



# Annual Performance Report 2012/13

Approved by Full Council on 23rd October 2013



A greener place Man gwyrdach



<b>Content</b>	<b>Description</b>	<b>Page Number</b>
<b>Foreword</b>	Message from the Leader	3
<b>Introduction</b>	Purpose of the report and explanation of how the report is presented	4
<b>Single Plan</b>	'Caerphilly Delivers'	7
<b>Promoting Equalities</b>	How we promote equalities	9
<b>Our Performance</b>	2012/13 annual self- assessment of our performance and Improvement Objectives for:	
	Directorate of Corporate Services	11
	Directorate of Education and Life Long Learning	20
	Directorate of Environment	33
	Directorate of Social Services	56
<b>Overall statutory performance analysis</b>	How we performed against the Welsh Government's: National Strategic Indicators (NSI) and Public Accountability Measures (PAM) and how we compared in the all Wales context.	70
<b>Outcome Agreements 2010/2013</b>	Summary of our assessment for the 10 agreements we hold with Welsh Government for the final year 2013	73
<b>How we collaborate to improve</b>	Assessment of our work with our partners during 2012/2013 and information about how we engaged with the general public	77
<b>Authority Finance Summary</b>	Budget and Spend - Summary of Finances.	84

<b>Reviewing Our Services</b>	Self-assessment, evaluation, audit and inspection. Including an explanation of what our external auditor and inspection teams told us during 2012/13	86
<b>Customer Satisfaction</b>	Summary of what the public tell us about our services	91
<b>Council Priorities 2013/2017</b>	List of our Council Priorities for 2013/2017 and Improvement Objectives for 2013/2014.	93
<b>How to contact us</b>	Our contact details to help you seek further information or explanations or if you wish to give feedback, comments or complaints about this Report	95
<b>Appendix A</b>	Progress Reports on Improvement Objectives 2012/2013	
<b>Appendix B</b>	National Strategic Indicator (NSI) and Public Accountability Measure (PAM) tables 2012/13	

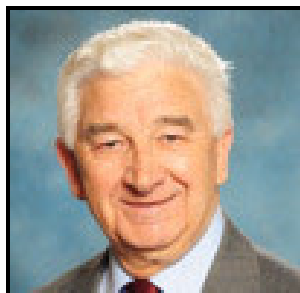
*This Performance Report is Caerphilly County Borough Council's publication of its end of year performance information and data in relation to its activities and should be considered as the Council's second stage report prepared under Part 1, Section 15 of the Local Government Measure 2009 – Wales Programme for Improvement. This discharges our duties under Sections 2(1), 3(2), 8(7) and 13(1) of the measure.*

*This publication is available in Welsh, and in other languages and formats on request.*

*Mae'r cyhoeddiad hwn ar gael yn Gymraeg, ac mewn ieithoedd a fformatau eraill ar gais.*

## **Foreword**

**Council Leader  
Cllr. Harry Andrews**



As Leader of the Council, I am pleased to present our Performance Report for 2012/13. This report reviews the council's improvement objectives identified last year and focuses on performance in key service areas.

We pride ourselves on delivering quality services to residents across the whole county borough, but this year has been particularly difficult for the organisation as we faced unprecedented pressures and dealt with a number of controversial issues.

Some of these issues have yet to be resolved, but we are keen to ensure that the council is not distracted from its commitment to deliver on our agreed Improvement Objectives.

While we are pleased that we are performing well in a number of key areas, we also recognise that there are some areas in need further improvement. I am confident that the council will be able to manage these issues successfully thanks to our excellent workforce and the ongoing support of members.

I would like to assure residents that we are moving forward as an organisation and our focus remains on delivering efficient and effective services to all sections of the community.

Can I thank everyone who has been involved in the ongoing Improvement process and I now look forward to seeing the organisation move on and achieve further positive results in the future

***Cllr Harry Andrews***  
**Leader of Caerphilly County Borough Council**

# Introduction

The Authority has many legislative obligations to our communities, delivering a vast array of services and access to service providers, far too many to report in this one document. However, this report should give you an insight into some of the important aspects of what has occurred throughout the past year. This report is our evaluation of how well we have delivered those services during 2012/13.

## **How do we know that we are making a difference to the communities we serve, in compliance with legislation and addressing the priorities that are important to our citizens?**

The following list is not exhaustive, but has been provided to give you an idea of some of the key things that the authority does each year to check whether we are doing things as best we can:

- ✓ External regulators assess us and inspect our Services to ensure we are compliant with statutory legislation and local policies. For 2012/13 our regulators were; Wales Audit Office, Price Waterhouse Coopers, Estyn and CSSIW.
- ✓ Each Service Area produces an annual Service Improvement Plan, against which it reports and monitors its service delivery activities throughout the year.
- ✓ Each Service Area has its own 'Performance Scorecard' to help monitor, analyse and report performance information throughout the year.
- ✓ Many of our Services form part of wider partnership or collaboration groups, where they produce partnership strategies, plans and programmes which they collectively use to monitor their activities and progress.
- ✓ The authority has in place several tiers of information reporting between officers and councillors, such as Scrutiny, Cabinet and Audit Committee.
- ✓ Services maintain and monitor a Risk Register, which monitors things that could impede service delivery.
- ✓ Services carry out an Annual Governance Statement (an overview of how business is managed, controlled and reported).
- ✓ Services maintain and monitor periodic financial statements of accounts.
- ✓ We have an Audit Committee that monitors various aspects of performance and finances.
- ✓ We use complaints, compliments and wider consultation to gather feedback and intelligence from our citizens and communities. For example, the citizens forum, viewpoint panel, youth forum, bi-ennial Household Survey, as well as operational intelligence from our partnership work with, the Police, Fire and Rescue, the Health Board, Volunteer Groups, Youth Justice Board, Contractors and other 3<sup>rd</sup> party interests, such as developers.
- ✓ Our employees are engaged in annual Performance Development Reviews.
- ✓ The Welsh Government (WG) and European Commission, monitors activities and outcomes delivered against specific grant funded activities.

## How do we know that we are allocating budgets, dealing with our planned savings and disinvestments effectively?

The authority plans and approves its budgets on a 3 year Medium Term Planning principle, which gives consideration to historical trends and spending patterns, national and local initiatives and access to multiple funding sources, some of which change year-on-year.

Our main principles to date have been to: safeguard service provision, jobs, provide improvements to our communities, its people, our infrastructure and surrounding countryside, whilst ensuring a prudent approach to financial decisions. In recent years, we have faced financial constraints that have, in some service areas, changed the way we do things (sometimes referred to as planned savings and disinvestments). To date, these service changes have not been too fundamental.

The Authority regularly and rigorously monitors and controls spending. There has been some re-organisation of services, working in partnership and collaboration with others, which has allowed the Authority to manage to work within the funds made available to us in recent years.

For further details: <http://www.caerphilly.gov.uk/site.aspx?s=qb29+uFQcBPQLO2sM5/LABAEq3prVya8>

## How will the Report be structured?

Each year, the authority continually monitors and reviews its levels of service delivery against a mass of information, including citizen feedback, in order to determine its position in meeting certain legislative requirements and delivering quality and efficient services to our citizens and their communities.

This report mainly focuses on giving the reader, an assessment of council performance, achievements and areas for improvement during the reporting year 2012/13.

For ease of reading, under the section **Our Performance**, we have provided an assessment by each Directorate for 2012/13. Each Directorate assessment will include the following information:

- ✓ Directorate annual position statement
- ✓ Assessment of our progress with our Improvement Objectives for the Directorate for the year in focus
- ✓ Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for the Directorate for 2012/13
- ✓ Financial information and analysis relating to the Directorate for 2012/13
- ✓ Evaluation of other performance information captured during the year about the directorate

We hope you enjoy reading about how your Authority is working to make a difference to you and your community and welcome any comments or feedback that you may wish to make. If you want to get involved the section called 'How to Contact us' on page 94 will tell you how you can do that.

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## “CAERPHILLY DELIVERS” – Delivery Structure



- Health, Social Care and Well-being Partnership
- Children and Young People’s Partnership
- Safer Caerphilly Community Safety Partnership
- Living Environment Partnership
- Regeneration Partnership

These Partnerships have evolved and developed over the years, and have a proven track record of success.

During 2011, the Chairs of the above Partnerships and the Caerphilly Local Service Board (LSB) identified that there was a need and an opportunity to improve the Caerphilly Community Strategy Partnership structure, reduce bureaucracy, re-prioritise and focus on enhancing how we deliver changes in the community in partnership with other organisations.

Recessionary pressures and reduction in public spending at a national level also accelerated the requirement for this change programme.

This work programme was complemented the publication (on 19<sup>th</sup> June, 2012) by Welsh Government of “Shared Purpose – Shared Delivery: Guidance on how to integrate Partnerships and Plans”. This document provides statutory guidance and required LSB’s to rationalise their respective Partnership “landscapes” and produce a **Single Integrated Plan**. Caerphilly Local Service Board endorsed and approved the Single Integrated Plan, which is entitled “**Caerphilly Delivers**” at its meeting on 17<sup>th</sup> April, 2013. For each outcome and priority, we have set out where we are now, what we have done so far, what we are going to do, and how we will know we are making a difference.

