in that it does not negate any responsibility the Council has for providing services, particularly in relation to answering e-mails. Assurance was given that the Council will continue to deliver all the statutory services required by residents. However, it was emphasised that in some cases residents are often better directed to other appropriate services, such as the Citizens Advice Bureau. It was acknowledged that a number of e-mails and telephone calls have been unanswered and assurance was given that the Transformation Programme will indeed make sure that phone calls and e-mails are answered very efficiently.

## **REPORTS OF OFFICERS**

Consideration was given to the following reports.

### **5. PROVISIONAL REVENUE BUDGET OUTTURN FOR 2022/23**

Council noted that the report had been considered by Cabinet at its meeting on 26<sup>th</sup> July 2023 and the recommendations in paragraphs 3.1.1 to 3.1.4 had been unanimously agreed.

Members were advised that decisions in respect of General Fund Reserve were a matter for full Council and therefore consideration was given to the report that provided details of the provisional revenue budget outturn for the 2022/23 financial year prior to the completion of the annual external audit of the accounts by Audit Wales.

Clarification and further information were sought on a number of issues and Officers responded to the points raised.

Clarification was sought as to why the General Fund balance is being maintained at £15.166m, which is higher than 3% of the net revenue budget. The Head of Financial Services and S151 Officer explained that 3% is the minimum balance recommended. Members were advised that given the significant financial challenges that the Council faces, moving forward, it is prudent that the General Fund balance be maintained at a slightly higher level. It will also allow some breathing space for the changes that will be proposed as part of the Council's Transformation Programme to be fully worked out and implemented.

A Member referred to the Provisional Outturn Summary at Appendix A of the report and asked whether the underspend for schools could be offset by the underspend for Education and Lifelong Learning totalling £2.858m. The Head of Financial Services and S1151 Officer clarified that the £2.858m underspend is for the Education and Lifelong Learning Directorate, excluding schools. The schools in-year overspend is ringfenced, consequently school balances as of 31<sup>st</sup> March 2023 are £11.1m. Members were assured that the Education Finance Team work very closely with schools to devise recovery plans which are kept under review and to help them manage situations where there are deficits.



Further questions were raised in relation to the General Fund balance and the total amount held in reserves. Council was advised of a report that is being prepared which will provide Members with details on the reserves currently held and identify which reserves can potentially be released to balance the budget next year. In response to a request for further information on the General Fund balance in relation to other local authorities, a link to the relevant website to be provided by the Head of Financial Services and S151 Officer following the meeting.

It was moved and seconded that the recommendations contained in the Officer's report be approved. By way of Microsoft Forms and verbal confirmation (and in noting there were 48 For, 2 Against and 5 Abstentions) this was agreed by the majority present.

RESOLVED that: -

1. The proposed use of surplus General Fund balances totalling £3.455m as detailed in Section 5.11 of the attached report be considered and approved.
2. The recommendation of the Head of Financial Services and S151 Officer to maintain the General Fund balance at £15.166m be approved.

## **6. CONSTITUTIONAL ARRANGEMENTS AND POLITICAL BALANCE**

Consideration was given to the report which sought Council approval to agree that all 60 non-executive Members shall have the right of membership of joint meetings of Scrutiny Committee and asked Council to note the outcome of the review of the political balance as a result of a by-election and a reduction in the number of Members within the Independent Group.

There were no questions received on the content of the report. It was moved and seconded that the recommendations contained in the Officer's report be approved. By way of Microsoft Forms and verbal confirmation (and in noting there were 49 For, 3 Against and 3 Abstentions) this was agreed by the majority present.

RESOLVED that: -

1. All 60 non-executive members will be members of the Joint Scrutiny Committee.
2. Co-opted members to be invited to a meeting of the Joint Scrutiny Committee if the subject matter is relevant to them.
3. The Chair of each Joint Scrutiny Committee meeting will be one of the three Scrutiny Committee Chairs and will be determined by the subject matter.
4. The Council's Monitoring Officer is given approval to amend the Council Constitution to reflect these changes.
5. The review of the political balance for the authority as set out in Appendix 1 with no change to the allocation of seats be noted.

## **7. GWENT REGIONAL PARTNERSHIP BOARD (RPB) AREA PLAN AND RPB ANNUAL REPORT 22-23**

Councillor S. Cook declared a personal interest as he works for the NHS. As this was a personal interest only there was no requirement for him to leave the meeting and he could take full part in the debate and vote.

The Mayor welcomed P. Diamond (Head of Regional Partnership Team, Gwent Regional Partnership Board) to the meeting.

Consideration was given to the report to update Members on the work of the Gwent Regional Partnership Board (RPB) in fulfilling local authority statutory duties required under the Social Services and Wellbeing (Wales) Act 2014 for the Regional Area Plan 2023-2027, and RPB Annual report 2022/23.

A Member asked how effective the democratic process is within the Regional Partnership Board (RPB). The Cabinet Member for Social Care and the Head of Regional Partnership Team explained that the RPB is one of the largest in Wales, statutory members are Cabinet Members, Directors and leads for Social Care, together with Health Board officials and Third Sector representatives. It was highlighted that Third Sector representatives have a standing agenda item at each meeting.

Clarification and further information were sought in relation to grant funding and best value. In response the Cabinet Member for Social Care and the Head of the Regional Partnership Team provided information on the Regional Integration Fund and the number of schemes that are running or have been confirmed. It was highlighted that there are also Gwent wide schemes across Health and Social Care, which are accessed by Caerphilly residents. Council was advised that the Gwent Regional Partnership Board will be submitting Welsh Government returns in relation to various funding streams and that the Annual Report sets out some of the progress made to date. It was highlighted that value for money is an item discussed at every RPB meeting.

In response to a Member's query the scrutiny process for the RPB Area Plan and Annual Report was outlined, including how Members will be updated going forward. The Head of Regional Partnership Team highlighted the importance of all Members, across all parties, of having the opportunity to provide feedback, comments and suggestions on the RPB Area Plan and Annual Report.

It was moved and seconded that the recommendations contained in the Officer's report be approved. By way of Microsoft Forms (and in noting there were 54 For, 0 Against and 1 Abstention) this was agreed by the majority present.

RESOLVED that: -

1. The joint commitments within the Area Plan be considered.
2. The RPB Annual Report and progress made against the objectives be reviewed; and any feedback/comments be provided.
3. The joint priorities in the Area Plan and Caerphilly Integrated Service Partnership Board plan be noted, and at a future date, how these can be integrated in the Council's corporate plan going forward be discussed.

## **8. ADOPTION OF THE JOINT OVERVIEW AND SCRUTINY COMMITTEE ARRANGEMENTS FOR THE SOUTH EAST WALES CORPORATE JOINT COMMITTEE**

Consideration was given to the report to seek Council approval for the scrutiny arrangements for the South East Wales Corporate Joint Committee ('SEWCJC'). Council was asked to consider the details of the report and endorse the recommendations regarding the Scrutiny arrangements for the South East Wales Corporate Joint Committee to ensure that appropriate arrangements are in place in accordance with the relevant legislation as outlined in the report.

It was clarified that the Joint Overview and Scrutiny Committee of the Cardiff Capital Region City Deal will also perform the same function for the South East Wales Corporate Joint Committee.

In response to a Member's request, information on the total expenditure for the Joint Overview and Scrutiny Committee of the Cardiff Capital Region City Deal and the South East Wales Corporate Joint Committee to be provided following the meeting.

It was moved and seconded that the recommendations contained in the Officer's report be approved. By way of Microsoft Forms (and in noting there were 50 For, 1 Against and 3 Abstentions) this was agreed by the majority present.

RESOLVED that: -

1. The CCRCJ JOSC be appointed as the Joint Overview and Scrutiny Committee for the SEWCJC.
2. The Draft Terms of Reference for its functions in respect of the SEWCJC, as attached at Appendix 2, be approved.
3. The cost of administering the JOSC for the SEWCJC will be included in a service level agreement between RCTCBC and the SEWCJC, to be concluded in due course, be noted.

## **9. WAIVER OF 6 MONTH COUNCILLOR ATTENDANCE RULE**

Consideration was given to the report to seek Council approval for a request received for an extension to the six months Councillor Attendance Rule from Councillor Dianne Price in accordance with the relevant legislation. Members were advised that due to poor health and ongoing medical treatment Councillor Dianne Price has been unable to attend a Council meeting since 8<sup>th</sup> June 2023 and on medical advice is unable to attend any further meetings for several months. A request has been received by the Monitoring Officer for Council to consider approving an extension to the usual six-month attendance rule to enable Councillor Price to remain in office until she is able to resume normal duties when she returns to good health.

Members expressed get well wishes for Councillor Dianne Price. It was moved and seconded that the recommendations contained in the Officer's report be approved. By way of Microsoft Forms (and in noting there were 54 For, 0 Against and 1 Abstention) this was agreed by the majority present.

RESOLVED that: -

1. That the current absence from all Council and Committee meetings of Councillor Dianne Price due to her ill-health be authorised and approved for a further period of six months ending on 8<sup>th</sup> June 2024, or until she resumes attendance if that is sooner, in accordance with section 85 of the Local Government Act 1972.

## **10. CAERPHILLY COUNTY BOROUGH LOCAL DEVELOPMENT PLAN UP TO 2021 - ANNUAL MONITORING REPORT 2023 (INCLUDING THE ANNUAL COMMUNITY INFRASTRUCTURE LEVY REPORT)**

Consideration was given to the report that allowed full Council to consider the findings and recommendations of the Caerphilly County Borough Local Development Plan 2023 Annual Monitoring Report (2023 AMR). The report sought Council approval for the 2023 Annual Monitoring Report and for its submission to the Welsh Government by 31<sup>st</sup> October 2023, in

order to satisfy the Council's statutory requirements. A summary of the report was provided for Council.

Clarification and further information were sought on a number of issues and Officers responded to the points raised.

Reference was made to the tables detailing payments and spend within areas that are not covered by Local Councils. In response to a Member's query, the Corporate Director for Economy and Environment provided an update on the car parking provision at Oakdale Sports Pavilion.

Further information was sought regarding the 2<sup>nd</sup> Replacement Caerphilly County Borough Local Development Plan up to 31<sup>st</sup> March 2035. The Head of Regeneration and Planning reminded Members that the public consultation exercise was undertaken in October and November 2022. At the Council meeting on 4<sup>th</sup> July 2022 a recommendation for a temporary halt in the preparation of the 2<sup>nd</sup> Replacement Local Development Plan to allow the completion of a regional piece of work on growth and migration to be prepared as required by Welsh Government to inform LDP preparation across the region. Members were informed that a new report will be presented to Council for consideration, in the new year, which will determine the way forward. Further to a request, the Cabinet Member for Planning and Public Protection provided an update on the 2<sup>nd</sup> Replacement Caerphilly County Borough Local Development Plan.

It was noted that the Leader and Cabinet Member for Planning and Public Protection have met with the Minister for Climate Change and will be meeting with Welsh Government Officers to address any concerns regarding the 2<sup>nd</sup> Replacement Caerphilly County Borough Local Development Plan Up to March 2035.

In response to a Members query, the Head of Regeneration and Planning provided clarification on the Community Infrastructure Levy (CIL). It was explained that the Council receives 85% of the CIL (inclusive of the 5% administration fee) and that the Council is constrained on how the CIL is spent but not constrained to the area within which it is being raised. It was highlighted that a list of all infrastructure that could be delivered through CIL is set out in Regulation 123 List, which is available to view on the Council's website. It was noted that Community Councils receive 15% of the CIL and it is for them to determine how it is spent. Clarification was also provided on the figures in 5.19 and 5.21 of the report and Head of Regeneration and Planning offered to provide further clarification in writing upon request.

Following on from the previous discussion a Member sought further information on the amount of CIL money spent this year. The Head of Regeneration and Planning confirmed that there is no requirement to spend the CIL on an annual basis. Members were advised that Caerphilly County Borough Council took a decision to accumulate the funding in order to fund strategic infrastructure projects and allocated funding has been committed to the Caerphilly Leisure and Wellbeing Centre.

Reference was made to CIL payments made to relevant Community/Town Councils, particularly in relation to the north of the valley. The Head of Regeneration provided an explanation as to why no CIL payments have been received in certain areas and re-iterated that 85% of the CIL, which the Council retains, can be spent anywhere in the county borough.

Reference was made to the strategic site in Maesycwmmmer and it was agreed that an update would be provided at the appropriate time.

It was moved and seconded that the recommendations contained in the Officer's report be approved. By way of Microsoft Forms and verbal confirmation (and in noting there were 48 For, 0 Against and 5 Abstentions) this was agreed by the majority present.

RESOLVED that: -

1. The findings of the 2023 Annual Monitoring Report be considered, noted and approved.
2. The 2023 Annual Monitoring Report (including the Annual Community Infrastructure Levy Report) be submitted to the Welsh Government before the deadline of 31 October 2023.

**11. TO RECEIVE ANNOUNCEMENTS FROM THE MAYOR**

The Mayor's Civic Diary Engagements were noted.

**12. TO RECEIVE PETITIONS UNDER RULE OF PROCEDURE 28(3)**

There were no petitions received.

**13. TO RECEIVE AND TO ANSWER QUESTIONS RECEIVED UNDER RULE OF PROCEDURE 10**

Question from Councillor A. McConnell to the Cabinet Member for Prosperity, Regeneration and Climate Change, Councillor J. Pritchard

Can the Cabinet Member for Prosperity, Regeneration and Climate Change provide an update on our events programme?

Response from the Cabinet Member for Prosperity, Regeneration and Climate Change to Councillor A. McConnell

Thank you, Cllr McConnell, for your question. Can I firstly begin by placing on record my thanks to our wonderful events team, who work so hard to ensure the events across the county borough take place. Can I also thank some of the Town and Community Councils who have also contributed to some of our events with funding and volunteering. We have an extensive events programme in Caerphilly County Borough, which is supported by residents and visitors. We've made a conscious decision to focus our events in our town centres to benefit our existing traders by attracting additional footfall. More events means higher footfall.

By the end of 2023 we will have organised 13 events across the county borough, including, Blackwood, Risca, Caerphilly, Ystrad Mynach and Bargoed. The regular events programme has helped bring people together to provide joy and entertainment at a time when we really need it. Our events, which are highlighted on the Visit Caerphilly website, really goes into some detail, so members can read more about them at their leisure. Whilst all the events have been great, the main highlight of the year for me was the inaugural Pride Caerffili. We can all be proud of the day 24<sup>th</sup> June 2023. We, as an inclusive Council, became the first Council in Wales to run our own Pride event. We saw thousands of people line the streets to show their support for the event. We were bold and did not shy away from showing leadership and bringing the public with us in our solidarity to the LGBTQ+ community. There are so many people that made this fantastic event happen - too many people to mention in my statement, but the Equalities Team were fantastic and a big thank you to all those who played their important roles.

Another key event in the event diary was the Tour of Britain cycling event that came through the county borough. We made a compelling case to Welsh Government and the organisers for its return, and what a great day we had earlier this month! The event put Caerphilly

county borough on the international platform, sharing our fantastic county borough to an audience of millions. The vibe was absolutely amazing and made me incredibly proud to be part of the TeamCaerphilly. Earlier in the year we held the Bargoed May Fair. Speaking to many people at the event, it was clear how happy people were who came along to have a great experience. The busiest day in Bargoed for many years, which again is important when we're trying to support our town centres and boost economic activity.

We've been able to fund this year's events programme through the utilisation of the Shared Prosperity Fund. As we finalise our 24/25 events programme, we need to be mindful of our reducing budgets, however, I can offer my assurance that we will continue to exploit all avenues of funding to keep the events programme both relevant and vibrant. The public support the events in their tens of thousands, and I look forward to seeing residents enjoying our Christmas event programme.

**14. TO RECEIVE AND TO ANSWER QUESTIONS RECEIVED UNDER RULE OF PROCEDURE 10**

Question from Councillor K. Etheridge to the Cabinet Member for Corporate Services, Property and Highways, Councillor N. George

To ask the Cabinet Member for Corporate Services, Property and Highways to confirm that all children's transport provision is being met under the school transport tender process, and no child is left behind during this process with all tenders being met.

Response from the Leader of Council to Councillor K. Etheridge

For the commencement of the academic year 2023/2024 the Transportation Department has successfully secured 144 new contracts through the Dynamic Purchasing System (DPS) for taxi, minibus and wheelchair accessible vehicles. In addition to this, 191 contracts were successfully awarded last academic year which are still active, which have not expired this year.

At present the Home to School Transport Department has 19 contracts advertised under the above DPS for tender. There are various reasons why these contracts are being advertised, such as late requests, new requests or changes in transport provisions. Some of the contracts advertised are new contracts, whilst some contracts tendered, have subsequently been re-tendered multiple times. 8 out of the 19 contracts have been re-advertised multiple times, the 8 contracts consist of 11 learners all of which are claiming fuel reimbursement as an interim measure.

The Home to School Transport department is experiencing a shortfall in available transport operators that can fulfil the number of contracts required, in particular for the start and finish time of the normal school day. Notwithstanding this, where the department is unable to secure transport for any learner's, parents are offered fuel reimbursement or a bus pass as an interim measure until transport is secured.

The meeting closed at 6.57 p.m.

Approved as a correct record and subject to any amendments or corrections agreed and recorded in the minutes of the meeting held on 29<sup>th</sup> November 2023 they were signed by the Mayor.

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MAYOR



## **COUNCIL – 29TH NOVEMBER 2023**

**SUBJECT: CORPORATE PLAN (INCLUDING WELL-BEING OBJECTIVES) 2023-2028**

**REPORT BY: THE CHIEF EXECUTIVE**

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

- 1.1 To present Council with the Council's Draft Corporate Plan following its review by Joint Scrutiny on 26 October 2023 and approval by Cabinet 15 November 2023.
- 1.2 The Plan details the new Well-being Objectives for the next five year period from 2023 to 2028.
- 1.3 The Well-being of Future Generations Act (Wales) 2015 requires all public bodies to set Well-being Objectives that improve the economic, social, environmental and cultural well-being of their area. Our objectives are designed to maximise our contribution to the National Well-being Goals for Wales.

### **2. SUMMARY**

- 2.1 The Well-being of Future Generations Act (Wales) 2015 requires all public bodies to set Well-being Objectives to improve the social, economic and environmental well-being of their area.
- 2.2 The Council's draft Well-being objectives have been developed using the Sustainable Development Principle which is described as the 5 ways of working.
- 2.3 This report presents the Council's five year draft Corporate Plan (2023-2028) as well as a handy Executive Summary .
- 2.4 The Plan is based on 5 Well-being Objectives with each Objective underpinned by several outcomes, chosen priority measures and a range of steps.
- 2.5 The Plan also explains why these specific objectives, outcomes, measures and steps were selected.
- 2.6 The Council's Joint Scrutiny Committee reviewed the draft Corporate Plan at length on the 26 October and agreed to recommend the Corporate Plan to Cabinet. On the 15th November 2023 Cabinet endorsed the plan prior to its onwards consideration at full Council.

### **3. RECOMMENDATIONS**

#### **3.1 That Council**

- 1) Adopt the Draft Corporate Plan (2023-2028) as recommended by Cabinet.

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

- 4.1 The Well-being of Future Generations Act places a statutory duty on public bodies to set and publish Well-being Objectives that maximise contribution to the well-being goals for Wales.

### **5. THE REPORT**

- 5.1 This report introduces an Executive Summary of the Council's new Draft Corporate Plan (including Well-being Objectives) 2023 – 2028 at Appendix 1 with the full Plan located at Appendix 2. Paragraphs 5.2 to 5.11 explains the main steps that have been followed through the process of setting the Well-being Objectives.
- 5.2 The Well-being Objectives have been set within the 5 ways of working which makes up the 'Sustainable Development principle. These are:
  - Long Term - the importance of balancing short term need, whilst looking and addressing the needs of citizen's long term
  - Prevention - Acting to preventing problems occurring or getting worse
  - Involvement - Involving people with an interest in achieving the objectives
  - Collaboration - working with others to help meet long term challenges, maximising collective impact
  - Integration - how public bodies objectives impact on each other or support other goals, taking an integrated approach.
- 5.3 The process began with an analysis of the research that emerged from the Well-being Assessment carried out by Policy colleagues in support of the Gwent Public Service Board's Well-being Plan (GPSB).
- 5.4 An extensive consultation process was carried out for the GPSB regional plan to identify what mattered to citizens across Gwent with research and data gathering also then carried out in 5 specific community areas in Caerphilly.
- 5.5 The Council's own Well-being Plan considered all of the information that emerged from this extensive involvement exercise to ensure we did not duplicate and could focus on what 'additionality' we could provide.
- 5.6 The political commitments set out by the administration for the next 5 years were explored in detail during several Cabinet workshops which helped confirm the long term vision in more detail.
- 5.7 Officers then held consultations called 'the Caerphilly Conversation' to ask residents 'what mattered to them' in during the Autumn of 2022. This was both an online and face to face consultation, held in libraires and community places across the borough.
- 5.8 Those initial 'What Matters' conversations were then followed up with further consultation with residents that took place as part of the Council's budget setting process.



- 5.9 Workshops were held with the Council's Leadership Team and Management Network.
- 5.10 Individual workshops were then held for each draft Well-being Objective with a range of officers from a wide range of services through which actions, resources and potential ways of measuring success were identified.
- 5.11 A broad range of performance data from across the Council was reviewed, validated and analysed.
- 5.12 The emerging Plan was then presented to our partners through the Local Development Group for the Public Service Board, to see how our draft objectives may impact their goals and to gain their feedback.
- 5.13 The Regional Gwent Public Services Board has agreed to become a 'Marmot Region'. Based on a report 'Building a Fairer Gwent, the Institute of Health Equity details the social determinants of health and 8 principles to address those inequalities. The Gwent PSB formally recognised that inequality and inequity exists in our communities (for example in healthy life expectancy) and committed to take steps to address them at a collaborative level.
- 5.14 As the Council's draft Corporate Plan dovetails into the wider PSB plan, the 8 Marmot principles needed to be reviewed at a Council level to underpin our own developing objectives. Workshops with the Marmot team were held to ensure alignment.
- 5.15 At a local level the Council also reviewed its Directorate Performance Assessments as well as the wide range of complaints and compliments to identify any emerging themes.
- 5.16 The Council's draft Well-being Objectives for 2023-2028 are set out below. These set out what the Council hopes to achieve on behalf of its communities:

<b>WBO1</b>	<b>Enabling our Children to Succeed in Education</b>
<b>WBO2</b>	<b>Enabling our Residents to Thrive</b>
<b>WBO3</b>	<b>Enabling our Communities to Thrive</b>
<b>WBO4</b>	<b>Enabling our Economy to Grow</b>
<b>WBO5</b>	<b>Enabling our Environment to be Greener</b>

- 5.17 Each Wellbeing Objective is underpinned by a range of supporting Outcome statements that are written as if being reviewed in 2028. These are set out below:

**WBO1 Enabling our Children to Succeed in Education.**

- We will have built effective leadership to maintain our aspiration for all learners to achieve high standards and make strong progress on their educational journey.
- We will have safe and inclusive provision that will support the progress of vulnerable and disadvantaged learners
- We will have improved literacy (English and Welsh), numeracy, digital, physical and wider skills to provide our learners with better life chances
- Learners will have received effective support to ensure that post-16 destinations are appropriate and sustainable
- We will have built new and refurbished schools and settings so that we have

created learning environments that engage and inspire

### **WBO2 Enabling our Residents to Thrive**

- We will have responded to our aging demographic including creating age friendly communities
- We will have met the needs of our most vulnerable children and adults
- We will have enabled the Community and Voluntary Sector to support our residents
- We will have supported residents through the cost-of-living crisis
- We will have built new Council houses, provided more affordable homes, brought empty properties back into use and worked towards the prevention of homelessness

### **WBO3 Enabling our Communities to Thrive**

- Our physical infrastructure and digital connectivity will have improved to help people access towns, communities and services
- We will have worked with partners to improve access to public and other alternative modes of transport to keep towns connected and enhanced active travel opportunities between communities
- We will work with partners from across the Public Service Board towards improving the well-being and healthy life expectancy of our communities
- We will have created conditions that enable our communities to be healthier and more active
- We will have attractive open spaces that enhance quality of life

### **WBO4 Enabling our Economy to Grow**

- We will have worked towards ensuring we have the necessary infrastructure in place to enable our economy and communities to grow
- We will have worked in partnership to support businesses with a range of interventions aimed at stimulating the local economy
- We will have a stronger relationship with our Business Community through town centre regeneration
- We will continue to work with the Cardiff Capital Region (CCR) to increase the availability of quality employment opportunities in the area and enhance our economy
- Our local workforce will have the skills that employers need locally and regionally

### **WBO5 Enabling our Environment to be Greener**

- We will have worked with our residents to meet our statutory targets in relation to waste reduction, reuse and recycling
- We will have reduced our operational carbon emissions to become a net zero carbon local authority by 2030
- We will have helped our communities transition to low carbon transport
- We will have promoted and explored green energy opportunities for the council, communities and businesses
- We will have protected and enhanced our natural environment to improve biodiversity and make us more resilient to climate changes

- We will have set climate standards for new build Council Homes and worked to improve the green energy credentials and energy efficiency of our housing stock

5.18 Each Objective and the supporting outcomes are designed to be integrated with each other. For example, creating conditions for healthier and active lifestyles as an outcome in Well-being Objective 3 will help to children to succeed, as health and well-being is a building block for learning in Well-being Objective 1.

