

# Communities Directorate Performance Assessment



## Appendix A

2020/21 Quarter 1 & 2

### Content

### Select to view

Directors Summary



Priorities



Performance



Customer Intelligence [\(Incl Regulator Info\)](#)



Resources



Risk



Well-being Objectives



Conclusion





## During this first 2 quarters of 2020/21:

- Delivered business support (grants/relief) at pace in partnership with Welsh Government (WG) in response to the pandemic.
- Refocussed services to deliver services to vulnerable residents ( buddy scheme, foodbank deliveries, track and trace).
- Reviewed service delivery and back office systems to maintain Planning and Regeneration services remotely.
- Concluded the public consultation on the Heads of the Valleys Regeneration Masterplan.
- Secured £1m investment from NRW to reopen the Cwncarn Forest Drive and worked in close partnership to progress.
- Despite the effects of the pandemic, front line services have generally been delivered seamlessly to our residents and businesses.
- Although there have been considerable challenges caused by the pandemic, generally service priorities have been progressed (as can be seen from this Directorate Performance Assessment - DPA).

## Currently, there are some significant challenges that lie ahead for 2020/21.

### In particular:

- The pandemic has adversely affected performance in some services and it will be challenging to reverse these effects (e.g. waste tonnages & recycling effect on performance) in 2020/21.
- A review of the structure and resources required to deliver a long term waste collection and cleansing service in line with scrutiny review recommendations.
- As a result of the review of the CPE after 6 months operation, a Scrutiny Task and Finish Group has re-convened to review Council Policy in relation to the provision and use of its network of car parks.
- Development of a plan to deal with ash die back across the Authority.
- The final Air Quality Action Plan for Hafodyrnys and its recommendations have been approved by WG and the acquisition of the 23 properties has progressed. In addition, the Minister has granted an extension to the Authority's air quality direction to enable a more thorough evidence base to be composed.
- Commencing the development of the Authority's new Local Development Plan (LDP) and its resultant evidence base.
- Completion of the Heads of the Valleys Regeneration Masterplan and resultant sign off by Council.
- Adoption of the Authority's new Decarbonisation Plan and implementation of its resultant Action Plan.
- Reviewing and implementing a new funding model for Highways Infrastructure.
- Completion of the Tourism venues service review and implementation of recommendations.
- Continuation of the partnership work with Natural Resource Wales (NRW) to secure the re-opening of the Cwncarn Forest Drive and improve its financial position.
- Progressing key actions arising from the Caerphilly Transformation Agenda.
- The Metro/City Deal poses some challenges for 20/21 and beyond. The challenges are related to timely decision making and funding and resource availability to deliver the relevant aspects within the stipulated timeframes
- Completion of LED transfer and part night lighting (Medium Term Financial Plan - MTFP savings and carbon reductions).
- Fleet renewal (upgrading) - for key front line services combined with a phased move to electric vehicles where possible.
- After a successful programme of Directorate 'Summits' further sessions are planned in Quarter 4 to feedback on progress against actions agreed in sessions held in January 2020.
- Work commencing on Placemaking Strategy for the County Borough to help in form capital investment straggles and resultant decisions in late 2020.
- A Green Infrastructure Strategy has been developed and is due for Cabinet sign off in November 2020.
- Work with WG has commenced on a Placemaking Plan for Caerphilly Town and Transport Interchange, but implementation will be both challenging and resource intensive. Cabinet sign off of the first stage of the plan (Ness Tar Site) is expected in October/November 2020.
- The continuation of the pandemic combined with the risk of severe winter weather presents a challenge which will need to be addressed in a "Winter Covid Resilience" plan.

## Good News –

The organisational response to the Covid-19 pandemic in the first 6 months of the year has been very positive. This has included staff commitment and flexibility to re-purpose services combined with continued seamless frontline service delivery. The "Team Caerphilly" ethos has really been demonstrated in this period.



# Priorities



Title	Completion Date	RAG	Progress - Achievements - Impacts
<b>ALL Services</b>			
To identify savings proposals to ensure that a balanced budget for the 2020/21 financial year can be approved by Council in February 2020.	Feb-20	●	<p>Agreed budgets and Medium Term Financial Plans (MTFP's) position for 20/21 are fully covered in the existing Council Financial Plan. However, financial projections are likely to be affected as a result of the Covid-19 implications and changes to service delivery and emerging responses. So, each of our monitoring reports will likely show a changing and evolving picture.</p> <p>Corporate Property is included in the budget monitoring reports submitted to Policy &amp; Resources Committee.</p> <p>Infrastructure, Public Protection and Community &amp; Leisure budget monitoring is submitted to the Environment &amp; Sustainability Scrutiny.</p>
<b>Community &amp; Leisure</b>			
Seek Cabinet approval and implement the outcome of the waste review in relation to collection systems and secure long term MRF arrangements.	Mar-21	●	The proposal to review the garden and food waste collection service has been ratified by the Waste Review Board and a series of options are being developed prior to introducing a reconfigured collection regime for implementation in Spring 2021. The refuse and recycling route optimisation programme will resume in 2021. Covid has delayed work on this. The negotiations were put on hold with RCTCBC as a result of Storm Dennis. Negotiations with RCTCBC have been compromised by the covid lockdown although plans for resurrecting the dialogue are in place for the end of 2020.
Seek Cabinet approval and implement the outcome of the waste review in relation to Household Waste Recycling Centres (HWRCs).	Mar-21	●	Preparations for the development of a Reuse Facility have included the securing of funding from Welsh Government. The proposal is to develop the Parks building at South Road, Penallta Industrial Estate into a Reuse Facility and this will integrate with the neighbouring Household Waste Recycling Centre (HWRC) facility. This super site may allow for the rationalisation of the existing network in due course. As a consequence of covid controls impacting on service and in line with a number of neighbouring Authorities a booking system for site use has been proposed for implementation in February 2021.
Undertake a review of the resourcing of the Waste Service.	Apr-21	●	Review of existing structure and work systems has started but progress disrupted by covid. Plan to recommence assessment of operations with recommendations for reconfiguration for Spring 2021.
Sustain and improve recycling performance.	Mar-21	●	Education and Awareness Campaign synchronised with the Welsh Government National Be Mighty Campaign aimed to increase participation in the recycling services (start September 2021). Initiatives to look at optimising the recovery rates at the Household Waste Recycling Centres (HWRC) sites are to be discussed with Cabinet in November 2020 as this presents a particular challenge.
Implement and adopt a plan to deal with Ash Dieback across the county borough to ensure the safety of our residents and road users.	Mar-20	●	Ash Die back remains of concern, the authority continues to fell any trees noted with significant ash die back whether this is identified during routine inspections, service requests or during ad-hoc site visits. Work is still progressing nationally for a funding model to be adopted by WG.
Implement the 10 year Sport & Active Recreation Strategy	Mar-29	●	The Sport & Active Recreation was formally adopted by CCBC in November 2018 and implemented in January 2019. Strong progress has been made in terms of working collaboratively with a range of partners to support the development, operation and access to a range of new facilities. Further positive developments have been realised in terms of collaborative partnership working across Gwent and more locally with schools and both the independent and voluntary sector
Prepare and implement proposals for the development of Caerphilly Leisure Centre	Apr-22	●	An initial business case was developed in respect of a new Caerphilly Leisure Centre on the existing Virginia Park site. Further opportunities have now been presented in respect of the Nes Tar site. This will require a new business case to support a possible change in emphasis to support the Caerphilly place shaping agenda

# Priorities



Title	Completion Date	RAG	Progress - Achievements - Impacts
Develop partnership working with PSBs and other partner organisations to improve the health and well-being agenda.	Mar-20	●	Strong collaborative work continues across Gwent to support access to and the delivery of participation in sport and active recreation in improving the health and wellbeing of residents. There are excellent collaborations the the Positive Futures programme that aim to use sports, active recreation, health and wellbeing as tools to support increased engagement and improved outcomes
Develop and adopt a Green Infrastructure Strategy to identify important sites and how they could be managed differently.	Mar-20	●	Draft Green Infrastructure Strategy endorsed by Scrutiny Committee in October 2020, due to go to Cabinet for approval in November 2020.
Undertake a review of Fleet Management and Vehicle Maintenance to improve service efficiency and delivery.	Mar-20 +Ongoing	●	Review in progress with some interventions implemented; completion delayed due to Covid. This work has also been supplemented by two independent inspections i.e. Vehicle and Operator Service Agency (VOSA) and Logistics UK, formally the Freight Transport Association (FTA).
<b>Infrastructure</b>			
Restructuring and re-alignment of services (maintaining a positive trading account ) and consolidation of existing customer/client base and identify wider opportunities	Mar-23	●	The restructuring and re-alignment of services was completed and existing client base was consolidated. Wider opportunities and the maintaining of positive trading accounts have been severely hampered by the COVID Pandemic. While the initial financial impacts have been realised the ongoing long-term effects are still being monitored.
City Deal and Metro strategic priorities; Maximise City Deal funding streams and opportunities	Mar-23	●	£5m Local Transport Fund (LTF) funding package awarded for 2020/21 from WG. This includes some initial design funding for Caerphilly Interchange (£250k) and Ystrad Mynach Park and Ride (P&R) extension (£175k) for CCBC.
Monitoring of Civil Parking Enforcement (CPE) effectiveness.	Apr-20	●	Annual Civil Parking Enforcement (CPE) Report to be presented to the Environment & Sustainability Scrutiny Committee on 27 October 2020. Initial indications for 2019/20 are that this has been a successful introduction of CPE. However, 2020/21 has been hampered by Covid.
Monitor the business module surrounding the introduction of Sustainable Underground Drainage Systems (SuDS) Approval Body (SAB).	Apr-20	●	Due to current circumstances and the reluctance of Developers to engage with the new legislation, it is difficult to achieve the targets set in the business plan. To assist, Welsh Local Government Association (WLGA) are embarking on an industry wide data gathering exercise of lessons learnt over the coming months to help inform the WG 2 year review of SAB. At present there is only about one third of developers applying for Planning also undertaking the Suds Approval Body (SAB) requirements. Relevant engagement is progressing prior to any enforcement as a last resort.
Deliver the Local Transport Plan (LTP) and assist in delivering an Authority Local Development Plan (LDP) and wider Regional Strategic Development Plan (SDP).	Mar-23	●	Ongoing with Local Transport Fund (LTF) and Active Travel funding grant wards for 2020/21 supported by CCBC Regeneration Board funding to take forward the Councils Metro plus priorities.
Introduce further energy efficient street lighting	Mar-22	●	It is anticipated that the Light Emitting Diode (LED) and part-night lighting conversion will be completed by January 2021, 14 months earlier than the target of March 2022
Develop highway investment options to improve the investment in carriageway resurfacing to limit any future network deterioration	Mar-23	●	Work ongoing in relation to Highway Asset Management to consider the most viable funding options for the longer term sustainable maintenance of the network.
Commuted Sums policy introduced	Mar-20	●	Agreed by Cabinet 10/7/19
<b>Property</b>			

# Priorities



Title	Completion Date	RAG	Progress - Achievements - Impacts
Continue to lead the rationalisation of building portfolio and reduction in associated costs and the improvement in the condition of retained buildings	Mar-23	●	<p>Much progress made in relation to Core Corporate Offices and Schools including: Closure of Ty Pontllanfraith and Oakdale/Cwmcarn/Pontllanfraith/Abertwssg/Pontllotyn Schools.</p> <p>Delivery of one new Secondary and one new Primary School.</p> <p>Enterprise House vacated and Ty Pontywindy to be vacated summer 2021. Cherry Tree House to be vacated early 2021. Move to agile working will allow further rationalisation of the office estate with overall aim of focusing office accommodation on the Tredomen campus</p> <p>There are 22 Service Asset Management Plans (SAMPS) and 14 SAMPS have been completed. The remaining 8 are in various stages of completion. Due to maternity cover and the ongoing COVID 19 pandemic the completion of further SAMPS has been put on hold to concentrate on operational matters. As a result of COVID 19 all moves that could impact the SAMPS have been put on hold until the new year. There are several corporate reviews being undertaken which will also affect the steer of each service's SAMP e.g. walk in review, agile working review along with the public sector/ third sector co location hubs. A review of the completed SAMPS and further progress and completion of the remaining SAMPS will need to be undertaken and refocused on the outcomes of the corporate reviews and asset rationalisation programme in 2021.</p>
Disposal of surplus land especially land with residential redevelopment potential	Mar-23	●	Disposal of Bedwellty Fields and the Ty Pontllanfraith sites progressing and both sales should be complete by March 2021. Disposal of the surplus Oakdale and Ty Darren sites awaiting decisions by Caerphilly Homes. Disposal of Pontllanfraith school site on currently hold.
Maintain efforts to keep sickness absence to a reasonable minimum.	Mar-23	●	Good progress continues. Absence profile as follows: 2016/17 =7.2%: 2017/18 =3.5%: 2018/19 =2.6%: 2019/20 4.7%: 2020/21 to September 3.5%
Lead efforts to improve the statutory testing compliance of our buildings and to promptly action remedial tasks arising from testing and inspections	Mar-23	●	Good progress made. Testing compliance now excellent and overdue remedials generally negligible with the exception of fire risk tasks in schools. These are the responsibility of schools but Property Services now taking a lead role in monitoring and reporting and Education colleagues have put an escalation process in place.
Assist in reducing the energy consumption in Council buildings and promote the on site generation of renewable electricity where possible.	Mar-23	●	Electricity consumption across the core corporate offices has significantly reduced through a combination of rationalisation and energy saving measures including the upgrade of all lights in Ty Penallta to LED fittings. Over 3,400 PV panels have been installed to date on Council buildings and these generate 620 megawatts of renewable electricity per annum. Options to further increase energy generation on the Tredomen campus are being presented to Cabinet in 2020. High overnight consumption in Ty Penallta has been investigated and steps taken to reduce. Reinvestment of LEAF loan funds continues apace.
To continue to deliver a fast changing capital project workflow. In particular to endeavour to match resources to workload and ensure costs are balanced by the fee revenue.	Mar-23	●	A fluctuating workload and difficulty in attracting new staff has made this challenging. The Coronavirus has presented significant further challenges however as of October 20 all core projects have been progressed with limited delay. Further challenges ahead
<b>Public Protection</b>			
Implement Food Law Enforcement Service Plan and the Health and Safety Law Enforcement Action Plans.	Mar-23	●	Deferred due to Covid 19

# Priorities



Title	Completion Date	RAG	Progress - Achievements - Impacts
<p>Progress the feasibility study and implement a preferred option for achieving compliance with the European Union (EU) Ambient Air Quality Directive at Hafod-yr-ynys in the shortest possible time.</p>	<p>Dec-22 <b>Action completed ahead of time</b></p>	<p>●</p>	<ul style="list-style-type: none"> <li>• All properties have been sold and cleared internally and are now in the ownership of the Council</li> <li>• Ecology surveys are almost coming to an end (end of November), no major show stoppers to date, but mitigation will be required for bats. Where entry points have been identified in properties, these have been closed off.</li> <li>• Tree surveys undertaken</li> <li>• All properties have been made safe, asbestos surveys and structural surveys undertaken and all consumer meters have been removed.</li> <li>• All grant monies have been claimed up to and including June 2020. Paul is currently working on July to Sept claim (they have been inundated with business grants for COVID).</li> <li>• Continuing to have monthly governance meetings with WG where we discuss projects risks / timelines and finances etc</li> <li>• The properties have had many break ins with opportunists taking advantage of pipework / boilers etc within. Housing have been called out many times to make safe the properties due to missing floorboards etc.</li> </ul> <p><b>Further required work</b></p> <ul style="list-style-type: none"> <li>• Geotechnical surveys to inform the final design of the footpath</li> <li>• Work with the landowner at the rear (opposite side of the stream) to provide the required mitigation for ecology purposes – this relationship is going well at present and he is working with the Authority.</li> <li>• Felling licenses to be obtained from NRW to create the required access points to the rear of the properties.</li> <li>• DEMOLITION</li> </ul> <p><b>This action is now completed, because the feasibility study has been concluded and the Final Plan accepted by Welsh Ministers.</b></p>
<p>Present proposals for consideration by Members regarding a Public Space Protection Order excluding dogs from marked sports pitches.</p>	<p>Dec-19</p>	<p>●</p>	<p>Draft Public Space Protection Order has been presented to Cabinet and Scrutiny and endorsed for public consultation which will be undertaken when circumstances allow a meaningful consultation to take place.</p>
<p>Prepare for "Brexit" , end of transition and advice and support to business and consumers</p>	<p>Dec-20</p>	<p>●</p>	<p>Ongoing-waiting for clarity on deal /no deal scenario.</p>
<p>Further develop the Safer Caerphilly hub to support partnership response to problem places and people, and anti-social behaviour process</p>	<p>Mar-20 extended to Mar-21</p>	<p>●</p>	<p>The Safer Caerphilly Hub is now well established and has had an extremely positive Impact by co-locating staff and enhancing the information sharing processes amongst partners. Since March of this year the fortnightly tasking meetings were moved to remote meetings conducted via Microsoft Teams. This has worked well with all partners attending regularly, assessing the crime and disorder data, establishing priority areas and allocating resources appropriately. This has resulted in a number of joint partnership operations to address anti-social behaviour, enforcement of Covid regulations and targeting key problematic dates such as Halloween and Bonfire Night. It is hoped that post Covid the Hub will move into a larger space to allow more agencies to work together.</p> <p>The original Completion Date was Mar-20. However, this priority is ongoing, as we are waiting to have a bigger space and then include more partners.</p>
<p><b>Regeneration &amp; Planning</b></p>			
<p>Succession planning and review of service standards</p>	<p>Mar-23</p>	<p>●</p>	<p>Modernisation of the Planning Service - Report was to be considered by Council at the AGM in September 2020 - delayed to May 2021.</p>
<p>Review Planning application process enhance efficiency, enhance ability to work in an agile manner.</p>	<p>01/012/2020</p>	<p>●</p>	<p>Agile working now rolled out as a consequence of the pandemic. Planning application process mapping underway.</p>