## THE SINGLE PLAN – ‘CAERPHILLY DELIVERS’

Since 2004 Caerphilly County Borough Council, key partners and stakeholders implemented a strategy called the ‘Community Strategy’. The Community Strategy was a long-term plan (10-15 years) and various Strategic Partnerships were set up to deliver the strategy. These Partnerships are:



Whilst this plan replaces a number of existing plans that we were previously required to produce, such as the Health, Social Care and Well-Being Strategy, Children and Young People's Plan, and the Community Safety Plan. A determined commitment has been given by all involved to accelerate change, strengthen partnership working, multi-agency collaboration, and be accountable for its delivery. The focus will be on prevention and early intervention with those who face a range of disadvantages and above all to make a real difference in our communities, with our communities.

The Lead Delivery Group (LDG) will be responsible and accountable to the LSB for the production and delivery of action plans to achieve each priority, and its identified outcomes.

We are now working on our action plans and performance measures to monitor whether we are making progress against our intended improvements and will be able to update you next year on progress. Performance will be presented, monitored and reviewed by the Lead Delivery Group and by Caerphilly LSB. Additionally scrutiny of **CAERPHILLY DELIVERS** will be undertaken by the Caerphilly County Borough Council's Policy and Resources Scrutiny Committee, as part of the council's Scrutiny Work Programme.

For further information about **CAERPHILLY DELIVERS – the Caerphilly LSB Single Integrated Plan**, please visit the Caerphilly Local Service Board website at:  
<http://your.caerphilly.gov.uk/communityplanning/content/caerphilly-local-service-board>



## Promoting Equalities and Welsh Language

This Council works to ensure that everyone in our communities is able to get the services they need without being prevented by barriers that someone else would not face and we are therefore committed to ensuring that everyone in Caerphilly County Borough is able to obtain fair and equal access to services and employment, by engaging with people to understand their needs and delivering services that meet them.

In 2012, the Council produced a Strategic Equality Plan, which includes 7 strategic equalities objectives developed through engagement and consultation, to ensure that we are fulfilling our duties in respect of the Equality Act 2010 (Statutory Duties) (Wales) Regulations 2011 and the Welsh Language (Wales) Measure 2011 (including ongoing duties under previous legislation. The plan, together with more information and the annual reports on our performance can be found at [www.caerphilly.gov.uk/equalities](http://www.caerphilly.gov.uk/equalities).

### **The Council's Equalities Statement:**

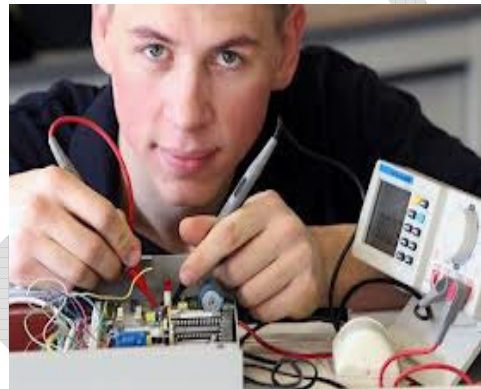
This Council recognises that people have different needs, requirements and goals and we will work actively against all forms of discrimination by promoting good relations and mutual respect within and between our communities, residents, elected members, job applicants and workforce. We will also work to create equal access for everyone to our services, irrespective of ethnic origin, sex, age, marital status, sexual orientation, disability, gender reassignment, religious beliefs or non-belief, use of Welsh, BSL or any other language, nationality, responsibility for any dependents or any other reason which cannot be shown to be justified.



**↑ PASSPORT TO EMPLOYMENT**

SC231	SOCIAL CARE
MC578	MECHANIC
CA923	CATERING
HE447	HEALTH
EN190	ENGINEER
MN361	MANAGER

**CAERPHILLY**  
PROGRAMME



**CO<sub>2</sub>** CARBON MANAGEMENT



# Directorate of Corporate Services

## Director's Statement of Overall Performance for 2012/13

**Nicole  
Scammell**

Acting Director of  
Corporate Services



Corporate Services is made up of the following services: Human Resources, Legal & Democratic Services, Corporate Finance, Performance Management & Property Services, IT Services (including Communications and Customer First Centres) and Housing, we have up to 1100 Employees helping to support services and citizens in a wide range of ways.

It was a busy year for corporate services, our Human Resource Department worked with a range of partners to develop and expand the Caerphilly Apprenticeship and Traineeship Scheme. This is now called the Passport Scheme and was launched to help give people who are unemployed skills, experience and guide them into employment by a different range of avenues. The scheme has been very successful and opportunities are arising to develop further. There is much external interest in the scheme therefore collaboration is likely for the next phase.

Changes to Housing Benefits for council and other social landlords tenants is undertaking big changes due to the 'Welfare to Work' program. The UK government is reducing the amount of housing benefit some people can claim based on the size of the rented property and the people who live there. The UK government's Welfare Reform Act was approved in March 2012, one of the main changes relates to housing benefits. Many social housing tenants (who rent from the Council or Housing Association) saw a change to their housing benefit from April 2013, this also affects property allocations as tenants may look to change to homes with less bedrooms and this may not be compatible with our current housing stock. We are continuing to work with tenants and partners to make sure information and support is available to all those who need it.

Legal & Governance are actively involved in the collaboration agenda and as such will continue to play a full part with the Shared Legal Services Project for South East & Mid Wales. The forthcoming year will be a critical and demanding one, for Caerphilly and the 9 other Authorities involved, where important decisions will have to be made on the future of the collaboration.

We have further developed a robust corporate complaints process and now plan to use intelligence received to improve services by setting up a 'Listening and Learning' Group. We had planned to have this in place by the end of 2012/13, but it was delayed and did not take place until 1<sup>st</sup> April 2013, however we are now moving forward.

We carried out considerable work on analysing our Member scrutiny along with the Wales Audit Office and there is more about this work under the section 'Reviewing Our Services'.

We have implemented a Corporate Asset Management Strategy and although there has been some criticism from our auditors, as to the strategic nature of the plan (believing it is more operational in nature). The report acknowledges “there have been many changes in the way the Council has managed its assets over the past 18 months”. However, it suggests development of key areas, such as service asset management plans, has been slow”. We will be addressing this as we move forward.

Property Services has led in respect of Ysbyty Ystrad Fawr (YYF) Sports Development, which is a state of the art facility that will boast two 3<sup>rd</sup> Generation (3G) artificial playing surfaces to support both football and rugby. This will offer the local community, use of a world-class facility, which complements our efforts to encourage greater sporting participation across all age groups within the area. Completion is scheduled for Spring 2014.

Two Customer Services Centres opened in newly refurnished libraries in Bargoed and Risca, however Caerphilly library was due to open at the end of 2012, but has been delayed until November 2013. The delay was due to a new Council decision to purchase the premises rather than lease and in doing so we will save in excess of £5m over the duration of the lease period (35 years).

We implemented a Citizen Engagement Strategy and held our bi-annual household survey, which provides us with the opportunity to ask citizens about our services. Although this should have taken place in February 2013, it was delayed until June 2013. The results from the last Household survey in 2011 showed that 78% of respondents were satisfied with the overall services the Council provides and in our most recent survey 2013 the satisfaction rates increased to 82% (see customer satisfaction page 92).

Following the outcome of the Housing Stock Transfer Ballot, the Welsh Housing Quality Standard (WHQS) is now a major flagship programme for the Council involving a budgeted spend of circa £200m between 2012 and 2019 and in excess of £800m over the life of the 30 year business plan. The delivery of the programme is a significant challenge and an opportunity to link housing and regeneration outcomes. The transformation of estates is one of the eight activity themes in the Council’s Regeneration Strategy “People, Business, Places”. The WHQS investment should be a catalyst to achieve wider objectives including new jobs and training opportunities for local people. Work has already begun in earnest to improve tenant participation; working groups have been created including tenants, cabinet members and officers but the new strategy will provide a framework to involve tenants in all areas of the housing service and throughout the borough.

A Public Interest Report by Wales Audit Office published in March 2013 has raised some concerns in respect of Corporate Governance that will need to be addressed during 2013/14.



## **Financial information and analysis for Corporate Directorate for 2012/13**

The Directorate continues to deliver within the confines of its allocated budget on a consistent basis and has made further savings and efficiencies over the past year in order to manage cost pressures and a shortfall in external funding.

Over the next three to five years the financial landscape will continue to be challenging for our authority and although Corporate Services has been able to manage its finances well during 2012/13, the future financial challenges facing us are real, significant and challenging.

The outturn position for Corporate Services for 2012/13 was an overall under-spend of £787k and this was partly attributed to unavoidable delays in filling vacancies, together with delays in procuring software changes. The most significant under-spends were identified in Corporate Finance (£383k), IT (£176k) and Performance & Property (£160k).