5.19 The draft Corporate Plan was presented to the Council Joint Scrutiny Committee on 26 October 2023. Joint Scrutiny agreed to recommend the Plan to Cabinet prior to its ongoing consideration by full Council.

5.20 Aside from the Corporate Plan, the Council has many priorities and strategies that support the full breadth of its work. These are not referenced specifically within the Corporate Plan as our outcomes, steps and measures intended to deliver the Well-being objectives focus primarily on ‘additionality’ and are therefore high level and strategic activities.

## 5.21 **Conclusion**

The Council’s Corporate Plan and Well-being Objectives have been developed to be as aspirational as possible in improving the social, economic, environmental and cultural well-being of our area in partnership with other public services and other local authorities.

The significant financial challenges facing public services as a whole at present, however, will mean that the success of the Council’s Mobilising Team Caerphilly Transformation Programme will be fundamental to the successful delivery of the Corporate Plan.

## **6. ASSUMPTIONS**

6.1 Unless a specific Well-being Objective is judged as delivered in its entirety, or assessment of data and public consultation responses change direction significantly, it is assumed the Well-being Objectives will continue throughout the course of the remaining year of the Corporate Plan.

6.2 Should the level of resources available to deliver the Well-being Objectives face a significant change, it may be necessary to adjust or refine some of the outcomes or steps accordingly.

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

7.1 No Integrated Impact Assessment has been completed for this report although individual assessments may have been made to support activity within the Well-being Objectives. Delivery of the Well-being Objectives maximises our contribution to all the national well-being goals as noted in Appendix 2

## **8. FINANCIAL IMPLICATIONS**

8.1 Each Well-being Objective within the Corporate Plan has a specific section on resources that set out how the Council intends to support the delivery of each of the

Well-being Objectives.

- 8.2 The financial situation across the Public sector is particularly challenging at present and the outlook over future years is no less bleak. The successful delivery of this Corporate Plan will, therefore, be intrinsically linked to the relative success of the Councils Transformation Programme and the two must be viewed collectively.

## 9. PERSONNEL IMPLICATIONS

- 9.1 There are no personal implications arising from this Report.

## 10. CONSULTATIONS

- 10.1 The following consultations have informed the Councils' draft Corporate Plan:

10.1.1 The priorities set out within the Caerphilly Conversation [Caerphilly - Caerphilly County Borough](#)

10.1.2 The consultations referenced between paragraphs 5.1 to 5.12

10.1.3 The Council's Joint Scrutiny Meeting of the 26 October 2023 considered the plan, and the following responses were captured against each Wellbeing Objective:

### **WBO1 Enabling our Children to Succeed in Education**

A Member asked about the vocational options available to 14 year-olds. The Chief Education Officer advised Members that a work experience pilot had recently commenced which five schools had signed-up towards. The Strategic Lead for School Improvement also highlighted the national review of vocational qualifications in Wales and information available on the Caerphilly Learning Pathways website. Members also heard about the work of the Inspire Team which had been financed through the UK Shared Prosperity Fund. The Member raised an apprenticeship scheme that Cardiff Council was running in partnership with a college of further education in the city. The Chief Education Officer advised Committee that a meeting had been scheduled with Coleg y Cymoedd to discuss similar opportunities.

One Member enquired how the leadership structure proposed differed from the current model. Committee heard about the robust leadership programme which was run in collaboration with EAS and involved all levels of staff and governing bodies. The Member also asked about the refurbishment plans for schools. The Head of Education Planning and Strategy gave details on the £1.5M capital programme and grants from the Welsh Government.

A Committee Member highlighted the role of voluntary organisations who helped develop literacy skills in schools and enquired if this function was being promoted. The Chief Education Officer outlined how this was a decision for schools based on their culture. The Member also asked about promoting the learning of Welsh and other European languages. Officers outlined the benefits of new Welsh medium education facilities and advised that a review of teaching languages was currently taking place and would be the focus for a future report.

One Member asked about the help for pupils whose education was impacted by the Covid-19 lockdown regulations. Members heard about some of the work being done on the well-being of pupils post-lockdown measures and were also advised that the latest attendance figures for Primary Schools was up 1% on the previous year at 93.1%.

A Member highlighted Community focussed schools and asked how they would improve NEET figures, and also if mental health support was included. Officers highlighted some of the innovative ways this project was being run and also stressed the work being done by the Inspire Team. The meeting was also told that additional support in the Education Psychology Service had been increased.

### **WBO2 Enabling our Residents to Thrive**

One Member of the Joint Committee enquired how the community and voluntary sector were enabled to support residents. The Deputy Chief Executive advised that cost-of-living budgets and funding via the Regional Partnership Board had supported the voluntary sector within the County Borough over the last two years.

A Member highlighted the homeless figures following the 2020/21 census. The Member questioned if the 1,303 figure had now changed and also wanted to know what proportion children were. If children were included in the figure, the Member wanted to know how they were faring in school. The Deputy Chief Executive advised that this information would be provided outside of the meeting.

One Member enquired about plans for repurposing empty properties. The Deputy Chief Executive gave information on work as part of the Caerphilly Keys initiative and the progress being made alongside the internal legal team. The Cabinet Member for Housing further advised that there were 954 empty properties in the County Borough and last year 100 were brought back into use due to the work of the empty property team.

### **WBO3 Enabling our Communities to Thrive**

A Member suggested that key data from a UK perspective was missing from this report. The Corporate Policy Manager advised that UK data was now available, and the points highlighted by the Member would be updated. The Chief Executive also provided assurances that the wider data set was being considered before a final report goes to Full Council.

One Member asked about improved access to public and other alternative modes of transport. The Corporate Director for Economy and Environment provided information on partnership working with Transport for Wales and the Welsh Government. It was also highlighted that bus passenger levels had not returned to pre-COVID levels.

### **WBO4 Enabling our Economy to Grow**

A Member requested a definition of what is meant by economic inactivity. The Head of Regeneration and Planning provided details on this matter and outlined how it applied those who were eligible for work but are not working. It differed from those who were not in work but were seeking employment.

One Member raised the issue of using the UK Shared Prosperity Fund for rural communities. The Head of Regeneration and Planning gave details on a plethora of initiatives across the County Borough which were funded by £28M over a 3-year period. Objectives of the Rural Development Plan were also highlighted to Members.

A Member asked about help for businesses, especially in the north of the County Borough. The Cabinet Member for Prosperity, Regeneration & Climate Change outlined assistance available via the Caerphilly Enterprise Fund. It was emphasised that this funding was helping businesses across the County Borough. The Head of Regeneration and Planning also highlighted the work of the Business Support Team within the regeneration service. The Council Leader gave Committee additional information on the role of Cardiff Capital Region and the jobs and prosperity created as a result. In the most recent report, the region had experienced the largest economic growth in the UK outside of London. Members also heard about the work being done under the Northern Valleys Initiative.

One Member enquired about support available for the economically inactive. The challenges around transport to attend Job Fayres in the five principal towns was raised by the Member. The Head of Regeneration and Planning gave details on the work of the Employability Team who provided advice and support on a one-to-one basis across the County Borough.

A Member asked about helping those seeking employment on a flexible-hours basis. The Head of Regeneration and Planning provided information on the work the employment team did with recruiters to facilitate this need.

#### **WBO5 Enabling our Environment to be Greener**

One Member made an overarching observation on measuring performance. It was the Member's view that targets should be set and then eventually measured against performance indicators. This facility was missing in the report according to the Member. The Member also believed that some of the objectives in the Plan might not be reached in the future due to the financial challenges faced. The Chief Executive assured Members that they would be receiving updates on the Corporate Plan before 2028. Members heard how there was a suite of performance measures which would be reported on annually.

A Member enquired if the "Nature isn't Neat" initiative was going to be reviewed. The Corporate Director for Economy and Environment advised that a Members' Seminar on Grass-Cutting Regimes would be taking place next month to discuss lessons learnt and forward delivery.

Having noted the content of the report, it was moved and seconded that the recommendations are supported and should be forwarded to Cabinet for approval. By way of Microsoft Forms (and in noting that there were 37 for, 0 against and 1 abstention) this was agreed by the majority present.

## **11. STATUTORY POWER**

- 11.1 Local Government and Elections (Wales) Act 2021  
Well-being of Future Generations Act 2015 and associated statutory guidance

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Sean Morgan, Leader of the Council  
Dave Street, Deputy Chief Executive  
All Cabinet Members  
Joint Scrutiny Committee Members  
Richard Edmunds, Corporate Director, Education and Corporate Services  
Mark S Williams, Corporate Director for Economy and Environment  
Steve Harris, Head of Financial Services and S151 Officer  
Sue Richards, Head of Education Planning and Strategy  
Liz Lucas, Head of Customer and Digital Services  
Lynne Donovan, Head of People Services  
Rob Tranter, Head of Legal Services  
Keri Cole, Chief Education Officer  
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Rob Hartshorn, Head of Public Protection, Community and Leisure Services  
Marcus Lloyd, Head of Infrastructure  
Paul Warren, Strategic Lead for School Improvement  
Gareth Jenkins, Interim Corporate Director Social Services  
Jo Williams, Assistant Director - Head of Adult Services  
Clive Campbell, Transportation Engineering Manager  
Kathryn Peters, Corporate Policy Manager  
Paul Cooke, Transformation Lead - Decarbonisation  
Anwen Cullinane, Senior Policy Officer Equalities and Welsh Language

Background Papers:

[Corporate Plan 2018-2023](#)

Appendices:

Appendix 1 Corporate Plan 2023-2028 Executive Summary

Appendix 2 Draft Corporate Plan (including Well-being Objectives) 2023 - 2028

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# Team Caerphilly Better Together

## A Quick Guide to our Corporate Plan 2023-2028



The Corporate Plan sets out our direction, priorities and objectives for the next five years. The new well-being objectives help us shape services, target our resources and prioritise our efforts as we continue to deliver the services our communities need.

If we are to successfully deliver the key objectives set out within the Corporate Plan, whilst operating within this challenging landscape, it is clear we need to rethink and reshape what we do and how we do it.



**Cllr Sean Morgan**  
Leader of the Council



**Christina Harrhy**  
Chief Executive

In common with other public service organisations across Wales, we continue to face significant financial challenges, but we remain committed to delivering sustainable services that meet the present and future needs of our communities.

We know we must adapt to meet the challenges we face, focusing on flexibility and finding different ways to deliver what our communities need, when they need it.

By working together, we can create a better future for all our residents.

We will achieve this through the delivery of the biggest change programme this Council has ever faced. A challenging, complex but really exciting transformation programme called 'Mobilising Team Caerphilly' and this innovative approach is now gathering pace across the organisation as we begin to see positive progress being made.

This isn't going to be easy, but this is absolutely the right thing to do as our communities deserve nothing less.



# A BIT ABOUT US...

**176k**  
We provide services to approximately 176,000 residents.

**108**  
We cover 108 square miles (28,000 hectares) in the heart of South Wales.

**600**  
We deliver over 600 services 24/7 from the cradle to the grave.

**5th**  
We are the 5th largest local authority area in Wales.

**8k**  
We employ just over 8,000 staff.

**76k**  
We support 76,000 households.

**69**  
We have 69 elected Councillors representing 33 wards.

## Our Well-being Objectives for 2023 to 2028



ENABLING OUR CHILDREN TO SUCCEED IN EDUCATION



ENABLING OUR RESIDENTS TO THRIVE



ENABLING OUR COMMUNITIES TO THRIVE



ENABLING OUR ECONOMY TO GROW



ENABLING OUR ENVIRONMENT TO BE GREENER



<b>OBJECTIVE 1</b> Enabling our children to succeed in education.	<b>OBJECTIVE 2</b> Enabling our residents to thrive.	<b>OBJECTIVE 3</b> Enabling our communities to thrive.	<b>OBJECTIVE 4</b> Enabling our economy to grow.	<b>OBJECTIVE 5</b> Enabling our environment to be greener.
<p>We will have built effective leadership to maintain our aspiration for all learners to achieve high standards and make strong progress on their educational journey.</p>	<p>We will have responded to our aging demographic including creating age friendly communities.</p>	<p>We will have worked with partners to improve access to public and other alternative modes of transport to keep towns connected and enhanced active travel opportunities between communities.</p>	<p>We will have worked towards ensuring we have the necessary infrastructure in place to enable our economy and communities to grow.</p>	<p>We will have worked with our residents to meet our statutory targets in relation to waste reduction, reuse and recycling.</p>
<p>We will have improved the acquisition of literacy (English and Welsh), numeracy, digital, physical and wider skills to provide our learners with better life chances.</p>	<p>We will have built new Council houses, provided more affordable homes, brought empty properties back into use and worked towards the prevention of homelessness.</p>	<p>Our physical infrastructure and digital connectivity will have improved to help people access towns, communities and services.</p>	<p>We will continue to work with the Cardiff Capital Region (CCR) to increase the availability of quality employment opportunities in the area and enhance our economy.</p>	<p>We will have reduced our operational carbon emissions to become a net zero carbon local authority by 2030.</p>
<p>We will have safe and inclusive provision that will support the progress of vulnerable and disadvantaged learners.</p>	<p>We will have enabled the Community and Voluntary Sector to support our residents.</p>	<p>We will work with partners from across the Public Service Board towards improving the well-being and healthy life expectancy of our communities.</p>	<p>We will have worked in partnership to support businesses with a range of interventions aimed at stimulating the local economy.</p>	<p>We will have protected and enhanced our natural environment to improve biodiversity and make us more resilient to climate changes.</p>
<p>We will have built new and refurbished schools and settings so that we have created learning environments that engage and inspire.</p>	<p>We will have supported residents through the cost-of-living crisis.</p>	<p>We will have created conditions that enable our communities to be healthier and more active.</p>	<p>We will have a stronger relationship with our Business Community through town centre regeneration.</p>	<p>We will have promoted and explored green energy opportunities for the council, communities and businesses.</p>
<p>Learners will have received effective support to ensure that post-16 destinations are appropriate and sustainable.</p>	<p>We will have met the needs of our most vulnerable children and adults.</p>	<p>We will have attractive open spaces that enhance quality of life.</p>	<p>Our local workforce will have the skills that employers need locally and regionally</p>	<p>We will have helped our communities transition to low carbon transport.</p>

# HOW WILL WE DELIVER OUR WELL-BEING OBJECTIVES?

The whole Council - our political leaders, our Corporate Management Team, and our employees - have a responsibility to deliver the Well-being Objectives and to work towards the outcome statements on behalf of the county borough.

Our Well-being Objectives have been developed with the guidance of the political administration; they cut across the whole of the Council and their delivery is the responsibility of the Corporate Management Team.

Whilst they are defined as a set of outward facing Objectives, the delivery of them together with the mechanisms to achieve them are firmly rooted in the day-to-day delivery of Council services.



## Reshaping the Council to meet the Challenge

We embarked upon our journey to transform the Council and established our Team Caerphilly - better together ethos in 2020. This has provided us with a sound basis upon which to build our whole organisation transformation programme. Over the next few years, we will reshape and refocus how we operate as a council and how we deliver services, with a focus throughout upon meeting the needs of our citizens. Our immediate efforts will concentrate upon:

- Improving our customer journey
- Transforming our internal ways of working to deliver efficiencies
- Collaborating with our partners to become more effective
- Ensuring we can adapt to changes and shift our services to new ways of working quickly
- Making sure our schools, social housing, leisure and social care sites are fit for the future
- Continuing to develop our physical infrastructure to regenerate the county borough

# HOW WE WILL MONITOR OUR PROGRESS?

We will review our Corporate Plan every year to ensure our Well-being Objectives are still relevant and will make our updated plan available on our website.

We will report our performance against the Well-being Objectives as part of our statutory annual self-assessment process which is shown below.

This process brings together the internal Council activity together with the external delivery of our Well-being Objectives as a set of organisational learning that assesses whether our external work is making a positive difference to our communities. Through this annual process our elected members have the opportunity to challenge our progress and input into future activity.



# CONTACT US...

Your views and opinions in relation to the content of our reports, plans and priorities are important to us. We welcome your active input to allow us to use meaningful information and data to inform services and how we deliver them to ensure that we meet the needs of our residents and our communities.

We look forward to updating you on our progress through our annual self-assessment update every year. If there is more you would like to know or if you have suggestions for the type of update you would like to receive, please let us know.

You can find the full plan at ????????????????



## Send us an email...



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

Alternatively, contact **Ros Roberts**  
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Hengoed  
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📞 **01443 864238**

✉️ **roberr@caerphilly.gov.uk**

You may also contact us on social media.







# Caerphilly County Borough Corporate Plan Well-being Objectives 2023-2028

RAFT



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## Foreword from the Leader

This Corporate Plan sets out our direction, priorities and objectives for the next five years. The new well-being objectives help us shape services, target our resources and prioritise our efforts as we continue to deliver the services our communities need.

Since our last Corporate Plan in 2018 we have faced unprecedented challenges including a global pandemic, the ongoing cost-of-living crisis and significant and far-reaching reductions in budgets.

These issues have stretched our resources, tested our resilience and led to changes in the organisation itself. I would like to take this opportunity to commend our teams for the incredible 'can do' attitude they have shown.

In common with other public service organisations across Wales, we continue to face significant financial challenges, but we remain committed to delivering sustainable services that meet the present and future needs of our communities.

We know we must adapt to meet the challenges we face, focusing on flexibility and finding different ways to deliver what our communities need, when they need it. To do this we must engage with our communities to understand the needs of our residents and provide the right support to meet those needs as simply as possible.

Through this Corporate Plan we can take positive and progressive steps to achieve this. My Cabinet and our senior teams are committed to working together to deliver this plan, and through it, the services our communities need.

By working together, we can create a better future for all our residents.



*S Morgan*  
**Cllr Sean Morgan**  
**Leader of the Council**

## 2. Introduction by the Chief Executive

Our new Corporate Plan has been developed against the backdrop of some of the most significant societal, economic, environmental and financial challenges we have ever faced.

If we are to successfully deliver the key objectives set out within this document, whilst operating within this challenging landscape, it is clear we need to rethink and reshape what we do and how we do it.

We will achieve this through the delivery of the biggest change programme this Council has ever faced. A challenging, complex but really exciting transformation programme called 'Mobilising Team Caerphilly' and this innovative approach is now gathering pace across the organisation as we begin to see positive progress being made.

But this is just the beginning and, as we move towards delivering our Corporate Plan, even more effort will be required to make it a success.

We know we must adapt to meet the challenges ahead, but this isn't simply about cutting services; it's about flexibility and finding different ways to deliver what our communities need, when they need it.

This includes using fewer buildings, being more business-minded, and making our services more accessible. We will also listen carefully to feedback from our residents to ensure they have the chance to shape their services moving forward.

This isn't going to be easy, but this is absolutely the right thing to do as our communities deserve nothing less.

We have learnt that when we work together as Team Caerphilly, we can make a long-lasting positive impact and this Corporate Plan will provide the blueprint for this success.



**Christina HARRY**  
Chief Executive



### 3. About us

#### Our Place

The Caerphilly county borough covers an area stretching from the Brecon Beacons National Park in the north, to Cardiff and Newport in the south. It is bordered to the north by Merthyr Tydfil, the west by Rhondda Cynon Taf, and to the east by Blaenau Gwent and Torfaen local authorities.

The area lies at the heart of both the South Wales Valleys and the Cardiff Capital Region. Caerphilly county borough occupies some 108 square miles (28,000 hectares) of the Valleys area of Southeast Wales. It is a little over 18.6 miles long and nearly 11 miles wide and is formed by the valleys of three rivers: the Rhymney, Sirhowy and Ebbw. Three quarters of the county borough is used for agriculture and forestry. We have an expanding economy and an attractive environment that benefits from excellent transport links with good access to public transport and the South Wales Metro. Active travel and accessibility are important for the county borough. The south has good links to the M4 motorway, and the north connects to the A465 and its links to the Midlands and West Wales/Ireland.

Our county borough is made up of five principal town centres: Caerphilly, Blackwood, Risca, Bargoed and Ystrad Mynach. We also have four local centres: Newbridge, Rhymney, Nelson and Bedwas. Each town centre has their own characteristics and attractions that make them great places to shop, work, live and enjoy.

#### Our People

We provide services to approximately 176,000 residents living across a mixture of urban and rural communities, living in 76,000 households. The 2021 Census showed 40.9% of our population is aged over 50 years; we know that this figure will increase proportionately as life expectancy increases. In relation to protected characteristics we have growing diversity in terms of ethnicity and national identity, and more people are more open to stating their gender identity and sexual orientation. Below is data that gives some context to our place and people, compared where possible to the Gwent region, the rest of Wales and the UK.