# Priorities



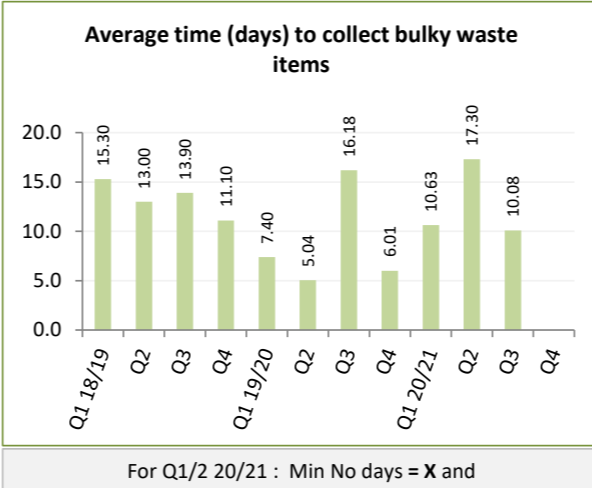
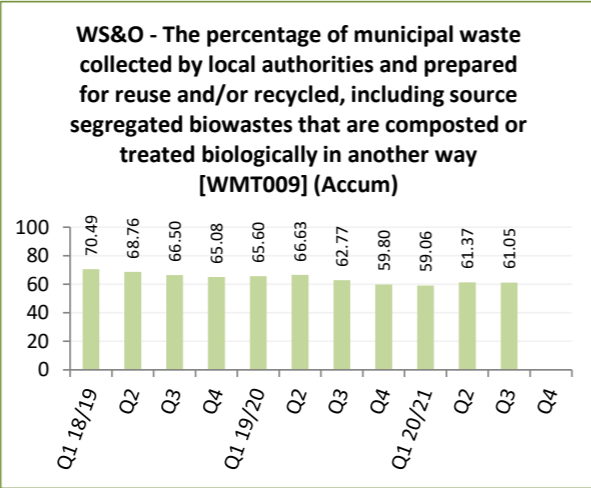
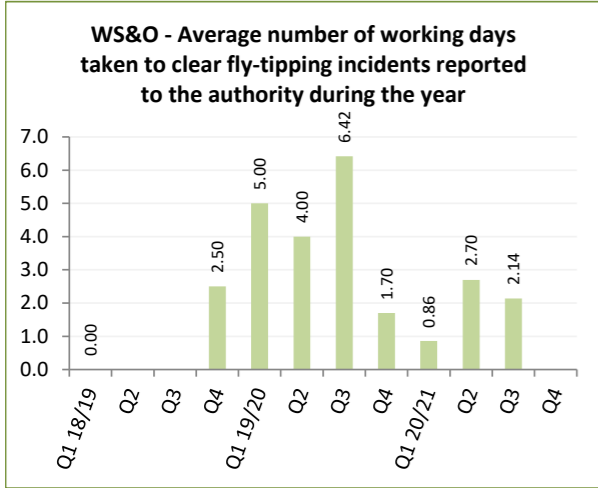
Title	Completion Date	RAG	Progress - Achievements - Impacts
Review of the Destination (Tourism Service)	Mar-21	●	Ongoing however the Tourism attractions have been seriously impacted by the pandemic and have been shut for a prolonged period, and staff have been redeployed to Buddy scheme, track and trace and the foodbank deliveries. Roadmap to Recovery prepared to guide the reopening of the venues as regulations allow.
Secure the re-opening of the Cwmcarn Forest Drive	Apr-21	●	Working in partnership with Natural Resource Wales to reopen the Drive in the Autumn of 2020. Surfacing of the Drive is being undertaken by CCBC on behalf of NRW. Slight delay in programme - likely reopening Spring 2021.
Provide a planning policy framework that meets the future land use needs of the County Borough up to 2031	Dec-24	●	Council have resolved to prepare a Replacement Local Development Plan (LDP), however, the public consultation on the Delivery Agreement had to cease as a consequence of the pandemic. Need to restart when public consultation is possible - Aim for early 2021.
Contribute to the preparation of a regional planning policy framework for South East Wales - The Strategic Development Plan (SDP)	Mar-26	●	Work has stalled on the Strategic Development Plan (SDP) as a consequence of Cardiff and Newport's lack of reporting and the Welsh Government (WG) consultation on CJs which will have a direct bearing on governance arrangements for the SDP. Anticipated set up date for Corporate Joint Committee (CJC) September 2021.
Deliver on the Regeneration Strategy. Improve the viability and vitality of town centres	Mar-23	●	Good progress being made on the Caerphilly Town 2035 and associated strategic priority sites contained within it, specifically the Interchange, Pentreban Street and the HQ building. All retail centres have been severely impacted by the pandemic and a town centre recovery group has been set up at both the regional and local level to help the viability and vitality of our towns through physical interventions and financial support.
Prepare bids on Cardiff Capital Region City Deal, European Regional Development Fund (ERDF) and other Welsh Government (WG) opportunities	Mar-23	●	Working closely with WG and Transport for Wales (TfW) on the Caerphilly Town 2035 to drive forward strategic priorities within the Valleys Task Force (VTF) Strategic Hub, namely Caerphilly. Preparation of bids for the Cardiff Capital Region (CCR) Housing Investment Fund are underway. £920k Targeted Regeneration Investment (TRI) funding secured.
Maximise income from the Retail property portfolio.	Mar-23	●	All retail properties are occupied with the exception of 25 Cardiff Road which is scheduled to be demolished.
Maximise income from the Business Support and Funding industrial and office property portfolio and provide support to improve local facilities and create economic and social opportunities	Mar-23	●	Good progress has been made on increasing occupancy levels and rents have all been reviewed to ensure that income is being maximised. There is a need to sub divide larger units/suites to smaller units to meet the known demand.
Prepare the remaining two Materplans for Greater Blackwood and Risca to Newbridge Corridor	Jan-23	●	Not started - need to appoint officer and this has not been possible due to the freeze on recruitment during the pandemic. Interviews for new position to take place in October 2020.

Count No's	RAG	Status
2	Black	Not yet started or too early to report any progress (achievements/changes)
2	Red	Started but not progressing well
21	Amber	Started with reasonable progress achieved
16	Green	Going well with good progress
41	Total	

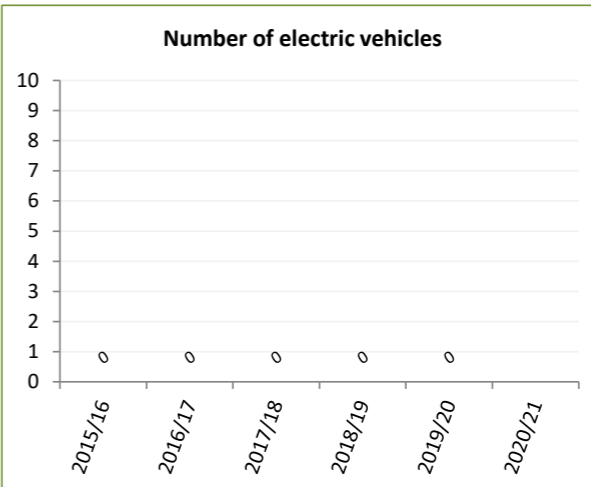
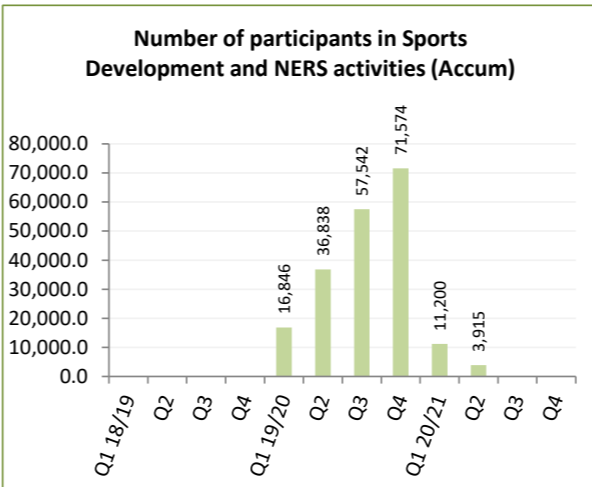
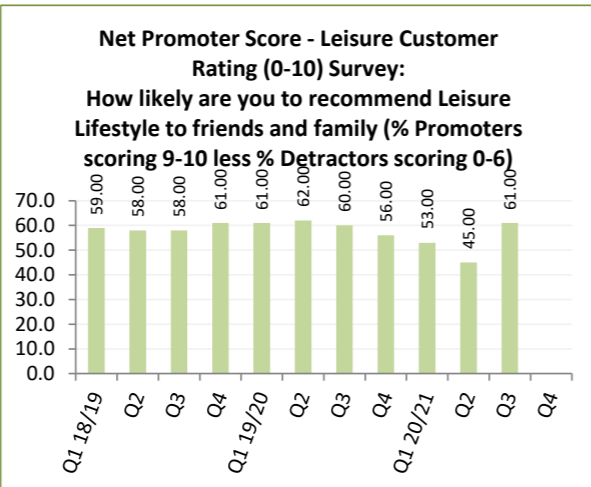
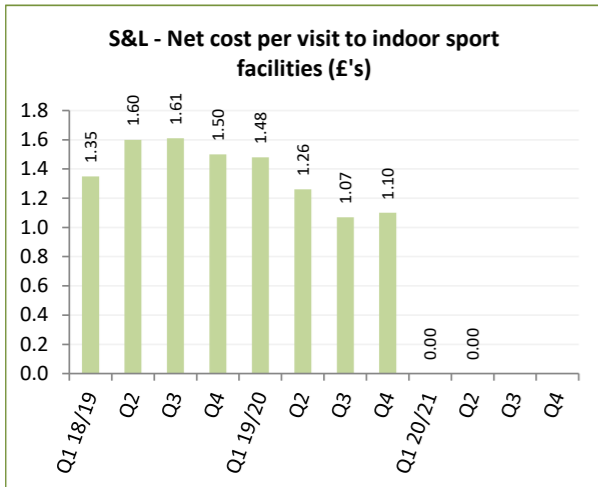
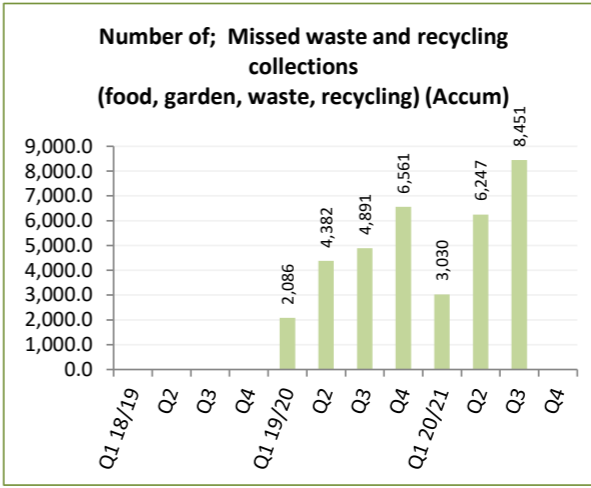
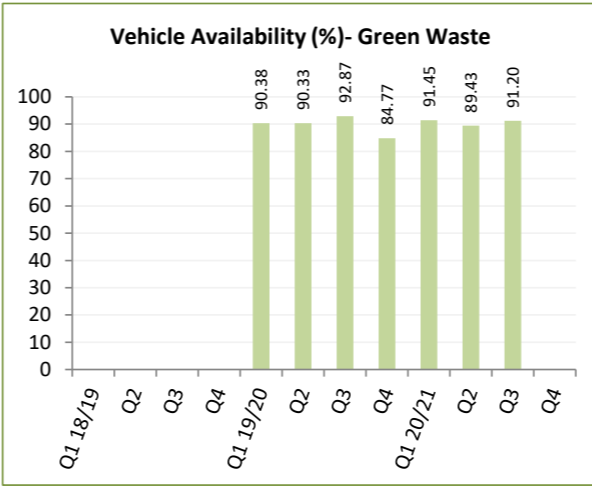
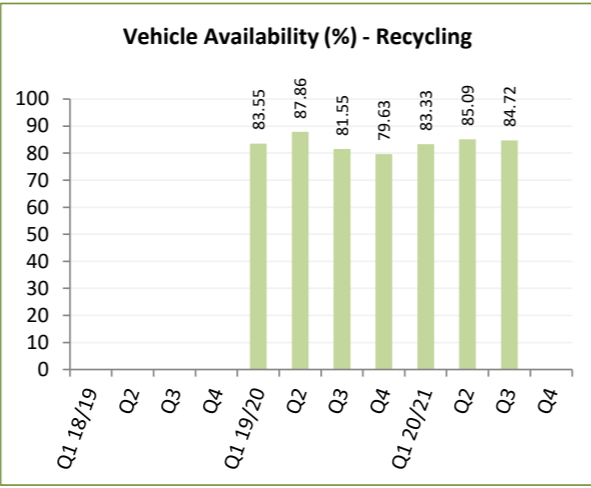
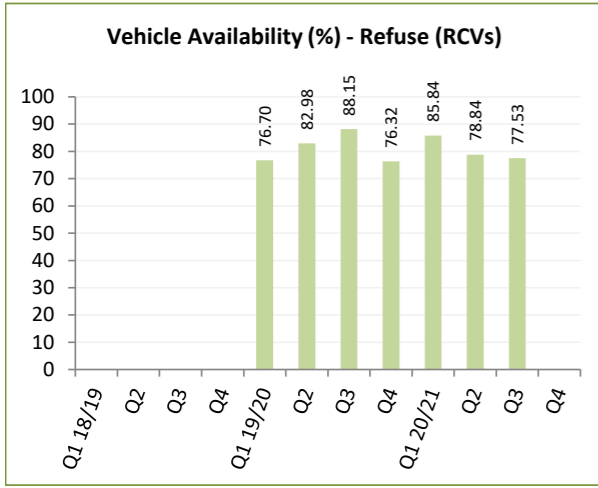


## COMMUNITY & LEISURE - Measures

What is performance telling us?



For Q1/2 20/21 : Min No days = X and the Max No days = Y



**S&L - Net Costs (Q1 20/21)**

- Q1 data not available as Leisure Centres were CLOSED.
- Q2 data not available as Leisure Centres were primarily CLOSED.

**S&L - Participation**

- Event cancellations and restricted facility access during Covid has affected results

**S&L - % Children - SWIM**

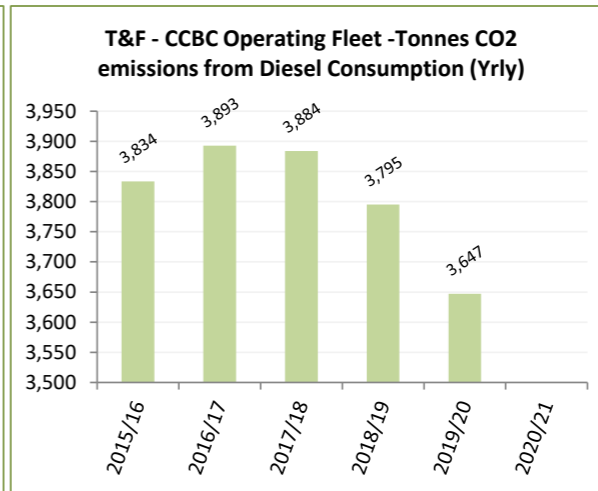
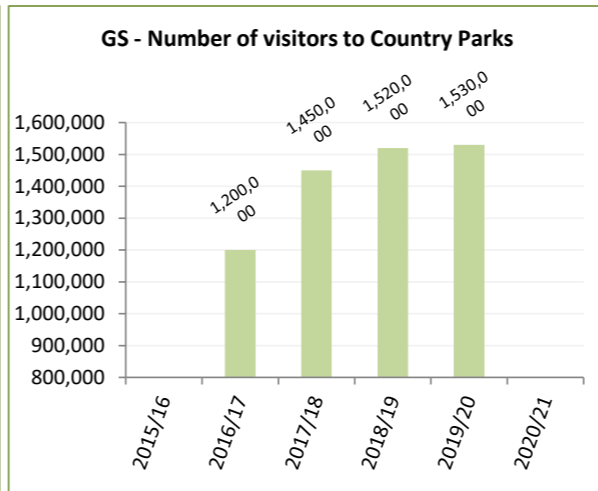
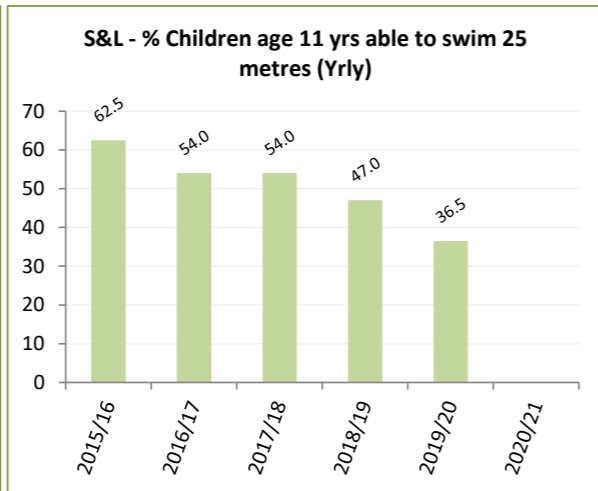
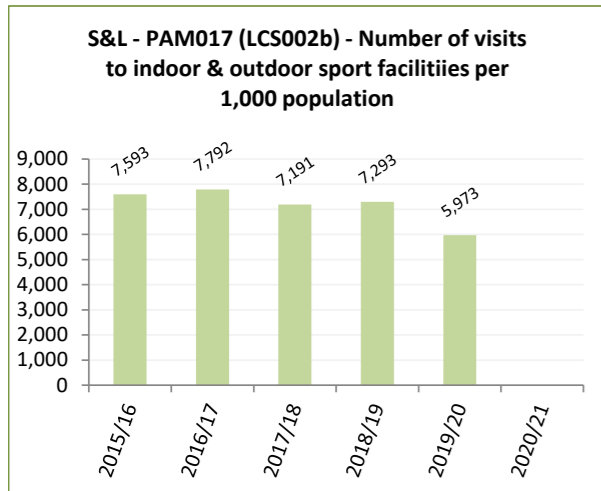
The 19/20 figure is so low due to the Covid 19 Pandemic – only 2 out of 6 sites has any school swimming this year



# Performance

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

[Link to Base Data](#)



**S&L PAM017 (19/20)**

- Storm Jorge forced either entire closures or part facility closures to New Tredegar LC, Heolddu LC and Newbridge LC in February.
- Newbridge LC Fitness Suite closed to the public for a complete refurb on the 19th February.
- All Leisure Centres completely closed to the public from 20th March due to Covid lockdown, however, we saw a significant decrease in numbers in the weeks leading up to the lockdown coming into force.