One of our main future pressures is that central government is cutting expenditure and this will in turn reduce the money Welsh Government has available to allocate to public services. With indications that Welsh Government may protect health, transport and schools, this will mean there will be less resources available for Welsh Government to give to local government, with indications of future yearly settlements from Welsh Government being reduced.

As 70% of the councils funding comes from Welsh Government (30% is raised from council tax and business rates) any reduction could have a significant impact. One of the main pressures for corporate services is due to the 'pledge' where Welsh Government requires Local Government funding to protect certain areas such as Social Services and Schools. This means that any cuts will fall to the services outside of these areas, namely the Environment, Corporate services, Libraries, Leisure and non schools education spend.

We will keep you updated as further information becomes available. Further information on overall finances are available on page 83.

On the next page we provide a performance assessment against our Improvement Objective for 2012/13.



## Improvement Objective - Ensure citizens understand why, when and how to engage with us (IO 1)

What we said we would do in 2012/13:

- We will improve the way we engage and feedback to citizens.
- Our citizens will have a better understanding of their engagement role with the council and understand how they can influence and shape policy and services by their engagement
- In 2013 the council's Household Survey will show an improvement in customer perception of our services.
- We will have a good representative mix of citizens that take part in all our consultation / engagement activities which match the local population demographics.
- Through our corporate complaints process, we gather intelligence and citizens understand this helps us improve the way we do things.

☹ We assessed this Improvement Objective and concluded we were **Unsuccessful** in its delivery in 2012/13. The reason for this is that although we put the building blocks in place to meet the improvements we were slow in doing so and therefore did not affect any change in the reporting year 2012/13. We expect to see the impact of our actions more fully in 2013/14 as progress was made during the summer of 2013.

### What did we do well and what difference did it make?

Our new complaints process was launched and promoted so customers had a greater awareness of how to provide feedback to us. Key Citizen Engagement strategies were developed for both the Council and the Local Service Board and Cabinet agreed a robust forward work programme. This will see the authority take a fresh approach to the way we engage with our stakeholders.

Developments to note include:

- The adoption of a new CCBC Citizen Engagement Strategy
- The adoption of a new LSB Citizen Engagement Strategy
- The commissioning of the 2013 Household Survey (June 2013)
- The creation of a new corporate Consultation Database
- The development of a new training and learning schedule for staff

An audit of current engagement mechanisms used across the authority is now underway and we will be exploring new ways to engage - especially using digital and social media. A cross-directorate working group has also been established to ensure that a consistent approach is applied across service areas in the future.

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

Although good progress has been made over the last 12 months to drive forward the council's Citizen Engagement agenda many of our actions did not occur within the year of 2012/13 and progress was slow. The Household Survey was due to take place in February 2013 but was delayed and took place during June 2013 therefore the analysis has only just taken place. Whilst we are pleased with the results, we still class this objective as unsuccessful because our evidence (the survey) fell out of the reporting year.







We have revised and updated our complaints policy in line with the recommendations made by the Ombudsman in relation to the implementation of a common complaints policy across Wales. The new complaints process was in place for 1st April 2013. We are now holding regular Listening and Learning Groups, which will allow us to analyse and understand more about the complaints we receive. However, most of this work will fall into the year 2013/14, so some of the actions and measures for 2012/13 cannot be classed as completed.


## **Where do we need to do better?**



Although many of the processes and procedures are now in place, at the end of 2012/13 we cannot say that we have been successful in ensuring that citizens of Caerphilly County Borough understand why, when and how to engage with us and the impact their engagement will have in helping us to improve services at this stage. This is something we will now need to review at the end of 2013/14 to see if the building blocks that were put in place are now working.

Fuller details can be found in Appendix A.

## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 2012/13 Corporate Services

Our performance keys show:		
Current year results compared to previous year results		 Worse than the previous year
		 Same as the previous year
		 Better than the previous year
	<b>N/A</b>	Data not available or comparable – see individual comments for an explanation.

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
<b>HHA 013</b>	The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months. <b>(NSI)</b>  <b>Improvement Direction: Higher result is better</b>	84.1%	10 <sup>th</sup> out of 22	80.0%	<b>88.2%</b>	11 <sup>th</sup> out of 22	62.6%
	<p>Over the past 3 years and despite many changing circumstances that can affect this activity, that are not within the direct control of the authority, our performance results have been well above expectations. Our target back in 2010/11 was initially 50%, was raised to 80% for 2011/12 and 2012/13 and despite seeing a steady increase in the number of cases these past 3 years, we have been able to maintain good levels of performance. For 2012/13 the 88.2% (247 out of 280 cases) was an improvement over the 84.1% (195 out of 232 cases) in 2011/12 and was also better than the All Wales average of 62.6%.</p> <p>We believe our Homelessness prevention work, increasing staff resources and making better use of a number of existing funding streams, has bought this improvement. Discretionary housing payments have been used to fund rent shortfalls and various other funding streams have been brought together to enable households facing welfare reform cuts, or else in need of straightforward crisis help, to access more affordable housing options in the private rented sector. This, together with our ongoing partnership work in relation to mortgage rescue, has prevented more households from becoming homeless than in the previous year.</p>						

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
PSR 002	The average number of calendar days taken to deliver a Disabled Facilities Grant. (NSI)  <b>Improvement Direction: Lower result is better</b>	333	14 <sup>th</sup> out of 22	320	299	13 <sup>th</sup> out of 22	271
	We have been able to lower the average number of calendar days it takes us to deliver a Disabled Facilities Grant, with the average number of days dropping from 333 days in 2011/12 to 299 days in 2012/13. Although this is not quite as good as the All Wales average of 271 days, one of the key things that helped us to improve was the streamlining of our application procedure. For both 2011/12 and 2012/13, our performance position in Wales was in the mid range.						
PSR 004	The percentage of private sector dwellings that had been vacant for more than 6 months at 1 April that were returned to occupation during the year through direct action by the local authority. (NSI)  <b>Improvement Direction: Higher result is better</b>	4.63%	8 <sup>th</sup> out of 22	3.80%	3.07%	16 <sup>th</sup> out of 22	5.11%
	Bringing the newly introduced national "Houses into Homes" Loans scheme on line during 2012/13 diverted our internal resources to such a degree that we have been unable to improve on the 4.63% (36 properties out of 777) of private sector dwellings vacant for more than 6 months that were returned to occupation in 2011/12. In 2012/13, the percentage for Caerphilly dropped to 3.07% (29 properties out of 944), which is less than the all Wales average of 5.11%. We have, however, now allocated additional resources to this function and hopefully we will see an improvement in the figures for 2013/14. Even though we did not meet our target, it should be noted, that any number of long-term empty properties returned to occupancy, is a benefit to the community/citizens. For 2011/12 our performance position in Wales was in the mid range, which has now fallen in 2012/13 to the lower quartile.						

## Evaluation of other performance information captured during the year 2012/13 for Corporate Services

- ☺ We were able to speed up our payments of invoices to small & medium enterprises to 12.78 days, this is more than a day quicker than in 2011/12 when it took 13.92 days. This enables businesses to have a better cash flow.
- ☺ This year we have awarded 185 contracts to local suppliers. This is higher than the figure of 148 reported last year.
- ☺ It takes an average of 10.28 days to process Housing Benefit and Council Tax new claims and changes events, this is better than the 12.07 days reported in 2011/12. With less resources and the impact of the Welfare Benefits changes, this is a good performance.
- ☺ We collected 96.40% of all council tax due in the financial year. This is slightly better than our performance from last year of 96.20%, making this the highest collection rate achieved by the authority to date.
- ☺ 184 of our council buildings have been made suitable and reasonably accessible for disabled members of the public.
- ☺ Of the complaints received in 2012/13. 98% of complaints received were responded to with the timescales.
- ☺ When visiting our Customer First Centres, 84.80% of customers were seen within 10 minutes, this is better than the 82.26% reported in 2011/12.
- ☺ When asked, 98.20% of customers visiting our Customer First Centres said that they were satisfied with the service they had just received.
- ☺ Our workforce was broadly representative of County Borough population in terms of the percentage of our employees that are disabled or from an ethnic minority.
- ☺ 78.67% of homelessness presentations are decided within 33 working days.
- ☺ When asked how satisfied they were with the length of time taken to complete grant work, 96% of recipients said that they were satisfied. 99% of grant recipients also said that they were satisfied with the quality of the work undertaken.
- ☺ At the end 2012/13 1.23% of our Housing Stock was empty, this meant that out of 10,912 properties, 134 were empty.
- ☺ 91.5% of tenants were satisfied with the Housing Allocations and Letting Service we provide. This is better than the previous year result of 89.64%.
- ☺ In 2012/13 we paid 94.20% of invoices within 30 days, this is an improvement on the 93.39% reported last year.