#### Our Demography

	Caerphilly	Gwent	Wales	UK ***
Life Expectancy at Birth (Females) 2018-2020	81.1	81.7	82.1	82.9
Life Expectancy at Birth (Males) 2018-2020	77.4	78.1	78.3	79.0
Healthy Life Expectancy at Birth (Females) 2018-2020	57.0	58.9	62.4	63.6
Healthy Life Expectancy at Birth (Males) 2018-2020	56.7	60.1	61.5	62.8
Percentage of Children Aged 4-5 with Obesity 2021-2022	13.0	12.9	Not verified*	No UK data**
Percentage of Adults with a BMI of 30+ (Obese) 2021-22 & 2022-23	31.7	28.9	25.3	No UK data**

	Caerphilly	Gwent	Wales	UK ***
Percentage Economically Active (16-64) Jan-Dec 2022	74.3	76.2	75.6	78.3
Percentage Economically Inactive (16-64) Jan-Dec 2022	25.7	23.8	24.4	21.7
Percentage Unemployed (16-64) Jan-Dec 2022	3.3	3.0	3.0	3.6
Number of People Homeless (From 2022/2023 Performance Indicator data not census data)	1303 cases			
Number of People on the Common Housing Register as at April 2023	6,500			
Percentage Social Rented Accommodation 2021	18.8	20.0	16.5	17.1*
Percentage Private Rented Accommodation 2021	13.3	14.2	17.0	20.3*
Reliance on Public Transport (no cars or vans in household) 2021	20.3	19.7	1 9.4	23.3*
Percentage of Children living in Poverty (after housing costs) 2021-2022	27.7	25.6	27.9	29.2
Percentage of people with no qualifications 2021	24.1	22.3	19.9	18.2*
Percentage of people with level 4 qualifications or above 2021	25.3	28.8	31.5	33.8*
Percentage of people working mainly from home 2021	23.9	24.5	25.6	31.2*
Percentage of residents travelling to work by car or van 2021	65.2	64.3	61.3	49.0*

\* Data only verified in ABUHB and Swansea Bay

\*\* Data collected separately at England and Wales level

\*\*\* UK data is from a different source and may have been produced in a slightly different way, organisations in Wales such as Welsh Government and Public Health Wales produce data using their own methods for Wales, and similar organisations in the rest of the UK do this for their own areas, therefore comparisons should be used with caution as they may not be directly comparable.

## Our Organisation

The Council is the 5th largest local authority area in Wales and the Council is the largest employer in the area. The Council employs just over 8,000 staff with 73% of employees living in the county borough. Staff are employed into a variety of different roles within service areas which make up the following Directorates:

- Corporate Services and Education
- Social Services and Housing
- Economy and Environment

The Directorates are headed by Corporate Directors who together with the Chief Executive, and Deputy Chief Executive, make up the Corporate Management Team who oversee the delivery of the Council's business, including delivery of this plan.

The Council operates a cabinet style of local government with a Leader, who is supported by 9 Cabinet Members. We have 69 elected Councillors with a variety of roles including agreeing the Council's policy framework, council tax and budget.

## Our Responsibilities

The Council delivers over 600 services to the county borough to ensure our people and place are thriving and resilient. From early years support to social care, schools to care homes, environmental protection and infrastructure, provision of social housing, planning, public protection, economic regeneration, and transport planning etc. Our breadth of responsibilities is wide ranging and increasing.

We face significant challenges, the financial outlook for the Council is of serious concern, and the projections for government financial support are worsening year on year. To ensure we remain effective and efficient as a Council during these challenging times, we must reshape and repurpose our organisation and services to ensure we can meet the challenges head on and continue to support the needs of our people and place.

In delivering our Well-being Objectives and our transformation work we have a set of values that were created with our employees and guide us on this journey. They are:

- **Innovative** - We will empower staff to develop innovative and creative responses to challenges faced within a safe culture of mutual respect.
- **United and Connected** - We share a vision that serves the common good; we will actively collaborate and engage in healthy internal communication.
- **Trusted** - We will act credibly, reliably, and will foster, support and maintain positive relationships.
- **Resilient** - We will build teams that are able to rise to the challenges we face and adapt to any adverse conditions.
- **Open and Transparent** - We will communicate openly, share information, listen and appreciate other perspectives, give prompt feedback and learn from our mistakes.

## 4. How we developed our Well-being Objectives

In Wales we have a law called the Well-being of Future Generations (Wales) Act 2015 that is designed to help public bodies work together to improve our environment, our economy, our society and our culture.

The law asks us to apply sustainable thinking to our decision-making and to develop our Well-being Objectives to improve the lives of our residents and the environment they live in.

The Sustainable Development Principle is based on **five ways of working**:

- **Long Term** – looking at long term solutions without compromising the well-being of future generations
- **Integrated** – helping other public bodies to meet their goals for the overall good of residents
- **Involvement** – Involving those who have an interest in the well-being of the area and the delivery of our objectives
- **Collaboration** – working with a range of people, and sharing ideas and resources, to help deliver the outcomes
- **Prevention** – understanding the root causes of issues so we can put the right solutions in place to prevent problems arising or getting worse

Using the above principles is the beginning of the process to develop our Well-being Objectives.

We gathered a range of data and asked our communities what they thought by:

- Researching the local assessment of well-being and that was recently conducted on behalf of the Gwent Public Services Board (PSB). Our teams conducted a thorough assessment of five community areas across the county borough through the use of data, population statistics, consultation, and engagement. Caerphilly County Borough Council led on the development of the regional Well-being Plan for the PSB, and you can read more about the assessment in this link [Local Assessment of Well-being](#).
- Reviewing the Labour Party Manifesto, as this details the political commitment of the elected administration for the next five years and held workshops with the Cabinet to confirm the vision.
- Consulting with our communities as part of the ongoing ‘Caerphilly Conversation’ to ask people ‘what matters to them.’ We aimed to reach as many people as possible and paid particular attention to hearing the voices of seldom heard groups. This was both an online and face to face consultation, held in libraries and community places across the county borough. You can read more about our consultation work and methods here: [What Matters Conversation 2023-2024](#).
- Recognising that inequality exists in our communities, as identified in the Well-being Assessment, the Gwent Public Services board agreed to become a Marmot Region, and as such we will undertake actions to reduce inequalities within the county borough as our contribution to the Public Services Board Well-being Plan. There are 8 Marmot Principles, and we have reviewed our objectives and steps, to see how they contribute towards those principles. You can see the connections in section 6 page 40.



- Holding workshops with our management networks to establish what outcomes services could deliver to meet the draft Well-being Objectives.
- Asking our employees what they thought and promoted an online consultation.
- Reviewing other consultations that took place in 2022.
- Asking the Caerphilly Local Delivery Group of Public Services Board partners to consider our objectives.
- Looking at data in our performance reports to consider what areas we want to improve upon.
- Once formed, we took the draft Well-being Objectives to our elected members for their views and input.

From the activities above we have drawn out five Well-being Objectives each with five aspirational outcomes that we aim to deliver across 2023-2028.

The Act asks us to develop our objectives in a way that maximises delivery towards the National Well-being Goals that Welsh Government has set for Wales. The table below demonstrates how our local Well-being Objectives contribute to the National Goals.

How our Well-being Objectives link to National Well-being Goals	A Prosperous Wales*	A Resilient Wales	A Healthier Wales	A More Equal Wales	Cohesive Communities	Vibrant Culture and Thriving Welsh Language	Globally Responsive
<b>Well-being Objective 1</b> Enabling Our Children to Succeed in Education	•	•	•	•	•	•	•
<b>Well-being Objective 2</b> Enabling Our Residents to Thrive	•	•	•	•	•		
<b>Well-being Objective 3</b> Enabling Our Communities to Thrive	•	•	•	•	•	•	•
<b>Well-being Objective 4</b> Enabling Our Economy to Grow	•	•	•	•	•	•	•
<b>Well-being Objective 5</b> Enabling Our Environment to be Greener	•	•	•	•	•		•

\*We note that the National Goal – A Prosperous Wales will change its description from secure ‘decent’ to ‘fair’ work in 2024. When we review our objectives for relevance during our annual review cycle we will consider this change at that time.

The Well-being Objectives have been developed alongside the significant financial challenges faced by the Council. Due to the extended period of austerity and increasing demand for many services, the financial position for Local Government has been challenging for a number of years. During the period 2008/09 to 2022/23 Caerphilly County Borough Council has delivered savings of more than £100m to address reductions in funding and inescapable cost pressures.

The Council has managed the financial challenges presented by the cost-of-living crisis during the 2022/23 financial year, but the position is likely to continue to be extremely challenging for both residents and the Council. The 2023/24 budget proposals, approved by Council on 23 February 2023, included total cost pressures of £55.478m. These pressures are being funded through an increase in the Welsh Government Financial Settlement of £22.152m, permanent savings of £4.972m, temporary savings of £6.862m, the one-off use of reserves totalling £15.345m, and £6.147m from a 7.9% increase in Council Tax.

Due to the unprecedented levels of inflation experienced during 2022/23 (Consumer Prices Index peaking at 11.1%), the current economic outlook, and the range of temporary budgetary measures that were approved for the 2023/24 financial year, the Council's Medium-Term Financial Plan (MTFP) has been updated based on a range of assumptions, resulting in a potential savings requirement of £48.335m for the two-year period 2024/25 to 2025/26.

Given the scale of the challenge that we collectively face, a financial strategy that seeks to continuously salami slice our services and deplete our reserves is not a sustainable or an appropriate approach, especially when the demands upon our services are far higher than ever, as our communities continue to present far greater and increasingly complex needs to us. To ensure we can meet the needs of our communities, whilst operating with reduced finances, a whole Council and a whole county borough holistic approach is needed.

The Council will require a new whole organisation approach to service delivery and this significant and complex change programme is being led by the Chief Executive, Leader, Corporate Management Team, and Cabinet. The programme is co-ordinated through two key elements - Service Transformation and Place-shaping Investment. It is vital that the required changes are developed at pace and key decisions are made early to ensure the projected savings requirement for 2024/25 and 2025/26 can be delivered.

## 5. Our Well-being Objectives 2023-2028

Our Well-being Objectives should be considered as an integrated suite of objectives that are complementary to one another. We have set our ambition for each outcome and the impact we intend to make at the end of the five-year period. These are 'future statements' that set out what we want to achieve and how we will measure our progress along the way.

Our Corporate Plan encompasses a wide range of delivery areas, including community regeneration, improving education, integrating health and social care, tackling environmental challenges and driving economic development. Through setting clear and measurable objectives across these areas, we can work towards improving the overall economic, social and environmental well-being of our residents, ensuring the people and places across our county borough can be the best they possibly can be.

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<b>OBJECTIVE 1</b> <b>ENABLING OUR CHILDREN TO SUCCEED IN EDUCATION</b>	<b>OBJECTIVE 2</b> <b>ENABLING OUR RESIDENTS TO THRIVE</b>	<b>OBJECTIVE 3</b> <b>ENABLING OUR COMMUNITIES TO THRIVE</b>	<b>OBJECTIVE 4</b> <b>ENABLING OUR ECONOMY TO GROW</b>	<b>OBJECTIVE 5</b> <b>ENABLING OUR ENVIRONMENT TO BE GREENER</b>
<ul style="list-style-type: none"> <li>• We will have built effective leadership to maintain our aspiration for all learners to achieve high standards and make strong progress on their educational journey.</li> <li>• We will have safe and inclusive provision that will support the progress of vulnerable and disadvantaged learners</li> <li>• We will have improved literacy (English and Welsh), numeracy, digital, physical and wider skills to provide our learners with better life chances</li> <li>• Learners will have received effective support to ensure that post-16 destinations are appropriate and sustainable</li> <li>• We will have built new and refurbished schools and settings, creating learning environments that engage and inspire</li> </ul>	<ul style="list-style-type: none"> <li>• We will have responded to our aging demographic including creating age friendly communities</li> <li>• We will have met the needs of our most vulnerable children and adults</li> <li>• We will have enabled the Community and Voluntary Sector to support our residents</li> <li>• We will have supported residents through the cost-of-living crisis</li> <li>• We will have built new Council houses, provided more affordable homes, brought empty properties back into use and worked towards the prevention of homelessness</li> </ul>	<ul style="list-style-type: none"> <li>• Our physical infrastructure and digital connectivity will have improved to help people access towns, communities and services</li> <li>• We will have worked with partners to improve access to public and other alternative modes of transport to keep towns connected and enhanced active travel opportunities between communities</li> <li>• We will work with partners from across the Public Service Board towards improving the well-being and healthy life expectancy of our communities</li> <li>• We will have created conditions that enable our communities to be healthier and more active</li> <li>• We will have attractive open spaces that enhance quality of life</li> </ul>	<ul style="list-style-type: none"> <li>• We will have worked towards ensuring we have the necessary infrastructure in place to enable our economy and communities to grow</li> <li>• We will have worked in partnership to support businesses with a range of interventions aimed at stimulating the local economy</li> <li>• We will have a stronger relationship with our Business Community through town centre regeneration</li> <li>• We will continue to work with the Cardiff Capital Region (CCR) to increase the availability of quality employment opportunities in the area and enhance our economy</li> <li>• Our local workforce will have the skills that employers need locally and regionally</li> </ul>	<ul style="list-style-type: none"> <li>• We will have worked with our residents to meet our statutory targets in relation to waste reduction, reuse and recycling</li> <li>• We will have reduced our operational carbon emissions to become a net zero carbon local authority by 2030</li> <li>• We will have helped our communities transition to low carbon transport</li> <li>• We will have promoted and explored green energy opportunities for the council, communities and businesses</li> <li>• We will have protected and enhanced our natural environment to improve biodiversity and make us more resilient to climate changes</li> <li>• We will have set climate standards for new build Council Homes and worked to improve the green energy credentials and energy efficiency of our housing stock</li> </ul>

## 5.1 How we will deliver our Well-being Objectives

The whole Council, our political leaders, our Corporate Management Team, and our employees, have a responsibility to deliver the Well-being Objectives and to work towards the outcome statements on behalf of the county borough.

Our Well-being Objectives have been developed with the guidance of the political administration; they cut across the whole of the Council and their delivery is the responsibility of the Corporate Management Team.

Whilst they are defined as a set of outward facing Objectives, the delivery of them together with the mechanisms to achieve them are firmly rooted in the day-to-day delivery of Council services. Our Corporate Management Team, working with senior leaders across the Council, will ensure that progress is integrated into our corporate and departmental performance management framework. Section 7 of this plan shows how we will monitor progress and build in democratic oversight through our Joint Scrutiny arrangements.

### Reshaping the Council to meet the Challenge

We embarked upon our journey to transform the Council and established our *Team Caerphilly – better together* ethos in 2020. This has provided us with a sound basis upon which to build our whole organisation transformation programme. Over the next few years, we will reshape and refocus how we operate as a council and how we deliver services, with a focus throughout upon meeting the needs of our citizens. Our immediate efforts will concentrate upon:

- Improving our customer journey
- Transforming our internal ways of working to deliver efficiencies
- Collaborating with our partners to become more effective
- Ensuring we can adapt to changes and shift our services to new ways of working quickly
- Making sure our schools, social housing, leisure and social care sites are fit for the future
- Continuing to develop our physical infrastructure to regenerate the county borough

### Looking Outwards

The Objectives are designed to complement the work of the Gwent Public Services Board (PSB) and the desire of strategic leaders across the region to focus on the inequity some of our communities' face through the Marmot principles.

Gwent PSB agreed to become a Marmot Region and to adopt the eight Marmot principles to reduce health inequalities and inequity across Gwent. Gwent is the first area in Wales to become a Marmot region. The PSB performance management framework lists a set of proposed Marmot indicators, and we will also use these to help us monitor our progress against our Well-being Objectives. The majority of the data for the Marmot indicators will come from other organisations such as Welsh

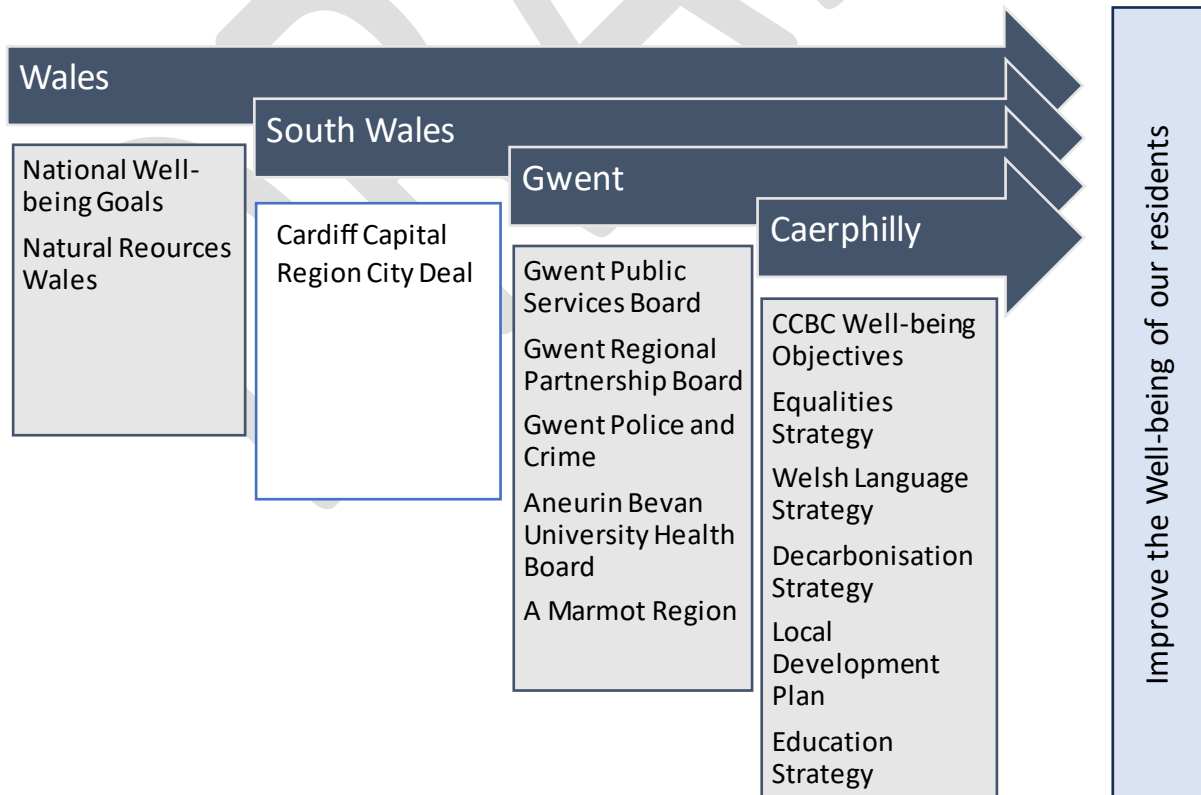
Government and Public Health Wales, but we will use them wherever they are relevant and whenever they are available. However, we may not always be able to report on some of the data as part of our annual review as it may be made available at different times during the year.

We know that some of our communities have poorer well-being and that factors such as the cost-of-living crisis impacts directly upon poor mental and physical health. We recognise that we have to work as effectively as we can to improve individual and community well-being, and this requirement is reflected within the corporate objectives.

The Council has declared a climate emergency with an overall aim to become a carbon neutral organisation by 2030. This ambition will require us to embed carbon reduction into everything we do. This ambition permeates through all we do.

### How our Well-being Objectives Align to Other Strategic Partnerships, Plans and National Policies

Whilst our aim is to serve the population of Caerphilly County Borough, we sit firmly within a wider partnership family. We know we can't deliver these objectives alone and working with our partners is a key requirement. It's a complex landscape and the diagram below outlines our key partnerships.



Our objectives, along with our partners objectives, are aimed at improving the well-being of our population. We each contribute and consult with each other to ensure that we have a thriving economy, a healthy population, safe and supported communities, and a biodiverse natural environment.

The table below demonstrates how our Well-being Objectives align with the objectives of our main partners. There are of course many other partners that work alongside us, working towards similar objectives, which we in turn will contribute towards.

<b>How our Well-being Objectives link to our Partners</b>	<b>Gwent Public Service Board</b>	<b>Marmot Principles</b>	<b>Gwent Regional Partnership Board</b>	<b>Cardiff Capital Region</b>	<b>National Resources Wales</b>
<b>Well-being Objective 1</b> Enabling Our Children to Succeed in Education	•	•	•	•	
<b>Well-being Objective 2</b> Enabling Our Residents to Thrive	•	•	•	•	•
<b>Well-being Objective 3</b> Enabling Our Communities to Thrive	•	•	•	•	•
<b>Well-being Objective 4</b> Enabling Our Economy to Grow	•	•		•	
<b>Well-being Objective 5</b> Enabling Our Environment to be Greener	•	•		•	•

More detail on how our objectives contribute to our partners objectives can be found on page 40.



# Well-being Objective 1 Enabling Our Children to Succeed in Education

## 1. What will this look like?

- We will have built effective leadership to maintain our aspiration for all learners to achieve high standards and make strong progress on their educational journey
- We will have safe and inclusive provision that will support the progress of vulnerable and disadvantaged learners
- We will have improved literacy (English and Welsh), numeracy, digital, physical and wider skills to provide our learners with better life chances
- Learners will have received effective support to ensure that post-16 destinations are appropriate and sustainable
- We will have built new and refurbished schools and settings thereby creating learning environments that engage and inspire

## 2. Why we chose this (our Well-being Statement)?

Stakeholders living and working across the Local Authority recognised the disruption caused by the Covid-19 pandemic and the subsequent impact on children, learners and young people who were unable to regularly attend school. Vulnerable or disadvantaged learners, children in early years settings, learners accessing post-16 education, and learners in Welsh-medium settings may have been more disproportionately affected than others.

This is also a moment of significant transformation in education with the implementation of [Welsh Government Curriculum Reform](#), which aims to secure high standards and aspirations for all, including those affected by the impact of poverty. The purpose of every school and setting's curriculum is to support our children and young people to be:

- ambitious, capable learners, ready to learn throughout their lives
- enterprising, creative contributors, ready to play a full part in life and work
- ethical, informed citizens of Wales and the world
- healthy, confident individuals, ready to lead fulfilling lives as valued members of society

Throughout 2021-2022, a detailed and wide-ranging stakeholder engagement across Caerphilly identified ambitions for education across the county borough. This feedback directly shaped this corporate objective, revised education strategy and associated policies and plans and provided the following feedback:

- Pupils want an inclusive curriculum that provides creativity and autonomy. They would like a broad range of experiences delivered through high quality teaching. They would also like to take an active role in their school providing meaningful and valued feedback that informed decisions around curriculum content.

- Young people want to learn life skills that will enable them for the future. This includes learning a range of practical activities such as art, music, sport, construction and financial management. They also want to receive the best support to enable them to make the right choices at post-16.
- Parents and carers want happy, confident children in schools where all children's strengths are recognised. They want to see strong relationships and effective communication between school and families. All children should be treated equally, regardless of background and circumstances.
- Governors in schools want to ensure pupils in schools are learning in safe, inclusive environments with focus on the acquisition of reading, writing and digital skills. They also want equity for all learners.
- School leaders, teachers, learning support assistants and other school staff want to see the successful implementation of the Curriculum for Wales and Additional Learning Needs (ALN) Act having tangible benefits for learners. Strong peer networks across clusters and the wider school community will lead to improve transition and support.
- Further education colleges and Careers Wales want to see pupils with additional learning needs thriving in post-16 environments. They also want to see a focus on improving pupils' resilience and well-being, equipping pupils with the skills to achieve their full potential.
- Union colleagues would like to see more support for key groups of learners including the most vulnerable and more able and talented learners.
- The Scrutiny committee want to close the gap in educational attainment between groups of learners and to increase the proportion of our residents able to communicate through the medium of Welsh. All aspects of the education system should be responsive to the needs of each learner, so that everyone feels valued and supported in the learning pathway.
- Respondents were asked to identify what was most important to them in relation to education. Recurring points raised include that:
  - Education provides skills for jobs and work and that vocational education is future proof.
  - The curriculum should focus on providing practical, broad ranging, life skills and not just academic achievements.
  - School buildings and facilities need to be, modern and fit for purpose
  - Provide a safe environment.
  - Teaching should be high quality.
  - Education needs to be diverse and inclusive and accessible to all (disability, Welsh language provision).
- Adult education is also important as is access to technology for all including reliable broadband to support education.
- We need to encourage higher aspirations and raise expectations.
- Pupil attendance has declined following the Covid-19 pandemic, with particular impact on families from disadvantaged backgrounds. Similarly, vulnerable pupils have faced additional challenges which has impacted negatively on exclusions data.