# Performance

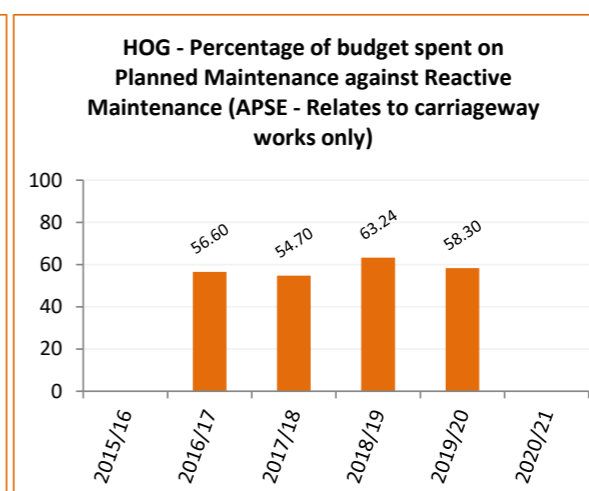
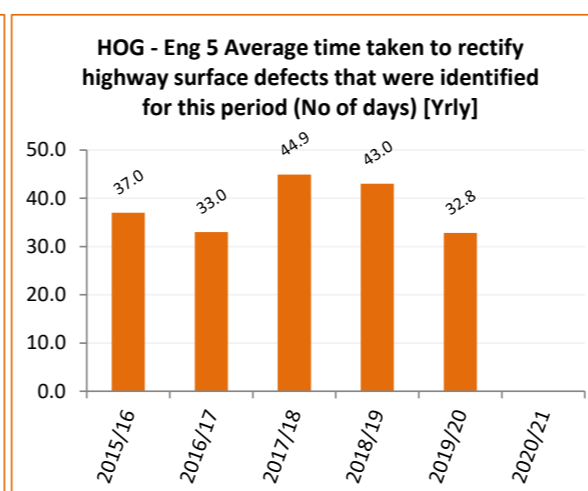
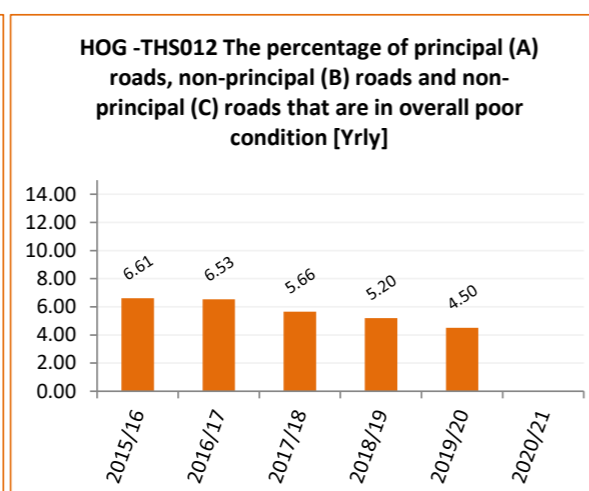
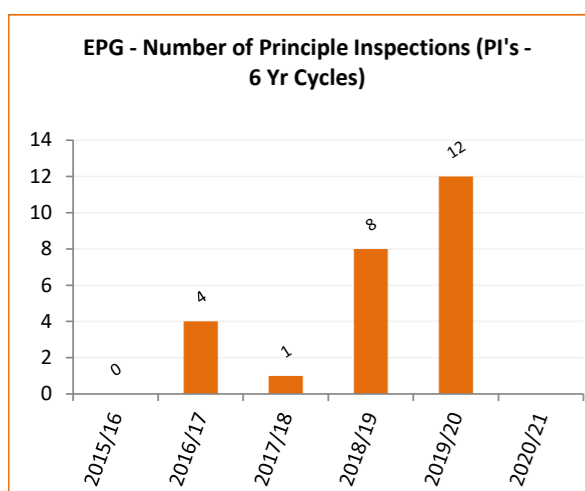
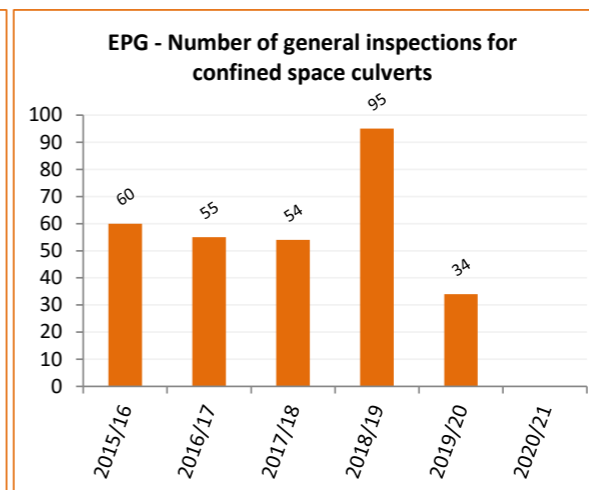
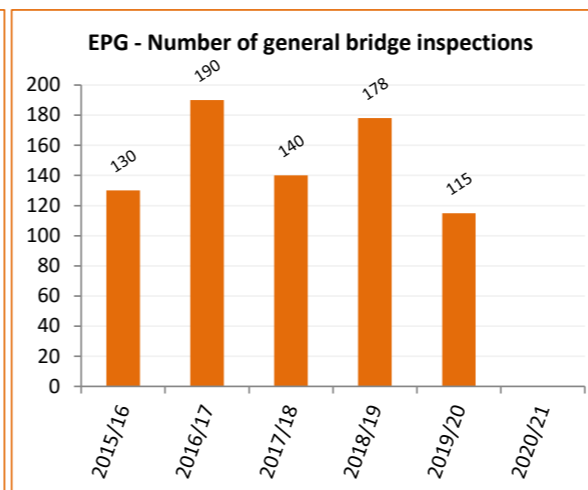
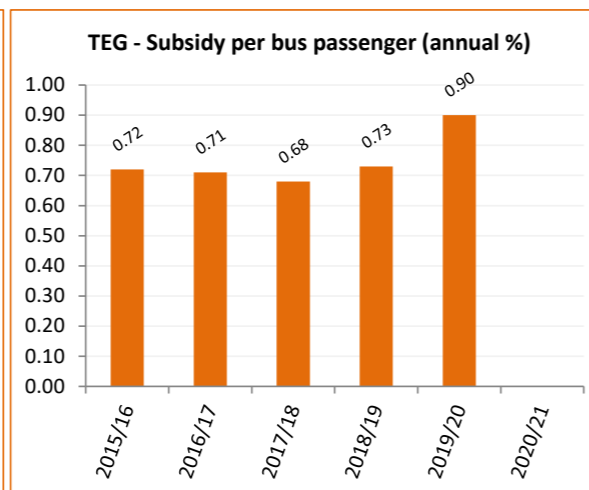
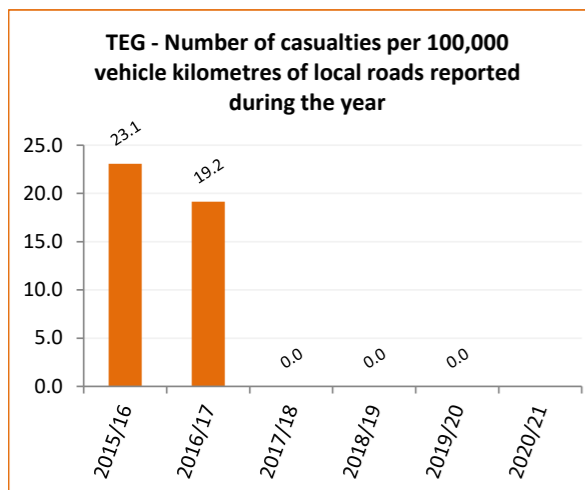
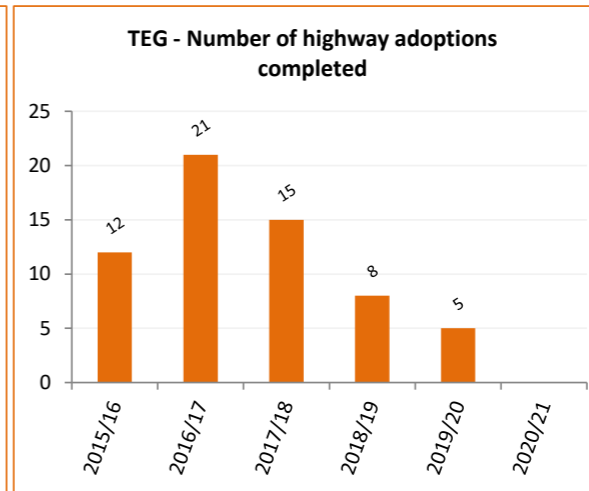
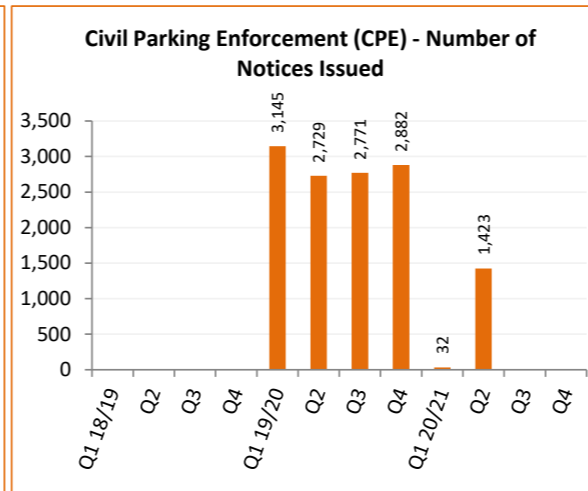
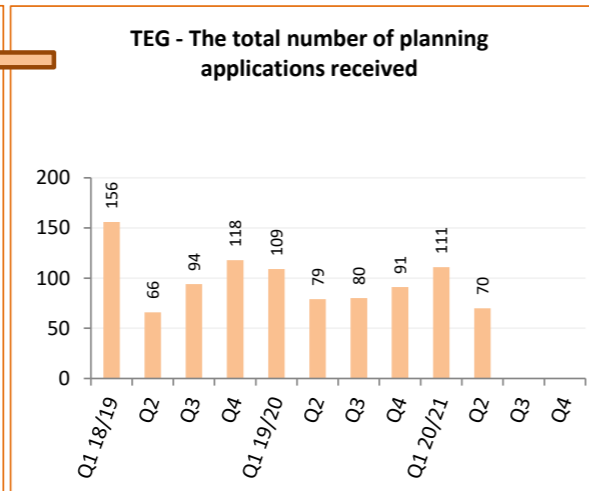
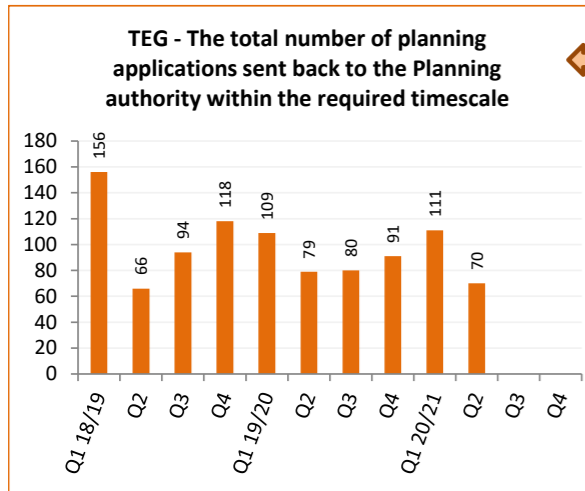
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[Link to Base Data](#)



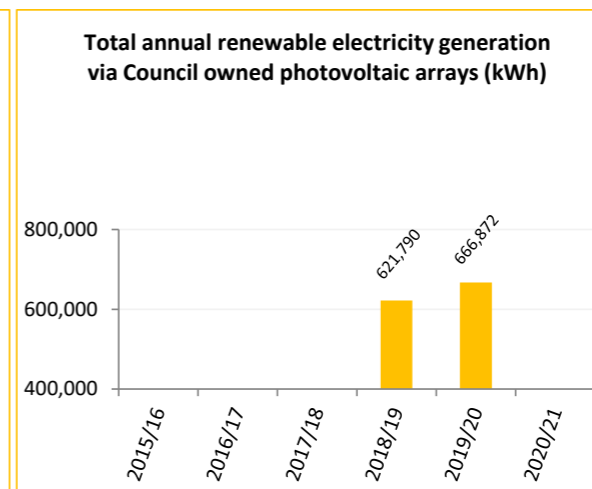
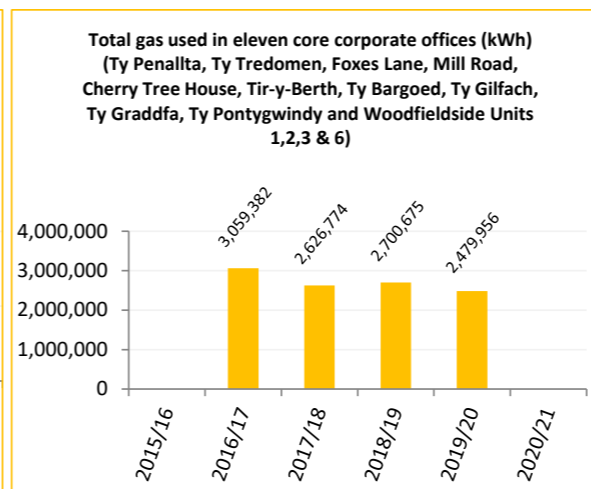
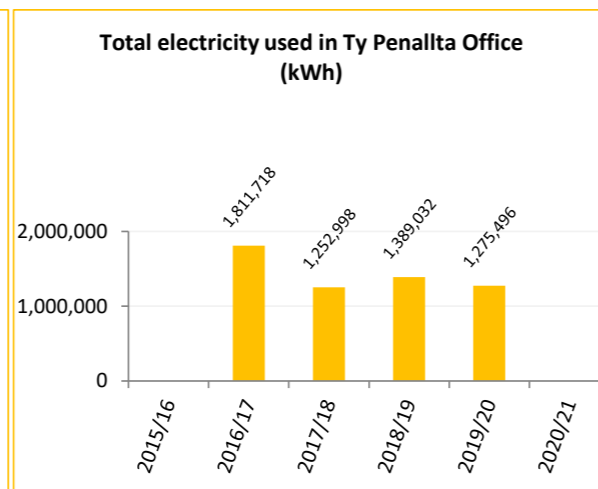
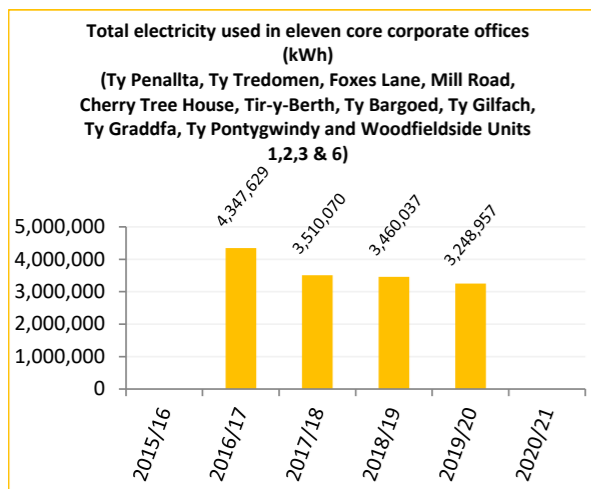
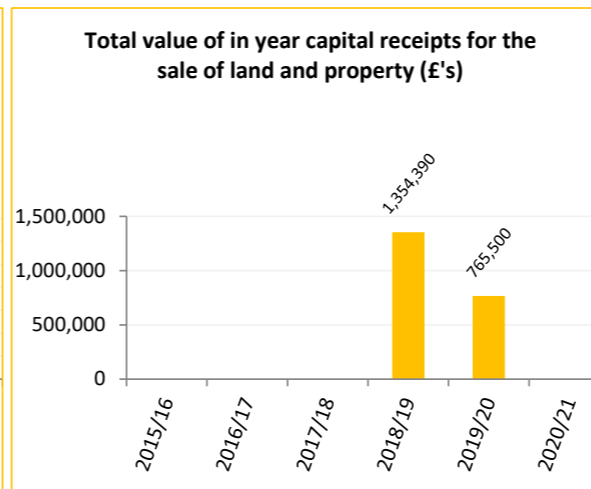
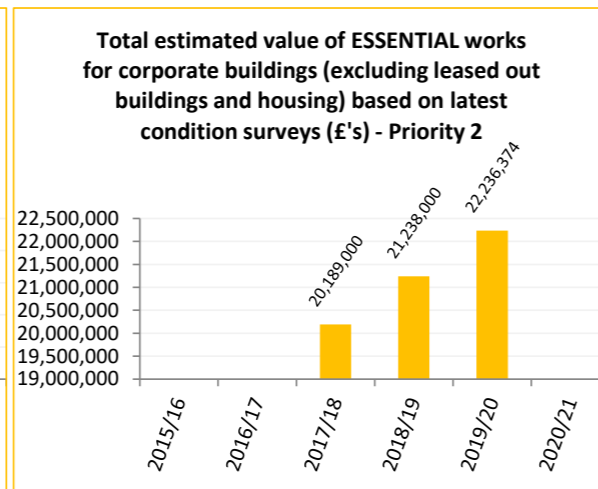
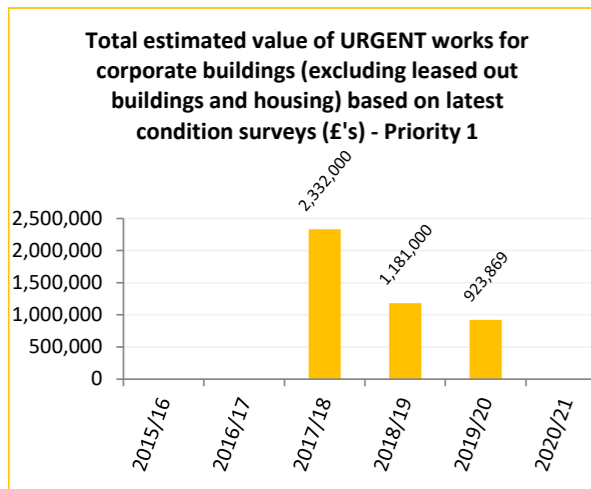
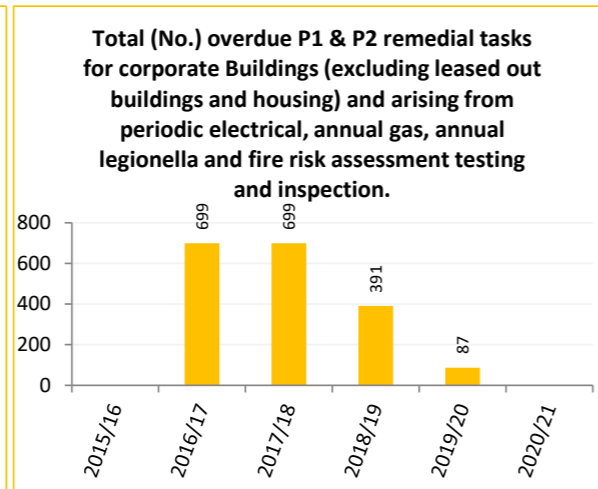
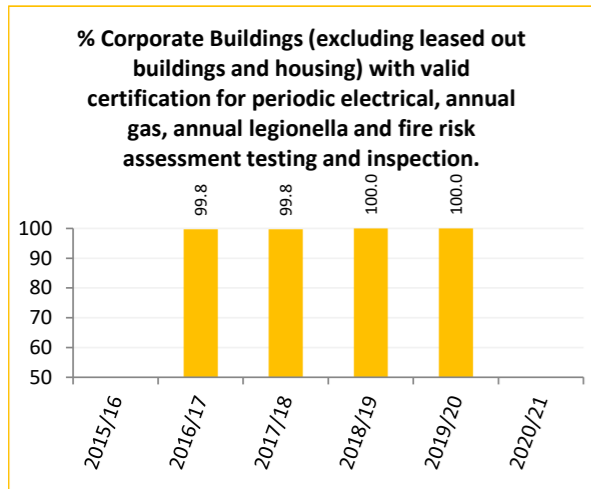
## INFRASTRUCTURE - Measures

What is performance telling us?





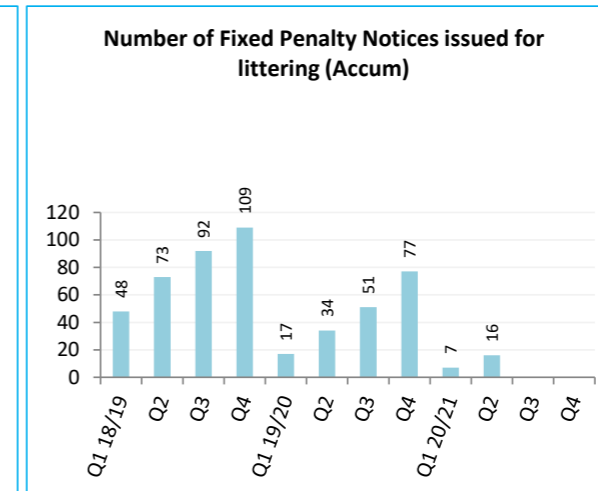
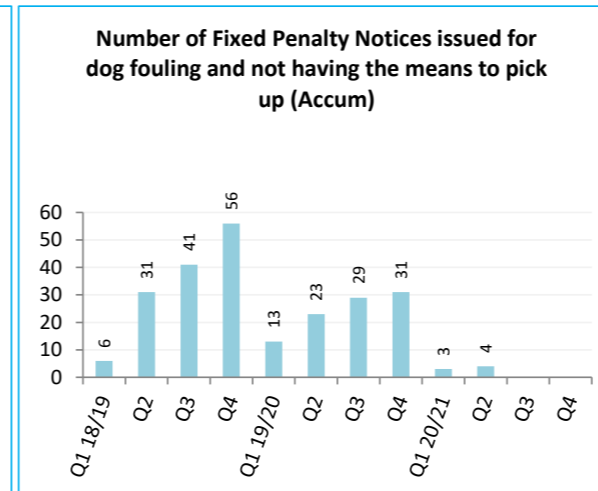
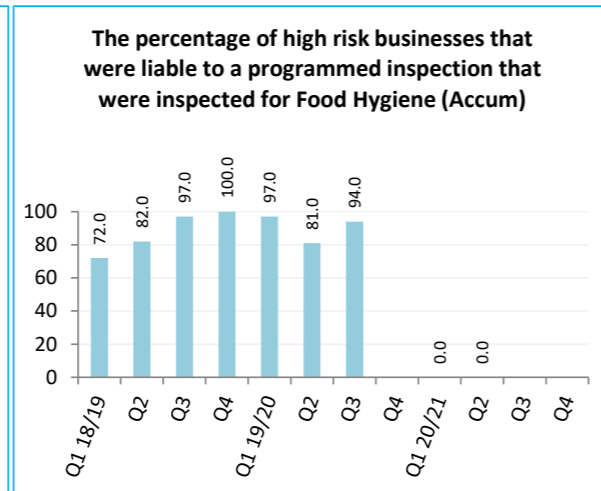
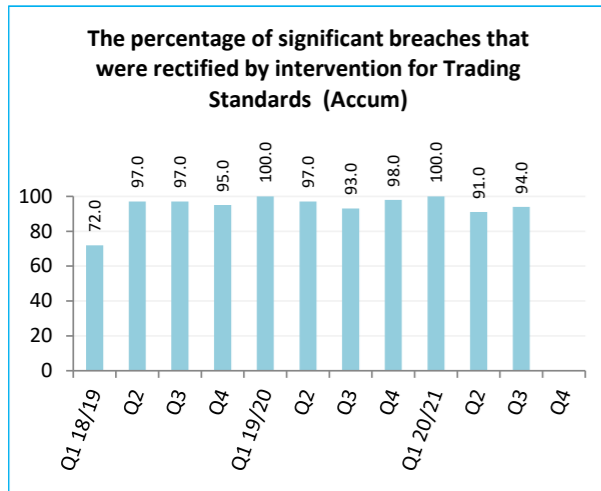
## CORPORATE PROPERTY - Measures



What is performance telling us?