- ☹ In 2012/13 our sickness absence rate for employees was 4.08%, this is a little higher than the 3.93% reported in the previous year. On a positive note, 45% of employees had no sickness absence in 2012/13.
- ☹ At our Contact Centre, we answered 75.13% of calls within 20 seconds, this is below the 83.17% answered within target time last year. The average speed of answer was 24.85 seconds.
- ☹ Of the 844 requests for information received by the Council within the terms of Freedom of Information (FOI) and Environmental Information Regulations (EIR) Act, 637 were responded to within 20 days, which equates to 75%. This is less than the 83% of requests responded to within 20 days in 2011/12 when 673 of 811 requests were responded to with 20 days.
- ☹ The average number of days that all homeless households spend in Bed and Breakfast accommodation was 39 days in 2012/13. In 2011/12 the average number of days was 37.21. This can be explained by the fact that our B&B Services Users are now taking a little longer to investigate and make determinations because they are presented with more complex issues. Also stricter criteria is being applied in certain areas, such as no drink/drugs. Which means that the stay in B&B for some will be longer. Some people may also be reluctant to sign for secure tenancies due to the new bedroom tax that has been introduced, as they cannot afford to pay the shortfall.
- ☹ The level of tenant satisfaction of those who have moved into a new home has dropped to 73.13%, below the 77.04% satisfaction level in 2011/12. Overall the level of dissatisfaction has only gone up by just over 1% as a number of people are answering the question as 'no opinion', which has had an impact on satisfaction levels.
- ☹ 47.09% of the gross internal area (GIA) of our local authority buildings are in a poor or bad condition, although this does mean that 52.91% are classed as satisfactory or good.



# Directorate of Education and Lifelong Learning

## Director's Statement of Overall Performance for 2012/13

**Sandra Aspinall**

Acting Deputy Chief  
Executive  
&  
Director of  
Education and  
Lifelong Learning



The Directorate of Education and Lifelong Learning, is responsible for the delivery of statutory education for children and young people, and provides support and guidance to families to provide opportunities for those children and young people to achieve within their schools and communities. The staff comprises of over 5000 people, working in a variety of roles such as schools, Additional Learning Needs, Education Finance, Adult Education, Youth Service and Library Services.

Some of our key achievements in 2012/13 were:

- Pupils' performance across the majority of indicators at all key stages continued to improve.
- A smooth transition was achieved as the School Improvement Services transferred to the newly established Education Achievement Service (EAS), in September 2012.
- The Local Authority and EAS work well together to ensure a seamless approach towards continued educational improvement.
- School attendance figures increased and the rate of exclusions continued to fall.
- Self-evaluation processes developed well. Directorate targets are challenging and appropriately focused.
- An in-depth strategic review of the Youth Service was undertaken to inform the strategic direction of the service.
- A new Adult Community Learning (ACL) 5-County partnership was formed and a Position Statement for 2013/16 agreed.
- The new Cwm Ifor Primary School was opened to specification and is regarded as an exemplar project.
- Welsh Government provided a fund of £3m to secure the former St. Ilan site for the development of a new Welsh medium school.
- We had a programme of reviews of our primary school accommodation, resulting in a reduction in our surplus places.
- The procurement and fit out of refurbished Library facilities and new builds completed in 2012/13 were all achieved on time and within budget including Abercarn Library and initial performance analysis highlights a 39% increase in book borrowing and 222% uplift in visits

## What we need to improve upon

- Raise standards at key stage 3 and 4.
- Levels of attendance and engagement with partners to identify new strategies.
- Develop a Youth Service Strategy and Operational Plan.
- Establish a clear system for collating, analysing and sharing data across the Directorate to reduce barriers to learning and drive improvement

## What do we need to do next?

- Embed Quality Assurance processes of the EAS to ensure continued support and challenge for all schools.
- Complete our review of additional learning needs and inclusion, including what services are needed for pupils aged 14-19, and implement recommendations once the review is complete.
- Continue to review the use of data within the established self-evaluation processes so that further improvement is secured.
- The 21<sup>st</sup> Century Schools Rationalisation Programme to be progressed so that surplus places are reduced.
- A new strategy is required in order for the Library Service to reach its targets to increase visitor levels and loans of materials. Completion of Council's Library Modernisation Programme is expected during 2013-14, in particular Aberbargoed refurbishment, Newbridge Memo scheme, and new Caerphilly Library and Customer Service Centre.

**This year we received an ESTYN inspection and the Overall judgement was: Adequate:** This means strengths outweigh areas for improvement. The local authority's education services for children and young people are judged as adequate because

- Overall standards are adequate. In 2011 at key stage 3, two thirds of secondary schools were below average and in key stages 3 and 4 there are too many schools in the bottom quarter for important performance indicators when compared to similar schools on the free-school-meal benchmarks;
- Caerphilly has not met its Welsh Government benchmark at key stage 3 in the last three years;
- Secondary schools have not been held consistently to account for their performance and, as a result, improvement in some schools has been too slow;
- Fixed-term exclusions from schools of five days or less have risen notably; and since the last inspection in 2009, there has been little progress in reducing the significant number of surplus places in both secondary and primary schools

However aspects of good progress were identified, such as;

- when the performance of Caerphilly schools is compared with that of similar schools in Wales, based on the percentage eligible for free school meals, performance is just above average in key stages 1 and 2;
- performance against the Welsh Government's benchmarks based on free-school-meal entitlement has improved at key stage 4 over the last four years and in 2011 the authority met the two main benchmarks for key stage 4;
- there are effective processes for the early identification of pupils with additional learning needs (ALN) and appropriate support for their physical and learning needs; and
- Caerphilly is successfully reducing the number of young people not in education, employment or training (NEET).

**Capacity to improve was judged: Adequate** - The local authority is judged as having adequate prospects for improvement because:

- target-setting and self-evaluation are not consistently robust and challenging;
- corporate and statutory partnership planning processes are not aligned;
- progress against recommendations from previous inspections has been inconsistent; elected members have not acted quickly enough with regard to the secondary school modernisation strategy and do not challenge underperformance in schools robustly enough; and
- the Local Service Board (LSB) is yet to develop the capacity to hold others to account.

However:

- senior leadership within the Education and Lifelong Learning Directorate is strong and is driving the improved challenge and support to schools;
- there is good practice where firm links to planning and appropriate focus on improving outcomes for learners are contributing to measurable improvement in standards;
- the director of education makes sure that appropriate links are made between projects and strategies at service level and those at strategic partnership level in order to add value to the directorate's work; and
- improved alignment of financial and educational outcomes data in planning and performance management is further strengthening the already effective financial management of education services.

2012/13 has been a successful year and good progress has been made across all areas of the Directorate. The Estyn inspection, together with the Youth Service Review and other internal audits, has informed future planning. Resources have been maximised to support improvements and there is a clear direction of travel.

And finally, the National Survey for Wales is a face-to-face survey of people across Wales where each year, 14,500 people aged 16 and over are asked for their opinions on a wide range of issues affecting them and their local area. Respondents answers were given on a scale

of zero (extremely bad) to ten (extremely good) and it is pleasing to note that People in Caerphilly gave the highest rating for the state of education 7.0 with the lowest rating (6.1) and the Wales average of 6.4. We aim to build on this level of satisfaction with a range of improvement initiatives for 2013/2014.

## **Financial information and analysis for 2012/13**

Overall the Education and Lifelong learning Directorate (including schools) is reporting an overall under-spend of £2m for 2012/2013 which includes an under spend of £480k for schools and £364k attributed to Home to School / College Transport.

The Directorates position (excluding schools) is an under spend of £1.521m. This represents an under-spend in all 3 Service Areas, Planning & Strategy £635k, Learning Education & Inclusion £494k and Lifelong Learning £392k.

Over the next three to five years the financial landscape will continue to be challenging for our authority, however the Directorate has robust financial processes in place to comprehensively review all budgets to ensure value for money is achieved.

The following pages now turn to our performance against our 2012/13 Improvement Objective and wider performance data:

## Improvement Objective - Improve Skills Levels for Children and Young People (IO 4)

### What we said we would do in 2012/13

1. Improve the skills levels of all our learners through the aims laid out in the Caerphilly Skills strategy, to improve access to learning
2. A reduction in the number of young people not in employment, education and training (NEET)
3. A reduction in the number of young adults who leave without a qualification
4. A reduction in the number of children and young people who are permanently excluded from primary and secondary schools

☹️ We assessed this Improvement Objective and concluded it was **Partially Successful** for 2012/13. We concluded this because although all actions within our action plan (see appendix A) were fully completed and positive progress took place since the previous report (see below) the number of young people who are not in education and employment or training increased in 2012/13, although our ESTYN report (see page 21) commented that we were successful in reducing our NEETs in 2013. However the overall Estyn report though gave us a judgment of 'adequate'. The report largely uses the data from the 2011/12 Academic Year, which was completed in August 2012, as this is the latest data within a completed academic year.

In summary there were 21 pieces of evidence to measure this objective. 6 did not meet their targets. Of those 6, three were within 2% of the target, however judgement is based on whether performance improved compared to last year as opposed to target as a more accurate reflection of performance.