- Our wider Caerphilly Conversation to Residents in November 2022 identified that 93% of respondents thought Education was more important than the last time this question was asked.
- Welsh Government have set a minimum target of 26% of pupils taught through the medium of Welsh for learners in year 1 by 2032 in order to meet the 1 million Welsh speakers by 2050 target. In 2019/20 our percentage was 17.9%. The period when young people leave Welsh medium education is a crucial time, in terms of establishing patterns of language use. We want to increase the number of pupils taught through the medium of Welsh as there is a high demand across all industry roles for Welsh speakers. It is therefore crucial we seek to increase the number of young people leaving school who speak Welsh, as well as increasing the opportunities for adult learners.
- The Labour administration manifesto pledge as part of the local government 2022 election campaign was to “Build and Rebuild more 21st Century Schools, and continue commitments to improving standards and outcomes, high quality Welsh Language Education, and life-long learning through libraries and adult education”.
- The Marmot principles focus on addressing inequality and this has a weighting towards children, early years and a best start in life.

### **3. What steps will we take to achieve this?**

The key actions and detail are represented in the implementation of our education strategy – ‘Pursuing Excellence Together’ [Education Strategy 2022-2025](#). The Education Strategy redefines the vision for all children, young people and adults accessing education across Caerphilly.

In order to achieve the outcomes, we will prioritise:

- The development of skills to have a significant impact on progress, attainment, provision, and well-being.
- The acceleration of the progress of vulnerable pupils educated outside school (EOTAS) or home educated/schooled, and those leaving school at 16 with no education, training, or employment (NEETS).
- The improvement of pupil attendance and reduction of exclusions, with particular focus on vulnerable groups as attendance was 10% down on pre Covid-19 levels. The exclusions were too high pre Covid-19 and are even higher now.
- Closing the gap in attainment between those learners from low-income backgrounds and those who do not live in poverty.
- The provision of sufficient school places to meet demand as well as upgrading/replacing school accommodation, as appropriate, through the Sustainable Communities for Learning Programme (Formerly known as 21st Century Schools).

#### **4. What evidence will we use to monitor progress?**

A wide range of quantitative and qualitative data will be used to monitor our progress against this objective. From this we have chosen a set of priority indicators. We will also use the Marmot indicators wherever relevant.

##### **Priority Indicators**

1. Improve attendance for pupils from disadvantaged backgrounds
2. Reduce or ensure the number of schools placed in a follow up category by Estyn remains low
3. Reduce the percentage of 'at risk' NEET young people at the point of leaving compulsory education
4. Reduce the number of surplus places
5. Reduce the number of permanent exclusions and the number of fixed term exclusions

##### **Marmot Indicators**

None that are applicable to Caerphilly at this time.

#### **5. What resources will we use to deliver these outcomes helping to meet the objective?**

A range of grants are applied for throughout the year for a range of work. In 2022/23 there was an estimated £39m of revenue grant funding used by the Education Directorate. Whilst grant funding brings a degree of uncertainty for future planning purposes, the Council has been successful over recent years in maintaining high levels of grant income and expect this success to continue over the medium term

Although grants and funding can change over time, the list below identifies some of the main resources we have available to deliver our objective.

- A base budget of approx. £173m to deliver our work.
- We will work with our stakeholders to ensure school improvement services are as cost effective and impactful as possible.
- We will make best use of digital grant funding. For example, in collaboration with the Welsh Government and all 22 local authorities in Wales, developing the 'sector owned, sector led' EdTech Service to ensure schools and local authorities achieve the best value for money when purchasing digital equipment, software and services.
- Within childcare we are bringing funding streams together (both capital and grants) and services like midwifery are also coming together. We are sharing buildings with wider partners and have shared pooled funding agreements, as well as aligning funding streams internally to widen the staff team we have in Early Years to support further across the County Borough.

- Our new schools' builds programme will aim to include childcare from inception.
- We are creating community focused schools so schools can be an asset for the community. The Sustainable Communities for Learning Programme is a jointly funded major capital investment programme between Welsh Government and the Council. As part of the current 'Band B' programme, the Council has secured a £78million investment which is currently delivering school improvement projects such as a new replacement Ysgol Gymraeg Cwm Gwyddon, an extension for Trinity Fields School, a new Centre for Vulnerable Learners in Pontllanfraith, a new build extension as part of the amalgamation of Llancaeath Junior School and Llanfabon Infants School and a new replacement Plasyfelin Primary School which will be the first Net Zero Carbon School for the Council.

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# Well-being Objective 2 Enabling Our Residents to Thrive

## 1. What will this look like?

- We will have responded to our ageing demographic including creating age friendly communities
- We will have met the needs of our most vulnerable children and adults
- We will have enabled the Community and Voluntary Sector to support our residents
- We will have supported residents through the cost-of-living crisis
- We will have built new Council houses, provided more affordable homes, brought empty properties back into use and worked towards the prevention of homelessness

## 2. Why we chose this (our Well-being Statement)?

Over the next ten years (2033) 23.5% of our population will be in the 65 and over age group, an increase of 4.2% from 19.3% in 2018. Whilst our population of older adults is increasing, our birth rate is reducing. Social isolation and lack of connections can negatively impact our ageing residents. We therefore want to promote equality and interaction within communities and between generations.

We conducted a locality assessment over 5 community areas (the Gwent Well-being Assessment February 2022), and this identified that meeting the needs of our most vulnerable was a priority for both children and adults. Isolation in the wake of Covid-19, raised concern that we 'should cater for older people to remain as active and independent as possible' and 99% of respondents said looking after the vulnerable must be a priority post pandemic.

From a social care perspective, meeting the needs of our most vulnerable children and adults is core business underpinned by the Social Services and Well-being (Wales) Act 2014 and the Wales Safeguarding Procedures. Safeguarding is everybody's business, and the Act places a legal responsibility on everyone, not just professionals, to report concerns to Social Services or the Police.

However, whilst safeguarding is at the heart of our core business, we provide services to a wide range of people who may require additional support in order to retain their independence and to remain living together as families. All assessments completed are based on the 'what matters conversation' enshrined in statutory guidance that aims to help people and families to help themselves. Services provided are based on the individual needs identified by the assessment.

We know our communities will be severely impacted by the ongoing cost-of-living crisis. Our population data highlights that 34% of children are living in poverty (after housing costs). Consequently, people in the greatest need will turn to the Council for support, navigating and accessing any financial or practical support that is available.

Increasing numbers of homelessness across the county borough is also a concern as well as a lack of affordable housing. Our ongoing Caerphilly Conversation consultation in Autumn 2022, highlighted 95% of people responding felt that homelessness should stay as important once lock down restrictions ended. 86% of respondents said housing and homelessness was important, 56% of whom said it was more important than last year.

Private sector housing accommodates 80% of households in Caerphilly and the Council has a finite resource to improve this, yet the outcomes can be significant. Private sector housing investment can make an important contribution to improving housing conditions, increasing independence, preventing homelessness, tackling fuel poverty, increasing housing supply, widening choice and creating sustainable communities.

Within the borough 20% of our residents live in social housing and Caerphilly Homes (the Council's Social Housing Service) are the biggest provider in the county borough as we own and manage nearly 11,000 homes. At present we have 6,500 people on our waiting list, consisting of a combination of those who wish to move from one area to another, a larger property, a smaller property or those who need a property. A lack of supply of an adequate range of homes, combined with the popularity of the county borough, has increased house prices for rental and purchase to unaffordable levels for some people.

Our evidence, supported with Welsh Government household projections, indicates we need to increase the supply of affordable homes, especially 1-bed and 4-bed homes, as we have a disproportionate over provision of 3-bed homes. North of the county borough up to 90% of housing is pre 1914 terraced housing of poorer quality, which brings challenges for achieving modern energy standards and suitability for modern family living.

In supporting the ageing demographic, elderly people tell us they wish to stay in their own home; to assist with this desire, we recognise this will require new homes to be built as flexible and adaptive 'lifetime' homes as part of our longer-term planning.

We are already making some progress towards this and have completed just over 500 minor adaptations and 86 major adaptations, alongside a further 52 Disabled Facilities Grants over the last year, thereby helping residents to remain independent in their own homes and this positive activity will continue over the longer term.

It is also well-documented that we have experienced unprecedented rises in inflation, and fuel bills leading to a cost-of-living crisis. The Private Rented Sector makes up 12% of the housing market and rent levels nationally, regionally, and locally are increasing.

We created a service called 'Caerphilly Cares' during the pandemic to support residents. Post Covid-19 we have adapted this service to meet the needs of our most vulnerable and in need of financial and emotional support. So far, this service has:

- Received over 5,000 calls from our residents and 200 emails asking for help.
- Set up 33 authorised Welcoming Spaces across 49 venues totalling £144,000 of investment.
- Supported 46 community organisations & groups to obtain funding worth over £250,000.
- Supported over 300 individuals on a 1-2-1 basis of which 78 have been helped to access local community provision.

- Arranged 800 food parcels and 800 successful applications for discretionary housing payments.
- Provided energy advice to over 250 tenants.
- Made 350 referrals to Citizen Advice Bureau for debt and money advice.
- Supported over 1,000 residents to apply for the Welsh Government Winter Fuel Payment.
- Generated £3.2m additional income for residents during the 2021/22 financial year.
- Welsh Data shows that the annual change in rental prices has gone from 1.7% from April 2022 to 4.4% by March 2023\*.
- The cost-of-living data shows that the average price to heat a home from October 2020– April 2021 was £1042 and had increased in October 2022– April 2023 to £2500 per annum\*.

*\*Source Data Cymru*

This information shows there is still a strong need to support our residents through the cost-of-living crisis, and in the longer term we intend to build further community resilience with our voluntary sector and community partners.

There is a long-term vision for a larger range of services to work collaboratively 'under the umbrella' of Caerphilly Cares to support early intervention and prevention, to meet the needs of all residents and support the most vulnerable.

### **3. What steps will we take to achieve this?**

In order to achieve the outcomes, we will prioritise:

- Continue to build Council Housing as well as working in partnership with local housing associations and housing developers to deliver new homes.
- Developing a new respite/short breaks service for both adults and children.
- Expanding our Flying Start areas and offering joined up support in partnership across Gwent to more families than before.
- Creating better choices across housing options, identify and bring new sites forward and bring empty homes back into beneficial use.
- Implementing a Rapid Rehousing Transition Plan.
- Increasing accommodation by exploring opportunities to work with the Private Rented Sector for people who are in housing need.
- Promoting and running literacy courses and other learning such as cooking and drama, which can support residents with independent living skills.
- Continue with the approach of 'What Matters' conversations to better understand the underlying needs of our individuals and our communities.
- Work in partnership with the Gwent Association of Voluntary Organisations (GAVO) to further promote and expand the voluntary sector across the county borough.



#### **4. What evidence will we use to monitor progress?**

A wide range of data, including qualitative feedback, will be used to monitor our progress against this objective. From this we have chosen a set of priority indicators. We will also use the Marmot indicators were relevant as noted below:

##### **Priority Indicators**

1. Increase the numbers of adults who are supported to live independently
2. Reduce or ensure the number of children on the Child Protection Register and Children Looked After remains stable
3. Increase the percentage of people whose care and support has helped them have a better quality of life
4. Increase the value of financial savings generated as a direct result of face-to-face support on the effects of cost-of-living crisis
5. Increase the number of cases where residents have had risk of homelessness prevented by remaining in existing accommodation
6. Increase the number of new homes built directly or in partnership

##### **Marmot Indicators**

1. Percentage of people whose care and support has helped them have a better quality of life. *Source: National Survey*
2. Percentage children living in relative low-income families. *Source: Department of Work and Pensions*
3. Percentage people living in households in material deprivation. *Source: Welsh Government*
4. Rate of households for whom homelessness was successfully prevented for at least 6 months per 10,000 households. *Source: Welsh Government*
5. Rate of households in temporary accommodation per 10,000 households. *Source: Welsh Government*

#### **5. What resources will we use to deliver these outcomes helping to meet the objective?**

Safeguarding and meeting the needs of the most vulnerable adults and children is an essential element of our core business and this is delivered with core funding to deliver an effective range of services. Welsh Government grant funding is also used to provide a wide range of early intervention and prevention services that underpin the statutory work undertaken across the Council. Any changes to this grant funding will inevitably impact upon demand for statutory intervention. We continue to engage in all regional partnerships and collaborations to share learning, to inform service development and improve service delivery.

We will fund this objective from our core budgets but we will also establish a workstream of the Affordable Homes Partnership with Registered Social Landlord partners, looking at the later living requirements and options to encourage right sizing.

We will use Housing Revenue Account funds to redevelop existing sheltered stock and new build housing for our ageing community. The Rapid Rehousing Transitional Plan Housing Revenue Account (HRA) identifies resources and use of borrowing for new builds.

The Council funds Cornerstone who work with us to provide a homeless outreach service and support in bed and breakfast. Cornerstone also lead on the Prison Pathway, delivered in partnership with National Probation Service and Local Authorities to deliver immediate response, enhancing engagement levels with prison leavers to help reduce re-offending rates.

Our reconfigured rents team will move rent collection officers into tenancy support roles to support our contract holders to sustain their tenancy and not look to evict when facing difficulties with low level arrears.

Our Adult Education and Life skills work has a programme called 'Multiply' which is an educational and learning funding stream via the UK Shared Prosperity Fund. Coleg Gwent Franchise also deliver essential skills for 5 authorities across the region.

ILS (Independent Living Skills) Coleg Cymorth also provides a fund to deliver independent living and community learning grant.

Supporting People is funded by the Housing Support Grant which is currently £8.5m. This is an early intervention grant programme to support activity, which prevents people from becoming homeless, stabilises their housing situation, or helps potentially homeless people to keep accommodation. Funds are allocated for four primary objectives: People have been able to engage with housing related support services (advice, information and assistance), are better informed about the options available to them and/or know where to go for assistance, people have been able to access emergency/temporary accommodation or short-term supported accommodation and can access and sustain a suitable settled home.

Caerphilly Cares will use the Shared Prosperity Fund and enhance working relationships with housing in delivering green energy project to residents' homes. The project aims to assist with decarbonisation and cost-of-living for heating homes and providing suitable energy saving related measures.

There are many different grants that support early years work, this is detailed in Well-being Objective 1.

We have successfully bid for funding from Welsh Government to employ an Age Friendly Community Co-ordinator for 2 years. This is to support working on the standards of age friendly communities.

# Well-being Objective 3 - Enabling Our Communities to Thrive

## 1. What will this look like?

- Our physical infrastructure and digital connectivity will have improved to help people access towns, communities and services
- We will have worked with partners to improve access to public and other alternative modes of transport to keep towns connected and enhanced active travel opportunities between communities
- We will work with partners from across the Public Service Board towards improving the well-being and healthy life expectancy of our communities
- We will have created conditions that enable our communities to be healthier and more active
- We will have attractive open spaces that enhance quality of life

## 2. Why we chose this (our Well-being Statement)?

We believe developing Community Hubs across our county borough will provide a “holistic” service by providing access to a range of council services, such as libraries, council tax advice, customer services and other interactions all in one place. We know a lot of our residents rely on public transport and access services in their local communities. Data on car ownership as part of the Well-being Assessment shows that our county borough is below the national average compared with the rest of Wales. Wales national cost-of-living data tells us that fuel (petrol and diesel) have increased dramatically from December 2020 to December 2022, so bringing our services closer to our residents where possible will be vital.

The Gwent Well-being Assessment (February 2022) identified accessible transport (in cost, availability, routes to access) across the county borough and in every community area as a significant area that mattered to people. This highlights the need for creating more affordable and accessible public transport options, alternative private transport options and active travel routes. Information on this is covered under Well-being Objectives 4 and 5.

All respondents reflected in the assessment and the Caerphilly Conversation from January 2022 strongly valued their green spaces and environment and therefore, felt strongly about things like litter and dog fouling as they spoiled their environment. In the ongoing Caerphilly Conversation in Autumn 2022, 93% felt we should increase opportunities for people to be physically and mentally fit. 93% of respondents thought Green Spaces and Parks were important to be prioritised in the 2023 budget, with just over half of those saying they thought this was more important than last year.

Our complaints data shows there are frequent concerns around public spaces such as trees, general weed control, grounds maintenance, grass cutting, illicit tipping, litter and dog fouling, parking and footpath quality.

We want to create a place that supports a healthy lifestyle and helps people to become more physically active. In the National Survey for Wales (March 22) the

proportion of adults reporting good or very good general health was lower than in 2020-21. Only 36% of people are a healthy weight, while 62% are overweight or obese (including 25% obese). Our percentage of children aged 4-5 with obesity is higher than the rest of Gwent. Our Education Well-being Objective has actions that will help to address this. The Percentage of Adults with a BMI of 30+ (obese) is nearly 32% compared to Wales average of 25%.

In our own Sports and Active Recreation Strategy, we acknowledge that obesity levels have increased and there is little evidence of change in physical activity level. Overall, it is estimated that the total cost of physical inactivity to Wales is in the region of £650,000,000 per annum. Physical health and mental health are the foundations for every other activity from learning and education, to finding a job, all of which are more difficult without a good level of health. Despite these trends 'Creating an Active Wales' reports how physical activity has many mental as well as physical health and well-being benefits, for example:

- Up to 50% reduced risk of developing major chronic diseases such as heart diseases/ diabetes and some cancers.
- A 20-30% reduced risk of premature death.

In Autumn of 2022 leaders from across public sector organisations in Gwent came together for the 'Building a Fairer Gwent' launch event. There are various inequities across the region identified, in health, housing, education and employment. The health board's Director of Public Health at that time, explained that women in the most deprived areas of Gwent are living just 48 years of their life in good health, 20 years less than women in the least deprived areas.

Tackling inequities across Gwent is complex. When looking at the root causes of inequities, there is a complex system made up of institutional structures, services, organisations, policies and people. Therefore, equalities and addressing inequalities are the foundations for creating a good quality of life. The primary purpose of the Public Services Board is to focus upon these differences and develop improvement preventative interventions.

Actions and benefits delivered here also will make a difference to the delivery of Well-being Objective 2 'Enabling our Residents to Thrive'.

### **3. What steps will we take to achieve this?**

In order to achieve the outcomes, we will prioritise:

- The development of a modernised presence in communities that makes best use of our assets in providing a wider range of services and, at the same time, opening up our spaces for use by communities and partners by developing Community Hubs to provide greater targeted services.
- Promoting Public Transport Integration, Active Travel, Connectivity and Digital Infrastructure to reduce travelling distances and promote and improve key transport hubs.

- Review of our enforcement activities with a view to developing a more coordinated and holistic approach across the county borough.
- Developing and delivering the new Active Travel Network Map and prioritised programme increasing our capacity for faster delivery of the Active Travel infrastructure programme.
- Delivering on the ambitions of our Sport and Active Recreation Strategy.
- Helping local community clubs and groups to engage people in volunteering, and in supporting people to lead independent and healthy lives.
- Seeking to improve digital connectivity and skills across our communities.

#### 4. What evidence will we use to monitor progress?

A wide range of quantitative and qualitative data will be used to monitor our progress against this objective. From this we have chosen a set of priority indicators. We will also use the Marmot indicators were relevant as noted below:

##### Priority indicators

1. Increase the healthy life expectancy of Caerphilly residents
2. Increase the percentage of people satisfied with their ability to get to/access the facilities and services they need
3. Reduce the percentage/number of people who are lonely
4. Reduce the number missed waste and recycling collections as a % of total collections undertaken (food, garden, waste, recycling).
5. Cleanliness standards within our streets to meet national standards
6. Increase the overall number of visitors to our sport facilities and country parks  
Increase resident satisfaction with their local environment or community

##### Marmot Indicators

1. Healthy life expectancy at birth (males, females). *Source: Public Health Outcomes Framework, Public Health Wales.*
2. Inactivity rate excluding students (males, females). *Source: Annual Population Survey.*
3. % of people feeling safe at home, walking in the local area and when travelling. *Source: Welsh Government.*
4. % of people satisfied with their ability to get to/access the facilities and services they need. *Source: Welsh Government.*
5. Percentage overweight or obese adults (BMI<25). *Source: Public Health Wales.*
6. % of people who are lonely (age 16+). *Source: Welsh Government.*

## **5. What resources will we use to deliver these outcomes helping to meet the objective?**

The new Leisure and Well-being centre is estimated to cost £33.6m, £20m of which has been provided by the UK Government's Levelling Up Fund following a successful funding bid. The remainder is being funded by the Council.

Project specific grants and existing planned capital and revenue budgets, for designated programmes and projects will be used to deliver this objective.

With specific reference to housing, new build funds attached to the Housing Revenue Account and additional borrowing will be used alongside Welsh Government Social Housing Grants.

Existing staffing structures will be used in different ways to deliver all works required within this objective, with occasional, specialist staff, contractors, and partnerships appointed where necessary.

Asset rationalisation will be used so we are able to provide a full council offer in central places providing a 'one stop shop' service where customers can access multiple services and facilities from a single location. This is anticipated to save money by reducing our asset costs and add a positive contribution to our overall carbon emissions.

Our infrastructure hosts a large and diverse range of assets that requires continuous maintenance and periodic improvements, to secure and address current and future needs, such as roads, footpaths, cycleways, street lighting, signage and street furnishings, that will mainly be operated through in-house provision and some contractual partnership arrangements.

Accessibility of information will be improved through digitisation and technology and training to ensure our website and mobile usage is as accessible to those with disabilities accessing our information, to ensure there is equal access to information. and inform our citizens of council functions, news, and activities.

# Well-being Objective 4 – Enabling Our Economy to Grow

## 1. What will this look like?

- We will have worked towards ensuring we have the necessary infrastructure in place to enable our economy and communities to grow.
- We will have worked in partnership to support businesses with a range of interventions aimed at stimulating the local economy
- We will have a stronger relationship with our Business Community through town centre regeneration
- We will continue to work with the Cardiff Capital Region (CCR) to increase the availability of quality employment opportunities in the area and enhance our economy
- Our local workforce will have the skills that employers need locally and regionally

## 2. Why we chose this (our Well-being Statement)?

Our long-term thinking, along with the Covid-19 response, meant that we focused on planning effectively for future crises, which has required us to take a long-term view to supporting our town centres and improving our local economy. Changes in working practices and the general downturn in the economy, post the pandemic, means this is an area we should concentrate on. Our town centres are being used differently and the South Wales Metro links are starting to come to fruition.

When looking at developing this objective, the Gwent Well-being Assessment (February 2022), for every community area, identified accessible transport (in cost, availability, routes to access) across the county borough as a significant area that mattered to people.

The ongoing Caerphilly Conversation consultation on Budget Setting for 2023/24 undertaken in January 2023 echoed the results from the Caerphilly Conversation consultation that took place in January 2022, where residents were provided with a list of Council services and asked which ones we should prioritise when planning services. 84% of those who responded agreed that public transport should be a priority showing that this is an enduring concern for our residents.

When we followed up the Caerphilly Conversation in Autumn 2022, we asked residents “What matters to you?”. We asked if the priority areas previously identified in January 2022 were more important, or the same or less important. 51% of respondents felt that public transport was more important (34% felt it was the same).

One of the key themes that came out of our ongoing consultation was a lack of public transport, in general, and more specifically, a lack of integration between public transport was an issue for many residents. This was a concern particularly in enabling those who do not drive/cannot afford a car to access essential services. Demographic data shows we have over 20% of people who rely on public transport, which is higher than the All-Wales average of approximately 19%.

