

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

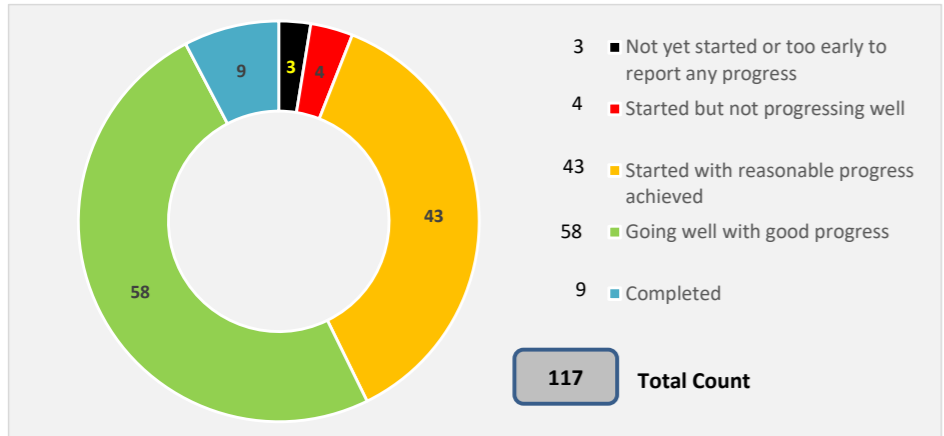
The self-evaluation and understanding we have gained as an organisation and our communities was once again reinforced with our annual corporate regulator performance assessment, confirming our place as a resilient, confident, and high performing local authority.

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

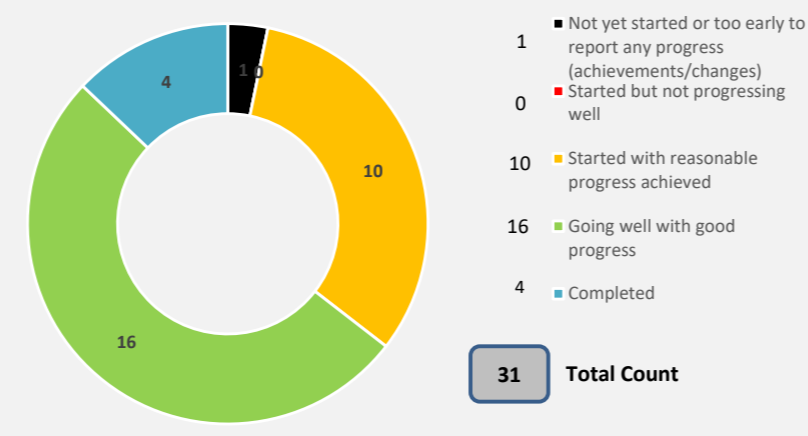
# Corporate Performance Assessment (CPA)

End of year Update **2022/23**

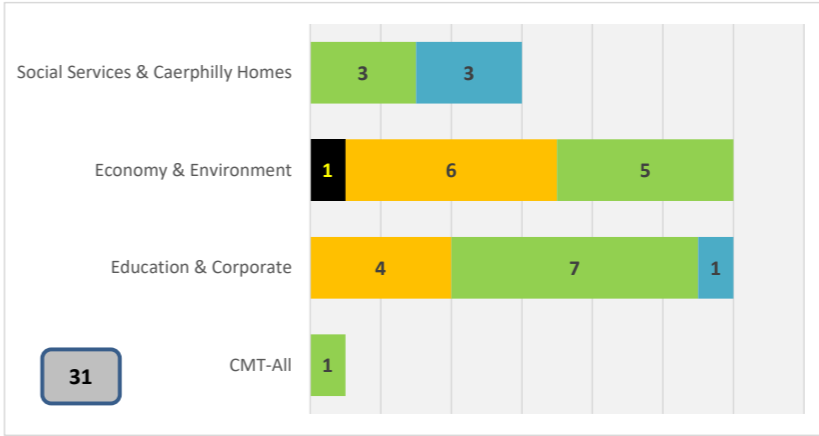
## All DPA (Directorate) Priorities - Progress