### What did we do well and what difference did it make?

The data shows there has been continued progress reported on the Key Stage 3 Core Subject Indicator rising from 62.4% to 68.4%, raising the ranking of Caerphilly within Wales to 18th, and at Key Stage 4 the Core Subject Indicator has risen from 41.8% to 43%. The % of pupils achieving Level 4+ at the end of Key Stage 2 Assessments in ENGLISH improved by 2% from 82% to 84%, by almost 2% for Welsh and over 2 % in MATHS.

### What did not go well?

The data reported with regards to the % gap between boys and girls for these indicators show that the gap has not achieved the target; however the data is consistent with the cohort of pupils assessed. We have now established a process to track pupil performance to identify significant differences in pupil performance and set appropriate targets.

The performance of the indicators for % young people achieving the Level 1 and Level 2 threshold was below the anticipated result. This was due to the underperformance of a small number of schools within the authority, which detracted from the improvements made by many other schools. The Education Achievement Service (EAS) have been fully briefed on the performance of all secondary schools and systems leaders will provide support and challenge to all schools with regards to appropriate target setting, pupil tracking and monitoring performance

### **What do we need to do better?**

We need to work closely with EAS to ensure that schools meet ambitious targets for improvement and the gender gap continues to close.

We need to identify children and young people who require intervention and design appropriate programmes. All services within the Directorate need to work together to ensure clear pathways.

We need to continue to implement our Strategy for reducing the number of young people reporting NEET.








The ESTYN Inspection (July 2012) and subsequent report provided a total of five recommendations of which two were particularly relevant to this improvement objective. Recommendation 1 is implement improvement strategies and specific actions to improve outcomes for learners especially at key stages 3 and 4 and recommendation 2 refers to strengthening the level of challenge to our secondary schools. These are a key focus for the authority, and there remains a focus on raising standards and improving results, especially in Key Stage 3 and 4.


The 2012/13 % gap between boys and girls achieving core subject indicator (CSI) at KS3 worsened from -5.10 to -14.10 and the target set was not achieved. Greater work to track the individual to ensure appropriate interventions are in place to offset gender differences. 2012/13 the % gap between % boys and % of girls achieving Core Subject Indicator (CSI) at KS4 worsened from -4.00 to -8.00. It is important to recognise that these results were achieved by different groups of pupils and therefore it is difficult to provide a direct comparison between annual results. As a service, we recognise a gender gap is present within educational attainment and we have been working to reduce this gap, alongside raising the standards of both boys and girls within schools and other educational settings.




Please see fuller details and the Action plan in Appendix A







## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 2012/13 Education & Lifelong Learning Services




Our performance keys show:		
Current year results compared to previous year results		 Worse than the previous year
		 Same as the previous year
		 Better than the previous year
		Performance maintained at the best it can be (and / or best in Wales)
	<b>N/A</b>	Data not available or comparable – see individual comments for an explanation

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU 002i	The percentage of pupils (including those in LA care) in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work base learning without an approved external qualification. <b>(NSI)</b> <b>Improvement Direction: Lower result is better</b>	0.36%	11 <sup>th</sup> out of 22	0.4%	0.4%	17 <sup>th</sup> out of 22	0.4%
	In 2012/13 there were 65 less children on the roll (2,155) and 1 more child (total of 9) who left education, training or work based learning without a qualification in comparison to the previous year. For 2011/12 our performance position in Wales was considered to be in the mid range, which has now fallen in 2012/13 to the lower quartile, although it is inline with the All Wales average and our target.						









Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU 002ii	The percentage of pupils in local authority care in any local authority maintained school, aged 15 as at the preceding 31 August who leave compulsory education, training or work base learning without an approved external qualification. <b>(NSI)</b> <b>Improvement Direction: Lower result is better</b>	0%	1 <sup>st</sup> out of 22	0%	6.1%	16 <sup>th</sup> out of 22	5.7%
	In 2012/13 there were 9 more children in care at age 15 on roll in comparison to 2011/12. 2 children did not respond to the service provided to them and left with no qualifications. As we had no children leave school without a qualification 2 years previously we set a target of 0%, which was clearly challenging. For 2011/12 our performance position in Wales was in the upper quartile, which has now fallen in 2012/13 to the mid range and just outside the all Wales average.						
EDU 003	The percentage of pupils assessed at the end of key stage 2, in schools maintained by the local authority, achieving the core subject indicator, as determined by teacher assessment. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	79.7%	14 <sup>th</sup> out of 22	79.5%	82.7%	14 <sup>th</sup> out of 22	82.8%
	We have improved on the previous year's performance by 2.99%. For both 2011/12 and 2012/13, our performance position in Wales was mid range.						
EDU 006 ii	The percentage of pupils assessed, in schools maintained by the local authority, receiving a teacher assessment in Welsh (first language) at the end of key stage 3. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	9.5%	13 <sup>th</sup> out of 22	11%	11%	11 <sup>th</sup> out of 22	16.8%
	In 2012/13 20 more pupils had their teacher assessments in Welsh and so improved on the previous year by 1.5%, maintaining a mid range position and meeting our target of 11. For both 2011/12 and 2012/13, our performance position in Wales was in the mid range.						

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU 011	The average point score for pupils aged 15 at the preceding 31 August, in schools maintained by the local authority. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	403.6	16 <sup>th</sup> out of 22	415	429.7	17 <sup>th</sup> out of 22	468.3
	In 2012/13 29,916 more points were scored compared to the previous year of 2011/12 by 65 less pupils and out-performed our target of 415. This measure will be replaced by the average 'cap score' which only counts the scores of the highest qualifications achieved. For 2011/12 our performance position in Wales was in the mid range and despite our score improving for 2012/13, we have moved into the lower quartile and are still below the all Wales average.						
EDU 015 a	The percentage of final statements of special education need issued within 26 weeks, including exceptions. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	95.8%	4 <sup>th</sup> out of 22	91%	100%	1 <sup>st</sup> out of 22	71.3%
	In 2012/13 performance increased by 4.2% on the previous year 2011/12 performing at 100%. The measure remains in the upper quartile in Wales and out-performed the All Wales Average by 28.7%. There were 72 more pupils for whom a statement of educational need was issued and all 72 pupils were issued within the 26 weeks timescale.						
EDU 015 b	The percentage of final statements of special education need (SEN) issued in 26 weeks, excluding exception. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	100%	1 <sup>st</sup> out of 22	96%	100%	1 <sup>st</sup> out of 22	95.9%
	Performance maintained at the best it can be. In 2012/13 this measure remained at 100% for the second year running and all 14 pupils who were issued SEN excluding exceptions were done within 26 weeks Processes have improved to ensure a quicker turnaround. For both 2011/12 and 2012/13, our performance position in Wales was at the top of the upper quartile (1 <sup>st</sup> ).						











Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU 017	The percentage of pupils aged 15 at the preceding 31 August in schools maintained by local authority who achieved the L2 threshold including a GCSE grade A* - C in English or Welsh first language and maths. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	N/A	N/A	46%	45.1%	19 <sup>th</sup> out of 22	50.7%
<p>EDU017 was introduced as a new measure to the National Strategic Indicator (NSI) data set for 2012/13. However, we have been collecting this data for a number of years. The table above shows N/A for 2011/12 as this table is only comparing year-on-year NSI data sets. For 2011/12: We recorded a result of 43.3% (962 out of 2,220 pupils) for this measure. For 2012/13: Our results show that performance has slightly improved since 2011/12 to 45.1% (971 out of the 2,155 pupils). This was just below our target and put us in the lower quartile when compared to the rest of Wales. We were 5.6% lower than the All Wales Average and 16.3% lower than the highest performing authority in Wales.</p>							
EDU 004	The percentage of pupils assessed at the end of key stage 3, in schools maintained by the local authority, achieving the core subject indicator, as determined by teacher assessment. <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	62.4%	19 <sup>th</sup> out of 22	59.5%	68.4%	18 <sup>th</sup> out of 22	72.7%
	In 2012/13 131 (2,155) less pupils were assessed at key stage 3 compared to 2011/12 (2,286) and 47 more pupils (1,473) achieved the core subject indicator at key stage 3, compared to 2011/12 (1,426), succeeding its target by 8.9%. For both 2011/12 and 2012/13, our performance position in Wales was in the lower quartile.						

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
EDU 016 a	Percentage of pupil attendance in primary schools (PAM) <b>Improvement Direction: Higher result is better</b>	92.8%	18 <sup>th</sup> out of 22	93.3%	93.2%	18 <sup>th</sup> out of 22	93.9%
	In 2012/13 303,322 sessions were missed by primary school pupils compared to the 322,986 in the previous year 2011/12, just missing target by 0.1% although performance improved. Performance is 1.71% lower than the highest performing authority in Wales.						
EDU 016 b	The percentage of pupil attendance in secondary schools (PAM) <b>Improvement Direction: Higher result is better</b>	90.7%	19 <sup>th</sup> out of 22	91.7%	91.7%	19 <sup>th</sup> out of 22	92.1%
	In 2012/13 271,170 sessions were missed in secondary school in compared to 310,243 in 2011/12. The measure remains in the lower quartile in Wales and 0.4% lower than the All Wales Average and 2% lower than the top performing Authority.						
LCL 001b	The number of visits to public Libraries during the year, per 1,000 population. (NSI) <b>Improvement Direction: Higher result is better</b>	4,652	17 <sup>th</sup> out of 22	4,900	5,012	17 <sup>th</sup> out of 22	5,968
	In 2012/13 there was an average of 360 visits per 1,000 populations more than the previous year or 90,663 actual visits to Libraries in Caerphilly. This increase was due to the opening of Abercarn library in May 2012. Performance succeeded target by 112 visits per 1,000 population. For both 2011/12 and 2012/13, our performance position in Wales was in the lower quartile.						