A critical building block of long-term planning is the Local Development Plan (LDP), which sets out the Council's policies and proposals to control the use of land within the county borough for a 15-year period. This provides the basis by which planning applications are determined and gives a clear indication of where development will be encouraged and resisted and is the basis for determining future development and conservation needs.

The LDP aims to ensure that the needs of all the county borough's residents and visitors are met and the regeneration of our towns, villages, employment centres and the surrounding countryside is delivered in a well-balanced and sustainable manner. In planning for vital new development, the work of the LDP is to balance this against the need to protect what is valuable about our environment.

The LDP was adopted in 2010 and ran up to 2021, therefore a 2nd Replacement Caerphilly County Borough LDP (2RLDP) will need to be prepared. The 2RLDP will run up to 2035, beyond the period of this Corporate Plan. Preparation is complex and there are several statutory steps that need to be followed. The 2RLDP Delivery Agreement comprises the Community Involvement Scheme (CIS) which sets out who will be consulted on the RLDP and when, and the timetable for its delivery.

Consultation at the Gwent Public Service Board's community assessment planning level clearly indicated that residents wanted us to build on strengths in the community and wanted young people to have opportunities. Support was high for both young and old people to have things to do and especially for young people to have places to socialise.

Looking at our Town Centres our Caerphilly Conversation, and follow-up surveys, identified that "thriving" and "vibrant" town centres with no empty properties, and with leisure venues/restaurants to encourage people to visit the area were important.

Building on the Caerphilly Consultation results from January 2022, in Autumn 2022 we asked residents to tell us whether they still felt these things are important. 83% of respondents believed sustainable travel was *more important* or *the same* as in the previous year and 75% believe Town Centre improvements are either more important or the same.

The Welsh Government (WG) 'Valleys Taskforce 2016-21 Final Report' concluded that it is a timely opportunity to take stock of what has been achieved and what could be carried forward to support future work with Valleys Towns. Through numerous consultation channels, they identified that the communities wanted the following issues to be addressed:

- Create more quality job opportunities locally and address temporary and zero-hours work.
- Improve public services, particularly transport and affordable housing.
- Maintain and make greater use of the local natural environment and cultural heritage.

In response WG has set up its Transforming Towns Programme. Transforming Towns is committed to addressing the decline in town centres and seeks to ensure they not only survive but thrive. Transforming Towns is focussed on improved biodiversity and green infrastructure; reuse of derelict buildings; increasing the variety of services on offer in towns with an emphasis on flexible working and living space; and access to services and leisure. The priority is securing the long-term sustainability of our town centres by driving footfall and making them attractive places to spend time. In order



to access the Transforming Towns funding WG requires a Placemaking Plan to be developed by the Council and its partners to guide investment decisions.

Caerphilly town centre is an established tourism destination, has excellent connectivity to Cardiff and the wider region and is a gateway to the county borough from the south. The town is designated by Welsh Government (WG) as a town of strategic importance and in 2019 in recognition of this, we identified a need for a placemaking plan to harness and focus this investment in a coherent manner.

This placemaking plan, branded “Caerphilly Town 2035”, provides a bold vision for the town centre and identifies a series of projects/interventions that will help to achieve its goals over a 15-year period. The vision is ambitious and long term and includes a number of “corner stone” projects that have the potential to transform Caerphilly town centre and the role it performs in the Cardiff Capital Region.

Whilst there is a current Placemaking Plan in place for Caerphilly Town Centre (Caerphilly Town 2035), we are committed to refresh and update the existing 2009 Blackwood Masterplan and Regeneration Strategy with a comprehensive Placemaking Plan, to identify investment opportunities to ensure the High Street maintains its vibrancy and diversity in a post Covid-19 environment. Blackwood Town Centre is specifically highlighted as a key regeneration opportunity within the Cardiff Capital Region Metro Impact Study.

The Placemaking Plan for Blackwood Town Centre will set out a strategic vision for the future following an unprecedented period of economic instability over recent times and will look at how Blackwood can prosper without an over reliance on retail, including town centre housing need; consideration of physical interventions such as street widening, cycling and walking routes; identifying ways of improving and expanding the night-time economy offer; and exploring ways in which the town centre can contribute to achieving Net Zero Carbon commitments, such as ‘greening’ the town centre.

The Heads of the Valleys Masterplan, which includes Bargoed, emphasises the town’s role as a service centre for the north of the county borough, was adopted by the Council in November 2020 following public consultation, however it is recognised that a specific Placemaking Plan is also necessary for Bargoed Town Centre.

Bargoed Town Centre is a historic town that has a mix of Victorian buildings, 1960’s infill and contemporary commercial units. The town has experienced fluctuating fortunes over the years and currently the town centre is struggling to maintain a coherent direction for its future. Parts of the existing high street are underused and afflicted by vacant commercial premises. There is recognition that the redevelopment, re-evaluation and rehabilitation of the town centre can help to maximize the vibrancy of the night-time economy by returning liveable residential units to the area and encouraging businesses to stay open past traditional closing times. Further investment to the Town Centre is required to ensure that the town becomes more attractive, competitive, and welcoming.

The Placemaking Plans will help the Council develop programmes and policy to support the regeneration of Bargoed and Blackwood Town Centres through place-based solutions, good placemaking principles, the return of residential living to the town centre and positive public spaces.

Additional priorities from consultation activities 2023 showed that over 90% of respondents considered jobs and employment and opportunities to be *more important*,

whilst 80% considered support for businesses *more important* than in the previous year. Our population data shows that 24% of our population are made up of economically inactive people. There are a range of reasons for this, and we have actions in place to help people such as upskill, fund childcare and other barriers to employment.

In the county borough the number of active businesses per working 10,000 working age population was 435 in 2021. This made us 5<sup>th</sup> place in Wales, the Wales figure was 559. Whilst this is better than in 2020 when the figure was 410, it is less than the 459 reported in 2018.

There were 63 new active businesses (per 10,000 working age population) in 2021 making us 10<sup>th</sup> in Wales, this was lower than the Wales figure of 74. The percentage of active businesses that were new in 2021 was 14%.

The number of active business closures (per 10,000 per working age population) increased in 2021 to 52, although this is lower than the Wales figure of 64. We want to help and work with business to support them and the local economy and bring in opportunities that our survey respondents identified were important\*

*\* Source Information from the Data Cymru Self-assessment data set*

### **3. What steps will we take to achieve this?**

In order to achieve the outcomes, we will prioritise:

- Safeguarding appropriate land for employment purposes and releasing additional land, where appropriate, to facilitate business growth and encourage inward investment.
- Delivery of the Metro rail improvements as part of the wider Welsh Government and Cardiff Capital City Regional partnership programme.
- Using our town centre place plans, maximise opportunities to re-energise our towns, through a mix of retail, small business retention, new business start-ups, leisure and housing.
- Maximising the job opportunities for residents through the Cardiff Capital Region City Deal and identify upcoming growth sectors and labour market demand across the county borough and the wider Cardiff City Region.
- Increasing private sector investment in growth-enhancing activities via targeted support for small and medium-sized businesses to undertake new-to-firm innovation, adopt productivity-enhancing, energy efficient and low carbon technologies, and techniques, and start or grow their exports.
- Jointly commissioning Further Education and Adult Learning Courses and locally procured bespoke courses to address skills gaps, address recruitment issues linked to skills gaps, and focus on growth areas in the local labour market for those in employment.
- Supporting residents with barriers to employment including Economically Inactive People, Short Term Unemployed, Long Term Unemployed and Youth Not in Employment, Education or Training (aged 16-24 years old).
- Preparing and delivering a new 10-year Economic Regeneration Strategy in partnership with key stakeholders to guide decision making and investment and boost productivity and competitiveness.

- Creating social value across the county borough through the use of our third party spend.

#### **4. What evidence will we use to monitor progress?**

A wide range of quantitative and qualitative data will be used to monitor our progress against this objective. From this we have chosen a set of priority indicators. We will also use the Marmot indicators were relevant as noted below:

##### **Priority indicators**

1. Increase the number of jobs created (net impact across the region)
2. Reduce the number of economically inactive people
3. Increase the number of people supported to engage in job-searching and receiving support to gain employment
4. Improve our economic performance as defined through the UK competitiveness index
5. Increase the proportion of the working age population with an NVQ Level 4 or equivalent qualification
6. Improve the average wage across the county borough relative to Wales/UK

##### **Marmot Indicators**

1. Percentage of all employees earning below Living Wage Foundation rates. *Source: ONS*
2. Percentage unemployed (16-64 years) (females, males). *Source: Welsh Government*
3. Percentage of 0–7-year-olds living in households in receipt of income-related benefits, or tax credits with income less than 60% of the Wales median \*

*\* This indicator is currently under development*

Once adopted the objectives of the Local Development Plan will be monitored by an Annual Monitoring Report.

#### **5. What resources will we use to deliver these outcomes to meet the objective?**

The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK government's Levelling Up agenda. The primary goal of the UKSPF is to build pride in place and increase life chances across the UK.

Caerphilly Town 2035 has a dedicated Programme Manager and a multidisciplinary consultant team for the delivery of the plan. Council, Welsh Government (WG) Transforming Towns Grant Support, together with Cadw and Transport for Wales and the CCR City Deal resources will be used where appropriate.

We will deploy Caerphilly Enterprise Fund and Transforming Towns funding in relation to empty properties and provide appropriate grant support for visible

improvements to local retail, hospitality, and leisure sector facilities throughout the county borough.

There is the Transforming Towns Acquisition Fund for Site Assembly together with Compulsory Purchase Powers and any other enforcement powers that may be required.

In addition to the Council budget, we will be collaborating with partners in the public sector, UK Government, Welsh Government, Transport for Wales, Cadw, the private sector and the third sector to deliver on a range of investment opportunities.

Bargoed Placemaking and Blackwood Placemaking Plan will be funded by Welsh Government and the Council, using Transforming Towns Grant Support and the Council's own funding. Expansion of the Community Enterprise Fund (CEF) programme through Shared Prosperity Fund Investment to town centre retail and service sector with wrap around business support for small businesses.

There is a funding programme to support start-up businesses/entrepreneurial support and we want to increase business start-up grants through the Shared Prosperity Fund (SPF).

SPF and Communities for Work Plus plus funds will be used to deliver Employment support through the Caerphilly Employment Programme for residents with barriers to employment including Economically Inactive People, Short Term Unemployed, Long Term Unemployed and Youth Not in Employment, Education or Training (aged 16–24-year-old).

The Metro Plus Road Traffic Authority Programme will see each Local Authority within Southeast Wales receive a £3million share to implement a scheme. Funding is being provided from Welsh Government (£15million) and from the Cardiff Capital Region City Deal (CCRCD) (£15million) to implement this programme, with a further £20m being funded by Council and private investments. The specific Metro Plus proposal for Caerphilly is for the provision of a new transport interchange for Caerphilly Town, on the site of the current bus and rail stations. The interchange will include high quality passenger facilities including electronic information and EV charging for buses. Local Transport Plan publication will have Annual Progress Reports.

# Well-being Objective 5 - Enabling Our Environment to be Greener

## 1. What will this look like?

- We will have worked with our residents to meet our statutory targets in relation to waste reduction, reuse and recycling
- We will have reduced our operational carbon emissions to become a net zero carbon local authority by 2030
- We will have helped our communities transition to low carbon transport
- We will have promoted and explored green energy opportunities for the council, communities and businesses
- We will have protected and enhanced our natural environment to improve biodiversity and make us more resilient to climate changes
- We will have set climate standards for new build Council Homes and worked to improve the green energy credentials and energy efficiency of our housing stock.

## 2. Why we chose this (our Well-being Statement)?

Climate change is one of the biggest challenges facing future generations. A landmark report by the United Nations Intergovernmental Panel on Climate Change published in 2018 warned us that we had less than 12 years (now 10) to avoid climate breakdown. We need to reduce our emissions in Wales by at least 95% by 2050, but preferably sooner; progress to date has not been fast enough, which means we need to reduce our emissions dramatically in the next decade to achieve the target of 45% reduction by 2030.

Our residents agree, 85% of those who responded to the Caerphilly Conversation consultation were concerned about 'climate change', this came through stronger in the council survey than in the overall Gwent Public Services Board Well-Being Assessment consultation.

The Council has declared a climate change emergency and produced a Decarbonisation Strategy, with associated action plan and energy prospectus. Decarbonisation is more than acting on the impacts of climate change and can progress commercial opportunities, health benefits and opportunities for green jobs and skills, so improvements in this aspect support improvements in the other objectives.

Our consultation work also showed that residents thought waste collection and ability to recycle is the most important operational service and this has been a key finding over many years of engagement.

In the ongoing Caerphilly Conversation consultation on Budget Setting for 2023/24, 93% of respondents to our survey, said waste and recycling should continue to be prioritised in the budget for 2023.

We have faced some challenges in reaching the national recycling targets over the last 3 years compared to the rest of Wales, so increasing recycling but also reducing waste at source, is a critical part of this objective with a separate strategy and an associated action plan being developed to improve this.

An analysis of our complaints for 2022 highlighted concerns around refuse, recycling, green waste, missed collections and civic amenity sites. Trees, general weed control, grounds maintenance, grass cutting, illicit tipping and street cleansing also featured.

Turning to the natural environment and biodiversity, these are two different but interconnected topics. Biodiversity is about the habitat and species that live in the natural environment and so we need to protect and build on both. This is an area of significant collaboration across Gwent and is a focus of the Gwent Public Services Board's Well-being Plan 2023-2028.

The Gwent Green Grid Partnership, a Welsh Government funded Enabling Natural Resources and Well-being (ENRaW) Scheme, is a consortium of key partners (including the 5 Gwent local authorities working with National Resources Wales, Forest Research and Severn Wye Energy Agency) and stakeholders, including other interested organisations. They will deliver a consistent approach to Green Infrastructure management across Gwent and a collaborative framework that will inform the delivery of the Southeast Wales Area Statement, a key document for collaboration produced by Natural Resources Wales. It will act as a key delivery mechanism that enables strategic planning, ecosystem service assessment, eco-connectivity and mechanisms that create healthier citizens, stimulates business opportunities and provides community benefits (cohesion, skills development and volunteering).

Working with volunteers, partners, community projects and involving specialists in the community makes such a difference to improving our environment and biodiversity and this will form part of our new Biodiversity Action Plan. You can read more about the ground breaking projects from the partnership work here [Gwent Green Grid Partnership](#)

The Gwent Green Corridors work is establishing an Access Group to deliver practical on-the-ground improvements locally and at a regional scale by identifying missing links in the access network. This collaborative way of delivery demonstrates one of the strengths of the partnership enabling people across the Gwent region to lead active healthy lifestyles, provide economic opportunities and expand, where possible, the network available to cyclists and horse riders.

We will continue with 'Nature Isn't Neat' which is an approach that encourages us all to alter the way we manage grassland on our verges, open spaces and parks to benefit nature. Grasslands and green spaces are allowed to grow in the spring and summer to create meadow areas and space for nature.

The 'Nature isn't Neat' project is establishing joined-up green space management to create wildflower-rich pollinator habitats across Gwent local authority areas including Blaenau Gwent, Monmouthshire, Newport, Torfaen and ourselves, you can read more about this here [Nature Isn't Neat](#)

This objective supports many other goals and in particular our key partners, Natural Resource Wales whose objectives for 'Nature and People Thriving Together' (to 2030), include assisting a Wales where:

- Nature is recovering,
- Communities are resilient to climate change, and
- Pollution is minimised.

### **3. What steps will we take to achieve this?**

In order to achieve the outcomes, we will prioritise:

- The development and implementation of a Waste Strategy that will set out how we will work with our residents to reduce, reuse and recycle household waste.
- Delivering the interventions set out within the Councils Decarbonisation Strategy and Action Plan.
- Exploring options to use Modern Methods of Construction to help develop at scale and pace, reduce energy consumption, mitigate the effects of climate change, and support the foundational and circular economies.
- Providing electric vehicle infrastructure across the Caerphilly county borough incorporating electric vehicles into our fleet and trial new technologies as they evolve.
- The use of various engagement and information tools to ensure housing contract holders are equipped with the knowledge to make more efficient use of energy, to reduce carbon output and energy costs within their homes
- Invest in Council homes, over the next 5 years to maintain the housing stock including the Planned Asset Maintenance Strategy (PAMS) programme, sheltered housing remodelling, large scale voids, adaptations, and one-off projects.
- Continuing our work to develop renewable energy projects that contribute to the reduction of carbon emissions such as the proposed Solar Farm and the generation and use of Hydrogen.
- A review of our local flood risk strategy to ensure we continue to respond to the needs of the areas prone to flooding.
- Developing a community benefits policy for the county borough to maximise funding to our communities that experience significant levels of development and particularly those of national significance.
- Working with partners to unlock former industrial or other brownfield sites where financially viable.

#### **4. What evidence will we use to monitor progress?**

A wide range of quantitative and qualitative data will be used to monitor our progress against this objective. From this we have chosen a set of priority indicators. We will also use the Marmot indicators were relevant as noted below:

##### **Priority indicators**

1. Increase 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
2. Increased the number of net zero homes built by Caerphilly Homes and its RSL partners
3. Increase the number of trees planted across the county borough to meet the targets set out within our Decarbonisation Strategy
4. Reduce our CO2 operational emissions

##### **Marmot Indicators**

1. Average annual micrograms of NO2 pollution exposure at residential dwelling locations *Source: DEFRA*
2. Percentage (£) spent in local supply chain through contracts \*

*\* This indicator is currently under development*

#### **5. What resources will we use to help meet outcomes of the objective?**

In addition to the base budget, there are project specific grants and existing planned capital and revenue budgets, for designated programmes and projects to deliver this objective. Existing staffing structures will be used to deliver all works required within this objective, with occasional, specialist staff, contractors, and partnerships appointed where necessary.

Asset rationalisation will be used to secure fit-for-purpose properties, and appropriate access to sites and locations, as needed for local services delivery and community accessibility, well-being benefits and improvement, for both residents and biodiversity.

Our infrastructure hosts a large and diverse range of assets that requires continuous maintenance and periodic improvements, to secure and address current and future needs. These include, for example, roads, footpaths, cycleways, street lighting, signage and street furnishings, that will be operated by ourselves with some contractual partnership arrangements. We will continue the facilitation of the Caerphilly Local Access Forum, preparation of a revised Rights of Way Improvement Plan and increased partnership working including the preparation of a Regional Access Strategy.

Asset rationalisation and improvements for public spaces are required to secure fit-for-purpose applications and appropriate access to sites and locations for all generation's needs, use and enjoyment, for example Town centres, Country



Parks, Public Parks, Sports and Play Areas. Continued external funding will be important for continued multi use development of green space through the Gwent Green Grid Partnership and important for continued support of local biodiversity projects in collaboration with the Caerphilly Nature Partnership Partners.

Public accessibility will be improved through our internet to better engage with and inform our citizens of Council functions and activities. A multitude of specialist items will be purchased through an established supplier network, giving regard to its carbon footprint (deliveries), and as required for different projects and programmes of works being delivered.

Sharing resources with partner groups means we are working with a range of sector organisations including Waste and Resources Action Programme Welsh Local Government Association Welsh Government and Local Partnerships to develop a sustainable waste management service that enables the authority to achieve the higher-level recycling targets and provide a better quality of recycling feedstock for the reprocessing industries.

Some of the other funding streams are:

- Electric Vehicle Welsh Government ULEV (Ultra Low Emission Vehicle) funding.
- UK Government – OZEV (Office for Zero Emission Vehicles) funding.
- Cardiff Capital Region EV Infrastructure Delivery Programme.
- Working with ‘Connected Kerb’ for the infrastructure delivery and operation.

## 6. How our Objectives contributes to other priorities - Gwent Public Services Board Objectives, National Well-being Goals and the Marmot Principles

Well-being Objective	Gwent PSB Objectives	National Well-being Goals	Marmot Principles
<b>WBO 1 - Enabling Our Children to Succeed in Education</b>	<ul style="list-style-type: none"> <li>• We want to create a fairer, more equitable and inclusive Gwent for all.</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive Communities</li> <li>• Healthier</li> <li>• More Equal</li> <li>• Prosperous</li> <li>• Resilient</li> <li>• Vibrant Culture and Thriving Welsh Language</li> </ul>	<ul style="list-style-type: none"> <li>• Give every child the best start in life</li> <li>• Enable all children, young people, and adults to maximise their capabilities and have control over their lives</li> <li>• Ensure a healthy standard of living for all</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Strengthen the role and impact of ill-health prevention</li> <li>• Tackle racism, discrimination, and their outcomes</li> <li>• Pursue environmental sustainability and health equity together</li> </ul>
<b>WBO 2 - Enabling Our Residents to Thrive</b>	<ul style="list-style-type: none"> <li>• We want to create a fairer, more equitable and inclusive Gwent for all</li> <li>• We want a climate-ready Gwent, where our environment is valued and protected, benefitting our well-being now and for future generations.</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive Communities</li> <li>• Healthier</li> <li>• More Equal</li> <li>• Prosperous</li> <li>• Resilient</li> </ul>	<ul style="list-style-type: none"> <li>• Give every child the best start in life</li> <li>• Enable all children, young people, and adults to maximise their capabilities and have control over their lives</li> <li>• Ensure a healthy standard of living for all</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Strengthen the role and impact of ill-health prevention</li> <li>• Tackle racism, discrimination, and their outcomes</li> <li>• Pursue environmental sustainability and health equity together</li> </ul>

<p><b>WBO 3 - Enabling Our Communities to Thrive</b></p>	<ul style="list-style-type: none"> <li>• We want to create a fairer, more equitable and inclusive Gwent for all.</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive Communities</li> <li>• Globally Responsible</li> <li>• Healthier</li> <li>• More Equal</li> <li>• Prosperous</li> <li>• Resilient</li> <li>• Vibrant Culture and Thriving Welsh Language</li> </ul>	<ul style="list-style-type: none"> <li>• Give every child the best start in life</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Enable all children, young people, and adults to maximise their capabilities and have control over their lives</li> <li>• Ensure a healthy standard of living for all</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Strengthen the role and impact of ill-health prevention</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Tackle racism, discrimination, and their outcomes</li> <li>• Pursue environmental sustainability and health equity together</li> </ul>
<p><b>WBO 4 - Enabling Our Economy to Grow</b></p>	<ul style="list-style-type: none"> <li>• We want to create a fairer, more equitable and inclusive Gwent for all.</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive Communities</li> <li>• Globally Responsible</li> <li>• Healthier</li> <li>• More Equal.</li> <li>• Prosperous</li> <li>• Resilient</li> <li>• Vibrant Culture and Thriving Welsh Language</li> </ul>	<ul style="list-style-type: none"> <li>• Create fair employment and good work for all</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Pursue environmental sustainability and health equity together</li> </ul>
<p><b>WBO 5 - Enabling Our Environment to be Greener</b></p>	<ul style="list-style-type: none"> <li>• We want a climate-ready Gwent, where our environment is valued and protected, benefitting our well-being now and for future generations.</li> </ul>	<ul style="list-style-type: none"> <li>• Cohesive Communities</li> <li>• Globally Responsible</li> <li>• Healthier</li> <li>• More Equal</li> <li>• Prosperous</li> <li>• Resilient</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a healthy standard of living for all</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Strengthen the role and impact of ill-health prevention</li> <li>• Create and develop healthy and sustainable places and communities</li> <li>• Pursue environmental sustainability and health equity together</li> </ul>