## PUBLIC PROTECTION - Measures



### What is performance telling us?

10/11/20 (MG): All proactive **Trading Standards and Food Safety** work was suspended in March 2020 to provide the required response to the COVID pandemic, hence the figures have not been updated for this year.

# Performance

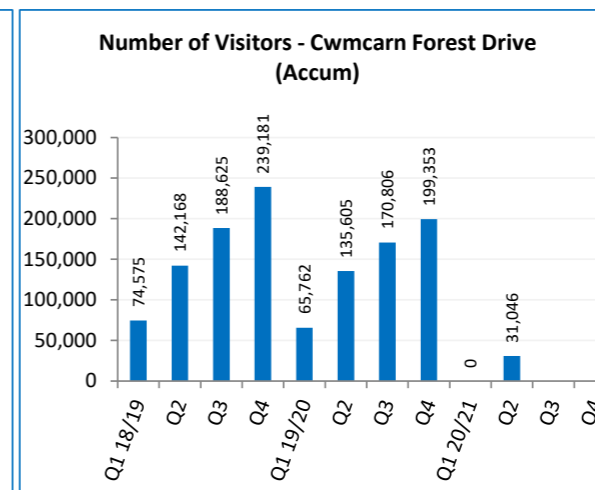
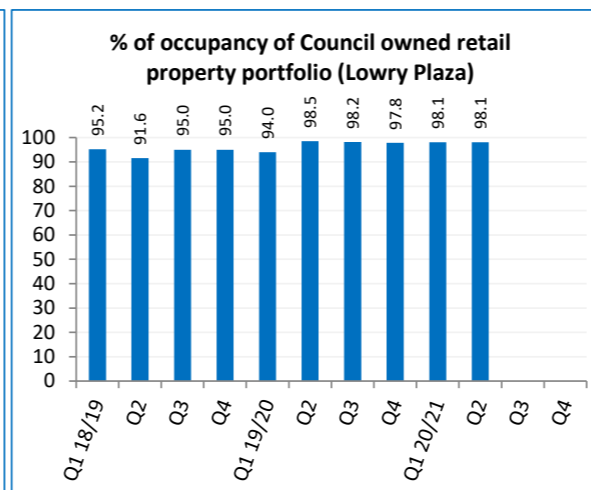
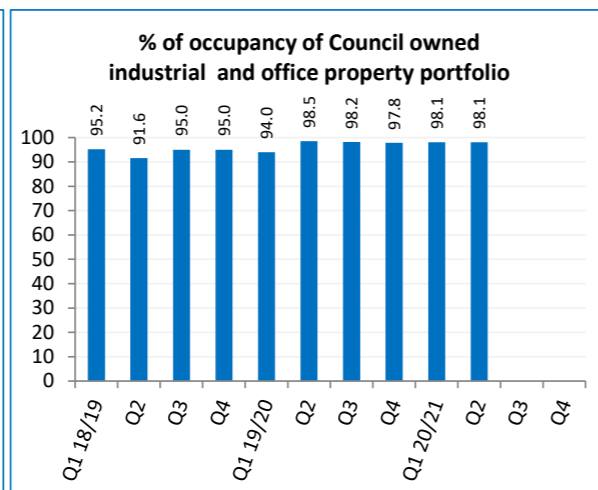
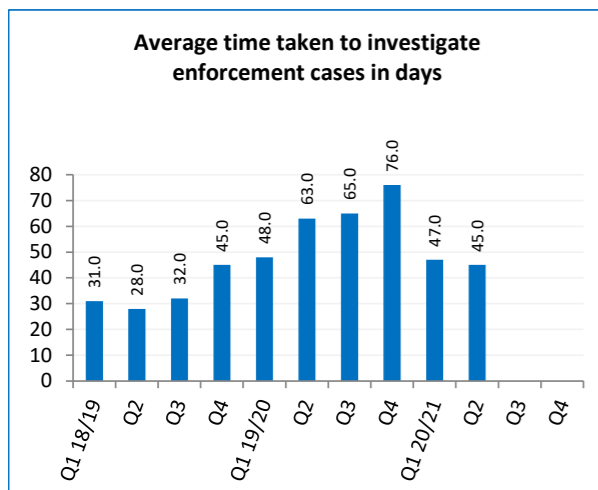
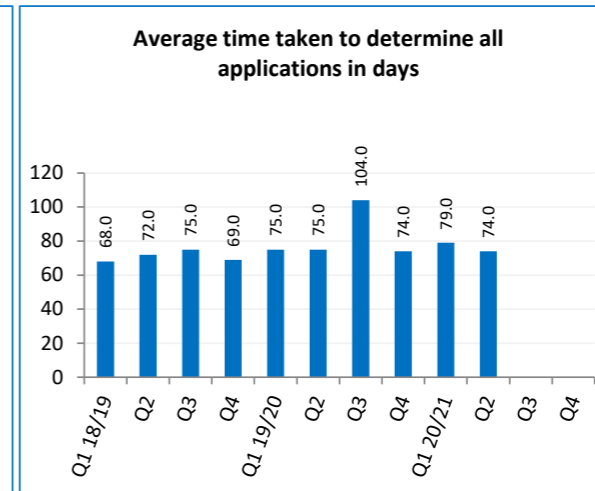
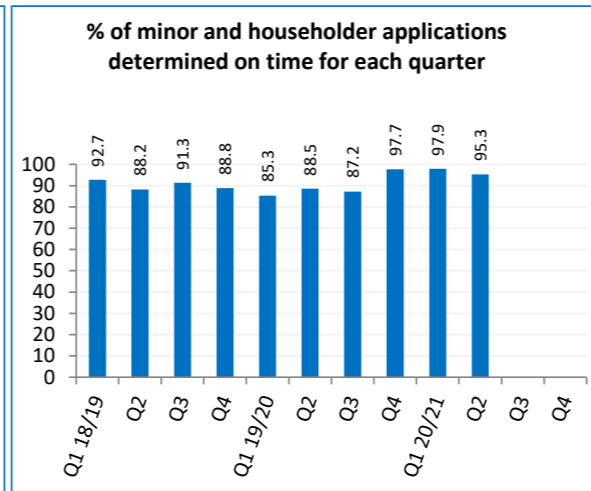
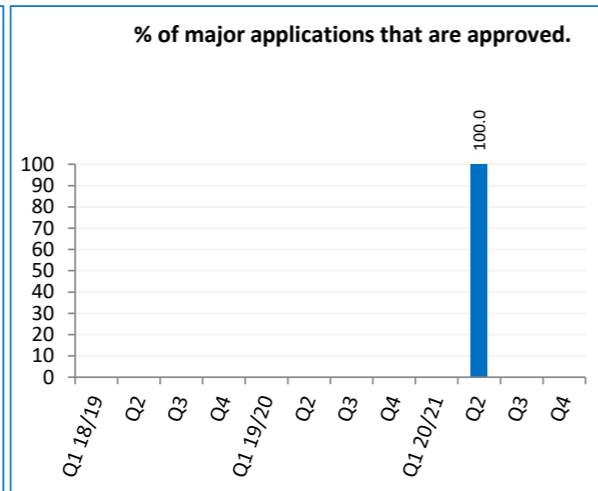
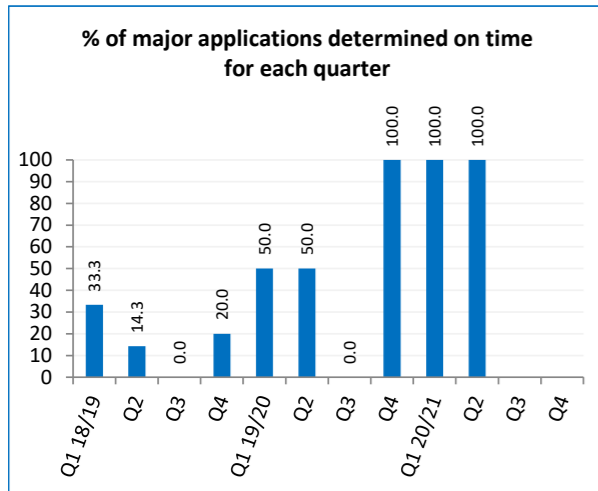
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[Link to Base Data](#)



## REGENERATION & PLANNING - Measures

What is performance telling us?



# Customer Intelligence



## Household Survey - Very/Fairly Satisfied:

	2015	2017	2019		2015	2017	2019
Civic Amenity / Household Recycling Sites	86%	84%		Road Surfaces	52%	51%	
Garden & Food Waste Collections	91%	84%		Pavement Surfaces	65%	61%	
Refuse Collection	89%	83%		Drains & Gullies	68%	65%	
Recycling	93%	85%		Signs & Road markings	82%	76%	
Cleanliness of streets	65%	64%		Street Lighting	89%	81%	
Parks & Play Area's	85%	83%		Winter Maintenance	72%	70%	
Recreation & Sports Grounds	88%	86%		Highway Management	61%	49%	
Country Parks	88%	93%		Town Centre - Services & Amenities		60%	
Anti Social Behaviour - Community (Levels the same or better)	65%	54%		Town Centre - Shopping	60%	57%	
Crime - Community (Levels the same or better)	71%	63%		Quality of life - Local Town	70%	63%	
CCBC & Police deal with ASB & Crime	63%	51%		Quality of life - Local Neighbourhood	76%	64%	

## Individual Service Surveys - Very/Fairly Satisfied:

	2017/18	2018/19	2019/20		2017/18	2018/19	2019/20
Customer satisfaction with Licensing	N/A	100%	N/A	Customer Satisfaction with Health and Safety (%)	100%	85%	
Trading Standards – Trader/Business satisfaction	99%	98%	100%	Customer Satisfaction with Food Safety (%)	99%	100%	
Trading Standards –consumer advice satisfaction	98.75%	98.70%	98.00%	Customer satisfaction with Registrars	100%	100%	100%
<b>Net Promoter Score - Leisure Customer Rating (0-10) Survey:</b> How likely are you to recommend Leisure Lifestyle to friends and family (% Promoters scoring 9-10 less % Detractors scoring 0-6)		61	56	<< as at Year End			

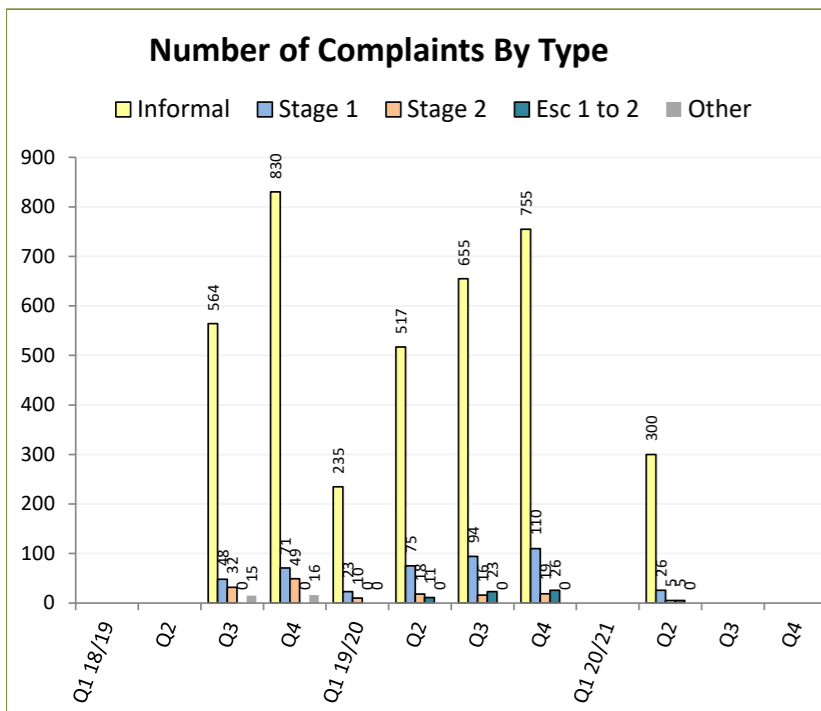
## What is our customer intelligence telling us?

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

There was NO Household Survey undertaken in 2019.

As part of the wider service tranformation considerations, a revised Household/Citizen Survey is being considered for possibly Nov 2020 to Jan 2021.

A Shopper Attitude Survey was undertaken in 2019 to monitor the trends in shopper attitudes to compare the research, with previous surveys which have been carried out every three years from 1994 to the present.



## Complaints (current year)

Complaints By Type	Count	%	Completed in Target Times	
			Count	%
Informal	300	89.29%	243	81.00%
Stage 1	26	7.74%	23	88.46%
Stage 2	5	1.49%	4	80.00%
Esc 1 to 2	5	1.49%	4	80.00%
Other	0	0.00%	0	#DIV/0!
<b>Totals</b>	<b>336</b>	<b>100.00%</b>	<b>274</b>	<b>81.55%</b>

Complaints By Service	Count	%	Completed in Target Times	
			Count	%
Community & Leisure	203	60.42%	176	86.70%
Infrastructure	59	17.56%	41	69.49%
Property	1	0.30%	0	0.00%
Public Protection	46	13.69%	38	82.61%
Regeneration & Planning	20	5.95%	13	65.00%
Other	7	2.08%	6	85.71%
<b>Totals</b>	<b>336</b>	<b>100.00%</b>	<b>274</b>	<b>81.55%</b>

## Complaints: Between April 2020 and Sept 2020

(As recorded on the Corporate Complaints Register - Checked on **28th Oct**)

**Target Times (Working days):** Informal = 20 days / Stage 1 = 10 / Stage 2 = 20 & Other = 20. Acknowledgement, issued in 5 Working Days.

## Ongoing key issues identified (summary of key findings @ Sept 2020):

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



Possibly add a chart here for;  
Number of Service Requests (by Service)/Accumulative for year or by Period

**Service Requests:** Numbers and % Response in Target Times

SR's - By Service	Standard	%	Members	%
Community & Leisure				
Infrastructure				
Property				
Public Protection				
Regeneration & Planning				
Other				
Totals				

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

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

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

Covid-19 lock-down has interrupted this progression.

Possibly add a chart here for;  
Number of FOI's (by Service) & Subject Access Rights?/Accumulative for year or by Period

**Freedom of Information Requests:** Numbers and % Response in Target Times

FOI's - By Service	FOI's	%	SAR's	%
Community & Leisure				
Infrastructure				
Property				
Public Protection				
Regeneration & Planning				
Other				
Totals				

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

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

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

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

**Regulatory / Inspectorate / Other Controls - Views:**

**ISO 9001:2015 Certification:**  
 Building Cleaning Services (BCS) has maintained their certification (April 2020).  
 Networking Contract Services (NCS) has maintained their certification. Next full certificate renewal date - April 2021.  
 Engineering Projects Group (EPG) has maintained their certification. Next full certificate renewal date - March 2022 (Feb 2020 Surveillance Visit highlighted a number of Minor and Major non-conformities that need re-work).

**Regulatory Work Programme - Reports - Feedback:**

- The Wales Audit Office completed a follow-up review of their previous work on the Sport and Active Recreation Strategy. A draft report was received in Q3 of 2019/20.

See separate page for Regulatory Action Plan Response to date.



## Compliments

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

### Sports and Leisure

### Waste Strategy & Operations

I wish to express my admiration and appreciation to the staff of the Environmental Services Dept for their work for our community. The continuous service of refuse, recycling, food and garden waste collection has been exemplary during this COVID-19 epidemic. In addition the recycling centre in Penallta has operated very well in restricted circumstances. The demeanour, assistance and hard work of the staff is a credit to them and your Authority.

The efficiency,attitude and tolerance of the two men on the food waste lorry should be recognised, they are second to none in all aspects of their work,and if you had employee's awards I would recommend them without hesitation'

Forgot to put my green bin out last night. Fell asleep with my baby she been unsettled with her teeth last few nights. This morning the boy on the gelligaer bin empty was our saviour bless him.. I opened the window with the baby in my arms as I was up feeding her and asked him to take the bin and he did and put it back... Whoever you are young man thank you soo much..

During the current health crisis, nice to see the streets as clean and tidy as they have ever been and continuing to be cleaned everyday.

Want to send in thanks to Jon Roberts at Aberbargoed CA site, he was very helpful and extremley polite. .

Thank you to the recycling crew who surprised my son with a selection box of chocolates yesterday. He looks forward to seeing them every week. Some of his first words were 'bin meh!' as he pronounces it

### Community Safety Wardens

### Trading Standards

#### Re Covid 19 Compliance

Your two colleagues called in today to check how we were fairing with the new rules & regulations and to check if we had any further questions etc.

Firstly we appreciate the visit and up to date advice; as always we promise to a dear to it and let us know if the rules change etc

Secondly, I just wanted to let you know that the two gents who visited us today were clear, concise and helpful. Sometimes it's easy to criticise but I just wanted to let you know we appreciated their visit.

Re local shop not following guidelines. Many thanks for actioning this so promptly.i have just checked and they are abiding by all rules fully Thanks again in your speedy action to stop the spread

### Registrars

I would just like to say that the person who carried out the birth registration was so friendly and with everything going on, still made the process feel like a celebration. Having someone be kind and friendly makes all the difference

I would like to say a very big thank you to the staff at Registrar Office for all the help they gave me this week. My Nephew returning to UK from Autraliar would not have happened without you. Thank you again.

### Licensing

The Chief of Gwent Police sent thanks and compliments regarding the manner and way in which an officer engage,s keep them updated with current legislation and supports them in their role. We value your expertise in this area and I think it just goes to show that by working together in partnership we can achieve great things.

We would like to say thank you for visiting us on Friday – we were left feeling a lot more confident that we are getting things right. Also, we have placed stickers on the floor as recommended. We reopened the pub today.

Thank you ,most helpful, and my thanks for all the queries you have dealt with since the lockdown. Much appreciated

### CCTV

Please pass on my thanks to the operator that dealt with my call , for being very helpful, professional and courteous.

Please pass on my thanks to the operator she was very good in dealing with me and my complaint.

### Track & Trace

Thank you for all your support. I have advised other Primary Heads how efficient and reassuring you all are.( from a primary school)

Thank you so much once again – really, really grateful for your support AND PATIENCE

### Environmental Health





## **Pest Control**

Your rodent officer is very efficient in his responses to requests and is to be commended.

Please could you also extend our gratitude to the pest control team for resolving our issue with the wasps nest - it certainly appears that the nest has been eradicated. The officer was helpful, reliable and professional.

## **Food /Health & SafetyTeam**

Thanks for taking the time to talk to me earlier, it was much appreciated and really useful, thank you so much

I'd like to thank you and your colleagues for the help given when we started the venture

I am grateful that you came in to see me and you wasn't abrupt at all and that shows great character and professionalism so thank you very much

Thank for your help with water damage to the shop , I really appreciate it .

## **Regeneration & Planning**

Economic Development - congratulations on still having this team and providing grants for businesses. Spoke with Steve Wilcox - friendly, helpful, knowledgeable and tactful staff.

Rhymney Valley Foodbank - CCBC Regeneration Team have been absolutely fantastic and we have a system in place that is working brilliantly from my perspective. Demand has skyrocketed - it has doubled or more - with 40-60 parcels going out each week. But the response from community groups, the council and the trussel trust and individuals help keep food and donations coming in has been equally impressive.

I am in the process of selling my property and found a number of planning conditions had not been discharged on the property. I have been dealing with Elizabeth Rowley who has been most helpful. She is a total professional, very courteous and provided the advice I required in a prompt fashions which is even more remarkable within the current climate. Elizabeth is an ambassador for your department and I would be grateful if you could forward on my sincere thanks to her.

Today was amazing. We could not have asked for more. Everything was perfectly done and the Manor melts our hearts. So proud to be your first wedding back. We wanted to thank you sincerely for all your help to us throughout. Today was a success because of you. Thank you so much for helping to make this such a special day.