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



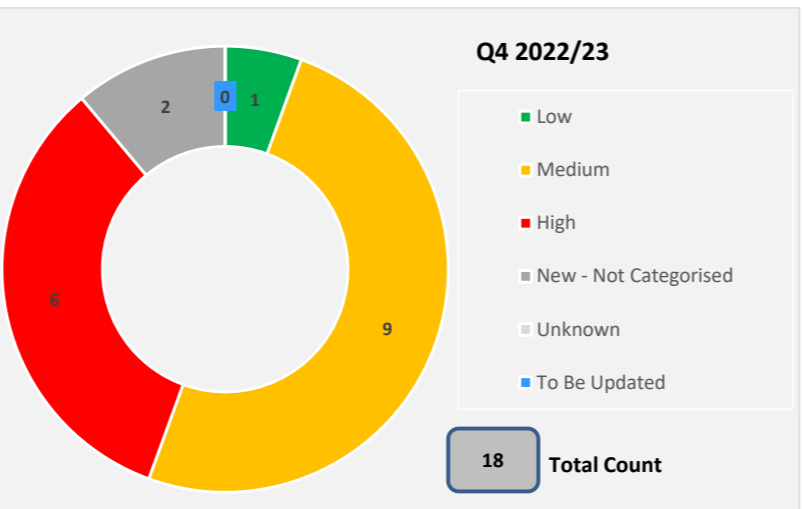
## CMT Priorities - Progress (Details by Directorates)



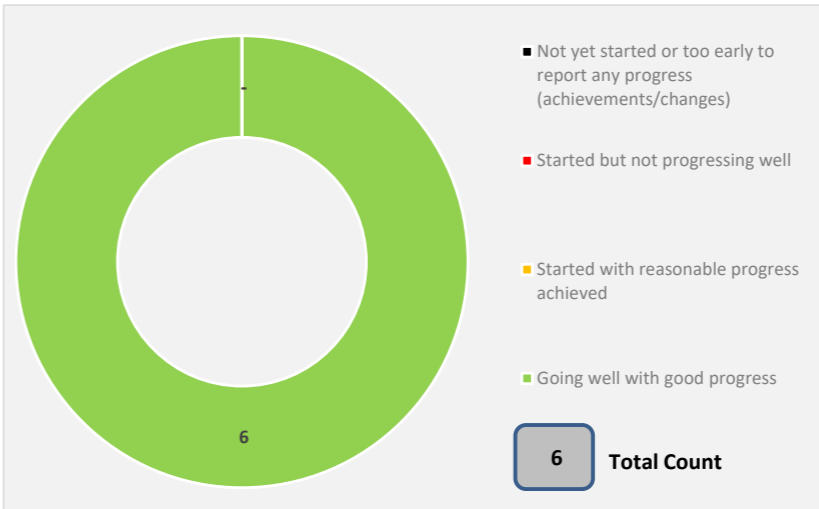
## Finance - Budget Monitoring Report

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

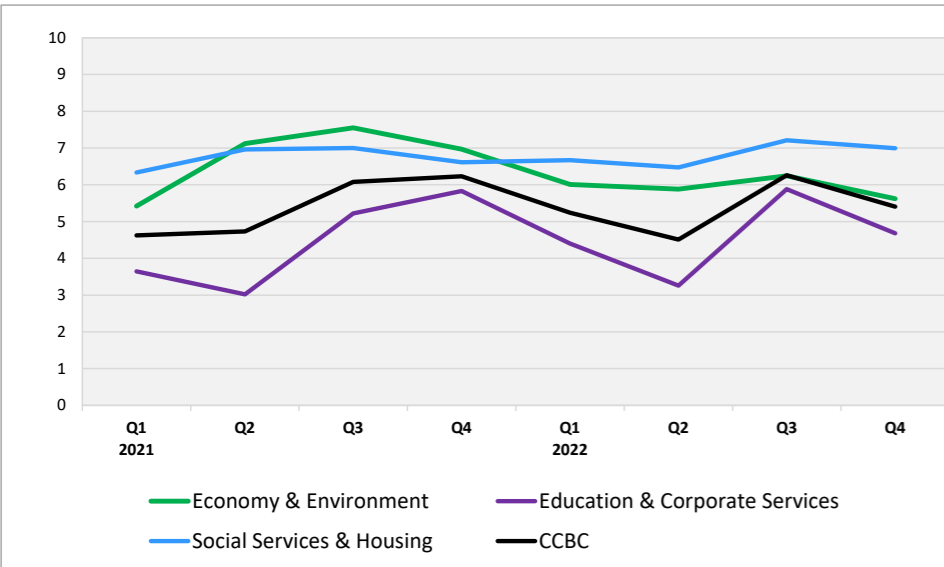
## Risk Register - Number/Category of CMT Risks