## Evaluation of other performance information captured during the year 2012/13

-  The number of adult learners engaged in basic skills programmes increased from 951 to 1046 in 2012/13
-  The number of visits to Public Libraries during the year per 1,000 population increased above the target level set from 4652 to 5012.
-  Our 2013 Household Survey shows: The percentage of respondents very or fairly satisfied with the facilities and services for Libraries was 97% (an improvement over the 93% in 2011).
-  There has been a drop in the levels of books borrowed per person in 2012/13, compared to 2011/12, (4,022 to 3,593) due in part to a poor outturn for the last quarter - linked to the inclement weather and changing patterns of use by customers as more move to e-book formats. Although overall performance is disappointing, activity at recently refurbished and or relocated sites have bucked this trend, which each location showing increases of between 14% and 46%.
-  The County Borough Library Service met 6 of 9 Welsh Government Public Library Standards in 2012/13, a similar outcome to that recorded in 2011/12 and average when compared to other local authorities. Welsh Government Public Library assessors noted that the Authority's prospects of achieving most, if not all 9 Standards by 31<sup>st</sup> March, 2014, was good.
-  All our European Social Funded projects have been successful in meeting their recruitment and achievement targets in the academic year 2011/12 (financial year 12/13). The range of projects that are designed to help people into work by improving their skills and confidence targeting areas of support to particular groups such as lone parents.
-  We had no pupils permanently excluded during the year from Primary Schools and the number of pupils from Secondary School was 0.5 (which relates to 5 pupils). Our goal is to have no exclusions, however performance has improved on the year before
-  The average number of school days that permanently excluded pupils did not receive an offer of full time appropriate education provision during the year improved from 92 days to 55.6 days and we believe this is due to improved challenge to schools and improved processes for providing provision. In terms of the average number of days that pupils waited for part-time provision averaged 1.2 days, which was slightly better than last year.



-  The percentage of school days lost in **Primary School** due to fixed-term exclusions during was maintained at 0.03% although the actual number of days lost was 538 in 2012/13 and was an improvement from 698 the year before, however as the number of pupils are many and the numbers of exclusions are low the percentage remains the same. Percentage of days lost **at secondary Schools** improved with the actual number of days lost being 1953 improving from 2823 in 2011/12.
-  Our percentage of primary school places that were unfilled reduced to 19.02% from 22.19% in 2011/12. The better performance of these measures is for the unfilled places to be as low as possible.
-  However the percentage of secondary schools with unfilled school places increased slightly from 16.89% to 18.62%. We are aware that unfilled places are an issue and this is affected by several factors including an increasing or decreasing population. We are under taking a programme called '21<sup>st</sup> century schools, which looks at secondary school rationalisation and the build of the new Welsh Medium School in St Ilans. Through this programme we hope to reduce unfilled (surplus) places.
-  The Percentage of primary schools with 25 percentage or more of their places unfilled has improved to 30.67% (it was 42.67% in 2011/12), however we still deem this as an area of concern.
-  The percentage of secondary schools with 25 percentage or more of their places unfilled has been maintained at 21.43%.
-  Parental satisfaction levels with starting school 99% against 92.5% in 2011/12.
-  Although we want to improve our level of attainment there has been progress in the % of pupils achieving Level 4+ in end of Key Stage 2 assessments for English (84.3) and in Welsh 88.1% from 86.3%. In maths the % of pupils achieving Level 4+ in end of Key Stage 2 was 86.8 from 84.60.
-  In Key Stage 3, pupils achieving Level 5+ in Welsh improved from 75.9% to 84.3%.
-  The % of pupils achieving Level 5 (L5+) at end of Key Stage 3 (KS3) assessments for English improved by nearly 6% and Maths increased by 3.2%.
-  The gap between achievement of boys and girls is widening in certain areas, although, we have run several initiatives to try to close this gap.

# Directorate of Environment

## Director's Statement of Overall Performance for 2012/13

**Sandra Aspinall**

Acting Deputy Chief  
Executive



The Directorate of the Environment is responsible for the delivery of statutory and local services for frontline services such as collection of waste, street cleaning, leisure services parks and countryside, catering, managing and maintaining our roads, transportation, planning and protecting the public interest through Environmental Health and Trading Standards. We employed up to 2600 staff and had a budget of £ 59.72 m.

These services are delivered through four divisions namely, Community & Leisure Services, Engineering, Public Protection and Regeneration & Planning.

For the year 2012/13 we have made some very positive progress and achievements that benefitted both our citizens and the communities that we serve. We also had some areas that did not go so well and will detail those in our summary. It should be noted that as the Environment Directorate is very large and diverse we are providing a key summary here, however the contact details are available at the back of the plan if any citizen would like to know more about the performance of a particular area.

Overall, and despite the ever increasing financial pressures put upon this directorate, through service rationalisation, sickness and vacancy management, improved partnership and collaborative working arrangements, stringent finance control and scrutiny, we continue to see improvements to our environment, its infrastructure, community facilities and service provision throughout our borough. Much of which, has only been achievable by encouraging wider community and citizen engagement.

Some of our key achievements for **Community and Leisure** were:

The Waste Management Team won a prestigious award at the annual Association for Public Service Excellence (APSE) service awards. They were crowned Best Service Team in 2012 as a result of continuous improvement. APSE is a local government body working with over 300 councils throughout the UK. These service awards recognise the delivery of excellence in frontline local government services. A Food Waste Award was also won at the Plant and Waste Recycling Show Awards (PAWRS) 2012 along with a Silver award at the Zero Waste Awards 2012.

17 members of the Refuse & Cleansing team have become the first in Wales to be awarded with a Sustainable Resource Management qualification, several of whom have been employed through the pioneering Caerphilly PASSPORT programme. The Waste Management service also has 11 apprentices working towards obtaining qualifications.

We continue to consistently exceed Welsh Government's recycling targets thanks to our streamlined collection process and proactive approach to encourage greater participation and thanks to the excellent efforts of our residents who participate in our recycling scheme.

During the summer of 2012, we further promoted the Caerphilly StreetPride initiative and took to the streets of the county borough with a series of high-profile campaigns to help tackle environmental issues including dog fouling, littering, cigarette ends and fly-tipping.

There have been a record number of visits to our Leisure Centres which links in with our aim, to get more people, more active, more often! There has also been a significant increase in Smartcard membership, which is a quicker, easier way to access facilities at your local leisure centre and library.

Sport Caerphilly have done an excellent job in engaging schools in participating in the National School Sport Wales (NSSW) Programme. We are the leading local authority for the highest level of NSSW registrations.

Sport Caerphilly has also developed and implemented a sporting programme aimed at enhancing the skills of Caerphilly county borough's 'more able and talented' school pupils and the Olympic Torch came to Caerphilly in May 2012, bringing with it Olympic spirit, festivities and an extensive legacy programme.

Schools, community groups, businesses and individuals across the county borough were encouraged to show they have pride in their place by entering Pride In Your Place awards 2012. This was organised by the council to acknowledge the effort and innovation of those who help make our area cleaner, safer and greener and a better place to live, work and visit.

More than 50 schools from across Caerphilly county borough have signed up to take part in the Battery Recycling Scheme due to start in 2013, involving over 17,500 pupils and Groundwork Caerphilly in partnership with the council, manage a new social enterprise called Furniture Revival who rely on donations from the public and arrange collection of unwanted household items from residents which are then refurbished and reused.

Bereavement Services achieved a 'Bronze' status in the annual best value review of the service against the rights and targets outlined within the 'Charter for the Bereaved', which is promoted by the Institute of Cemetery & Crematorium Management.

An extension to Abercarn Cemetery was opened which will serve the local community for at least the next 40 years.

Parks Services launched a new more efficient and effective booking facility for rugby, football, cricket and bowls.

Green Flag status has been retained at 3 locations (Morgan Jones Park, Waunfawr Park, The Wern, Nelson). The Green Flag Award Scheme recognises and rewards the best green spaces in the country. We have also installed an outdoor gym at the Showfield in Blackwood, which is the first of its kind within the county borough. Similar sites have sprung up across the UK as part of the Olympic legacy.

In September 2012 Caerphilly Town was awarded a prestigious Silver Gilt Award at the Wales in Bloom competition. The competition recognises the work of communities and towns who help to make Wales a more attractive place to live, work and visit.