## **Infrastructure:**

Congratulate operatives on the works 31/3/2020 and how they conducted themselves and with the quality and amount of work they did for us. Also like to mention the quality of tarmac that was used as it produced a quality finish.

I appreciate the pro active way in which some of your staff have handled a ward issue I recently raised with them. I can only say a most sincere 'diolch' not only for seeing to a request of mine quickly but in the way the issue was approached and dealt with. The issue was dealt with efficiently especially during this period of lockdown.

Closed Towpath due to leak: Thank you for your email regarding the Towpath at Pontywaun. Please would you be kind enough to thank everyone involved in getting this sorted. I appreciate this very much. Thanks for keeping me informed.

Significant drop in Canal level: I would just like to pass on my thanks for the message and update I received on 1/6/2020 from Kevin. Your prompt response and action at this challenging time is greatly appreciated.

I just wanted to say thank you for your help last week with regards to the Ty'n-Y-Graig Footbridge, and in particular your permission (via Caerphilly Council) for us to use the Llanbradach Community Centre as our base for operations. It was a great help for what might have otherwise been a logistical nightmare.

I would just like to let you know that my husband and I think CCBC are doing a fantastic job in these troubled times. We were very impressed by the number of workers doing all the jobs on the Newbridge bypass yesterday (grass cutting, litter picking, lighting maintenance and roundabout clearing )all by Just blocking off one lane. Well done and thank you. Keep safe.

Wanted to thank us for allowing him to keep the barriers for a week in order for him to put queueing systems in place. It was very much appreciated.

Flooding: Council boys have been excellent fair play they have done all they can for us and is much appreciated.

Wanted to pass on thanks for your willingness to help. It made a massive difference to return to school this week.

I went on a site walkover with Ross Williams, Liam Kendrick & Dan Powell yesterday afternoon. It was a really productive visit and very encouraging to see how well all 3 of them were embracing the ideas of SuDS and sustainable development.

Ross did a very good job of helping the newer / more junior guys in highlighting potential constraints and opportunities relating to both drainage and the general design.

Ross is a good support network.

Thanks for getting the new crossing up and running. I'm sure it will be much appreciated by the residents of Pantside and pupils of Newbridge comp.

I would like to thank all who were involved in my dropped kerb and tarmac - brilliant job. Thank you.

Pothole repair: report to completion 21 hours - that's what I call impressive. Please pass thanks to everyone concerned.

Flood gates: Mrs Roberts rang who said she was talking to a lady from the Council called Michelle that had been in touch with her regarding flood gates for her doors. If this was you, she was grateful that you took the time and couldn't speak highly enough about you.



**Bereavement Services:**

I have been going to Abercarn Cemetery for a number of years and recently returned following the closure due to Covid, I would like to compliment the Cemetery staff on the cleanliness and work done recently on mowing etc. It is usually good but so impressed at the moment. Thank You.

Please could you kindly send a message to the boys working in Bedwellty cemetery last week that my family would like to say a very big thank you for doing what they done to my grandparents grave it was very kind of them big big thank you from my family.

**Parks:**

I would just like to let you know that my husband and I think CCBC are doing a fantastic job in these troubled times. We were very impressed by the number of workers doing all the jobs on the Newbridge bypass yesterday ( grass cutting, litter picking, lighting maintenance and roundabout clearing )all by Just blocking off one lane. Well done and thank you. Keep safe Pam Chaffey

Hi - I just wanted to write to say how impressed we were with the Parks team that came to Draethen on Thursday 16th July to cut the grass. We were particularly impressed with the man leading the team who was clearly very knowledgeable about managing grass cutting alongside promoting biodiversity. Following our conversation, the team just cut the central part of the village green, leaving the grass and wildflowers long around the edges and corners, which included our recently established Pollinators area. The green now looks lovely with numerous wildflowers growing around the edge of the green and on the banks, which are full of numerous butterflies, bees and many other insects. We have had so many comments from residents and visitors about how nice it is looking and how great it is that nature and biodiversity are being considered. The village part is also looking great, being only partly mown. Children in the village are loving running through the long grass, as well as spotting various different insects and pollinators among the wildflowers. Please pass on our thanks to the team - they're doing a great job!

# Regulatory



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

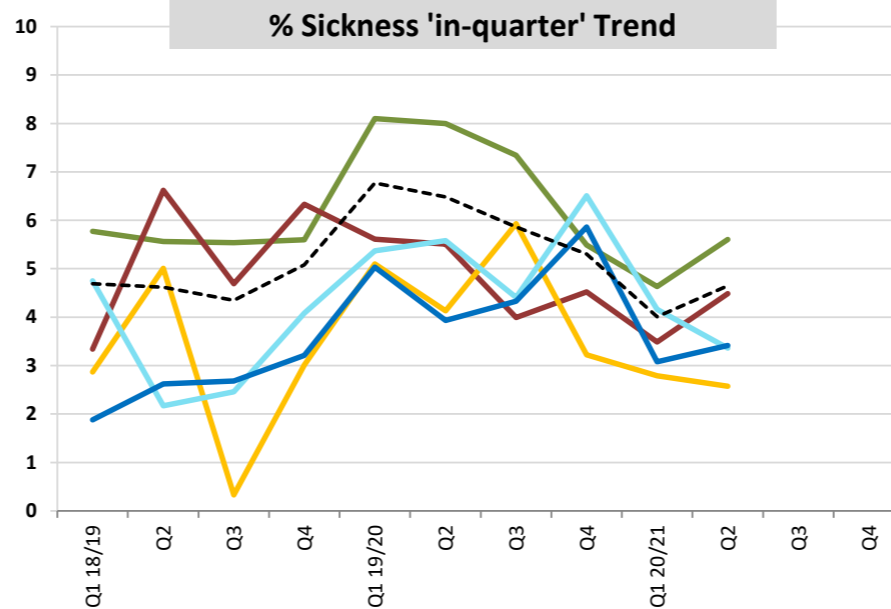
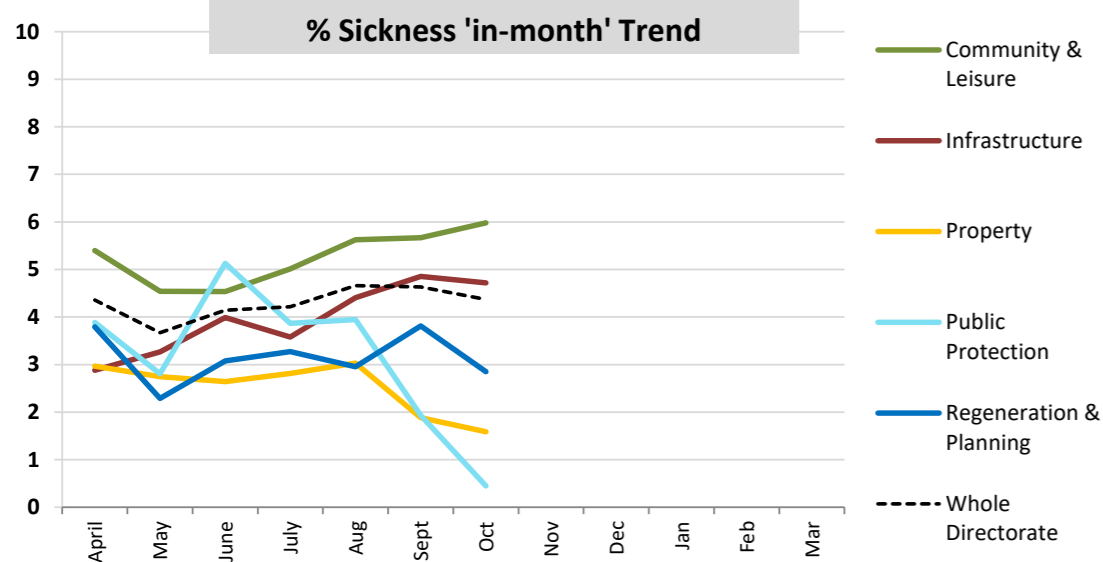
Number and reference of action	Name of Report	Regulator Proposal	Action	PREVIOUS UPDATE	Service Officer Responsible	When will it be completed by	CURRENT UPDATE Specify date here	Status	Percentage completed
46	Asset Management (Land and Property) Strategy Review (September 2013)	P2: Ensure that the individual service asset management plans are developed as soon as possible and are used to inform the Council's financial planning process.	Develop Service Asset Management Plan (SAMP) and consider impact on the Medium Term Financial Plan (MTFP)	There are 22 SAMPS and 14 SAMPS have now been completed. The remaining 8 are in various stages of completion between 25%-75%. It is anticipated there could be a slow down in the pace of completion due to maternity cover, nevertheless the proposal will be completed later this year as those that are due to be completed are signed off. After this the monitoring of the SAMPS will then move into day to day business.	Mark Williams	Jan-Mar '14 (change of completion date to March 2018 due to number of reviews that affect the outcome). Date changed to March 2020 see update		In progress	90%
WAO Ref 1603A2019-20 Received Nov 19	Delivering with less - the Impact on Environmental Health Services and Citizens  The Council should consider how it can benefit from its relatively strong financial position to build long-term resilience and maintain financial and operational sustainability in the longer-term by:  • considering, through the Council's 'Team Caerphilly' work, whether the environmental health service is resourced	Draft report received, proposals will be added to the list with actions when finalised and the report presented to committee.  Intended outcome/benefit:  Build long-term financial and operational resilience of the service.  Ensure that resources are used more efficiently  Align corporate transformation approach with service sustainability actions	Management response:  The Environmental Health services of the Council have had a longstanding aspiration to update and enhance software systems. It is anticipated that this will facilitate more efficient use of existing resources. Commercialisation opportunities are limited across these services, but any learning from the Council's transformation agenda will be adopted. Over recent years collaborative opportunities with other Authorities have been explored at length without identifying any significant benefits. However, this will be revisited should a suitable opportunity materialise.	Until the report is finalised, accepted and agreed by committee, no further details will be recorded (RR to check w/c 24/08/20)	Rob Hartshorn	April 2022			



2020/21 Q2	Head-count	Over 55	Total Leavers	New entrants	Vacant Posts	Agency Staff
Staff Structure	1,481	403	28	18	??	99
FTE's	932.79		Q2	Q1		

Querying value of 'Vacant Posts' data set?

Suggested a pilot exercise to look at '12 Months Rolling Sickness' - to show a slightly different perspective on the monthly sickness stats impacts (i.e. a different view of seasonal trends and impact on business) - another viewpoint?



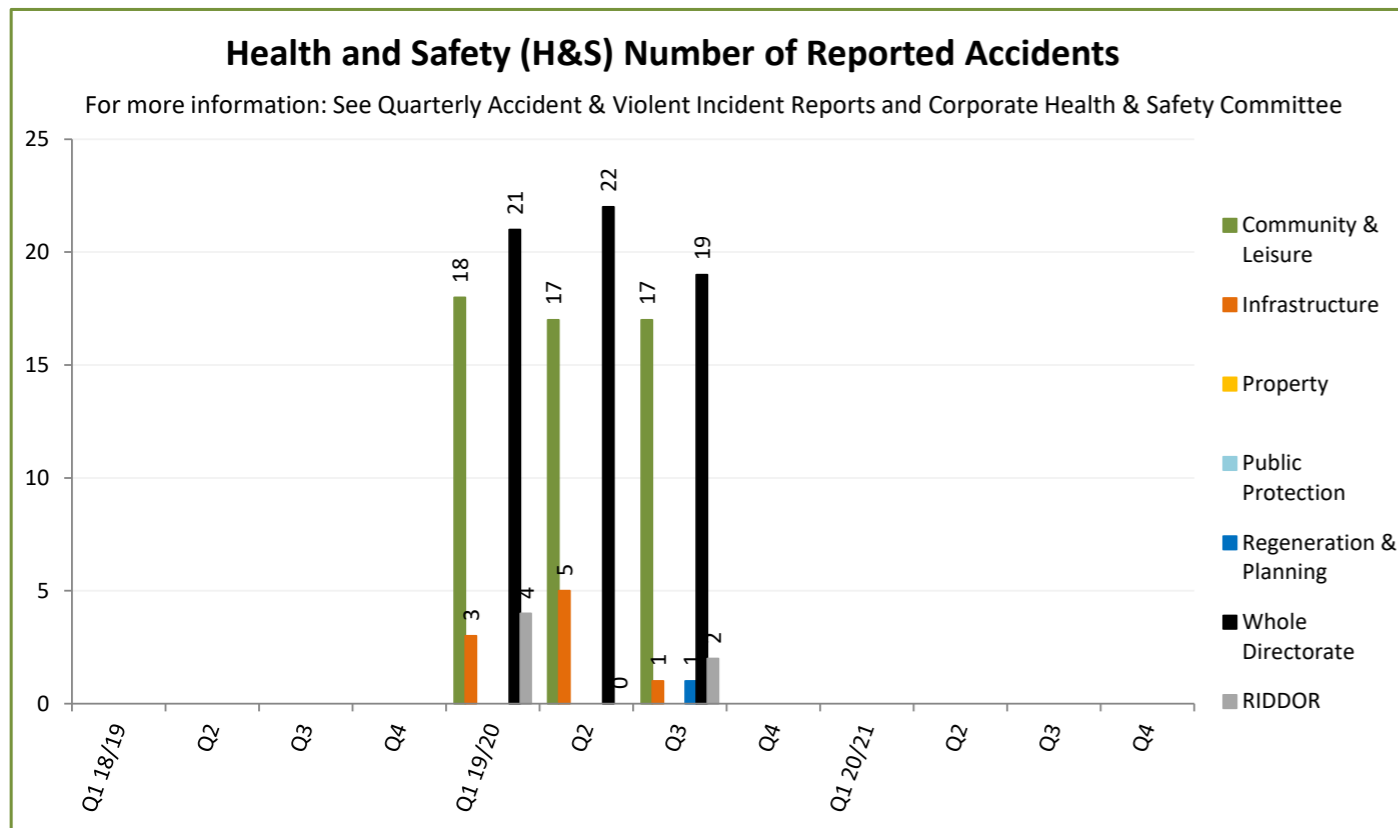
## What is our Workforce Information telling us?

### Key issues identified:

- Age profile and recent loss of experienced staff.
- Market competitiveness to attract and recruit quality / qualified personnel.
- Long-term sickness absence remains an issue and can affect staff morale.
- Career development opportunities are somewhat limited, in some service area's, whereas, Infrastructure Services actively promotes and supports career development.

### Key actions being taken:

- Sickness absence scrutiny by Corporate Management Team (CMT).
- Consideration of amendments to sickness absence policy.
- Apprenticeship programmes being re-established.
- Business links to Universities/Colleges being strengthened.
- Service rationalisation and restructures to make better use of resources.
- Well-being of staff being considered through Well-being Group.
- The recruitment and retention of qualified and/or experienced staff in some technical areas (Property and Engineering) remains an issue and discussion with other Local Authorities (LA's) are being progressed to explore potential solutions.



## What is our Assets Information telling us?

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

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

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

The approach with Service Asset Management Plans (SAMPs) has been agreed at Corporate Management Team (CMT) and SAMPs for every service will be developed over the next 12-24 months. This will inform future asset rationalisations and/or alternative approaches to the locational delivery of services. To date finalised SAMP's have been completed for: Countryside, Infrastructure Highways, Infrastructure Depots and Office, Bereavement Services and the Waste and Leisure Services is in its final approval stage.

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



## What is our Financial Information telling us?

The finance table opposite is an extract for the annual **Budget Monitoring Report (as prepared for Policy & Resources Scrutiny and the Environment & Sustainability Scrutiny scheduled as at the end of August 2020)**.

This is generally considered for June/July, Sept/Oct and Jan/Feb. Periodic Scrutiny Reports also covers aspects of issues of Service Delivery, Efficiency Savings and Implications, as identified by each of the core services within the directorate.

The forecasted **under/over spend (\*\*)** against LIST services, is part of the MTFP predictions and is specifically linked to **list reasons**. The outcome of which, will be determined by **\*\*\*\*\***.

Budget Monitoring	Original Estimate 2020/21	Revised Estimate 2020/21	Anticipated Outturn 2020/21	Anticipated Variance 2020/21
	£ ,000's	£ ,000's	£ ,000's	Under / (Over)
Regeneration & Planning	2,214	2,214	2,416	(202)
Infrastructure Services	19,917	19,917	20,117	(200)
Public Protection	7,450	7,450	7,387	63
Community & Leisure	21,673	21,673	22,721	(1,048)
Property Services (P&R Scrut)				0
Directorate General	176	176	175	1
<b>NET DIRECTORATE</b>	<b>51,430</b>	<b>51,430</b>	<b>52,816</b>	<b>(1,386)</b>
Home to School Transport - ring fenced spend Under-spend				274
Social Services Transport – ring fenced spend Under-spend				74
Cemeteries Task & Finish – ring fenced spend Under-spend				11
<b>NET DIRECTORATE (over)/under spend (excl ring fenced budgets)</b>				<b>(1,745)</b>

## Budgets, Trends, Savings - MTFP Impacts < 10 yr Profile

Budget 2010/11	MTFP Savings	Budget 2011/12	MTFP Savings	Budget 2012/13	MTFP Savings	Budget 2013/14	MTFP Savings	Budget 2014/15	MTFP Savings	Budget 2015/16	MTFP Savings	Budget 2016/17	MTFP Savings	Budget 2017/18	MTFP Savings	Budget 2018/19	MTFP Savings	Budget 2019/20	MTFP Savings	Budget Monitoring (Nett)
£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	£ ,000's	
		5,029		5,128	215	5,700	7	4,932	759	4,338	628	3,857	332	4,018	274	2,560	575	2,246	528	Regeneration & Planning
		22,450		22,309	207	21,661	435	21,304	604	20,435	988	19,618	1,083	19,984	153	19,819	732	17,937	2,596	Infrastructure Services
3,948		4,118		5,996	34	7,323		7,269	143	7,233	123	7,143	520	7,224	168	7,235	295	7,240	389	Public Protection
18,626		18,140		18,041	73	21,669	264	20,152	1,538	18,779	2,141	18,136	1,361	18,490	309	21,492	617	20,953	1,700	Community & Leisure
				4,897		5,680		5,453	527	5,330	340	4,738	205	4,998	166	5,426	197	4,757	855	Property Services
		-194		-190	-4	-194	121	-197		0		162		164		168		172		Directorate General
<b>22,574</b>	<b>0</b>	<b>49,543</b>	<b>0</b>	<b>56,181</b>	<b>525</b>	<b>61,839</b>	<b>827</b>	<b>58,913</b>	<b>3,571</b>	<b>56,115</b>	<b>4,220</b>	<b>53,654</b>	<b>3,501</b>	<b>54,878</b>	<b>1,070</b>	<b>56,700</b>	<b>2,416</b>	<b>53,305</b>	<b>6,068</b>	<b>NET DIRECTORATE</b>

The 'Budget' values in the above table, are as reported as Revenue Budgets, to each respective scrutiny, at the start of each year.

It should also be noted, that service re-structures and interim arrangements, will have impacted and influenced the year-on-year comparative budget values.

For Property Services the periods 2012>2016 were linked with the Performance Management Unit (PMU) - the above budgets, exclude any Revenue allocation as related to the PMU.