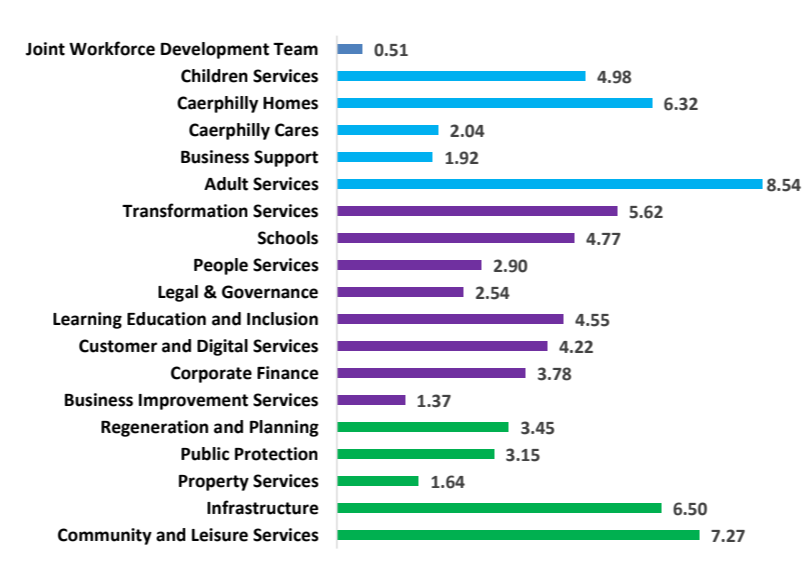
## WBO: Well-being Objectives - Progress/Status



## % Sickness Absence by Directorate



## % Sickness Absence by Service Area



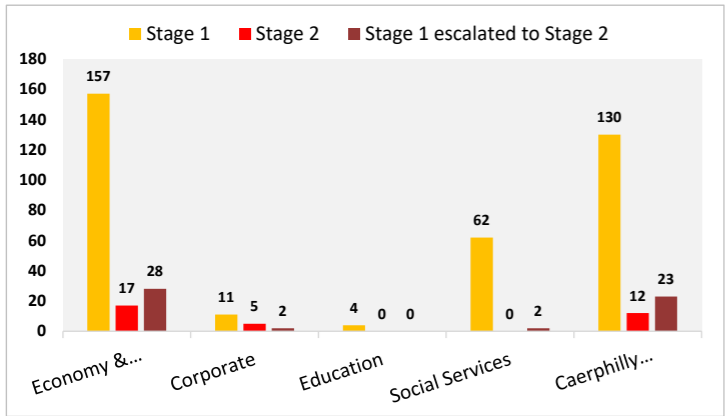
## Workforce breakdown

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

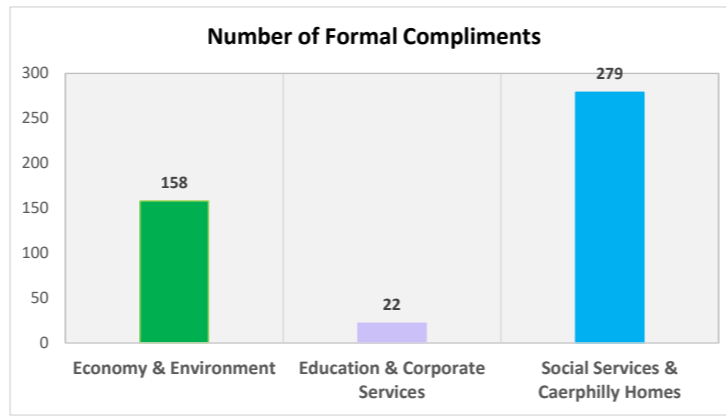
# Corporate Performance Assessment (CPA)