Some key items that did not go so well for **Community and Leisure** were:

The Sustainable Waste Management Grant has been cut which will inevitably result in difficulty to provide the same level of front-line services.

The Authority is running out of burial land at key locations and the development of new cemetery space is somewhat limiting, we are therefore, facing an uncertain future and ability to cope with the demand for bereavement services.

Investment demands to our ageing Leisure facilities is required at a time when resource pressures have been increasing.

The number of Pupils able to swim 25 metres is still below the National average and needs to be a priority focus area.

Some of our key achievements in **Engineering** were leading the way in Wales with a £1 million plan to repair its road network following problems caused by the winter freeze. In total, 41 separate schemes across a range of communities were completed.

The £14million scheme to improve the road network around the new hospital development Ysbyty Ystrad Fawr in Ystrad Mynach was completed and the Highway Improvements help to tackle congestion and improve traffic flow, between the A469 and the A472.

44 highway developments (relating to residential housing estates) were adopted in 2012/13 with an asset value of over £2.6m.

Partnership arrangements secured the new development of the Pengam Park & Ride facilities (officially opened on 6th June 2013).

Our Winter Maintenance Plan was reviewed and further integration with service areas across the council was made. Another severe winter period was experienced and this was successfully dealt with. However, it put financial pressures on the authority.

The council agreed its Flood Management Strategy and is continuing to achieve its Flood Management Plans by the targets set by Welsh Government (WG).

£80k has been awarded to the Council from the South East Wales Transport Alliance (Sewta) to progress the design of a new rail station for Crumlin.

Service requests for Highways for the year were up 16.6%. This was noticeable for requests for salt bins and to attend to potholes. This is as a consequence of the severe weather experienced. Similarly, requests to deal with; ice/snow on footway/carriageway was significantly higher. Requests for sandbags / flooding was also higher, again due to adverse weather conditions.

The council's Highway Asset Management Plan was used to back up a Local Government Borrowing Initiative (LGBI) funding bid. It identified many challenges the council faces regarding its highway maintenance management. The LGBI funding approved by WG has released £2.8m of highway works for the authority, with schemes spread around the borough.

National Standards cycle training was been delivered to 8 primary schools and 2 secondary schools.

However some areas for concern are that the budget setting for highway maintenance is not keeping pace with the deterioration of the highway asset, as detailed in the Council's Highway Asset Management Plan. In addition, resourcing of highway inspections and 'paint to

patch' for potholes have not been effective this year due to resourcing difficulties. Collaboration with neighbouring authorities stalled due to change in emphasis by the Welsh Government (WG).

Some key successes for **Regeneration and Planning** include the historic former cinema in Risca re-opened its doors as an impressive new Library and Customer Service Centre having undergone a £2.25million transformation.

Newbridge Town Centre is currently undergoing an exciting transformation, as a result of the council securing a multi-million pound funding package. Regeneration work will help breathe new life into the town centre with the introduction of wider, safer pavements; better road surfaces; and new public spaces - using natural paving materials, high quality street furniture and distinctive community-led artwork. New traffic calming measures will help slow traffic speeds and create a safer pedestrian environment.

The future is looking bright for Bargoed thanks to a number of exciting schemes that are helping to breathe new life into the town centre. Work is progressing well on a new multi-million pound retail development boasting a major Morrisons store due to open in December 2013 as well as a number of smaller retail outlets. CCBC has also agreed exciting plans to fund a £6million cinema and retail development in Bargoed town centre and work started in April 2012 on a new integrated health and social care centre on the Lawn Industrial Estate in Rhymney.

Within **Countryside** and our priority to promote **sustainability**, two of our attractive country parks have been awarded prestigious Green Flags. Parc Cwm Darran near Deri and Cwmcarn Forest are the latest sites in the Caerphilly area to win the much sought after accolade. Oakdale & Penmaen Community Woodland celebrated scooping this year's 'Pride in Your Place' award for their exemplary green achievements. Cwmcarn Forest and Visitor Centre (a haven for people and wildlife), is also now recognised as a centre of excellence for mountain biking with a 15 km cross- country trail and challenging downhill sections.

A new walking route featuring the colourful cartoon creations of much-loved Valleys cartoonist Gren was launched in Hengoed. The 'Gren Way Walk' was developed in memory of popular Welsh cartoonist Grenfell Jones and the route features Gren's quirky characters fixed to landmarks around his home village.

Work began on an 'off the grid' farmhouse at Manmoel – a unique project, delivered by the Council's planners and sustainable development staff as well as external utility companies. The scheme has been short listed for a Royal Town Planning Institute (RTPI Wales) award.

Enhanced promotions, regenerated and improved facilities and increased variety of activities at the Winding House Museum and Heritage Centre, the [Blackwood Miners Institute](#) and Llancaich Fawr Manor House, continues to see increasing use and interests from the public with visitors numbers exceeding their targets.

Throughout the year, we organised and delivered a progressive, extensive and successful events program that enabled much community engagement, citizen participation and raised the profile of our area. Some of the major events were; The Big Cheese in Caerphilly, the Open Air Cinema in Bargoed, Proms in the Park, Tour of Britain Cycle Race (Caerphilly).

As a result of the community events, local businesses information is starting to show improvements to their activities. Also, a good example of post hosting the Tour of Britain, was the set up of a new social enterprise called Rainbow, who now provides budget cycling solutions to our citizens.

Despite the weak economic situation, the occupancy levels of the Council owned Commercial Property Portfolio (Industrial units, office pavilions and serviced offices) fell slightly below our target of 95% and was reported to be 91%. However, economic predictions indicate that this is likely to improve and targeted marketing is in place to improve performance (occupancy).

Planning applications reduced considerably, also reflecting the economic climate. Despite this, we did not see any improvement in the percentage of planning application determined within set timeframes.

Within **Public Protection**, our inspection regimes (shops and businesses), continues to be a high priority as they are aimed at protecting consumers and helping responsible businesses. Through cyclical inspections, everything from estate agents and garages to Internet companies and theatres, we are ensuring that their trading practices, advertising and pricing comply with the law. We continue to maintain, through intervention, high levels of rectification where significant breaches occur for both Trading Standards (97%) and Animal Health (100%)

However we did not meet our end of year targets for the percentage of medium-risk businesses that were liable to a programmed inspection or alternative enforcement activity, that were inspected subject to alternative enforcement for: Trading Standards (Result 54% against a Target of 100%) and Animal Health (Result 86% against a Target of 100%). This was due to a reduction in staffing levels and the need to re-direct resources in response to the "Horsemeat" incident and a major Animal Health investigation during the year.

Our target of inspecting 100% of high-risk food businesses to assess food hygiene and safety was achieved during 12/13. 4 businesses were prosecuted for food hygiene offences during 2012/13. The implementation of the Food Hygiene Rating Scheme continues and it is hoped that the scheme, which introduces mandatory display of hygiene ratings in November 2013, will assist in improving hygiene standards within food businesses. Underage sale test purchases were carried out to determine business' compliance with the Sun bed regulations and additionally, several illegal-tattooing investigations were undertaken.

The Caerphilly Youth Forum were recognised with an Ash Wales Award for our work with them to introduce Smoke Free Signs in all county borough enclosed children's play areas in our parks. In an extension of this project approximately two thirds of schools now have 'Young Lungs at Play' smoke free zones, complete with signage.

Our Registration Service operate the Tell Us Once scheme which is a voluntary service offering bereaved families the opportunity to notify a number of local and central government departments when they register a death. Nationally take up is around 64%, whereas in Caerphilly 95% of clients take-up the service. Our index of births and deaths dating back to 1837 are mainly paper based and in November we began a project to digitise these. In creating a searchable database, the project will save staff time, but it is also hoped to make this available to the general public online during 2013/14.

The Catering Service was the first Local Authority catering service to achieve Welsh Government's "Appetite for Life" nutritional standards in all its school sites. The Service was also recognised with the Local Authority Catering Association Wales Award for Catering Management Team of the Year. The service also achieved the Investors In People standard, the Assessor noting "Exceptionally strong team working, high energy levels, self managed, upbeat and practical support shown for team members." The essential support provided by the Meals Direct meals on wheels service to some of the most vulnerable people in our community came to the fore during the disruption caused by the winter weather. Through the combined efforts of a number of services we were able to keep the service going to ensure the supply of good quality, nutritionally balanced meals

The Community Safety CCTV system was upgraded with older cameras replaced for new 360° dome style cameras in several towns and villages. Cameras were replaced in Bargoed, Blackwood, Newbridge, Abertridwr and Gilfach, and the opening of the new Park & Ride facility at Pengam Train Station also had CCTV cameras installed. The newer style cameras offer better quality images for crime reduction and greater manoeuvrability. The CCTV Control Room software system was also upgraded to maintain the effectiveness of the camera infrastructure operating across the county borough.

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## Financial information and analysis relating to Environment Directorate for 2012/13

The Directorate continues to work generally within the confines of its allocated budget on a consistent basis and has made some significant savings and efficiencies over the past year in order to manage cost pressures arising from demographic change and the increasing demand for services. These savings and efficiencies have no doubt been delivered with some impact on front-line services, but have been necessary to prevent un-necessary costs and to seek improved ways of using the resources available to us.