## 7. How we will monitor our progress

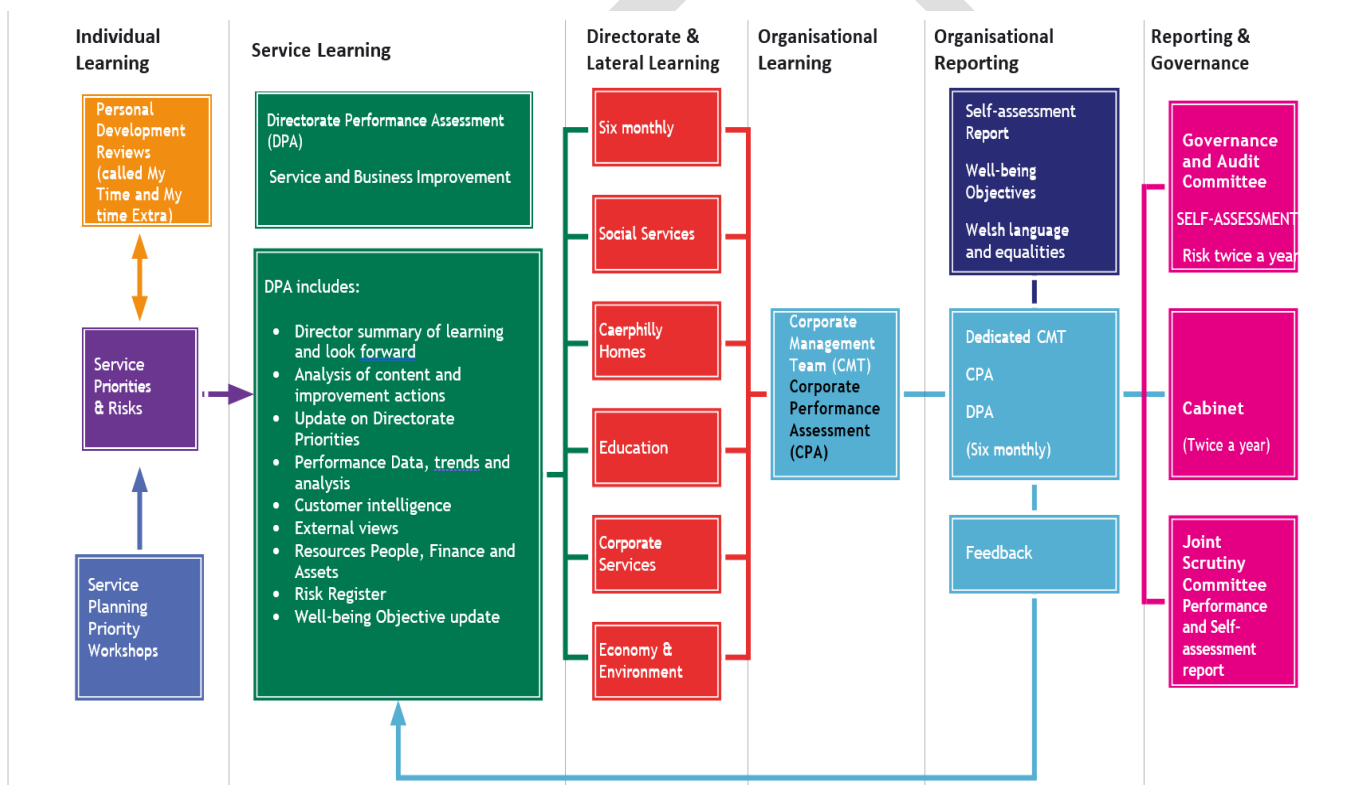
We will review our Corporate Plan every year to ensure our Well-being Objectives are still relevant and will make our updated plan available on our website:

<https://www.caerphilly.gov.uk/my-council/strategies,-plans-and-policies/improvement-plan>

We will report our performance against the Well-being Objectives as part of our statutory annual self-assessment process which is shown below.

This process brings together the internal Council activity together with the external delivery of our Well-being Objectives as a set of organisational learning that assesses whether our external work is making a positive difference to our communities. Through this annual process our elected members have the opportunity to challenge our progress and input into future activity.

### SELF-ASSESSMENT PROCESS



## Section 8: How to Contact Us

Your views and opinions in relation to the content of our reports, plans and priorities are important to us. We welcome your active input to allow us to use meaningful information and data to inform us what services and how we deliver them to ensure that we meet the needs of our residents and our communities.

You can contact us via:

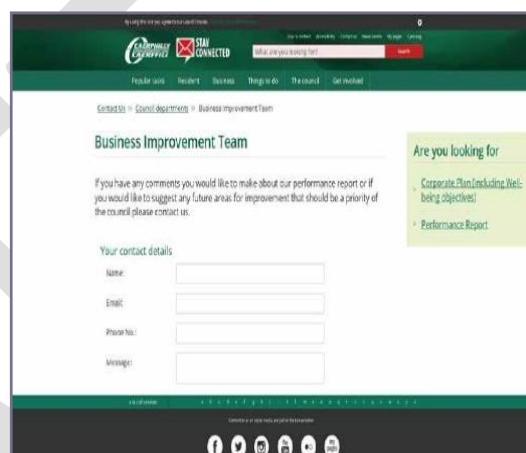
Email: [BIT@caerphilly.gov.uk](mailto:BIT@caerphilly.gov.uk) or via the Council Performance webpage and follow the instructions on screen.

Alternatively, please contact:

Ros Roberts  
Business Improvement Manager  
Caerphilly County Borough Council  
Penallta House  
Ystrad Mynach  
Hengoed  
CF82 7PG

Tel: 01443 864238

E-mail: [roberr@caerphilly.gov.uk](mailto:roberr@caerphilly.gov.uk)



You can also contact us via social media.



This document is also available in different languages and formats upon request.

Further information can also be found on our website: [www.caerphilly.gov.uk](http://www.caerphilly.gov.uk)

## Appendix A National Well-Being Goals

The seven National Well-being goals show the kind of Wales we want to see. Together they provide a shared vision for the public bodies in the Act to work towards. The Act makes it clear the listed public bodies such as ourselves must work to achieve all of the goals.

Goal	Description of the goal
<b>A prosperous Wales</b>	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
<b>A resilient Wales</b>	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
<b>A healthier Wales</b>	A society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
<b>A more equal Wales</b>	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
<b>A Wales of cohesive communities</b>	Attractive, viable, safe and well-connected communities.
<b>A Wales of vibrant culture and thriving Welsh language</b>	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
<b>A globally responsible Wales</b>	A globally responsible Wales. A nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.

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## COUNCIL – 29TH NOVEMBER 2023

**SUBJECT: COMMUNITY REVIEW – DRAFT PROPOSALS**

**REPORT BY: CHIEF EXECUTIVE OFFICER**

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### 1. PURPOSE OF REPORT

1.1 The Local Democracy and Boundary Commission for Wales (the Commission) was appointed by the Council to carry out a review of the communities within the county borough. The Council also established a cross party working group to help frame the review. Following an initial consultation the Commission has now published a set of draft proposals and the purpose of this report is to outline these to members and consider a council response.

### 2. SUMMARY

2.1 The initial consultation for the community review began on 23<sup>rd</sup> March 2023 and closed on 18th May 2023. The views of the Cross Party Working Group formed a basis for the Commission's considerations along with the Council Size Policy and the Commission's own policies.

2.2 The Commission published its draft report on 10 October 2023 and the closing date to submit any views on the proposals is 4<sup>th</sup> December, 2023.

2.3 When carrying out the review the Commission placed an emphasis on maintaining community ties, the Council Size Policy and has also given regard to the number of uncontested/unfilled seats at the last community council elections.

2.4 They have recognised that potential changes to the 'building blocks' that form Community areas may have consequential effects on the county wide electoral arrangements. Any necessary consequential changes to county borough wards also form part of the proposals.

2.5 The Commission proposes:

- An overall reduction in the number of community areas in Caerphilly from 27 to 24.
- An overall increase in the number of town and community councillors from 202 to 203.

- Changes to the boundaries of 13 communities. Consequently, changes to the electoral arrangements of 13 communities
- 15 un-changed communities (Aber Valley, Abercarn, Argoed, Blackwood, Crosskeys, Crumlin, Darran Valley, Llanbradach & Pwllypant, New Tredegar, Newbridge, Penmaen, Penyrheol, Trecenydd & Energlyn, Van and Ynysddu).
- A maximum Council Size of 18 councillors (Risca) and a minimum of 8 councillors (Maesycwmmmer).

2.6 The cross party working group has considered the Commission's draft proposals and their responses to the proposals are outlined in this report.

### 3. RECOMMENDATIONS

3.1 It is recommended that:

3.2 The Council endorse the Commission's draft proposals subject to the amendments proposed by the cross party working group.

3.3 The Chief Executive provides a response to the consultation by 4<sup>th</sup> December.

### 4. REASONS FOR THE RECOMMENDATIONS

4.1 To comply with the Council's statutory duty to keep its communities under review.

4.2 To allow community boundaries to be realigned where they have overgrown historical boundaries so as to ensure efficient and effective local government.

### 5. THE REPORT

5.1 The Commission's proposals along with the views of the Cross Party Working group are outlined below:-

5.2 **Communities of Risca West and Risca East** – The Commission proposes to abolish the two existing communities and establish a new one called Risca. The existing community wards carry forward to the new council and that the Ty isaf Fields ward be renamed Ty Isaf Fields and Ochrywth. The number of Councillors representing the Pontymister Upper ward be increased to 3 (from 2).

5.2.1 **Cross Party Working Group** – Opposes the proposal and recommends that the existing arrangements in Risca remain in place.

5.3 **Communities of Bedwas, Trethomas & Machen and Rudry** - The Commission proposes to abolish the two existing communities and establish a new one called Bedwas, Trethomas, Machen and Rudry. The existing community wards carry forward to the new council. The number of Councillors representing the Bedwas ward be increased to 5 (from 4). The number of Councillors representing the Llanfedw and Rhyd-y-gwern wards be decreased to 1 (from 2) and in Rudry the number to be reduced to 2 (from 5).

5.3.1 **Cross Party Working Group** – Agrees with the proposal to merge the two communities. However, it recommends that the Llanfedw, Rhyd-y-gwern and Rudry

wards be merged and be represented by 2 councillors.

- 5.4 **Communities of Gelligaer and Nelson** - The Commission proposes to transfer properties between the following community areas.
- **Cefn Hengoed to Ystrad Mynach** – Transfer 6 streets from the Cwm Calon Housing development to Ystrad Mynach.
  - **Cefn Hengoed to Tir-y-berth** – Transfer Farm Close to Tir-y-berth.
  - **Greenhill to Llwyncelyn** - Transfer small area to west of Greenhill ward (close to Llancaiach Fawr) to Llwyncelyn. Minor change affecting 8 electors.
- 5.4.1 The existing community wards carry forward to the new council. The number of Councillors representing the Cascade ward be increased to 3 (from 2) and in the Ystrad Mynach ward be increased to 4 (from 3). The number of Councillors representing the Greenhill be decreased to 2 (from 3).
- 5.4.2 Consequential changes would be made to the boundaries of the county borough wards of Hengoed, Nelson, St Cattwg and Ystrad Mynach.
- 5.4.3 **Cross Party Working Group** – Agrees with the proposal.
- 5.5 **Community of Caerphilly** - The Commission proposes to transfer properties between the following community wards.
- **Parcyfelin to Tonyfelin** – Transfer 38 electors from Castell y Fan (allowing Castell y Fan to be united in one ward).
  - **Tonyfelin to Parcyfelin** – Transfer of Haner Erw, Cwrt Gwaun Fach and Heol Bro Wen (Includes leisure centre and affects 119 electors) .
  - **Parcyfelin to Tonyfelin** - Transfer the polling district JB3 to Tonyfelin. Change affects 159 electors.
  - **Castle to Brynccenydd** – Transfer the front area of the grounds of Caerphilly Castle to Brynccenydd – no electors affected.
- 5.5.1 The existing community wards carry forward to the new council. The number of Councillors representing the Tonyfelin and Watford wards be increased to 2 (from 1).
- 5.5.2 Consequential changes would be made to the boundaries of the county borough wards of Morgan Jones and St Martins.
- 5.5.3 **Cross Party Working Group** – Agrees with the proposal to change the community ward boundaries. However, the group wished to maintain the number of councillors at the current level of representation for the community (12).
- 5.6 **Communities of Bargoed and Pengam** - The Commission proposes to transfer properties between two community wards and one community area.
- **Bargoed to Gilfach** – transfer 135 electors from Bargoed to Gilfach. Heol Fargoed will form the western boundary, Park Drive the north and Cardiff road the eastern.
  - **Gilfach to Park** – Transfer 3 streets from Gilfach to Park to unite the Park estate into Park ward – 40 electors.
  - **Aberbargoed to Pengam** – Transfer the Llanmoor development from Aberbargoed to Pengam.
- 5.6.1 The existing community wards carry forward to the new council. The number of Councillors representing the Aberbargoed ward be increased to 5 (from 4), the

Bargoed ward to 6 (from 5) and the Gilfach ward to 3 (from 2).

5.6.2 Consequential changes would be made to the boundaries of the county borough wards of Aberbargoed and Bargoed, Gilfach and Cefn Fforest and Pengam.

5.6.3 **Cross Party Working Group** – Agrees with the proposal to change the ward boundaries within the community. The group recognised that it was more sensible for the Llanmoor development to be situated in the Pengam community but wished to highlight to the Commission that this would mean the development sitting within the new Blaenau Gwent and Rhymney parliamentary constituency whereas the remainder of the Pengam community sits in the new Caerphilly constituency. However, the group opposed the increase in the number of community councillors.

5.7. **Communities of Cefn Fforest and Pengam** - The Commission proposes to abolish the two existing communities and establish a new one called Cefn Fforest and Pengam.

5.7.1 As described in 5.6.2 there would consequential changes to be made to the boundary of the county borough ward of Cefn Fforest and Pengam.

5.7.2 **Cross Party Working Group** – Agrees with the proposal.

5.8 **Communities of Maesycwmmmer and Pontllanfraith** - The Commission proposes to transfer the Hawtin Meadows development from Maesycwmmmer to Pontllanfraith. The change affects 278 electors.

5.8.1 The number of Councillors representing the Maesycwmmmer ward be decreased to 8 (from 9).

5.8.2 Consequential changes would be made to the boundaries of the county borough wards of Maesycwmmmer and Pontllanfraith.

5.8.3 **Cross Party Working Group** – Agrees with the proposal to transfer the Hawtin Meadows development to the Pontllanfraith Community. However, the group recommends that the number of community councillors for Maesycwmmmer be decreased to 7.

5.9 **Community of Rhymney** – The Commission proposes that the Community wards of St David's and Moriah be combined and be served by 3 councillors (Overall reduction of one councillor)

5.9.1 **Cross Party Working Group** – Agrees with the proposal.

5.9.2 **Conclusion**

There has been over 12 years since the last community review and in that time, there have been many changes, such as new housing developments, that mean that some community boundaries need to be reviewed. The Commission's and Working Group's proposals allow for many of these to be amended and made fit for purpose ahead of the next scheduled local government elections in 2027.

## 6. ASSUMPTIONS

6.1 There are no assumptions in this report.

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

- 7.1 An assessment has not been completed for this report as the Council has a statutory responsibility to carry out a community review.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 There are no financial implications in this report. The costs associated with the Community Review will be met from the existing Electoral Services budget as previously agreed by Council in January. The Commissions fee for conducting the review is £13,500.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 None

## **10. CONSULTATIONS**

- 10.1 All consultation responses are incorporated into the report.

## **11. STATUTORY POWER**

- 11.1 Local Government (Democracy) (Wales) Act 2013

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Cllr Lindsay Whittle, Leader of Plaid Cymru group  
[lindsaywhittle@caerphilly.gov.uk](mailto:lindsaywhittle@caerphilly.gov.uk)  
Cllr Nigel Dix, Leader of Independent Group [dixn1@caerphilly.gov.uk](mailto:dixn1@caerphilly.gov.uk)  
Cllr Nigel George, Cabinet Member for Corporate Services, Property and Highways [georgn@caerhilly.gov.uk](mailto:georgn@caerhilly.gov.uk)  
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Robert Tranter, Head of Legal Services and Monitoring Officer  
[trantr@caerphilly.gov.uk](mailto:trantr@caerphilly.gov.uk)

Background Papers:

Review of the Community Arrangements of the County Borough of Caerphilly Draft Proposals Report (Local Democracy and Boundary Commission for Wales)  
Caerphilly Community Review - Draft Proposals | LDBCW (gov.wales)  
beechd@caerphilly.gov.uk

Initial proposals – Caerphilly Cross Party Working Group available from  
beechd@caerphilly.gov.uk



## **COUNCIL – 29TH NOVEMBER 2023**

**SUBJECT: ANNUAL REPORT OF THE DIRECTOR OF SOCIAL SERVICES AND HOUSING FOR 2022/23**

**REPORT BY: DEPUTY CHIEF EXECUTIVE**

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

- 1.1 The attached report was presented to the Social Services Scrutiny Committee on the 28<sup>th</sup> November 2023. The report provided the Scrutiny Committee with the key messages that have been identified in the preparation of the Annual Report of the Director of Social Services and Housing for 2022-23.

### **2. SUMMARY**

- 2.1 Part 8 of the Social Services & Wellbeing (Wales) Act 2014 (SSWBA) requires Directors of Social Services in Wales to publish an annual report about the exercise of the Local Authority's social services functions. The attached report has been written in a format that is compliant with the requirements of the SSWBA.

### **3. RECOMMENDATIONS**

- 3.1 Council are asked to endorse and adopt the report prior their submission to Welsh Government, Care Inspectorate Wales and publication on the Authority's website.

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

- 4.1 Statutory guidance requires the Corporate Director of Social Services and Housing to present the Annual Report to Council for its adoption.

### **5. THE REPORT**

- 5.1 This report is an opportunity for me as the Statutory Director of Social Services to provide a summary of the effectiveness of Caerphilly County Borough Council in delivering Social Services to its citizens.
- 5.2 The format and content of the report is prescribed by CIW and outlines in some detail how we addressed our priorities for the financial year in question.

- 5.3 The report lays out how we addressed our key priorities for 2022/23 and what our priorities are for 2023/24.
- 5.4 A key challenge faced during the year has been our ability to recruit and retain staff in a variety of care related roles. This is not an issue solely for Caerphilly CBC but a problem nationally. We have worked hard with colleagues from within the Council, the Aneurin Bevan University Health Board and independent sector partners to share ideas and resources to overcome these challenges.
- 5.5 The continued fallout from the Covid 19 pandemic coupled with the cost of living crisis has placed significant financial pressures on the independent care sector. Whilst we have taken steps to offset some of these challenges, we continue to make representations to Welsh Government around an all Wales solution to market stability.
- 5.6 Whilst the pandemic was clearly challenging for everyone involved in social care services we have also taken some of the learning from the way we delivered services during that period to ensure services are sustainable moving forward and meet the long term needs of some of our service users. Our reconfiguration of our day services is an example of this and will mean that these services will be fit for purpose for years to come.
- 5.7 Once again I would like to put on record my gratitude to all the staff in the County Borough who have played a part in delivering Social Services, whether they be employees of the Council or staff employed by our Independent or third sector partners.

## 5.8 **Conclusion**

Once adopted by Council the Annual Director's Reports will be made available to Welsh Government, CIW, members of the public, partner agencies and stakeholders.

## 6. **ASSUMPTIONS**

- 6.1 There are no assumptions made or presumed in this report.

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

- 7.1 This report has no decision-making requests and an integrated impact assessment does not apply.

## 8. **FINANCIAL IMPLICATIONS**

- 8.1 Over the past 2 years the Directorate has received significant amounts of grant funding which has enabled us to respond to and recover from the Covid 19 pandemic. Whilst some grant funding was received in 2022/23 it is clear that this will start to reduce of the next few years.

- 8.2 The Directorate underspent by £432,000 against its allocated budget, despite pressures in areas such as:-



- Independent sector residential care for children
- Nursing care for older people
- Supported living for people with learning disabilities

## **9. PERSONNEL IMPLICATIONS**

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

## **10. CONSULTATIONS**

10.1 In order to produce my Annual Director's Report a wide range of information sources are taken into account including feedback from our customers and regulators/ inspectors. This feedback has been incorporated into my report where relevant.

10.2 This report was presented to Social Services Scrutiny at its meeting on the 28<sup>th</sup> November 2023 and given the tight timescale involved any comments from the Scrutiny Committee will be given verbally at this Council meeting.

## **11. STATUTORY POWER**

11.1 Part 8 of the Social Services and Wellbeing (Wales) Act 2014.

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Consultees: Cllr Sean Morgan, Leader  
Cllr James Pritchard, Deputy Leader and Cabinet Member for Prosperity, Regeneration and Climate Change  
Cllr Carol Andrews, Cabinet Member for Education and Communities  
Cllr Shayne Cook, Cabinet Member for Housing  
Cllr Elaine Forehead, Cabinet Member for Social Care  
Cllr Nigel George, Cabinet Member for Corporate Services, Property and Highways  
Cllr Chris Morgan, Cabinet Member for Waste, Leisure and Green Spaces  
Cllr Eluned Stenner, Cabinet Member Finance and Performance  
Cllr Phillipa Leonard, Cabinet Member for Planning and Public Protection  
Cllr Teresa Parry, Chair of Education and Social Services Scrutiny Committee  
Cllr Brenda Miles, Vice Chair of Education and Social Services Scrutiny Committee  
Christina Harrhy, Chief Executive  
Richard Edmunds, Corporate Director of Education and Corporate Services  
Mark S Williams, Corporate Director of Economy and Environment  
Jo Williams, Head of Adult Services  
Gareth Jenkins, Interim Corporate Director Social Services

Appendices:  
Appendix 1 Annual Report of the Director of Social Services and Housing 2022/2023

**Caerphilly County Borough Council**

ANNUAL REPORT OF THE  
DIRECTOR OF SOCIAL  
SERVICES & HOUSING  
2022-2023



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## 1. Introduction

I am pleased to introduce my Annual Report for 2022/23 as Statutory Director of Social Services & Housing for Caerphilly County Borough Council. This is my opportunity to reflect on the achievements and challenges for the year concerned. It is important at the start of this report I am able to confirm that all the identified service priorities for the year have been met. The report also outlines our priorities for the year 2023/24.

Given the aftermath of the Covid pandemic, the increasing demands for services and the ongoing financial challenges faced by Local Government, delivering against these priorities and maintaining consistently high quality services has been a significant achievement in itself.

The resilience and commitment of our workforce is commendable. Although we have ongoing challenges in relation to recruitment and retention. Caerphilly is fortunate to be able to rely on staff who are passionate about what they do, feel supported to deliver good services and are genuinely committed to improving outcomes for our citizens. This is the case for both the staff who we directly employ and those we rely on from our commissioned service.

Overall performance across the Directorate has been strong despite significant 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.

Our ability to respond to people both in the community and in hospitals has been hampered by a very fragile independent sector care market. We will continue to work with these key partners to ensure that these essential services remain in place to meet identified need.

The workload relating the Regional Partnership Board continues to increase as does the strategic influence of the Board on day to day operational delivery.

Going into 2023/24, there will be exceptional challenges because of the continued cost of living crisis, ongoing health issues and the wider pressures on families. However, my staff are enthusiastic and determined to continue to deliver the best possible services across every element of Social Services.

A handwritten signature in black ink, appearing to read 'Dave Street', with a horizontal line extending to the right.