End of year Update 2022/23

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



## Compliments (Positive Feedback)

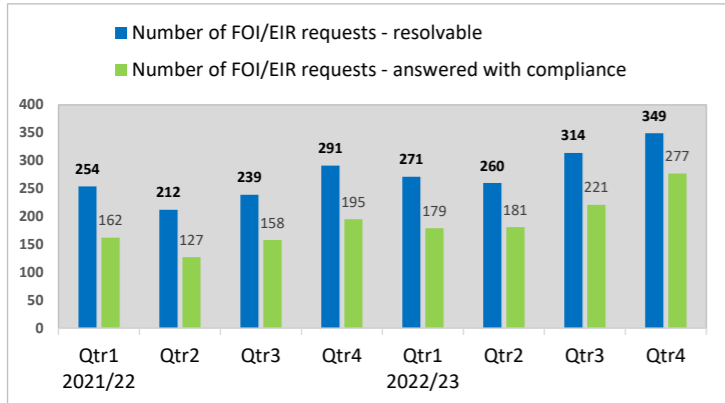


## Welsh Language stats - whole authority

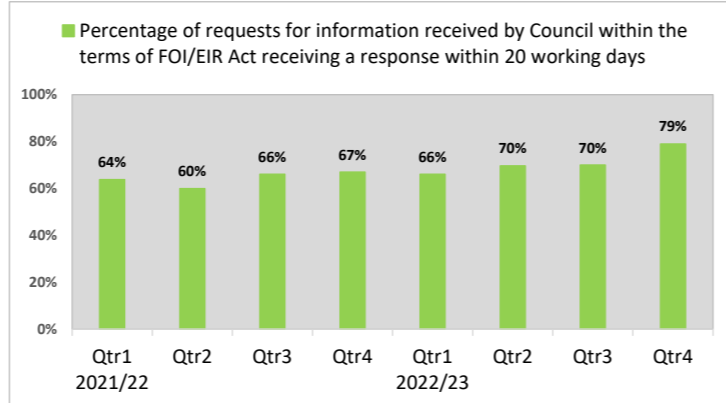
| Directorate Breakdown 2022-23      | Total Staff | Welsh Speakers | %             |
|------------------------------------|-------------|----------------|---------------|
| Economy & Environment              | 2149        | 355            | 16.51%        |
| Education & Corporate Services     | 4851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