# Resources



Budget 2020/21	MTFP Savings																			Budget Monitoring (Nett)
£ ,000's	£ ,000's																			
2,214	211																			Regeneration & Planning
19,917	0																			Infrastructure Services
7,450	71																			Public Protection
21,673	183																			Community & Leisure
																				Property Services
176																				Directorate General
<b>51,430</b>	<b>465</b>																			<b>NET DIRECTORATE</b>

Risks



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Levels				Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
					2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
<p><b>DC01 16/17</b></p> <p>Linked to CPA - CRR 02</p>	<p><b>ALL Services:</b></p> <p>Medium Term Financial Planning (MTFP):</p> <p>MTFP Strategy 2018/23</p> <p>Capital Budget Pressures</p> <p>Grant Funding</p>	<p>Budget pressures will potentially have a negative effect on service delivery across all services. Inadequate funds to maintain assets. Need to rationalise.</p> <ol style="list-style-type: none"> <li>1. Workforce Planning: less staff to deliver services.</li> <li>2. Failure to maintain and/or improve service delivery.</li> <li>3. Failure to take early decisions on which services should be cut could limit planning for changes.</li> <li>4. Managing staff morale in light of cuts.</li> <li>5. Revenue Support Grant (RSG) formula change.</li> <li>6. National living wage.</li> <li>7. Member/public expectation levels and reputation risk.</li> <li>8. CCBC priorities moving forward.</li> <li>9. National and Regional change agenda.</li> <li>10. Inability to invest in assets e.g. progress 'Band B' of the 21st Century Schools Programme. See also DC23 below.</li> <li>11. There is lack of security or sustainability in maintaining grant funded programmes.</li> <li>12. Reduced maintenance of exist+C5ing assets will lead to enhanced deterioration and increased replacement costs in future years.</li> <li>13. Highway asset is continually growing year on year</li> </ol> <p>See also: <a href="#">Climate Change and Asset Management risks listed below.</a></p>	<ol style="list-style-type: none"> <li>1. Human Resources (HR) have a suite of policies agreed by Cabinet/Council to help downsize the workforce, although these will need to be kept under review.</li> <li>2. Decisions taken so far have aimed to reduce rather than remove services. This will not be possible in the light of future projections. The Council has adopted a new Corporate Plan 2018-23 with revised Medium Term Financial Plan (MTFP) Savings Principles.</li> <li>3. The 2018/19 budget and an updated Medium Term Financial Plan (MTFP) were approved by Council on the 22nd February 2018.</li> <li>4. Development of an appropriate communication strategy.</li> <li>5. Consultation with the public, and affected service users.</li> <li>6. Ongoing Asset rationalisation programme.</li> <li>7. 4-year savings targets have been allocated to Heads of Service.</li> <li>8. Business Improvement Board has been established and will oversee major projects focussing on service change.</li> <li>11. Grant funded staff are appointed on fixed term contracts.</li> <li>12. New innovative and efficient maintenance systems are being explored to maximise budget spend</li> <li>13. New Risk based Highway Management Plan being developed.</li> <li>14. Street lighting options being considered to save energy, reduce expenditure and minimise Carbon emissions.</li> </ol>	<p>Updated Medium Term Financial Plan (MTFP) covering the period 2018/19 to 2022/23. Indicative savings requirement has been established for the four-year period 2019/20 to 2022/23.</p> <p>Heads of Service have identified further potential savings proposals for consideration. Public consultation has been undertaken on draft 2019/20 budget proposals and Council will be asked to approve the budget at its meeting of 21st February 2019.</p> <p>Variety of energy saving proposals are currently being consider with regard to the street lighting stock.</p> <p><a href="#">Progress of MTFP implementation monitored at Senior Management Team (SMT) for Communities.</a></p> <p>Mitigating Action 13: This was completed in 2018/19.</p> <p>Mitigating Action 14: A 2 year programme to convert 17,000 lanterns to LED commenced in April 2019 (See also DC 18 Progress update item 9)</p>	High	High			Yes, the financial resources available will impact on the services we deliver and the way we deliver them. This will affect the community.	High
<p><b>DC04 16/17</b></p>	<p><b>Community &amp; Leisure:</b></p> <p>Waste Management Service Continuity &amp; Target Achievement</p>	<p>The Welsh Government (WG) drive for source segregated collections and substantial change to the recycling Material Recovery Facility (MRF) market and restrictions on exporting low grade recyclate could potentially affect service delivery to the public and/or target achievement if mitigation measures are not put in place. UK and Welsh Government proposals for a Deposit Return Scheme for drinks containers may also impact kerbside recycling rates.</p> <p>There has been some disruption to collection services as a result of issues with both staff and vehicle availability.</p> <p>The ability to meet future recycling and landfill diversion targets with our current collection, disposal and treatment framework.</p> <p>Specific areas that need to be considered are:</p> <ol style="list-style-type: none"> <li>i. Levels of contamination in our recycling;</li> <li>ii. Loss of food waste within residual waste;</li> <li>iii. Type of collection (WG blueprint or alternative);</li> <li>iv. Contractual arrangements for recycling and organics</li> <li>v. Appropriate levels of budget and staffing structure to support daily front line collection services and our future strategy;</li> <li>vi. Insufficient community participation in food recycling.</li> </ol>	<p>A Waste Review Board has been established, Chaired by the Director and including relevant senior officers.</p> <ol style="list-style-type: none"> <li>i. WG targets continue to be exceeded as result of some intervention put in place in the last 2-3 years. In 2018/19 the Council's recycling performance was 65%.</li> <li>ii. Continue door stepping communications campaign with households in the county borough being visited with a focus on reducing contamination levels in the recycling stream and using the food waste service.</li> <li>iii. Continue delivery of Project Gwyrdd to further reduce reliance on landfill.</li> <li>iv. CCP modelling work with WG consultants has informed the Scrutiny Waste Review Working Group which reported its findings to Scrutiny Committee on 12th February 2019. Recommendations regarding collection systems were reported to and approved by Cabinet in January 2020.</li> <li>v. Long term organics contract in place; MRF options being progressed with RCTBC following Cabinet approval in January 2020</li> <li>vi. Interventions made to dry recycling collection service to reduce contamination and black bag issues have improved performance.</li> <li>vii. Implementation of strict HWRC user policy from 1st April 2019, i.e. must have proof of residency, has significantly reduced treatment and disposal costs.</li> <li>viii. Budget growth implemented for 2019-20 to address service pressures.</li> <li>ix. A vehicle replacement strategy has been agreed by the Waste Review Board, but implementation has been delayed due to extended negotiations regarding interpretation of te managed fleet contract.</li> </ol> <p>The Adopted Local Development Plan (LDP) remains in force until it is superseded by the 2nd Replacement LDP. In the interim, officers are working closely with Welsh Government officials to agree the appropriate footprint for strategic planning for the Cardiff Capital Region. On 29th January 2018 the Cardiff Capital Region Cabinet agreed that work should commence on a Strategic Development Plan (SDP) for the area.</p> <p>A formal report was considered by the Cabinet on the 10th June 2019 which determined the timeline for reporting this matter to all ten Councils. Caerphilly Council considered this mater in October 2019 and resolved to commence work on the SDP and a new LDP as soon as practicable.</p>	<p>Waste Review - The Green (Food and Garden) Waste collection service is now reassessed and options for introducing a more equitable and efficient system will be ready for circulation in Jan 2021 with a view of implementation in the early Spring 2021.</p> <p>The Street and Environmental Cleansing is being re-appraised with a proposal to reconfigure working systems being put out to consultation early in the New Year.</p> <p>9 new collection vehicles are being delivered between December 2020 and March 2021.</p> <p>A booking system for the HWRC sites is being proposed for implementation in February 2021.</p> <p>The Authority is delivering a range of activities to support the National Be Mighty Recycling campaign aimed at making Wales the best nation in recycling.</p> <p>Second quarter recycling performance is below the target level. However, it is worth noting that given that the Authority has not suspended any of its recycling collection services throughout lockdown we could be in a comparatively favourable position in the Wales league table.</p> <p>Notwithstanding the above measures will help us make efficiency gains and further improvement to service levels in 2021.</p>	High	High	Due to Target Achievement		Yes, the purpose of the landfill directive is to divert biodegradable waste away from landfill to reduce pollution. A diverse natural environment with healthy functioning ecosystems contributes to a 'Resilient Wales' . Failure to deal with waste properly affects future generations.	Medium
<p><b>DC11 16/17</b></p> <p>Linked to CPA CRR 06</p>	<p><b>Regeneration &amp; Planning:</b></p> <p>Local Development Plan</p>	<p>The Adopted LDP was due to expire on 31st December 2021, however further to the Ministerial letter recieved by the Leader in September 2020 this is no longer the position. The Replacement Local Development Plan was well advanced, however, the Council withdrew that plan in July 2016 following local opposition to a number of development sites contained within the document. The Council has resolved to progress the preparation of a Strategic Development Plan and a new LDP in parallel. Work on the new plan commenced with the public consultation on the Delivery Agreement at the start of the year, which was impacted bythe pandemic. This work will restart when it is safe to resume public consultation.</p> <p>The adopted LDP allocates land for the development of 8625 houses to be built over a 15 year period. The annual monitoring of teh LDP indicates that many of the allocated sites are not available or viable within the required 5 year period, and there is therefore a shortfall of housing land. Housing developers will therefore submit applications to develop land that is not allocated in the LDP. The Council will consider the applications, but the lack of an adequate housing land supply will be a material planning consideration which could outweigh other policies in the plan. A refusal of planning permission may lead to an increase in appeals and award of costs if the Council is considered to have behaved unreasonably, e.g. where a reason for refusal is not based on any sound evidence.</p>	<p>The Adopted Local Development Plan (LDP) remains in force until it is superseded by the 2nd Replacement LDP. In the interim, officers are working closely with Welsh Government officials to agree the appropriate footprint for strategic planning for the Cardiff Capital Region. On 29th January 2018 the Cardiff Capital Region Cabinet agreed that work should commence on a Strategic Development Plan (SDP) for the area.</p> <p>A formal report was considered by the Cabinet on the 10th June 2019 which determined the timeline for reporting this matter to all ten Councils. Caerphilly Council considered this mater in October 2019 and resolved to commence work on the SDP and a new LDP as soon as practicable.</p>	<p>Chief Planning Officers and Planning Policy lead officers were meeting regularly as a Project Group to progress various work streams necessary to establish the SDP project in advance of the formal commencement of plan preparation, however the expectation is that the CJC will become the Strategic Planning Body and this is not due to be set up until Spetember 2021. It is unlikely that the housing land supply can be addressed in the short term.</p> <p>In the medium to long term a 2nd Replacement LDP will increase the land supply position. A number of significant applications have been submitted and approved by Welsh Government on appeal.</p> <p>Funding identified and approved for SDP and the new LDP.</p>	High	High			Yes, the lack of an LDP threatens the timely delivery of land for development, particularly housing, making it more difficult to achieve the goal of prosperity.	Medium

Risks



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Levels				Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
					2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
DC19	Property Services:  Asset Management (Buildings / Property)	Insufficient budget to manage existing assets or pursue necessary development. The authority has too many buildings and insufficient capital programme allocation to maintain them. Additionally revenue budgets for building maintenance are being diverted to meeting the demands of the necessary legal standards, in particular health and safety legislation and that might well mean that normal building maintenance will suffer.  1. Maintenance of existing sites will not be to a required standard. 2. Disposal of assets must be managed carefully to minimise community and service impacts. 3. Community Asset Transfer as an option brings risks in relation to continued liability. 4. Asset disposal may not realise expected returns. 5. Inability to pursue issues that we would wish, to improve service provision and community outcomes e.g. **Band B of 21st Century Schools.	1. Development of asset management and rationalisation programmes 2. Cost benefit assessment before planned expenditure supported by business case where relevant 3. Early stakeholder and community consultation before asset disposal 4. Long term view of the needs of local communities balanced against the need to secure budget savings in the short to medium term. 5. Services to identify what buildings they can realise as a consequence of Medium Term Financial Plan (MTFP) savings.	The Property Review Report 2019 and the revised Asset Management Strategy - Buildings and Land were approved by Cabinet in May 2019. The appointed asset management coordinator has assisted service areas with the production of Service Asset ,management Plans (SAMPs). Significant progress made with status at October 2020 as follows: • Sale of Bedwelly and Chartist Gardens sites for residential development expected by March 2021 • The Statutory Maintenance compliance now exalent and outstanding remedial tasks generally negliible other that FRA tasks in schools • Pontywindy House to be vacated summer 2021 and Cherry Tree House vactaed early 2021	Medium	Medium			Potentially disposal of assets across the authority may affect some communities disproportionately in the short to medium term. However, this has to be balanced against the need to manage a 'fit for use' portfolio to secure provisions for future generations over a longer timeframe.	Medium
	Resources and ability To deliver	The projects workload is high and the proposed **21st Century Schools Band B programme could mean the existing team would be overstretched compromising their ability to deliver in line with the objectives of the various service areas. Recruitment is proving difficult and there is potential for retirements to exacerbate the situation.	Review Recruitment Strategy. Manage service area expectations. Utilise Private Sector Partners where appropriate	October 2020. Electrical and mechanical engineers appointed subject to formalities. Team has managed to fulfil all design commitments to date despite virus disruption. Perversely the virus should make it easier to recruit technical staff. Estates manager retires in March 2021 and his deputy is recovering from a stroke but is expected to return to work in November 2020. The estates team provide an important stratic and technical role and managing the leadership of the team over the coming months will be a key challenge	Medium	High				Medium
DC21  Linked to CPA CRR 01	ALL Services:  Exit from the EU (Brexit)	The decision to leave the EU and the looming deadline to secure an exit deal has created considerable uncertainty.  Moving forward it is difficult to determine what impact the exit from the EU will have in the medium to longer-term for Caerphilly CBC and our communities. However, in the short-term possible negative impacts from a no deal scenario include the potential for workforce supply shortages in some areas and the possibility of some disruption to the supply of goods and services.	The Directorate is participating in the Corporate Brexit Working Group and undertaking service specific analysis in preparation for the various Brexit scenarios.  An example of Brexit considerations was: Street Lighting: We pre-ordered LED lamps for street lighting to achieve costs surety prior to brexit as all lamps came from Europe.	There remains a great deal of uncertainty around the potential positive or negative impacts of the decision to leave the EU. The position is being monitored closely and CMT has established a Brexit Working Group, to further consider and monitor the potential consequences of Brexit and the mitigating actions that will be required to assist in managing risks. Services will continue to support business to mitigate any potential impacts of Brexit. We are also alert to the potential for community cohesion issues. We are working with partners regionally in support of multi-agency reporting arrangements. Through our Registartion Service we are one of the local authorities supporting EU, EEA and Swiss citizens to complete the ID verification part of the EU Settlement Scheme.	Medium	Medium			Potential impacts are not yet fully understood but they are likely to be felt over the short, medium and longer-term.	Unable to assess currently due to the level of uncertainty.
DC23  Linked to CPA CRR 05	Community & Leisure:  Greenspace and Landscape Services	Ash die back (Chalara fraxinea) is the most significant disease to affect the UK tree population since dutch elm disease in the 1960's. The disease will result in the decline and death of the majority of ash trees in Britain. Unfortunately, many ash trees predominant line our roadside verges, so the disease will affect high risk locations. In our borough, ~ 37,400 + ash trees could be affected by this, requiring substantial resource, logistics and environmental conderations/implications, such as:  a) Thorough surveys (to identify needs/requirements) b) The formulation of a Removal Strategy c) Budgetting and Finance c) Considerable clean-up and disposals d) Wider environmental impact (contaminations/biodiversty/eco systems) d) Wider impacts on road sweeping and weed treatment.  All of which, will ultimately lead to damage to the environment and its infrastructure and have an effect on the 'look and feel' of the county borough.	Initial action to include:  1. CH to discuss at G10 meeting of Gwent chief executives with a view to them lobbying Welsh Government (WG) for funding 2. MSW to raise with the Welsh Local Government Association (WLGA - with Tim peppin) so that they can lobby WG for funding.  Followed by:  3. Write, approve and implement a Removal Strategy and 4. Secure appropriate Funding Streams to implement the Removal Strategy. 5. Source and secure wider partnership and collaborative arrangements to implement all necessary works. 6. Clarify known 'hot-spots' for initialising works, to control and manage any associated public risks/disruptions.	It is already known, that this will require a substantial cost implication due to the logistics and labour intense nature of addressing such matters.  Considered the content and guidance as available from The <b>Tree Council publication: ASH DIE-BACK: an Action Plan Toolkit First published February 2019</b>  Recently published research by the University of Oxford, Fera Science, the Sylva Foundation and the Woodland Trust calculated that this disease will have a significant cost impact across the country, due to the significantly high levels of mortality rates to the tree species affected (75%+).  Welsh Local Government Association (WLGA) have set up a working group comprising of local authority, Welsh Government, Natural Resource Wales (NRW) for the 1st December to look at the issue of Ash Die-Back. The purpose of the workshop will be to: - explore some of the significant challenges with dealing with Ash Die-Back; - update the legal and policy situation, and; - discuss resource requirements and solutions for tackling it.	High	High			Level unknown at present	Unknown



Risks



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					2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
DC05 15/16	Community & Leisure:  Sport & Leisure Services	Budget pressures through efficiency savings could result in reduced level of service to our residents. We may not have the funding to deliver our Sport & Active Recreation Strategy.  Leisure is not a statutory service and liable to future budget reductions, therefore, the future sustainability of current service model is questionable over the medium to longer term. However, the service is well respected and valued and has a potential role in contributing to reducing obesity levels across the borough. Therefore, an alternative strategy has been agreed.	The Sport and Active Recreation Strategy 2019-29 was approved by Cabinet on 14th November 2018. This is a broad ranging strategy that sets out the future purpose and direction of sport and leisure services delivered by the Council over the next 10 years.	The Sport and Active Recreation Strategy 2019-29 was approved by Cabinet on 14th November 2018. A £500k investment for improvements to the fitness suite and studios at Newbridge Leisure Centre was approved by Cabinet Contractor appointed with works commencing February for a period of 20 weeks. The decision to close Pontllafraith Leisure Centre was quashed by the High Court, with the appeal due to be determined by the Court of Appeal in February, and the future of this facility remains under consideration. A new 3G Pitch at Blackwood Comp has been completed and is available for community use. A new Leisure Lifestyle app to enhance the customer journey of leisure centre users across Caerphilly has been launched. Welsh Govt have approved funding for the development of a Community Athletics Hub at Rhiw Syr Dafydd Primary School, and the new running track has been designed, contractor appointed, and planning permission approved. The new facility will include a new flood lit synthetic running track area and is due to be opened by July 2020. We are working in partnership with StreetGames Wales on a Family Engagement Project with 7 other LAs and partners on an asset based community development programme to increase physical activity levels and to improve emotional and mental well-being. Booking systems are being reviewed for Caerphilly Adventures, to ensure a more customer friendly experience for the customer.	Medium	Medium			Yes, the opportunity to access good quality leisure facilities has the potential to contribute to all 7 well-being goals.	Low Short-Term
DC 18 18/19  Linked to CPA CRR 04	All Services  Climate Change	Not being prepared for the impacts associated with climate change. For Caerphilly this will manifest as a more volatile weather pattern: 1. More severe storms resulting in damage to trees and buildings. 2. Increase in winter rainfall resulting in flooding, affecting people, property and infrastructure, including availability of outdoor sport pitches. 3. Extreme Weather Conditions: Difficulty in modifying temperatures in some of our buildings (incl. Housing) could lead to increased financial burden, uncomfortable environment conditions (dangerous temperatures) affecting people's health, wellbeing and delivery/receipt of effective services. 4. Changes in species including a decline in native species, changes in migration patterns and increases in alien and invasive species, including pests and disease. 5. Reduction in summer rainfall resulting in reduced river flows and water availability. 6. Increase in levels of extreme weather such as snow/ice which could potentially impact on not only the travelling public but the elderly/frail and those in fuel poverty. 7. Grass fires. 8. Vehicles being used by the authority are outdated and therefore consuming more fuel and producing higher levels of emissions. 9. (New) Extremities in foliage growth, and the reduction in both street/highways cleansing, and weed control, will have a direct impact on future maintenance and environmental damage controls, potentially leading to systematic failures and increased costs to the authority for response repairs (e.g. Footpaths; Highways; Gullies; Drainage; Cycle-ways) as well as public liabilities.	A Local Climate Impact Profile (LCLIP) has been prepared and links to other plans including Highways Winter Maintenance Plans, Business Continuity Plans & Emergency Plans etc.  Mitigation work being undertaken includes:  1. A Tree Management Strategy and implementation of resources to manage tree stock. (See DC 24 - Ash Die Back Risk above) 2. Assessing the condition of trees. (See DC 24 - Ash Die Back Risk above) 3. Assessing the vulnerability of drainage infrastructure in excessive rainfall 4. Installing flood risk measures at priority vulnerable locations 5. Considering climate change in the Asset Management Programme 6. Street lighting options being considered to reduce Carbon emissions (See DC 01 - Action 14 above)	1. An additional Arboricultural Officer has been appointed to assist with programme of tree surveys undertaken to deliver the adopted Tree Management Strategy. Tree works being undertaken in accordance with survey recommendations. 2. Local Flood Risk Management Strategy (Engineering) in place. Risca flood defences now completed. Sustainable Drainage Approval Body (SAB) implemented from 7th Jan 2019 to improve control and approval for drainage infrastructure on new developments. New Land Drainage Bye Laws now approved. Pitch drainage capital is being selectively spent at priority sites. 3. Ongoing staff training is being delivered by the Corporate Energy Team Re: Energy Efficiencies/Carbon Management and Effects of Climate Change. Several projects have been delivered for solar PV installations to Corporate Building (e.g. Care Homes) and schools. 4. Biodiversity Work: Supporting 'pollinators' projects including work with Sirhowy Valley Honey Bee Company. 5. The Winter Service Plan 2020 (Highways) has been reviewed, updated, placed on the CCBC internet and effectively delivered to date. 6. Our wider organisational response to extreme weather events were the subject of a de-brief and review following the snow event of March 2018 and new Corporate Adverse Weather Arrangements were endorsed by CMT in November 2018.	High	High			Yes - there is an impact to a 'Resilient Wales' by not proactively addressing the operational response to climate change. The contribution to global issues and a 'Globally Responsible Wales' is met through low carbon planning and sustainable development. There is a direct impact to Health also.	Medium
				8. A fleet contract (Managed Service Partnership) has been established to implement a replacement programme which is raising vehicle standards, improve fuel consumption and emissions, and reduce servicing, maintenance and breakdown demands (improve efficiencies). Trialling electric vehicles. 9. Street lighting: Proposals approved in Oct2018 for lamp replacement (LED) and part-night-lighting. The 2 year installation strategy commenced in April 2019 and is planned to be complete by the end of Decembr 2020.						
DC20 19/20	Infrastructure:  Asset Management (Highways)	Highways Management / Claims / Litigation:  Highways Act 1980 / Flood and Water Management Act 2010 / Well Managed Highway Infrastructure - Code of Practice.  Failure to maintain/sustain a safe, efficient and effective transport and land drainage infrastructure, by not delivering timely quality engineering solutions which have regard to the value of the built and natural environment, would ultimately affect inward investment, community mobility and future well-being of our citizens (including air pollution/carbon emissions/shaping our future).  <a href="#">See also comments above re: Medium Term Financial Planning and Climate Change risks.</a>	1. Develop and implement a Highway Management Plan (HMP). 2. Adhere to relevant sections of the 'Well Managed Highway Infrastructure - Code of Practice (2016). 3. Secure funding and deliver appropriate engineering solutions to prevent further deterioration of the Highways Assets (including Street Lighting). 4. Further embed the principles of a "risk based approach" to highways maintenance (intervention criteria). 5. Develop a Highway Asset Management Plan (HAMP) that provides an overview of asset management for the Highway Infrastructure maintained by CCBC	For the Mitigating Actions: 1. Was completed in 2018/19 - October 2018 - HMP: presented to Regen/Environment Scrutiny and Cabinet for approval, adoption and implementation. 2. October 2018 - Adoption and implementation of the 'Well Managed Highway Infrastructure - Code of Practice (2016) - Where relevant. (Procedures, policies, practices) 3. Funding now secured through SALIX and delivery of replacement programme commenced April 2019 for the LED Street Lamp replacement and part night lighting programme. Completion anticipated by the end of December 2020. 4. Was completed in 2018/19. 5. November 2016 HAMP presented to Regeneration and Environment Scrutiny Committee and cabinet for approval, adoption and implementation. A review of the HAMP is now under way with specific Annual Status and Options Reports (ASOR) also presented to scrutiny on 14/05/2019 with additional funding figures now developed on funding levels required to maintain or improve highway. These to be presented to Cabinet in due course.  <a href="#">See also, comments above in the Medium Term Financial Planning and Climate Change risk group.</a>	Medium	Medium			Yes - there is an impact to a 'Resilient/Prosperous Wales' by not proactively addressing the rate of highway deterioration. Also, through 'good engineering solutions' we could improve 'Globally Responsible Wales' by embracing and planning for low carbon and sustainable developments.	Medium & Long-Term