Dave Street  
Corporate Director - Social Services & Housing

## 2. Director's Summary of Performance

Due to the Covid-19 pandemic, performance reporting was suspended by Welsh Government. Local authorities were instead required to submit 'check point data', initially on a weekly and then fortnightly basis to monitor the impact of the pandemic particularly in relation to work load demands and staff resourcing including absences. For 2022-2023 this checkpoint data has been reviewed and is now submitted monthly. For the first year it was agreed that comparative data will not be published. At the same time, Welsh Government has undertaken a review of the national performance data set and have implemented a National Performance Framework that will be reported on at the end of the 2023/24 financial year.

As a result, I am unable to provide the traditional 3 year comparative performance data for Adult and Children's Services. However, the Directorate Performance Assessment (DPA) was presented to Scrutiny Committee on 20<sup>th</sup> July 2023 and the key messages were as follows:

### Adult Services:

The numbers of people receiving services remains constant however, due to the national shortage of domiciliary care workers in an average month there were 577 hours of care that could not be provided. The number of people waiting for the provision of a care package was, on average, 70 at any one time.

There was an increase in the number of assessments and reviews completed across adult services.

### Children's Services:

For Children's Services, the numbers of referrals progressing for assessment remained relatively stable however, complexity of the issues presented was increasing. The numbers of children included on the Child Protection Register and the number becoming Looked After were also reported to be stable at this time.

Overall performance was noted to be positive with no exceptions to report.

The Directorate Performance Assessment report can be found here: [Social Services DPA](#)

### 3. How are people shaping our services?

Caerphilly Social Services is committed to making sure that people can make their voice heard, whether this is about how our services are developed and delivered in the future or whether it is about a service they are receiving now. We do this in a number of different ways including, undertaking surveys, contract monitoring processes, Responsible Individual visits to care homes, complaints and compliments, consultation events and feedback from Regulatory Inspections.

The most important way of ensuring people's voices are heard and listened to is through every contact that our staff have with service users. This starts from the first point of contact with the Directorate. Our staff have all received Collaborative Communication training to provide them with the skills to have 'meaningful conversations' to identify 'what matters' to people including the personal outcomes the individual wants to achieve and the support networks they may already have in place to rely on to meet these outcomes. Any plans to provide care or support are co-produced to ensure people's voices and choices are recorded and responded to appropriately.

All of our Regulated services are registered under the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016 and inspected by Care Inspectorate Wales (CIW). In line with requirements, all our registered services have completed Quality Assurance Reports which are submitted to CIW. Routine inspections of care homes have continued and the inspection reports and annual returns are all available on the CIW website: [Home | Care Inspectorate Wales](#)

Engagement meetings have continued to be held with the CIW link Local Authority Inspector and the Senior Management Team

Social Services has a Statutory process that has to be followed when someone is unhappy with our services and wishes to make a complaint. We endeavour to ensure that the handling of complaints is quick and effective with the result that the majority of issues are able to be resolved as early as possible.

The Annual Social Services Complaints and Compliments Report for 2022/23 was reported to Scrutiny Committee on 12<sup>th</sup> September 2023 and can be accessed via the following link: [Annual Complaints and Compliments Report 2022-23.pdf \(caerphilly.gov.uk\)](#)

During the year, the Directorate received 189 complaints, this is an increase on the 135 complaints received in the previous year. The Social Services Complaints and



Information Team put significant effort into attempting to resolve issues to the customer's satisfaction at Stage 1 of the process and it is really positive to report that the majority of complaints continue to be resolved at this stage.

The Complaints and Information Team record whether complaints are upheld, partially upheld or not upheld. This enables the Directorate to note any themes and trends from the findings to improve future practice and identify any isolated incidents of poor practice that may require attention.

Of the 189 complaints received at Stage 1, the following outcomes were noted:

- 20 were closed with 3 being withdrawn by the complainant, 2 being referred to other agencies and 15 being subject of other processes where the issues raised could be more appropriately resolved i.e. ongoing legal proceedings
- 13 complaints were upheld
- 8 complaints were partially upheld
- 147 complaints were not upheld
- 1 complaint was ongoing at the year end

Of the 13 complaints upheld:

- 5 related to Adult Services
- 3 related to Children's Services and
- 5 related to the Corporate Complaints Procedure

The Directorate received 11 requests to progress complaints to a Stage 2 formal investigation with 7 being dealt with under the Corporate Complaints Procedures and 4 progressing to Independent Investigation. In addition, there were 9 contacts by our customers to the Public Services Ombudsman for Wales (PSOW) – a slight decrease on the previous year. Of these:

- In 5 cases, the PSOW confirmed that Caerphilly had followed due process
- In 2 cases, Caerphilly had been unable to follow procedures and so the matters were referred back to the Council to conclude
- 1 complainant withdrew their complaint and
- In 1 case, Caerphilly were asked to complete a Stage 2 investigation (included in the figure reported above).

The Directorate appreciates the importance of learning from complaints and representations and that equal emphasis needs to be placed on learning from positive outcomes.

Praise is received by teams in the form of thank you cards, letters and emails and these are sent to the Complaints and Information Team for them to record. In 2022/23, 233 compliments were received, of which 166 (71%) related to Adult Services and 67 (29%) related to Children's Services. This is an increase on the previous year which is due to improved recording processes. The percentage split is similar to previous years and reflects the nature of the services being delivered by the two areas.

In addition, annual survey responses by some service areas results in positive feedback that can be used to measure the success of the Directorate in those areas.

#### **4. Promoting and improving the well-being of those we help**

As stated in Section 3 above, staff within Caerphilly's Information, Advice and Assistance (IAA) Service are trained to undertake 'meaningful conversations' with service users, their families and carers about what really matters to them.

'Meaningful conversations' start with IAA staff the first time someone contacts us. These conversations concentrate on people's strengths, on working with people to maintain or regain their independence and utilising their own skills and networks to achieve their desired outcomes wherever possible.

It is important to acknowledge that the majority of contacts for Children's Services are from professionals and as a result the 'what matters' conversations with the child and/or their family are unable to take place until an assessment for Care and Support has commenced.

A guiding principle for Caerphilly Social Services is the promotion and maintenance of independence.

For Children's Services, this means supporting families to stay together and maintaining children within their homes and communities wherever it is safe to do so. This is underpinned by timely assessments of need and creative solutions being sought to help keep families together.

Whilst some families may have a negative view of Children's Social Services to start with, we ensure that children, young people and their parents and carers are fully involved in the assessment process and that they help to shape and influence their plan for care and support. Working in this way helps to improve working relationships over time.

To ensure that they have the opportunity to participate in consultations or purely making their views known all children have access to an Independent Advocate who can support them in meetings to ensure their voices are heard. We were the first Local Authority to develop a statutory Parent Advocacy service jointly funded by Families First. Welsh Government subsequently provided funding to pilot the roll out of the model across the other four Gwent Local Authorities.

Supporting people to retain or regain their independence is a key objective for all who work within Social Services.

We have full access to the national citizen's wellbeing database called DEWIS so that people can have quick and easy access to information directly from a website rather than having to make a call to Social Services and/or speaking to a professional where they may prefer not to. We have a dedicated lead officer to further progress the development of DEWIS.

Adult Services have introduced an assessment service for domiciliary care to look to promote people's independence wherever possible using a 'Reablement' approach. This has enabled people to be discharged from hospital and be assessed in their own homes.

In addition, we have worked with the Aneurin Bevan Health Board to have access to their domiciliary care services to discharge people from hospital who require a large package of care. Thus we have reduced their length of stay and enabled them to return to their own home which improves their well-being.

We have opened a coffee shop staffed by 12 individuals with a learning disability who previously attended day services. We have employed 7 individuals on the Council's terms and conditions and are looking to increase this number.

### **How we addressed our priorities for 2022/23:**

- We embedded the intake model of assessment for care to promote people's independence, choice and control with very positive results. The first 3 months data showed only 34% of people who went through the assessment services required a long term package of care.
- We have established a regional post to increase the take up of Direct Payments to allow individual's choice of how their care and support is delivered to best meet their needs, to standardise practice and to promote the service.
- Learning from Caerphilly was shared across Wales to support the successful roll out of Parental Advocacy in Children's Services

### **What are our priorities for 2023/24?**

- To refresh the collaborative conversations training for assessment care management staff across adult services and develop the mentor's role to focus on having 'what matters' conversations
- To embed the reablement outcomes focused care planning across adult services

## **5. Working with people and partners to protect and promote people's physical and mental health and emotional well-being**

Caerphilly recognises the importance of working with people and our partners to improve outcomes for all service users and this will continue to be a priority for us going forward.

Caerphilly are active partners in the Gwent wide Children and Families Partnership which continues to prioritise the development of integrated approaches to supporting children and young people including the development of Windmill Farm, a regional residential assessment resource managed by Newport City Council in partnership with Aneurin Bevan University Health Board serving the five Gwent Local Authorities.

The Gwent wide Attachment Trauma Service has continued to offer advice, consultation and training to Caerphilly social work teams with the aim of supporting children and young people to remain living at home or remain in stable foster placements.

In response to the Welsh Government's policy to 'Eliminate Profit in Children's Residential Care' Children's Services gained Corporate and Political approval to expand in-house residential care provision including additional children's homes, supported accommodation for young people Leaving Care and for Unaccompanied Asylum Seeking Children (UASC). These plans will see the opening of two small children's homes and an additional UASC property during 2023/24.

Across Adult Services, we continue to develop services to prevent unnecessary admission to hospital and facilitate a safe timely discharge for individuals who have to be admitted. The Community Resource Team (CRT) has placed community staff in Ysbyty Ystrad Fawr to work with individuals, their families and Health professionals. Initiatives include access to the Health Board's Domiciliary Care runs and the development of 'step closer to home' beds in care homes for temporary placements to prevent people staying in hospital once they are medically stable.

We have recognised that increasing numbers of people are experiencing lower level mental health issues and they were falling between existing services. In response we have developed a Team to address this gap. The Team work with people with anxiety, low mood, low self-esteem and related issues. The Mental Health Workers provide emotional support throughout interventions and individuals are able to access the service by telephone during office hours. The service also supports individuals with

housing, income, benefits, employment and healthy living where necessary, all utilising a wide variety of statutory, voluntary and third sector agencies.

As part of the Council's Place Shaping Programme, Cabinet agreed to allocate capital funding to develop two new respite facilities – one for adults and one for children. These developments will replace and increase existing provision to continue to support parents and carers in their unpaid caring roles.

### **How we addressed our priorities for 2022/23:**

- We worked with the Health Board to enable people to remain in the community by implementing Welsh Government's 6 goal approach.
- We worked with regional colleagues to introduce Bridging the Gap, a framework to support unpaid carers, this is funded from the Regional Integration Fund.
- Demolition has commenced on site for the development of the new respite houses for adults and for children.
- Two properties have been purchased to develop 2 bedded children's homes.
- We continue to support the National Transfer Scheme by offering accommodation for Unaccompanied Asylum Seeking Children identified for transfer by the Home Office and an additional 4 bedded house is being planned to accommodate the young people.

### **What are our priorities for 2023/24?**

- To work with the Health Board to implement the system resilience plan to enable people to remain at home or be discharged from hospital in a timely manner.
- To increase capacity for respite for children with disabilities by re-registering an existing provision to provide additional support to parent/carers.
- To progress the design of the respite houses for adults and children.
- To continue to expand children's residential care and supported accommodation for young people across the Borough.
- To continue to support the National Transfer Scheme by offering accommodation for Unaccompanied Asylum Seeking Children

## **6. Taking steps to protect and safeguard people from abuse, neglect or harm**

Safeguarding children, young people and vulnerable adults is one of the highest priorities for the Council and the Corporate Safeguarding Board is chaired by the Cabinet Member for Social Services.

Safeguarding is everybody's business and is a key theme running through the Social Services and Well Being (Wales) Act 2014. Consequently, we make sure that our staff, contractors and partners are aware of their responsibilities in this area. A Corporate Safeguarding Policy is in place and a programme of training and awareness raising is in place. Each service area has an identified Designated Safeguarding Officer (DSO) and periodic practice development groups are held to support the DSO's.

The Corporate Safeguarding Board produces an Annual Report for Elected Members and the 2022/23 Report was shared with Scrutiny Committee on 11<sup>th</sup> July 2023. The report can be accessed via the following link: [Corporate Safeguarding Annual Reporting 22-23.pdf \(caerphilly.gov.uk\)](https://www.caerphilly.gov.uk/~/media/2023/07/23/Corporate-Safeguarding-Annual-Reporting-22-23.pdf)

The arrangements for improving safeguarding policies, procedures and practice across the region are led by the South East Wales Safeguarding Boards for Adults and Children (SEWSB) and the Violence Against Women, Domestic Abuse and Sexual Violence (VAWDASV) Board. These Boards are supported by a Business Unit funded by the statutory partners and hosted by Caerphilly. The Boards have clear governance structures and their work is supported by a range of sub groups. Caerphilly are active partners on these Boards.

Within the Council, responsibility for children's and adults safeguarding sits within Children's Services. Although discrete service areas, they are managed by one Service Manager and capacity and resilience has been improved as a result.

Decisions are made on all children's referrals within 24 hours ensuring full compliance with statutory procedures. The Wales Safeguarding Procedures are fully embedded across the Directorate and the National Safeguarding Training Framework is scheduled to be fully implemented by the end of 2023.

### **How we addressed our priorities for 2022/23:**

- We continued to embed learning from Adult and Child Practice Reviews.
- We reviewed the priorities of the Regional Safeguarding Board's 3-year Plan.

- We implemented the National Safeguarding Training Framework from November 2022 with further updates expected during 2023.
- We continued to support the development of a Council wide Learning Management System (LMS) to record safeguarding training attendance and compliance.
- We await the findings from Internal Audit following their review of the Corporate Safeguarding Self-Assessment processes.

### **What are our priorities for 2023/24?**

- To continue to embed learning from Adult and Child Practice Reviews
- To implement a Council wide Learning Management System (LMS) to record safeguarding training attendance and compliance.
- To respond to the findings of the Internal Audit of the Corporate Safeguarding Self-Assessment processes.
- To respond to the changing requirements of the National Safeguarding Training Framework.



## **7. Encouraging and supporting people to learn, develop and participate in society**

Supporting children Looked After and young people Leaving Care to reach their full potential and achieve positive outcomes is a key priority for Children's Services and the Corporate Parenting Group.

Caerphilly has a proven track record of supporting young people into further and higher education and a number of Care Leavers have gained Degrees and similar qualifications. 50% of Care Leavers continued to be engaged in education, training or employment 12 months after leaving care.

We recognise that it is important for people to be more self-reliant and maintain their independence enabling them to participate fully in society and their local community. We have embedded the DEWIS information system so people can access information for themselves 24 hours a day, 7 days a week.

Enabling all adults to achieve their outcomes has been a key feature in the delivery of alternative day services in response to the Covid pandemic. The learning from delivering services in a different way that meets individual needs will be key to commissioning a modern, fit for purpose, day service provision going forward. I acknowledge that the changes around day services have been challenging for some of our service users and their family members, but I am confident in time that these changes will be seen in a positive light.

The opening of a coffee shop staffed by individuals who previously attended day services has been very well received and is used regularly by local residents. This is a great example of what can be achieved by delivering services differently.

### **How we addressed our priorities for 2022/23:**

- We commissioned an independent organisation to produce a model of day services, this was agreed by Cabinet and is based on good practice across the country.

### **What are our priorities for 2023/24?**

- To look at opening another coffee shop in Newbridge leisure centre to enable more people to have the opportunity to learn and develop skills.
- To look at employing individuals in catering under the Council's terms and conditions.

## **8. Supporting people to safely develop and maintain healthy domestic, family and personal relationships**

We want to support children, young people and adults to be as socially active as possible, to feel they can make decisions for themselves and keep themselves safe.

We have embedded the “what matters conversations” across the Directorate and trained staff to enhance their skills to focus on outcomes, the strengths and assets of people, their families and networks.

We recognise that people having fulfilling relationships with those they are close to is really important for their well-being.

For children Looked After, maintaining contact with their families and their home communities is really important and Children’s Services do everything they can to ensure contact arrangements meet the needs of everyone involved and are positive events.

Within Adult Services, we continued to recruit carers to our Shared Lives Scheme to enable us to offer more choice and increase the number of placements we are able to offer in family homes to people of all client groups. We also made funding available to allow adaptations to people’s homes, such as ramps and showers to allow people to remain independent.

We have continued to facilitate Carers Groups across the county borough to enable carers to meet socially over a coffee. Our Carers Team attend many events to promote their service and their efforts have been recognised.

We recognised that we had more work to do on supporting relationships and this became a priority for us going forward in terms of expansion of the My Mates club.

Within Children’s Services, wherever possible and whenever safe to do so, we ensure children are placed as close to their home communities as possible in order to support their links with their family and home.

There are increasing demands being placed on us to recruit more foster carers in order to meet the needs of children and young people. We continue to run a radio recruitment campaign which has helped increase the enquiries we receive but we continue to see the highest rate of enquiries comes from ‘word of mouth’ recommendations from existing foster carers. We are fully engaged in the Foster

Wales developments for recruitment, retention and support services for foster carers.

Recruitment of all staff but particularly Qualified Social Workers is a significant and growing challenge and Caerphilly supports the national approaches being undertaken by the Association of Directors of Social Services (ADSS) and Social Care Wales (SCW).

### **How we addressed our priorities for 2022/23?**

- We expanded South East Wales Shared Lives Scheme with the Health Board to provide a service for older adults with mental health problems.
- We worked with partners in the third sector to develop mechanisms to allow individuals to establish and maintain friendships.
- We continued the secondment scheme for staff to undertake the Social Work Degree.

### **What are our priorities for 2023/24?**

- To further expand the South East Wales Shared Lives Scheme to include Rhondda Cynon Taff County Council to provide a larger service for long term and sessional support.
- To implement a hub with partners to look at how outcomes for people are met.
- Continuation of the secondment scheme for staff to undertake the Social Work Degree.
- To work with Corporate Human Resources to identify ways of addressing the wider recruitment and retention challenges across the Service.

## **9. Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

Children's Services actively support children Looked After to engage in education and training and provide individual support wherever necessary. Children are encouraged to make the best use of their leisure time and are supported to engage in community activities wherever possible.

Children's Services has a well established operational protocol with Housing to ensure we can provide appropriate support to young people facing homelessness. We have a range of supported accommodation available including shared living provision, supported lodgings and supported tenancies. As stated in Section 5, we intend to expand our in-house provision of children's homes and other accommodation options to meet the needs of our children and young people.

The Council is committed to developing dementia friendly communities so people can be supported to participate in normal activities of daily living such as shopping, banking and eating out. You will see the dementia friendly signs in local establishments and many people wearing the blue flower badge indicating they have been trained as a dementia friend.

Within Adult Services care homes, you can see many different displays and themes reflecting people's earlier lives. These change regularly and can reflect current events. The homes are now divided into small house units each with its own staff team so they can really get to know the residents. The physical environment within some of the homes has also changed with the introduction of primary colours reflecting people's choice of their bedroom door and communal areas are brighter and more defined.

With our partners we expanded our Shared Lives Scheme to look at a health initiative which provides placements with families to prevent people going into hospital and/or facilitating them being discharged to a family home. This enables people to have time to recover, receive more therapy interventions and have an assessment of their needs in more appropriate surroundings. We are committed to this alternative model of accommodation.

### **How we addressed our priorities for 2022/2023:**

- We have employed people with a learning disability on the Council's terms and conditions to work in our café.

- Building work commenced on the Mill Road flats project which is now part of the regional strategic capital plan
- We continue to develop children's residential care and supported accommodation for young people across the Borough (*also in Section 5*)

### **What are our priorities for 2023/24?**

- To further increase the number of people we employ in our day opportunities projects.
- To open an additional respite facility for children with disabilities.

## **10. How we do what we do?**

### **Our workforce and how we support their professional roles**

Our staff are our greatest asset; a skilled and motivated workforce are essential to safeguard and support vulnerable people, promote independence and enhance service delivery. Ensuring that frontline practitioners and managers are supported and well trained is crucial to the success of our service. Our workforce has been relatively stable with good staff retention. However, we are seeing increasing challenges in recruiting to specific posts across both Adult and Children's Services and increasing pressures around retention due to the Council's current salary scales no longer being competitive with neighbouring Local Authorities.

We have a joint Workforce Development Team with Blaenau Gwent County Borough Council and they are responsible for delivering a training and development strategy that supports development opportunities for staff at all levels in Social Services.

The Authority holds workforce development responsibility for the whole care sector. The Care Sector employs over 3,000 staff with approximately 50% employed by the local authority and 50% by independent and third sector. There are significant demand and supply challenges for staff to deliver Domiciliary Care and this is a UK wide crisis.

We continue to second staff to undertake the Social Work Degree.

### **Our financial resources and how we plan for the future**

Budget management is embedded as a core function of Divisional Management Teams (DMTs) and the Senior Management Team (SMT) with the Financial Services Manager being a member of the Senior Management Team. Budget reports are discussed at DMT's and SMT on a regular basis.

For the financial year 2022/23 the Directorate underspent by £432,000.

The most significant growth in demand during 2022/2023 has continued to be in the following areas:

- Independent sector residential care for children
- Nursing care for older people
- Supported living for people with learning disabilities

The financial pressures being faced by the UK Government, Welsh Government and subsequently Local Government are growing and whilst the financial situation for 2022/23 was relatively stable, there are significant concerns for 2023 and beyond.

Ongoing reliance on time limited grant funding streams from Welsh Government undermines longer term sustainability. Whilst the transition of the Integrated Care Funding (ICF) to the Regional Integration Fund (RIF) has afforded a short period of stability to the current funding arrangements, Welsh Government's intention is for RIF funding to taper incrementally with the expectation that Council funding will meet the increasing shortfalls in funding. This position is being challenged across Wales.

### **Our partnership working, Political and Corporate leadership, governance and accountability**

Part 9 of the Social Services & Well-being (Wales) Act places a key emphasis on partnership working and to this end the Directorate is a key partner of the Greater Gwent Regional Partnership Board (RPB) with the other four local authorities in Gwent and the Aneurin Bevan University Health Board.

The work of the RPB has a major influence over the work of Social Services in Caerphilly and in particular with Health. Since its inception the RPB has produced:

- An Area Plan
- A Market Position statement which outlines the provision of existing services and what services may be required in the future.
- An Annual report which pulls together all of the work of the RPB.

Further information on the work of the RPB and copies of the above reports can be found at its website at [www.gwentrpb.wales/home](http://www.gwentrpb.wales/home).

However, our partnership working is not limited to the RPB. We have a significant range of services provided with other local authorities and partners including:

- A joint workforce development team with Blaenau Gwent
- A Gwent frailty Service developed in conjunction with the four other local authorities and the health board
- A joint Regional Safeguarding Board covering all partners across Gwent.
- A Shared Lives scheme run on behalf of six local authorities and the Aneurin Bevan University Health Board.



- A joint regional Adoption Service and
- A Regional MyST Programme

Political support for Social Services in Caerphilly remains strong. I am a member of the Council's Corporate Management Team which meets weekly to consider key decisions on strategic and operational priorities, prior to these issues / decisions going onto Scrutiny / Council.

The Cabinet Member for Social Services attends the Social Services Scrutiny Committee with senior managers. Scrutiny Committee, consisting of sixteen elected members, meets every six weeks to oversee the performance of the Directorate and to consider any policy / service developments prior to them being considered by Cabinet.