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

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



## FOI - Compliance - 20 days (%)



## Areas of Interest - Social Services

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

## Areas of Interest - Caerphilly Homes

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

## Areas of Interest - Corporate Services

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

## Areas of Interest - Economy & Environment

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

## Areas of Interest - Education

### Education 2023

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

# Caerphilly CBC Corporate Risk Register

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

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

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

| Risk ID                   | Risk Name  | Risk Description   | CMT Lead Officer | Q4 2022/23 | Planned Mitigations and Progress  | Does the risk affect the Well-being of our Communities?  | Well-being Risk Level |
|---------------------------|--|--|------------------|------------|---|--|-----------------------|
| CRR 13                    | Increased Homelessness   | Increased numbers of homelessness could result in increased incidents of rough sleeping and increased use of B&B/hotel type accommodation to address emergency needs. This in turn could result in poor outcomes for the households concerned and a repeat of the homelessness cycle. As national Covid policy delaying evictions by private landlords has come to the an end, evictions could rise significantly. | DS               | Medium     | <ul style="list-style-type: none"> <li>• Implementation of the Rapid Rehousing Strategy</li> <li>• Caerphilly Keys service now in place.</li> <li>• Use of support providers and specialists to assist those that are homeless and to sustain tenancies to avoid homelessness occurring</li> <li>• Implement Homelessness strategy which has been developed in collaboration with neighbouring authorities</li> <li>• Review the availability of temporary accommodation to reduce/avoid use of Bed &amp; Breakfasts.</li> <li>• Look at opportunities to further increase the availability of properties in the private sector as an alternative means of accommodating homeless persons</li> <li>• Work closely with the police and probation service to plan accommodation for prison leavers</li> <li>• Review the type of accommodation that is required to meet the needs of those presenting so that this can be considered in longer term future</li> </ul>   | As above   |                       |
| CRR-07                    | Impact of Covid-19 on learner achievement                        | The impact of covid on learner achievement remains unknown and requires further evidence and appropriate intervention, particularly with the inconsistent nature of assessment since 2020 along with reduced levels of pupil attendance and higher than average levels of exclusions.  | ED               | Medium     | <ul style="list-style-type: none"> <li>• Education Strategy that focuses on Reignite, Recover, Reform Agenda now live</li> <li>• Develop the information, intelligence and data to ensure it operates as an effective commissioner of improvement services</li> <li>• Further enhance self evaluation and improvement planning processes</li> <li>• Greater focus on inclusion and improved wellbeing with enhanced tracking</li> <li>• Establish a system of active peer learning that provides opportunities to consider problems, share good practice and innovation</li> <li>• Increased support for pupils at risk of becoming NEET (Not in Education, Employment or Training)</li> <li>• Improving Pupil Attendance</li> <li>• Support More Able and Talented pupils</li> <li>• Improve Pupils' Acquisition of Digital Skills</li> <li>• Deliver Welsh in Education Strategic Plan 2022-2032</li> <li>• Build new schools through Sustainable Communities for Learning</li> <li>• Ensure Medium Term Financial Planning arrangements for Schools</li> </ul> | Yes, this limits contribution to 'Prosperous and More Equal Wales'. Standards of attainment and gaps in inequality can result in a low skilled, low paid workforce, and higher levels of unemployment leading to poverty. Over the long-term (25 years) in the life of a young child to adult the potential outcome of the attainment gap makes this a medium risk. This is a long term risk | Medium                |
| CRR17<br>Q4 22/23         | Impact on cost of living (inflationary) increases on the Council | The impact of rising energy and fuel costs, cost increases and shortages across major supply chains and increases in the cost of construction schemes are increasing the operational costs of delivering services, placing Council budgets under significant strain and creating challenges for the workforce.   | DS               | Medium     | <ul style="list-style-type: none"> <li>• A cross cutting Cost of Living Working group has been formed under DS leadership which is seeking to address challenges across the community and staff populations</li> <li>• Group is mapping all existing cost of living activity underway across the organisation</li> <li>• Group is considering options to introduce new support to those most in need</li> <li>• Web resources are being developed to provide a single source of assistance to our residents and staff that are most in need</li> <li>• Financial impact on projects - ringfenced fund being developed - timing</li> </ul>   |  |                       |
| CRR 12 -<br>Q1<br>2020/21 | Covid-19 Recovery and Future Wave Response                       | As the local economy seeks to recover from the impact of the COVID-19 pandemic, the Council will need to focus on a series of recovery measures to stimulate local growth. The Council will also need to remain prepared to manage its critical services and workforce pressures through potential future waves that limit social mobility and reduce the availability of resource                                 | CH               | Medium     | <ul style="list-style-type: none"> <li>• Cabinet have adopted an Economic Recovery Framework to stimulate growth and a progress report is scheduled for cabinet consideration in Autumn 2023.</li> <li>• New Economic Development Strategy Terms of reference being developed Adoption of Corporate Plan scheduled July 2023.</li> <li>• Cabinet have adopted a Social Value Policy to drive community benefit and the foundational economy across the locality</li> <li>• The Council is overseeing the Regional TTP function supporting Gwent to better manage a range of communicable disease responses</li> <li>• The Council maintains a critical service list and business continuity plans</li> <li>• The Council continues to formalise and embed its Agile Working approaches to ensure services can be provided from any location</li> </ul>  |  |                       |



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

# Self-Assessment action plan



Table 1 showing summary count and status of the action plan

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

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

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

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