Risks



Ref & Links	Topic (& Service)	Risks, Opportunities & Impacts	Mitigating Actions (What Actions can we take to address the risks or realise the opportunity)	Progress Update (Are the mitigating actions reducing the risk or realising the opportunity?)	Risk Levels				Does the risk affect the Well-being of Future Generations?	Well-being Risk Level
					2020-21 Q1	2020-21 Q2	2020-21 Q3	2020-21 Q4		
<p>DC24 2020 New</p> <p>Linked to CPA CRR 11</p>	Fleet	<ul style="list-style-type: none"> <li>• Non-compliance of Operators Licence – Grounding of certain fleet – Accessibility to replacement (specialised) fleet – special measures (intervention).</li> <li>• Failure rates on MOT's – inability to maintain fleets roadworthiness – client satisfaction/failure of service delivery – complaints</li> <li>• Vehicle defect reporting – Road, employee and public safety – Non-compliance - Insurance conditions/claims and Operators Licence</li> <li>• Budgetary controls – ability to charge/re-charge – maintain cash-flow and manage cost accounting (service &amp; clients)</li> <li>• Work scheduling – clarity of and ability to respond to service demands and maintaining an active fleet</li> <li>• Service efficiency – Stability of staff, adequate resourcing, use of technology, control of and quality management of business processes/demands/supply.</li> <li>• Contract management – maximising the value of the managed fleet contract to the Council</li> <li>• Review current vehicle use across the Authority with a view to reducing the cost of our fleet, switching to electric or low emissions vehicles and reducing grey fleet miles</li> </ul>	<ol style="list-style-type: none"> <li>1. Undertake a Fleet Service Review</li> <li>2. Undertake a review of current vehicle use across the Authority</li> </ol>	<ol style="list-style-type: none"> <li>1. A Fleet Service Review is underway</li> <li>2. Workshops undertaken with Fleet Service users and feedback report written.</li> <li>3. Staff interviews completed and list of Recommendations produced.</li> <li>4. Review of office and workshop processes in progress; some processes have been amended, some new processes introduced.</li> <li>5. Health and safety review undertaken, risk assessments updated, equipment inventory and testing and inspection schedule up to date, additional staff have undertaken IOSH training.</li> <li>6. MOT failure has improved and is better than the national average.</li> <li>7. Recent VOSA inspection was unsatisfactory with a number of areas for improvement identified, a response has been sent.</li> <li>8. Additional staffing resources have been put into the office and the workshop.</li> <li>9. A review of the Managed Fleet Contract has been undertaken and recommendations are being considered.</li> <li>10. Interviews taking place 4th March for fixed term position to undertake review of vehicle use across the Authority.</li> <li>11. Interviews for the Fleet &amp; Vehicle Maintenance Managers post planned for the 16th &amp; 17th November 2020.</li> </ol>	High	Medium			Yes - Prosperity: Resilience: Healthier: Cohesive Communities: Globally Responsible	Unknown Not determined at present
<p>DC25 2020</p> <p>Link to CPA CRR12</p>	Coronavirus (Covid-19)	Novel Coronavirus (COVID-19) is a new strain of coronavirus that presents with flu-like symptoms including a fever (high temperature), a cough, or shortness of breath. Most cases appear to be mild, however, symptoms may progress to a severe pneumonia. COVID-19 can cause severe symptoms in people with weakened immune systems, older people, and those with long-term conditions like diabetes, cancer and chronic lung disease. CCBC considerations are therefore: <ol style="list-style-type: none"> <li>1. Protecting staff (HR advice/exposure/travelling/movements/homeworking).</li> <li>2. Protecting communities (exposure/access to support - particularly vulnerable persons and vulnerable communities).</li> <li>3. Ability to maintain and deliver service continuity if there are significant staff away from work (self-isolation/sickness/caring responsibilities)</li> <li>4. Ability to provide critical Social Care services.</li> <li>5. Ability to provide clear advice and guidance to staff, schools, communities to reassure and to mitigate concerns and 'misinformation and speculation' within the workforce and the communities we serve.</li> <li>6. Ability to deal with contaminated areas/de-contaminations (resourcing).</li> <li>7. Ability to keep abreast of and share all relevant advice and guidance as circulated from Central Government, Welsh Government, Public Health Wales, Local Health Boards, Department of Health &amp; Social Care and other advisory/intervention bodies.</li> </ol>	<ul style="list-style-type: none"> <li>- Establish internal Coronavirus Group Chaired by Interim Corporate Director for Communities.</li> <li>- Review and confirm business continuity arrangements.</li> <li>- Act in accordance with Government and Public Health Wales advice.</li> <li>- Liaise closely with partners.</li> <li>- Provide regular and clear advice to communities, staff, Members in accordance with Government and PHW advice.</li> <li>- Review homeworking capabilities.</li> <li>- Review service delivery e.g. reduce or eliminate face to face.</li> </ul> <p><i>Public Health Wales is working closely with the Welsh Government and the other UK public health agencies to carefully monitor the situation and implement a planned response, with measures in place to protect the health of the public.</i></p> <p><i>See weblink below for more information:</i></p>	Currently; <ul style="list-style-type: none"> <li>- Corporate Management Team (CMT) and key senior officers will be meeting on a daily basis from Mon 16th March 2020.</li> <li>- Internal Coronavirus Group meeting twice weekly cycles and due to meet daily.</li> <li>- Management Network briefing to discuss Human Resource (HR) response.</li> <li>- Managers checking Business Continuity Plans.</li> <li>- Human Resources (HR) reacting to Central Government &amp; Public Health Wales advice as it is issued</li> <li>- Staff returning from areas recognised by the Government, or affected by the coronavirus, including close contacts are self-isolating as medical suspension.</li> <li>- Chief Executive and Leader are in regular dialogue with ABUHB, Public Health Wales, Welsh Government (WG) and Welsh Local Government Association (WLGA).</li> <li>- HR advice issued to officers/offices/staff to: Catch It - Bin It - Kill It.</li> <li>- Intranet and public advice regularly updated.</li> </ul> <p><i>Public health advice on Novel Coronavirus (COVID-19) is also available via the all-Wales Health Protection service on 0300 003 0032 during working hours (and with access via this number to out of hours services)</i></p> <p><i>Guidance for self-isolation can be found on the following weblink:</i></p>	Medium	High			Yes - Resilience: Healthier: Cohesive Communities: Globally Responsible	Medium Based in current Government/Health Board concerns (March 2020)
			<a href="http://www.local.gov.uk/coronavirus-information-councils">www.local.gov.uk/coronavirus-information-councils</a>	<a href="https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/self-isolation-advice/">https://phw.nhs.wales/topics/latest-information-on-novel-coronavirus-covid-19/self-isolation-advice/</a>						



Currently, within the CCBC Corporate Plan, there are 6 Well-being Objectives (with a suite of outcomes set over five years - 2018/2023). Three of those objectives are coordinated through this Directorate. See below:

## WBO 2 – Enabling Employment

This objective has 5 medium to long-term outcomes and at the end of this reporting period, the objective is judged to be progressing well.

Q1 has presented challenges on an unprecedented level due to the covid-19 pandemic and associated lockdown, which had severe implications for our engagement and job outcome figures across all programmes, particularly at the start of the quarter. In particular, the P1 category (adults 25+ with complex barriers to employment) within the Communities for Work programme was the worst affected, as these individuals were most likely to either be shielding on grounds of health/disability or to have barriers such as childcare or transport which were further exacerbated by the effects of lockdown.

Nevertheless, despite these significant challenges we were proud to have continued to provide our employment programmes in a remote capacity and staff worked hard to minimise service disruption wherever possible, resulting in outcomes as follows:

- Communities for Work supported 8 adults and 19 young people into employment during Q1 & Q2.
- Communities for Work Plus supported 64 people into employment during Q1 & Q2.

### Business Liaison Update

Throughout Q1 and the lockdown period, the Business Liaison Officer (BLO) continued to liaise with businesses and to provide support, with a focus on supporting them with recruitment issues and also to ensure that any staff that may be facing redundancy due to the current climate were diverted to the support available via our employment programmes. This intelligence was also communicated to Welsh Government on a regular basis, as part of a co-ordinated response from employment programmes around Wales.

Notable engagement with employers within Q1 included ongoing work for a significant amount of potential recruitment with William Hare, focused work with BBI and Dominos and continued partnership working with Transcend.

We are anticipating a significant spike in redundancies in the coming year, alongside additional challenges such as a shortage of opportunities and an increase in the personal barriers faced by people due to the ongoing impacts of the pandemic. In response to this, we are continuing to work closely with local employers and with partners including Welsh Government and Department of Work and Pensions. In addition to this, we are also working closely with the Council's BERT team and partners such as Careers Wales to develop a multi-agency redundancy response group to respond to large scale redundancies as and when they happen.

### The progress we have made in 2020/21:

- CfW and CfW+ teams maintaining delivery of employment support throughout lockdown and despite challenges posed by covid-19 pandemic, resulting in real employment outcomes
- Developed effective working from home practices across team which have enabled delivery of service with minimal disruption
- Relationships built and maintained with local employers, laying foundations for future opportunities when/as economy recovers

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

- 83 people supported into stable employment
- Lessons learned/need to improve:
- Outcomes currently below target due to Covid-19 pandemic and increased customer barriers, although teams working hard to address this
- Learnt importance of not having over-reliance on DWP/Jobcentres for engagement, as this presents significant impact upon engagement outcomes if JCPs lock down
- Identified need to further build relationships and promotion of programmes internally within CCBC, to maximise internal referrals received
- Need to revisit relationships formed previously with partners to retain contact and encourage new referrals

### What is our future focus?

- To continue service delivery throughout pandemic with minimum disruption to programmes
- To successfully incorporate additional CfW+ funding (and associated new roles) into existing programme structure, with subsequent positive contributions to outcomes
- To continue to develop creative methods of engagement, where face to face contact and engagement may not be a viable option in the immediate future
- To identify (and implement) ways to support most hard to reach customers whilst pandemic is ongoing, including through digital support for our most digitally excluded customers
- To work with employers to develop additional opportunities for placements and employment, including through the promotion of the new DWP Kickstart scheme



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

This objective has 6 long-term outcomes. Good progress continues to be made in relation to most of the key outcomes related to this Well-being Objective.

To date, we have:

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

### The progress we have made in 2020/21:

TfW are progressing the detailed design for the **Core Valley Lines (CVL) transformation programme**. The Rhymney line is part of the South Wales Metro Project (2019 to 2024). Engagement with TfW has improved throughout 2019/20, including the commissioning of specific pieces of work. TfW have now significantly increased their resources to take this key project forward.

The £30m jointly funded investment package for Metro plus schemes across the region has been progressed in 2019/20. The key project for the authority within this programme is the Caerphilly Interchange. The initial feasibility work for this project has been completed and the final Placemaking Plan has been presented to key stakeholders. The Caerphilly Interchange is a key aspect of the Placemaking Plan. The **Caerphilly Placemaking Plan** covers many other Regeneration aspects and proposals within the Town. A wider public consultation will be undertaken in 2020.

“**A Foundation for Success**” is the Council’s overarching regeneration strategy for the 5 year period 2018-2023 and was adopted by Council in July 2018. The **Ystrad Mynach Masterplan** was approved by Council in April 2019. Further masterplans for Greater Blackwood, Heads of the Valley and Newbridge to Risca Corridor are planned or being progressed.

A dialogue is being maintained with WG & TfW officials to discuss the ongoing CVL committed investment and the Council’s Metro plus aspirations. This dialogue includes both the longer term aspirations for the Ystrad Mynach to Nelson rail line and the Caerphilly to Newport corridor Metro improvements. Through the Cardiff Capital Region Transport Authority (CCRTA), Officers are working with WG on the development of their **Metro Enhancement Framework (MEF)** that will help to identify future Metro priorities.

Initial details of TfW’s proposed **Station Investment Programme** for the CVL have been received. TfW has been informed of CCBC’s CVL priorities and there is an ongoing dialogue on how these can be progressed.

The last improvements to bus stops in the Caerphilly Basin have been completed. Design and delivery of the improvements for the first phase of the 200 Mid Valley area bus stops, that will continue to improve accessibility for passengers, has also been completed. Completion in future years will be subject to securing additional WG Local Transport Fund funding.

The CCRTA now has delegated powers to allow appropriate decision making to take place.

TfW are developing proposals for a 4 trains per hour service on the Ebbw Valley Railway that would require significant improvements to Crumlin and Newbridge stations, with a view to delivery by 2024. Details of the revised business case are expected to be shared by TfW with key stakeholders in 2020.

The Rhymney line will be considered for any appropriate LTF (Local Transport Fund) Bids to WG for 2020/21 to enable TfW to complete design on the Ystrad Mynach Park and Ride (P&R) extension and for CCBC to develop the detailed design for Llanbradach P&R and for TfW to develop options for a new Station at Llanbradach.

The strategic Nelson to Ystrad Mynach active travel route (INMC17) has been completed during the first six months of 2019/20. New Crossing Facilities in Fleur-de-Lis, Pengam (INMC47) and the Link from Ystrad Mynach to Pengam (INMC19) were also delivered. Further bids have been submitted to WG for additional funding for a number of schemes to be designed and constructed during 2020/21.

# Well-being Objectives



The Pwllypant highway improvement scheme was delivered in November 2018. Post scheme monitoring has evidenced the significant reduction in congestion and queue lengths, improvements in journey time and improved accuracy of bus services.

7,500 homes in Risca have been connected to the Virgin broadband network with a 350Mb speed and capability for up to 500Mb speed at the property. The Risca scheme was second in country in the initial take up with sales figures at around 33%. Virgin Media are now in the process of building their fibre network in Caerphilly town over an 18 month period to connect 12,500 homes. Virgin have released 1,325 homes live to sales, with another 650 due at the end of May. They are still on target to deliver the 300-480 homes per month thereafter.

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

Citizens would not have seen many significant changes to date as the development of strategies and proposals have been the priorities during these initial phases. The main change that would be evident is the appointment of the operator delivering rail services which is now TfW with its partner Keolis Amey (referred to as TfW Rail Services). TfW has also recently completed the transfer of the CVL rail asset from Network Rail.

Improvements in the bus corridor infrastructure should now be evident along with some initial improvements in active travel links (e.g. Nelson to Ystrad Mynach).

The reduction in congestion and improved traffic flows around the Pwllypant roundabout should be clearly evident to users.

## **What is our future focus?**

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

Identify some quick wins for the Caerphilly Placemaking Plan and the Caerphilly Interchange.

Work with WG & TfW on completing the MEF ensuring the Council's future priorities for the Nelson to Ystrad Mynach and Caerphilly to Newport public transport routes are included.

Progress design and delivery of the 2020/21 bus corridor improvement works for the Mid Valleys area.

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

Delivery of the Active Travel priority schemes (subject to securing the funding).

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

Progress the review of the Council's adopted Integrated Network Maps for Active Travel.

Extend the introduction of contactless electronic ticket machines to smaller operators of public bus services.

Confirm the impact of the Covid-19 pandemic and lockdown on the Council's and TfW's transport delivery programmes.



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

This objective has 2 long-term outcomes and at present the objective is judged to be progressing well:

78 settings are currently engaged in the Healthy Early Years Scheme with 59 progressing through the scheme and 19 who have completed the full scheme, of which 3 are working towards reaccreditation and 6 completed within this year. Estimated number of children benefiting from the scheme is 1712. 5 new settings have enrolled this year with a further 3 settings ready to sign up before the end of March 2020. The team is continuing to work closely with neighbouring local authorities in the Healthy Early Years network for a regional approach and liaise with Public Health Wales and other childcare partner organisations to enhance scheme and meet objectives.

A £500k investment for improvements to the fitness suite and studios at Newbridge Leisure Centre was approved by Cabinet in April 2019; works are due to be completed later in 2020. A new 3G Pitch at Blackwood Comp has been completed and opened for community bookings. A new Leisure Lifestyle app to enhance the customer journey of leisure centre users across Caerphilly has been launched.

Welsh Government have approved funding for the development of a Community Athletics Hub at Rhiw Syr Dafydd Primary School, the new facility will include a new flood lit synthetic running track area. A planning application has been submitted.