## COUNCIL – 29<sup>TH</sup> NOVEMBER 2023

**SUBJECT: PUBLIC SERVICES OMBUDSMAN FOR WALES – ANNUAL LETTER 2022/2023**

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

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

- 1.1 To inform Council of the publication of the Annual Letter for 2022/2023 in respect of Caerphilly Council by the Public Services Ombudsman for Wales.

### **2. SUMMARY**

- 2.1 To advise Council of the publication of the Public Services Ombudsman for Wales Annual Letter for 2022/2023 which deals with complaints relating to maladministration and service failure, complaints relating to alleged breaches of the Code of Conduct and the actions being taken to improve public services.

### **3. RECOMMENDATIONS**

- 3.1 It is recommended that Council considers and notes the content of the Annual Letter.

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

- 4.1 To satisfy the Council's statutory duties under the Public Services Ombudsman (Wales) Act 2019.

### **5. THE REPORT**

- 5.1 The Public Services Ombudsman for Wales (PSOW) issues an Annual Letter to each Local Authority in Wales which sets out a summary of all complaints received and investigated by her office during 2022/2023 relating to that Authority. The Annual Letter issued in respect of Caerphilly is attached at Appendix 1 to this report.
- 5.2 In general terms Council will note that 1,020 complaints were referred to the Ombudsman regarding local authorities last year a reduction of 11% compared to the previous year. During this period the Ombudsman intervened in (upheld, settled or resolved at an early stage) 13% of local authority complaints.

- 5.3 Fewer Code of Conduct complaints were received in 22/23 compared to the previous year relating to both Principal Councils and Town and Community Councils.
- 5.4 The Ombudsman has pushed forward with her proactive improvement work and launched a new Service Quality process to ensure they deliver the standards they expect. Work also began on their second wider Own Initiative investigation looking into carers assessments within local authorities.
- 5.5 The Complaints Standards Authority has continued its work with public bodies providing training sessions which included staff at Caerphilly. We also continue to provide the Ombudsman with quarterly data which forms part of the statistics published biannually.
- 5.6 The Factsheet attached to the Annual Letter sets out the Local Authority complaints received across Wales which includes 49 referrals in respect of Caerphilly, this compares to 60 last year broken down as follows with the previous years' figures in brackets.

Adult Social Services	7	(6)
Benefits Administration	1	(1)
Children's Social Services	6	(8)
Community Facilities, Recreation and Leisure	2	(1)
Complaints Handling	7	(10)
Covid19	0	(3)
Education	0	(1)
Environment and Environmental Health	5	(6)
Finance and Taxation	3	(0)
Housing	10	(8)
Licensing	0	(0)
Planning and Building Control	6	(11)
Roads and Transport	0	(3)
Various Other	2	(2)
Total	49	60

- 5.7 The Complaint Outcomes are set out in section C with 6 referrals requiring early resolution/voluntary settlement. The comparison figures with other authorities in Wales is set out in section D.
- 5.8 The Letter also includes a summary of the Code of Conduct complaints relating to members of the Council at Appendix E and Town and Community Councils at Appendix F.

## **Conclusion**

- 5.9 Members will note that the Ombudsman has asked Councils to take the following actions
- Present the Annual Letter to the Cabinet and to the Governance & Audit Committee at the next available opportunity and notify the Ombudsman of when these meetings will take place.
  - Continue to engage with the Complaints Standards work, accessing training for your staff, fully implementing the model policy, and providing accurate and timely complaints data.
  - Inform the Ombudsman of the outcome of the Council's considerations and proposed actions on the above matters at the earliest opportunity.
- 5.10 Whilst the Ombudsman has asked that the Annual Letter be reported to Cabinet and the Governance and Audit Committee this Council's reporting process is to the Standards Committee and full Council which provides all members with the ability to review the referrals to the Public Services Ombudsman for Wales.
- 5.11 In relation to the work with the Complaints Standards Authority, officers from a cross section of service areas have undertaken training and further training will be sourced at the start of next year.
- 5.12 The Ombudsman will be advised of the presentation of this report to the Standards committee and Council together with the outcomes.

## **6. ASSUMPTIONS**

- 6.1 No assumptions are necessary within this report.

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

- 7.1 This report is for information and so there is no requirement to undertake an Integrated Impact Assessment.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 There are no financial implications arising from this report.

## **9. PERSONNEL IMPLICATIONS**

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

## **10. CONSULTATIONS**

- 10.1 This Report reflects the contents of the Annual Letter and therefore there has been no formal consultation on the content of the Report. A copy of the Report has been provided to the Consultees below.

## 11. STATUTORY POWER

### 11.1 Public Services Ombudsman (Wales) Act 2019

Author: Lisa Lane Head of Democratic Services and Deputy Monitoring Officer

Consultees: Christina Harray Chief Executive  
Dave Street Deputy Chief Executive  
Richard (Ed) Edmunds Corporate Director Education and Corporate Services  
Mark S Williams Corporate Director for Economy and Environment  
Robert Tranter Head of Legal Services and Monitoring Officer  
Stephen Harris Head of Financial Services and Section 151 Officer  
Councillor Sean Morgan Leader  
Councillor Lindsay Whittle Leader of Plaid Cymru  
Councillor Nigel Dix Leader of the Independent Group  
Councillor Nigel George Cabinet Member for Corporate Services, Property and Highways

Appendix 1 Annual Letter 2022/2023



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Ask for: Communications



01656 641150



Communications  
@ombudsman.wales

Date: 17 August 2023

Cllr. Sean Morgan  
Caerphilly County Borough Council  
By Email only: seanmorgan@caerphilly.gov.uk

### Annual Letter 2022/23

Dear Councillor Morgan

I am pleased to provide you with the Annual letter (2022/23) for Caerphilly County Borough Council which deals with complaints relating to maladministration and service failure, complaints relating to alleged breaches of the Code of Conduct for Councillors and the actions being taken to improve public services.

This letter coincides with my Annual Report – “[A year of change – a year of challenge](#)” – a sentiment which will no doubt resonate with public bodies across Wales. My office has seen another increase in the number of people asking for our help – up 3% overall compared to the previous year, and my office now receives double the number of cases we received a decade ago.

In the last year, I have met with public bodies across Wales – speaking about our casework, our recommendations, and our proactive powers. The current climate will continue to provide challenges for public services, but I am grateful for the positive and productive way in which local authorities continue to engage with my office.

1,020 complaints were referred to us regarding local authorities last year - a reduction of 11% compared to the previous year. During this period, we intervened in (upheld, settled or resolved at an early stage) 13% of local authority complaints.

We received fewer Code of Conduct complaints in 22/23 compared to the previous year, relating to both Principal Councils and Town and Community Councils. My role is such that I do not make final findings about breaches of the Code of Conduct. Instead, where investigations find the most serious concerns, these are referred to the Standards Committee of the relevant local authority, or the

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ymateb i ohebiaeth yn y Gymraeg.

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ask@ombudsman.wales  
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We are happy to accept and respond  
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Adjudication Panel for Wales. In 2022/23, the Ombudsman made 12 such referrals – a welcome reduction from 20 last year.

### **Supporting improvement of public services**

Despite the challenges of last year, we have pushed forward with our proactive improvement work and launched a new Service Quality process to ensure we deliver the standards we expect.

Last year, we began work on our second wider Own Initiative investigation – this time looking into carers assessments within local authorities. This investigation will take place throughout the coming year, and we look forward to sharing our findings with all local authorities – not just those involved in the investigation.

The Complaints Standards Authority (CSA) continued its work with public bodies in Wales last year, with more than 50 public bodies now operating our model policy. We've also now provided more than 400 training sessions since we started, with local authorities, in September 2020.

We continued our work to publish complaints statistics into a second year, with data now published twice a year. This data allows us to see information with greater context – for example, last year 9% of Caerphilly County Borough Council's complaints were referred to PSOW.

I would encourage Caerphilly County Borough Council, and specifically your Audit and Governance Committee, to use this data to better understand your performance on complaints and consider how well good complaints handling is embedded throughout the Authority.

Further to this letter can I ask that your Council takes the following actions:

- Present my Annual Letter to the Cabinet and to the Governance and Audit Committee at the next available opportunity and notify me of when these meetings will take place.
- Continue to engage with our Complaints Standards work, accessing training for your staff, fully implementing the model policy, and providing accurate and timely complaints data.
- Inform me of the outcome of the Council's considerations and proposed actions on the above matters at the earliest opportunity.

Yours sincerely,



**Michelle Morris**  
**Public Services Ombudsman**

cc. Christina Harrhy, Chief Executive, Caerphilly County Borough Council.  
By Email only: [harrhc@caerphilly.gov.uk](mailto:harrhc@caerphilly.gov.uk)







## Appendix B - Received by Subject

<b>Caerphilly County Borough Council</b>	<b>Complaints Received</b>	<b>% share</b>
Adult Social Services	7	14%
Benefits Administration	1	2%
Children's Social Services	6	12%
Community Facilities, Recreation and Leisure	2	4%
Complaints Handling	7	14%
Covid19	0	0%
Education	0	0%
Environment and Environmental Health	5	10%
Finance and Taxation	3	6%
Housing	10	20%
Licensing	0	0%
Planning and Building Control	6	12%
Roads and Transport	0	0%
Various Other	2	4%
<b>Total</b>	<b>49</b>	



Appendix C - Complaint Outcomes  
(\* denotes intervention)

<b>Caerphilly County Borough Council</b>		<b>% Share</b>
Out of Jurisdiction	9	17%
Premature	13	25%
Other cases closed after initial consideration	24	46%
Early Resolution/ voluntary settlement*	6	12%
Discontinued	0	0%
Other Reports - Not Upheld	0	0%
Other Reports Upheld*	0	0%
Public Interest Reports*	0	0%
Special Interest Reports*	0	0%
<b>Total</b>	<b>52</b>	



## Appendix D - Cases with PSOW Intervention

	No. of interventions	No. of closures	% of interventions
Blaenau Gwent County Borough Council	0	16	0%
Bridgend County Borough Council	5	57	9%
Caerphilly County Borough Council	6	52	12%
Cardiff Council	25	145	17%
Cardiff Council - Rent Smart Wales	1	9	11%
Carmarthenshire County Council	7	60	12%
Ceredigion County Council	13	44	30%
Conwy County Borough Council	5	35	14%
Denbighshire County Council	2	33	6%
Flintshire County Council	5	70	7%
Cyngor Gwynedd	5	33	15%
Isle of Anglesey County Council	5	25	20%
Merthyr Tydfil County Borough Council	1	18	6%
Monmouthshire County Council	1	22	5%
Neath Port Talbot Council	7	38	18%
Newport City Council	8	48	17%
Pembrokeshire County Council	3	45	7%
Powys County Council	8	44	18%
Rhondda Cynon Taf County Borough Council	2	54	4%
Rhondda Cynon Taf County Borough Council - South Wales Parking Group	0	2	0%
Swansea Council	10	99	10%
Torfaen County Borough Council	1	17	6%
Vale of Glamorgan Council	15	53	28%
Wrexham County Borough Council	6	67	9%
<b>Total</b>	<b>141</b>	<b>1086</b>	<b>13%</b>



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## Appendix E - Code of Conduct Complaints

### Caerphilly County Borough Council

<b>Decision not to investigate</b>	<b>6</b>
<b>Discontinued</b>	<b>0</b>
<b>No evidence of breach</b>	<b>0</b>
<b>No action necessary</b>	<b>0</b>
<b>Refer to Adjudication Panel</b>	<b>0</b>
<b>Refer to Standards Committee</b>	<b>0</b>
<b>Total</b>	<b>6</b>

Investigations  
Page 121

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## Appendix F - Town/Community Council Code of Complaints

Town/Community Council	Decision not to investigate	Investigations				Total
		Discontinued	No evidence of breach	No action necessary	Refer to Adjudication Panel	
Bedwas, Trethomas & Machen Community Council	0	0	0	0	0	0
Blackwood Town Council	0	0	0	0	0	0
Penyrheol, Treceenydd & Energlyn Community Council	2	0	0	0	0	2
Rhymney Community Council	0	0	0	0	0	0

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## Information Sheet

Appendix A shows the number of complaints received by PSOW for all Local Authorities in 2022/23. These complaints are contextualised by the population of each authority.

Appendix B shows the categorisation of each complaint received, and what proportion of received complaints represents for the Local Authority.

Appendix C shows outcomes of the complaints which PSOW closed for the Local Authority in 2022/23. This table shows both the volume, and the proportion that each outcome represents for the Local Authority.

Appendix D shows Intervention Rates for all Local Authorities in 2022/23. An intervention is categorised by either an upheld complaint (either public interest or non-public interest), an early resolution, or a voluntary settlement.

Appendix E shows the outcomes of Code Of Conduct complaints closed by PSOW related to Local Authority in 2022/23. This table shows both the volume, and the proportion that each outcome represents for the Local Authority.

Appendix F shows the outcomes of Code of Conduct complaints closed by PSOW related to Town and Community Councils in the Local Authority's area in 2022/23. This table shows both the volume, and the proportion that each outcome represents for each Town or Community Council.

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## COUNCIL – 29<sup>TH</sup> NOVEMBER 2023

**SUBJECT: NOTICE OF MOTION – PRIDE IN VETERANS STANDARD**

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

### 1. PURPOSE OF REPORT

- 1.1 Council is asked to consider the Notice of Motion as set out in paragraph 5.1 of the report and make an appropriate recommendation. In accordance with Rule 11(3) of the Constitution.

### 2. SUMMARY

- 2.1 A Notice of Motion has been received from Councillor C. Andrews and Councillor T. Heron and is supported by Councillors S. Morgan, L. Whittle, E.M. Aldworth, N. George, A. Whitcombe, J. Pritchard, S. Cook, A. Hussey, J. Roberts, H. Pritchard, J. A. Pritchard, T. Parry, C. Thomas, A. McConnell, C. Wright, R. Champman, E. Forehead, S. Cook, E Stenner, C. Morgan, P. Leonard, K. Etheridge, A. Angel.
- 2.2 The Notice of Motion meets the criteria set out in the Council's Constitution and in accordance with the Council's Rules of Procedure is now referred to Council for consideration.

### 3. RECOMMENDATION

- 3.1 Council is asked to consider the Notice of Motion as outlined in paragraph 5.1 and note the comments of the Corporate and Regeneration Scrutiny Committee as detailed in Section 10 of the report.

### 4. REASONS FOR THE RECOMMENDATION

- 4.1 In accordance with the Council's Constitution.

### 5. THE REPORT

#### 5.1 Notice of Motion

In their notice of motion Councillor C. Andrews and Councillor T. Heron request that Council adopt the Pride in Veterans Standard (PIVS) to visibly demonstrate its

commitment to providing inclusive and welcoming support to LGBT+ Veterans serving personnel and their families.

- 5.2 Councillor Andrews and Councillor Heron provides the following information in support of their notice of motion:-

The Pride in Veterans Standard is a programme run by Fighting With Pride which supports the health and well-being of LGBT+ Veterans, service personnel and their families, in particular, those most impacted by the ban on LGBT+ personnel serving in the Armed Forces to January 2000. They work with Veteran supporting organisations to build capacity for LGBT+ Veteran support, to recognise their service and help resolve the challenges they face in their lives beyond military service.

By adopting the PiVS, organisations need to be understanding of the experiences of LGBT+ Veterans, and how this may impact them accessing support. Organisations need to be ready and able to provide services in a supportive and empathic way that meets the specific needs of our LGBT+ community.

PiVS organisations will:

- Warmly welcome LGBT+ Veterans, serving personnel and their families.
- Ensure all staff volunteers and members have an awareness of the different challenges faced by LGBT+ people, in particular, those who were impacted by the Armed Forces' "gay ban".
- Have a clear understanding of the needs of LGBT+ Veterans, serving personnel and their families and tailoring support to meet their needs.
- Recognise, that for some LGBT+ Veterans, their experiences have impacted their mental health, and tailor support to meet their needs.
- Promote inclusion, dignity, and respect for LGBT+ people in everything that you do.
- Recognise the different groups within our community and understand their specific needs.

Caerphilly County Borough Council already demonstrates its support for the Armed Forces community and to the LGBT+ community, this is evidenced through signing up to the Armed Forces Covenant and our ongoing work with Proud Councils. More recently through hosting our very own Pride Caerffili, the first and only council-led Pride event in Wales, which was a massive success. By adopting the Standard further demonstrates the Council's commitment to supporting Veterans in the county borough regardless of their protected characteristics.

## **6. ASSUMPTIONS**

- 6.1 As a notice of motion is a procedural matter and must be dealt with in accordance with Council's Constitution, no assumptions have been made.

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

- 7.1 This report does not require an Integrated Impact Assessment as it relates to a procedural matter under the Councils Constitution.

- 7.2 The procedural rules regarding a Notice of Motion are contained within Council's Constitution as adopted in May 2002. The Council's Constitution sets out the framework for the decision-making roles and responsibilities.
- 7.3 However the outcome of the Notice of Motion and any subsequent reports arising from it may require an Integrated Impact Assessment.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 There are no financial implications associated with this report.

## **9. PERSONNEL IMPLICATIONS**

- 9.1 There are no personnel implications associated with this report.

## **10. CONSULTATIONS**

- 10.1 The notice of motion was considered by the Corporate and Regeneration Scrutiny Committee at its meeting on the 7<sup>th</sup> November 2023 and was unanimously supported.
- 10.2 The Corporate and Regeneration Scrutiny Committee expressed their complete support for the Notice of Motion and for all the work that the Council is doing to support the LGBTQ+ Community.
- 10.3 Councillor Lindsay Whittle on behalf of the Plaid Cymru Group expressed his Group's support for the motion and welcomed the news that this year's Pride event would, going forward not only take place in Caerphilly Town but in other locations throughout the County Borough.
- 10.4 A Member queried the need for a separate Charter and Councillor Teresa Heron as Armed Forces Covenant Champion explained that there were many reasons for the standard but it was primarily about recognising the wrong doings of the past and correcting them and where loopholes or areas where there is not inclusiveness exist, ensure that we identify and tighten them, so that we make it clear for everyone to understand that these veterans, serving personnel and their families are 100% supported by the Local Authority and by us.
- 10.5 The Corporate and Regeneration Scrutiny Committee unanimously RECOMMENDED to Council that the Notice of Motion be supported.

## **11. STATUTORY POWER**

- 11.1 Local Government Act 2000

Author: Emma Sullivan (Senior Committee Services Officer)

Appendices: Appendix 1 Signed copy of Notice of Motion.

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**NOTICE OF MOTION – PRIDE IN VETERANS STANDARD**

To consider the undersigned Notice of Motion standing in the name of county borough Councillors Carol Andrews and Teresa Heron and supported by the Members listed.

We the undersigned Elected Members request that Caerphilly County Borough Council adopt the Pride in Veterans Standard (PiVS) to visibly demonstrate its commitment to providing inclusive and welcoming support to LGBT+ Veterans serving personnel and their families.

The Pride in Veterans Standard is a programme run by Fighting With Pride which supports the health and well-being of LGBT+ Veterans, service personnel and their families, in particular, those most impacted by the ban on LGBT+ personnel serving in the Armed Forces to January 2000. They work with Veteran supporting organisations to build capacity for LGBT+ Veteran support, to recognise their service and help resolve the challenges they face in their lives beyond military service.

By adopting the PiVS, organisations need to be understanding of the experiences of LGBT+ Veterans, and how this may impact them accessing support. Organisations need to be ready and able to provide services in a supportive and empathic way that meets the specific needs of our LGBT+ community.

PiVS organisations will:

- Warmly welcome LGBT+ Veterans, serving personnel and their families
- Ensure all staff volunteers and members have an awareness of the different challenges faced by LGBT+ people, in particular, those who were impacted by the Armed Forces’ “gay ban”
- Have a clear understanding of the needs of LGBT+ Veterans, serving personnel and their families and tailoring support to meet their needs
- Recognise, that for some LGBT+ Veterans, their experiences have impacted their mental health, and tailor support to meet their needs
- Promote inclusion, dignity, and respect for LGBT+ people in everything that you do
- Recognise the different groups within our community and understand their specific needs

Caerphilly County Borough Council already demonstrates its support for the Armed Forces community and to the LGBT+ community, this is evidenced through signing up to the Armed Forces Covenant and our ongoing work with Proud Councils. More recently through hosting our very own Pride Caerffili, the first and only council-led Pride event in Wales, which was a massive success. By adopting the Standard further demonstrates the Council’s commitment to supporting Veterans in the county borough regardless of their protected characteristics.



Councillor C. Andrews



Councillor T. Heron

Supported by: -

Councillors S. Morgan, L. Whittle, E.M. Aldworth, N. George, A. Whitcombe, J. Pritchard, S. Cook, A. Hussey, J. Roberts, H. Pritchard, J. A. Pritchard, T. Parry, C. Thomas, A. McConnell, C. Wright, R. Champman, E. Forehead, S. Cook, E Stenner, C. Morgan, P. Leonard, K. Etheridge, A. Angel

# Agenda Item 10



## CIVIC DIARY ENGAGEMENTS

28<sup>th</sup> September 2023 – 29<sup>th</sup> November 2023

### September

29<sup>th</sup> MacMillian Coffee Morning, Machen Village Hall

29<sup>th</sup> 100<sup>th</sup> Birthday Presentation

### October

5<sup>th</sup> Glamorgan NFU/YFC Harvest Festival, St Cadocs

6<sup>th</sup> Attendance Champion Assembly, Graig-Y-Rhacca Primary School

11<sup>th</sup> 100<sup>th</sup> Birthday Presentation

13<sup>th</sup> 10<sup>th</sup> Anniversary of Welsh National and Universal Colliery Memorial, Old Universal Mining, Senghenydd

13<sup>th</sup> Jobs Fayre, Rhymney (Deputy Mayor)

15<sup>th</sup> Rhymney Foodbank Harvest Thanksgiving Celebration, St Peters Church

17<sup>th</sup> Football Cap Presentation, Senhenydd Community Centre

19<sup>th</sup> RFCA Annual Briefing, HMS Cambria

20<sup>th</sup> Attendance Champion Assembly, Tynewydd Primary School

20<sup>th</sup> Golden Anniversary Presentation

21<sup>st</sup> Summer Reading Challenge Presentation, Ty Penallta

25<sup>th</sup> Which Way Now? Event, Caerphilly Leisure Centre

25<sup>th</sup> Mynyddislwyn Ladies' Choir Annual Concert, Penmaen Chapel

25<sup>th</sup> Abercarn Scouts (Deputy Mayor)

30<sup>th</sup> Diamond Anniversary Presentation

31<sup>st</sup> Multiply Event, Risca

### November

10<sup>th</sup> Attendance Champion Assembly, Hengoed Primary

10<sup>th</sup> Deri Remembrance Service (Deputy Mayor)

10 <sup>th</sup>	Risca Armistice Service and Commemoration Evening, Moriah Chapel
11 <sup>th</sup>	Pontllanfraith Remembrance Service
12 <sup>th</sup>	Annual Service of Remembrance, The Twyn
17 <sup>th</sup>	Attendance Champion, White Rose Primary School
18 <sup>th</sup>	Neath Civic Service, St Matthew's Church
19 <sup>th</sup>	Benches Presentation, Morgan Jones Park
21 <sup>st</sup>	Attendance Champion, Aberbargoed Primary School
22 <sup>nd</sup>	Town Mayor's Concert, BMI
24 <sup>th</sup>	Attendance Champion, Ysgol Cwm lfor Bach
24 <sup>th</sup>	Operation Santa, Blackwood Methodist Church
25 <sup>th</sup>	Young Contemporary Musician and Young Contemporary Singer of the Year Competitions, Lewis School Pengam
29 <sup>th</sup>	Council