Over the six weeks summer holiday the Sport & Leisure Services Team (in partnership with Caerphilly Early Years team) worked with 7 primary schools and 1 community site delivering the Food & Fun programme (SHEP), Sport Caerphilly offered the sporting aspect and delivered 168 hours of sport and physical activity across 84 sessions. These sessions engaged 378 pupils over the summer holidays with 1888 attendances.

Within Families First the number of parents benefitting from a parenting intervention does not give a full picture due to the nature of the measure. The measure is very prescriptive in only offering evidence based parenting programmes. In comparison, 345/348 parents (99% of those who attended) have benefitted from a parenting intervention under Families First. This is typically parenting support in a more bespoke 1:1 means, through a more informal group or by attending a group that is not yet proved to be “evidence based”. Parenting work is going really well, with excellent distance travelled outcomes (pre and post) and good sustained parenting skills after 3 months of being closed to the programme. There is demand on the parenting project with more parents wanting 1:1 support rather than in a group, which has led to a waiting list. When the service is recommissioned (an exercise which will take place over 2020/21) new ways of working to build capacity will need be considered.

Another successful Caerphilly challenge series showcasing the countryside surrounding the Caerphilly Basin was delivered with 450 people attending on the day. 7 walking groups currently delivering weekly walks across the county with 524 individuals taking part. A £1.2m grant funded programme has been approved to create a visitor and well-being centre at Parc Penallta.

### **The progress we have made in 2020/21:**

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

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

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

**Healthy Schools:** Unfortunately, due to covid-19 the Healthy Schools Scheme has currently been suspended, due to many key Public Health Wales staff being redeployed to other areas.

This has meant we haven't been able to support any schools in achieving the National Quality Award since March 2020. A full review on whether accreditations can continue will take place in April 2021.

**Period Dignity:** Develop a structured process that ensures products are delivered directly to schools and made freely available to girls throughout the year (primary and secondary).

Develop educational resources that supports our young peoples knowledge on eco-friendly products.

### **What is our future focus?**

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

**Period Dignity:** Ensure grant money is utilised to provide girls with eco-friendly produces. All young people receive education on the need for using eco-friendly products, as well on how to use them correctly.

Develop a more suitable logistical plan, ensuring products are distributed to schools and girls more frequent

# Conclusion



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

**Highlights coming out of the information**

- [Refer to Directors Self Assessment Summary Page](#)

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**What have we learnt and what needs improving and why?**

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

Priority actions for the remainder of the year (What support is needed from Corporate Management)	By whom	By when	Update
Key priorities for the remainder of the year include:			
- Progressing key service reviews in the Waste Service and Fleet Management Service	Dir/HoS	Ongoing	
- Progressing the demolition of the properties on Hafodrynys Road in accordance with the Welsh Government (WG) Air Quality Direction	Dir/HoS	Ongoing	
- Progressing with key 'Regeneration Actions' linked to the external funding streams, WG Regional Strategies and the Authority's emerging Placemaking Plan.	Dir/HoS	Ongoing	

Feedback / Recognition / Actions from Corporate Management Team	By whom	By when	Update

# Base Data - Performance



Link to Performance Charts

Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 18/19	Q2	Q3	Q4	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4
WS & O	Refuse & Cleansing	WS&O - Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	Quarterly	Number	5.0	Hayley Jones	New			2.50	5.00	4.00	6.42	1.70	0.86	2.70	2.14	
WS & O	Refuse & Cleansing	WS&O - The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated biowastes that are composted or treated biologically in another way [WMT009] (Accum)	Quarterly (accum)	%	58.0	Hayley Jones	70.49	68.76	66.50	65.08	65.60	66.63	62.77	59.80	59.06	61.37	61.05	
WS & O	Refuse & Cleansing	Average time (days) to collect bulky waste items	Quarterly	days	N/A	Hayley Jones	15.30	13.00	13.90	11.10	7.40	5.04	16.18	6.01	10.63	17.30	10.08	
WS & O	Refuse & Cleansing	Number of; Missed waste and recycling collections (food, garden, waste, recycling) (Accum)	Quarterly (accum)	Number	N/A	Rhodri Lloyd & Melanie Jones					2,086	4,382	4,891	6,561	3,030	6,247	8,451	
WS & O	Refuse & Cleansing	Missed waste and recycling collections as a % of total collections undertaken (food, garden, waste, recycling) (Accum)	Quarterly (accum)	%		Hayley Jones					0.06	0.02	0.03	0.04	0.02	0.13	0.11	
Transport	Fleet Vehicles	Vehicle Availability (%) - Refuse (RCVs)	Quarterly	%	85.0	Lynne Price					76.70	82.98	88.15	76.32	85.84	78.84	77.53	
Transport	Fleet Vehicles	Vehicle Availability (%) - Recycling	Quarterly	%	85.0	Lynne Price					83.55	87.86	81.55	79.63	83.33	85.09	84.72	
Transport	Fleet Vehicles	Vehicle Availability (%) - Green Waste	Quarterly	%	85.0	Lynne Price					90.38	90.33	92.87	84.77	91.45	89.43	91.20	
Sports & Leisure	Finance (Costs)	S&L - Net cost per visit to indoor sport facilities (£'s)	Quarterly	£'s	1.58	Jeff Reynolds	1.35	1.60	1.61	1.50	1.48	1.26	1.07	1.10	N/A	N/A		
Sports & Leisure	Customer Satisfaction	Net Promoter Score - Leisure Customer Rating (0-10) Survey: How likely are you to recommend Leisure Lifestyle to friends and family (% Promoters scoring 9-10 less % Detractors scoring 0-6)	Quarterly	Number	53.0	Jeff Reynolds	59.00	58.00	58.00	61.00	61.00	62.00	60.00	56.00	53.00	45.00	61.00	
Sports & Leisure	Sport & Health Engagement	Number of participants in Sports Development and NERS activities (Accum)	Quarterly (accum)	Number	85,468	Jared Lougher					16,846	36,838	57,542	71,574	11,200	3,915		

Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Sports & Leisure	Sport & Health Engagement	S&L - PAM017 (LCS002b) - Number of visits to indoor & outdoor sport facilities per 1,000 population	Annual	No/1,000	9,000	Jeff Reynolds	7,593.0	7,791.5	7,191.5	7,292.8	5,973.0	
Sports & Leisure	Sport & Health Engagement	S&L - % Children age 11 yrs able to swim 25 metres (Yrly)	Annual	%	76.0	Jeff Reynolds	62.5	54.0	54.0	47.0	36.5	
Green Spaces	Outdoor Facilities	GS - Number of visitors to Country Parks	Annual	Number	1,350,000	Philip Griffiths		1,200,000	1,450,000	1,520,000	1,530,000	
Transport	Carbon Management	T&F - CCBC Operating Fleet -Tonnes CO2 emissions from Diesel Consumption (Yrly)	Annual	Tonnes		Lynne Price	3,834	3,893	3,884	3,795	3,647	
Transport	Carbon Management	Number of electric vehicles	Annual	Number		Mike Headington	0	0	0	0	0	



# Base Data - Performance



Link to Performance Charts

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 18/19	Q2	Q3	Q4	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4
TEG	Demand & Response	TEG - The total number of planning applications sent back to the Planning authority within the required timescale	Quarterly	Number		Andrew Vick	156	66	94	118	109	79	80	91	111	70		
TEG	Demand & Response	TEG - The total number of planning applications received	Quarterly	Number		Andrew Vick	166	112	94	120	124	80	83	92	113	72		
TEG	Enforcement	Civil Parking Enforcement (CPE) - Number of Notices Issued	Quarterly	Number		Dean Smith					3,145	2,729	2,771	2,882	32	1,423		

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
TEG	Highway Adoptions	TEG - Number of highway adoptions completed	Annual	Number		Andrew Vick	12	21	15	8	5	
TEG	Highway Safety	TEG - Number of casualties per 100,000 vehicle kilometres of local roads reported during the year	Annual	Number		Andrew Vick	23.1	19.2	Not Available	Not Available	Not Available	
TEG	Bus Services	TEG - Subsidy per bus passenger (annual %)	Annual	%		Geraint Roberts	0.72	0.71	0.68	0.73	0.90	
EPG	Inspections	EPG - Number of general bridge inspections	Annual	Number	Under Review	Jonathan Abraham	130	190	140	178	115	
EPG	Inspections	EPG - Number of general inspections for confined space culverts	Annual	Number	Under Review	Jonathan Abraham	60	55	54	95	34	
EPG	Inspections	EPG - Number of Principle Inspections (PI's - 6 Yr Cycles)	Annual	Number	12.0	Julian Higgs	0	4	1	8	12	
HOG	Road Conditions	HOG -THS012 The percentage of principal (A) roads, non-principal (B) roads and non-principal (C) roads that are in overall poor condition [Yrly]	Annual	%	4.5	Gareth M Richards	6.61	6.53	5.66	5.20	4.50	
HOG	Highway Repairs	HOG - Eng 5 Average time taken to rectify highway surface defects that were identified for this period (No of days) [Yrly]	Annual	Number of Days	42.0	Gareth M Richards	37.0	33.0	44.9	43.0	32.8	
HOG	Highway Maintenance	HOG - Percentage of budget spent on Planned Maintenance against Reactive Maintenance (APSE - Relates to carriageway works only)	Annual	%	70.0	Gareth M Richards		56.60	54.70	63.24	58.30	

# Base Data - Performance



Link to Performance Charts

Grouping	Description	CORPORATE PROPERTY - Measures	Frequency	Unit of Measure	Target	OWNER	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
STATUTORY TESTING	Compliance for Key Disciplines	% Corporate Buildings (excluding leased out buildings and housing) with valid certification for periodic electrical, annual gas, annual legionella and fire risk assessment testing and inspection.	Annual	Percentage	100%	Alun Ford		99.75	99.75	100.00	100.00	
STATUTORY TESTING	Overdue Remedial Tasks for Key Disciplines	Total (No.) overdue P1 & P2 remedial tasks for corporate Buildings (excluding leased out buildings and housing) and arising from periodic electrical, annual gas, annual legionella and fire risk assessment testing and inspection.	Annual	Number	0	Alun Ford		699	699	391	87	
CONDITION	Value of Backlog Maintenance - Urgent	Total estimated value of URGENT works for corporate buildings (excluding leased out buildings and housing) based on latest condition surveys (£'s) - Priority 1	Annual	£	0	Alun Ford			2,332,000	1,181,000	923,869	
CONDITION	Value of Backlog Maintenance - Essential	Total estimated value of ESSENTIAL works for corporate buildings (excluding leased out buildings and housing) based on latest condition surveys (£'s) - Priority 2	Annual	£	Reduction	Alun Ford			20,189,000	21,238,000	22,236,374	
DISPOSALS	Capital Receipts	Total value of in year capital receipts for the sale of land and property (£'s)	Annual	£	None	Tim Broadhurst				1,354,390	765,500	
ENERGY	Consumption Electricity	Total electricity used in eleven core corporate offices (kWh) <i>(Ty Penallta, Ty Tredomen, Foxes Lane, Mill Road, Cherry Tree House, Tir-y-Berth, Ty Bargoed, Ty Gilfach, Ty Graddfa, Ty Pontywindy and Woodfieldside Units 1,2,3 &amp; 6)</i>	Annual	kWhrs	Reduction	Paul Rossiter		4,347,629	3,510,070	3,460,037	3,248,957	
ENERGY	Consumption Electricity	Total electricity used in Ty Penallta Office (kWh)	Annual	kWhrs	Reduction	Paul Rossiter		1,811,718	1,252,998	1,389,032	1,275,496	
ENERGY	Consumption Gas	Total gas used in eleven core corporate offices (kWh) <i>(Ty Penallta, Ty Tredomen, Foxes Lane, Mill Road, Cherry Tree House, Tir-y-Berth, Ty Bargoed, Ty Gilfach, Ty Graddfa, Ty Pontywindy and Woodfieldside Units 1,2,3 &amp; 6)</i>	Annual	kWhrs	Reduction	Paul Rossiter		3,059,382	2,626,774	2,700,675	2,479,956	
ENERGY	Renewable Electricity Generation	Total annual renewable electricity generation via Council owned photovoltaic arrays (kWh)	Annual	kWhrs	Increase	Paul Rossiter				621,790	666,872	

Grouping	Description	PUBLIC PROTECTION - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 18/19	Q2	Q3	Q4	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4
Trading Stds	Enforcement & Support	The percentage of significant breaches that were rectified by intervention for Trading Standards (Accum)	Quarterly (accum)	%	100%	Jacqui Morgan	72	97	97	95	100	97	93	98	100	91	94	
Food Safety	Inspections	The percentage of high risk businesses that were liable to a programmed inspection that were inspected for Food Hygiene (Accum)	Quarterly (accum)	%	100%	Michele Wehden	72	82	97	100	97	81	94		Not available	Not available		
Env Health	Enforcement	Number of Fixed Penalty Notices issued for dog fouling and not having the means to pick up (Accum)	Quarterly (accum)	Number		Jillian Nott	6	31	41	56	13	23	29	31	3	4		
Env Health	Enforcement	Number of Fixed Penalty Notices issued for littering (Accum)	Quarterly (accum)	Number		Jillian Nott	48	73	92	109	17	34	51	77	7	16		

# Base Data - Performance



Link to  
Performance  
Charts

Grouping	Description	REGENERATION & PLANNING - Measures	Frequency	Unit of Measure	Target	OWNER	Q1 18/19	Q2	Q3	Q4	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4
Planning	Applications Processing	% of major applications determined on time for each quarter	Quarterly	%	50%	Ryan Thomas	33.3	14.3	0.0	20.0	50.0	50.0	0.0	100.0	100.0	100.0		
	Applications Processing	% of major applications that are approved.	Quarterly	%	90%	Ryan Thomas										100.0		
Planning	Applications Processing	% of minor and householder applications determined on time for each quarter	Quarterly	%	80%	Ryan Thomas	92.7	88.2	91.3	88.8	85.3	88.5	87.2	97.7	97.9	95.3		
Planning	Applications Processing	Average time taken to determine all applications in days	Quarterly	Days	65	Ryan Thomas	68.0	72.0	75.0	69.0	75.0	75.0	104.0	74.0	79.0	74.0		
Enforcement	Enforcement	Average time taken to investigate enforcement cases in days	Quarterly	Days	84	Ryan Thomas	31.0	28.0	32.0	45.0	48.0	63.0	65.0	76.0	47.0	45.0		
Regeneration	Industry/Office Provision	% of occupancy of Council owned industrial and office property portfolio	Quarterly	%	98	Allan Dallimore	95.2	91.6	95.0	95.0	94.0	98.5	98.2	97.8	98.1	98.1		
Regeneration	Retail Provision	% of occupancy of Council owned retail property portfolio (Lowry Plaza)	Quarterly	%	95	Allan Dallimore	62.5	62.5	62.5	87.5	87.5	87.5	87.5	100.0	100.0	100.0		
Destination & Events	Tourism	Number of Visitors - Cwmcarn Forest Drive (Accum)	Quarterly (accum)	Number	250,000/yr	Antony Bolter	74,575	142,168	188,625	239,181	65,762	135,605	170,806	199,353	0	31,046		

# PAM's - Base Data - Performance



Grouping	Description	COMMUNITY & LEISURE - Measures	Frequency	Unit of Measure	Target	OWNER	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
WS & O	PAM's	PAM010: The percentage of highways inspected of a high or acceptable standard of cleanliness	Annual	%		Tudor Lewis		96.8	96.4	96.5	96.2	
WS & O	PAM's	<del>PAM011: The percentage of reported fly tipping incidents cleared within 5 working days</del>	Annual	%		Tracy Gwyther		99.7	99.8			Deleted 18/19
WS & O	PAM's	PAM035: Average number of working days taken to clear fly-tipping incidents reported to the authority during the year	Annual	Number		Tracy Gwyther				2.5	4.1	New 18/19
WS & O	PAM's	PAM030: The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way	Annual	%		Hayley Jones		65.5	66.7	63.0	62.5	
WS & O	PAM's	<del>PAM031: The percentage of municipal waste collected by local authorities sent to landfill</del>	Annual	%		Hayley Jones		4.2	1.2			Deleted 18/19
WS & O	PAM's	PAM043: Kilogram of residual waste generated during the year per person	Annual	Kg		Hayley Jones				162.0	156.1	New 18/19
Sports & Leisure	PAM's	PAM017: The number of visits to local authority sport and leisure centres during the year where the visitor will be participating in physical activity, per 1,000 population	Annual	Number /1,000		Jeff Reynolds	7,593.0	7,791.5	7,191.5	7,292.8	5,973.0	See Base Data - Performance tab
Sports & Leisure	PAM's	PAM041: Percentage of National Exercise Referral Scheme (NERS) clients who continued to participate in the exercise programme at 16 weeks	Annual	%		Jared Laughler & James Craig				51.0	52.0	New 18/19
Sports & Leisure	PAM's	PAM042: Percentage of National Exercise Referral Scheme (NERS) clients who reported an increase in leisure minutes at 16 weeks	Annual	%		Jared Laughler & James Craig				73.0	76.0	New 18/19

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

Grouping	Description	INFRASTRUCTURE - Measures	Frequency	Unit of Measure	Target	OWNER	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
HOG	PAM's	PAM020: The percentage of principal (A) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)		4.30	4.60	3.90	4.10	
HOG	PAM's	PAM021: The percentage of principal (B) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)		3.7	3.6	3.4	3.3	
HOG	PAM's	PAM022: The percentage of principal (C) roads, that are in overall poor condition	Annual	%		Gavin Barry (John Cumper)		8.70	7.30	6.60	6.00	

Grouping	Description	PUBLIC PROTECTION - Measures	Frequency	Unit of Measure	Target	OWNER	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	PAM's	PAM023: The percentage of food establishments which are 'broadly compliant' with food hygiene standards	Annual	%		Michele Wehdon		95.0	94.8	95.7	95.6	

# Base Data - Resources



## Resource Tab:

### In-month

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure	5.40	4.54	4.54	5.01	5.62	5.67	5.98					
Infrastructure	2.88	3.27	3.99	3.58	4.41	4.85	4.72					
Property	2.97	2.75	2.64	2.81	3.03	1.88	1.59					
Public Protection	3.89	2.81	5.13	3.87	3.95	1.93	0.45					
Regeneration & Planning	3.79	2.29	3.08	3.27	2.95	3.81	2.85					
Whole Directorate	4.35	3.67	4.14	4.22	4.66	4.63	4.37					

### In-quarter

Staff Sickness Stats (%)	Q1 18/19	Q2	Q3	Q4	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4
Community & Leisure	5.77	5.56	5.54	5.60	8.10	8.00	7.34	5.49	4.63	5.60		
Infrastructure	3.34	6.62	4.69	6.33	5.61	5.51	3.99	4.52	3.49	4.49		
Property	2.87	5.01	0.33	3.01	5.10	4.13	5.93	3.22	2.79	2.58		
Public Protection	4.75	2.17	2.46	4.08	5.37	5.58	4.41	6.51	4.16	3.36		
Regeneration & Planning	1.88	2.62	2.68	3.21	5.03	3.93	4.33	5.86	3.08	3.42		
Whole Directorate	4.69	4.62	4.35	5.08	6.77	6.48	5.86	5.30	4.01	4.65		

### Rolling 12 months (Test)

Staff Sickness Stats (%)	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Community & Leisure												
Infrastructure												
Property												
Public Protection												
Regeneration & Planning												
Whole Directorate												

## Customer Tab:

Number of Complaints By Type	Q1 18/19	Q2	Q3	Q4	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4
Informal			564	830	235	517	655	755		300		
Stage 1			48	71	23	75	94	110		26		
Stage 2			32	49	10	18	16	19		5		
Esc 1 to 2			0	0	0	11	23	26		5		
Other			15	16	0	0	0	0		0		
Whole Directorate	0	0	659	966	268	621	788	910		336		

# Base Data - Resources



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

Number by Service & Type	Q1 18/19	Q2	Q3	Q4	Q1 19/20	Q2	Q3	Q4	Q1 20/21	Q2	Q3	Q4
Community & Leisure					18	17	17					
Infrastructure					3	5	1					
Property												
Public Protection												
Regeneration & Planning							1					
Whole Directorate					21	22	19					
RIDDOR					4	0	2					

# RAG Key

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