Over the next three to five years the financial landscape will continue to be challenging for our authority and although the Directorate has been able to manage its finances well during 2012/13, the future financial challenges facing us are real, significant and challenging.

The outturn position for the Directorate of the Environment for 2012/13 was an overall under-spend of £635k.

This was partly attributed to a range of services, such as Regeneration and Planning, where a £405k under-spend was due to staff posts being vacant, reduced operational costs and increased income generation, particularly in relation to our Visitor Centre's.

Engineering and Transportation Services had a £195k over-spend, that was primarily due to road and winter maintenance requirements following the severe winter climate and the subsequent damage to roads.

Public Protection Services had a £158k under-spend due to staff posts being vacant, (CCTV, Community Safety and Environmental health) reduced operational and pension strain costs and our Community and Leisure Services under-spent by £77k.

Two of the biggest budgets within the Environment relate to our highways assets and the management of waste. We have focused on increasing the amount of waste we reuse and recycling to reduce the amounts going to landfill. European fines for going over the stated landfill targets are currently £200 per tonne and this would be a significant financial cost if not addressed. However we are performing well against Welsh Government statutory recycling targets and those that divert waste from landfill. For 2012/13 we achieved a recycling and composting rate of 57.07% against a Welsh Government target of 52%.

Prosiect Gwyrdd is a collaboration project with four other authorities, which will divert waste from landfill through incineration and will increase our recycling from residual waste, thereby, removing the risk of not meeting European Landfill diversion targets. This is due to be implemented in 2016.

Further details of individual service provision can be found on our Council website, or by contacting our offices on:

<http://www.caerphilly.gov.uk/default.aspx> Tel: 01433 815588 or 01495 226622.

We now turn to our performance against the Councils Improvement Objectives for 2012/13 that were part of the Environment Directorate

## Improvement Objective - Make Caerphilly a safer place to live (IO 2)

### What we said we would do in 2012/13

We want to increase public perception of the effectiveness of partnership work with regard to decreasing anti-social behaviour in our communities.



We assessed this Improvement Objective and concluded it was **Successful** in 2012/13. We came to this conclusion because our performance shows improving trends against the outcomes we wanted to improve, for example there was an increase in the number of respondents who felt we were dealing with anti-social behaviour in partnership with the police and incidents of anti social behaviour declined.

### What did we do well and what difference did it make?

- Partnership work to reduce 'Crime and Anti-Social Behaviour' (ASB) resulted in a reduction of 31% in Police Recorded ASB and an 11% reduction in Overall Crime, compared to 2011/12.
- Street scene issues have been dealt with through the Street Pride initiative, a key area of which has been to increase the number of fixed penalty notices issued for littering and dog fouling with 365 and 73 notices issued respectively compared to 136 and 59 in the previous year. Local Police Constables and Community Support Officers were accredited to issue fixed penalty notices this year to increase the coverage on our streets.
- Anti-Social Behaviour (ASB) continued to receive the full multi agency intervention approach through the 4 Strikes ASB process. The drop off rate between those entering at Strike 1 and those reaching Strike 4 was maintained at 99%.
- The Victims Champion service was enhanced this year with the Victim Support worker being trained to NVQ level in Mediation Service to assist victims and witnesses in problematic ASB cases. The Victim's Champion also continues to support the victims and witnesses of anti-social behaviour and received 327 referrals during 2012/13 who have all received various levels of support.
- The Safer Caerphilly Community Safety Partnership (SCCSP) has also funded Caerphilly Care & Repair to provide safety equipment to 29 vulnerable victims that included external CCTV cameras having been offered to high risk and vulnerable victims of anti social behaviour for the first time.
- Diversionary intervention and support for young people continues through the Youth Service Outreach Hub project and via direct intervention funding for the Youth Offending Service.
- Project Bernie (a grass arson reduction initiative) commenced on 8<sup>th</sup> March 2013 with a launch at Tesco, Ystrad Mynach and ran for six weeks. The project involved a multi agency response to the problem and included an advertising, and marketing campaign, patrols of the area and numerous youth activities, which all focused on addressing the problem of deliberate grass fires. Over 500 youth activity places were offered to young people within the area, which provided diversionary activities and awareness raising of

the problems associated with deliberate grass fires. Its aim is to reduce deliberate grass fires by addressing behaviours and attitudes within the community.

- A Junior Community Safety Wardens scheme was introduced this year in our primary schools, to teach year 4 and 5 children about the affect anti-social behaviour has on communities. A pilot scheme delivered between January to March of 2013 involved 9 schools and 325 pupils. The scheme is now being rolled out to all Primary Schools across the county borough focusing on Year 5 pupils.
- During 2012/13 preparatory work was addressed for a project called the 'Safer Caerphilly After Dark Initiative' which will bring together statutory and non-statutory partners to tackle issues that remain a concern around our pubs and clubs at nighttime.
- The Authority's sheltered housing complexes were established as No Cold Calling Zones bringing the total number of zones in the borough to 33 at the end of 2012/13.
- Despite changes in The Regulation of Investigatory Powers Act (RIPA-surveillance and investigation legislation) that restricted the number of underage test purchases for alcohol taking place, we continued to target and address known areas of concern.
- Statistics show that ASB and crime reduction continues to improve. However, there is some concern that previous years achievement levels may not continue at the same pace and it is fully expected, that as numbers of incidents decrease, percentage reductions may not be as substantial in the future.
- Publicity campaigns continued throughout 2012/13 in relation to reductions in ASB and crime in order to provide public reassurance.
- We increased our CCTV network coverage from 144 to 148 cameras, providing coverage to 28 different town centre's and villages within the County Borough.
- From the 2013 Household Survey: The % respondents who agreed that CCBC and the police are dealing with crime and anti-social behaviour was 64%. Showing an improvement over the last 2 surveys, 58% in 2011 and 53% in 2009.

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

- Due to regulatory changes, we were unable to maintain the same level of 'Number of underage test purchases undertaken for alcohol', as in previous years.

### **What do we need to do better?**

- All of the community safety work programmes that we prioritised and addressed in the past 3 years have shown positive changes to the way we work with our partners, citizens and wider communities. The challenge now is to maintain/sustain appropriate levels of partnership activity to continue improvements when resources, including external funding, are fully expected to decrease.
- We will continue to make best use of resources, relevant information and intelligence, in order to prioritise our work programmes to address community and citizens concerns.

## Improvement Objective - Sustain the range of employment opportunities for residents (IO 3)

### What we said we would do in 2012/13:

- Support businesses particularly micro, small and medium sized businesses to maintain or protect as best we can the number of jobs that we can create through the provision of grants and the specialist advice given to business
- Help increase employment opportunities by working in partnership with programmes that help provide adults and young people with the necessary skills and education to obtain employment.
- The longer- term outcome we hope is to improve the life chances for employment as this has a direct effect on bringing people out of poverty

😊 We assessed this Improvement Objective and concluded, it was **Successful** for 2012/13, and this is because most of the activities listed in the action plan continued from 2011/12 and progress is positive in each case.

### What did we do well and what difference did it make?

Background for this work is an ongoing and perhaps deepening recession. Unemployment remains at a high level – the number of people in the County Borough claiming Jobseekers Allowance is almost 6,000, which is not monitored under the Improvement Objective. The number of Employment Support Allowance claimants can be seen to be dropping (by nearly 5% during the past 18 months). However, this can be attributed to the process of re-assessment being undertaken by Jobcentre Plus and Department for Work and Pensions.

Despite this grim economic climate, there are a number of encouraging activities and programmes, which form the basis of the Council (and partners') assessment:

- The European Union (EU) funded projects – Genesis 2, Bridges into Work, Working Skills for Adults and Essential Skills in the Workplace – have all provided a very important support mechanism to help people gain and sustain employment, although the latter project has only recently commenced.
- The Council's Apprenticeship and Traineeship Scheme provided significant opportunities for local people. The success of this project led to the development of a scheme called the Passport Programme, which commenced in April 2013 and we aim for this to result in an increase in the number of young people supported to at least 200 or more a year.
- With regard to private sector job creation and safeguarding, the Council's Business Enterprise Support Team provides advice, guidance and grant support for local businesses. This includes encouraging businesses to trade online, providing equipment, training and marketing knowledge and is assisted by the development of the GO2 My Town project, which has developed an online portal for businesses in Bargoed and Rhymney. The project is on track and we offered the same service across five other towns in 2012/13 (all five went live by October 2012) and the Council is also seeking funding to roll out the project in other parts of Wales.

- As a result of the positive response to the tenants survey (Feb '12), the Council is now developing activities to maximise the impact of Welsh Housing Quality Standard investment to sustain, create and support new employment and training opportunities across the borough.
- Some key achievements recorded during 2012/13 have been:
  - 125 supplier contracts awarded to local businesses.
  - 347 local businesses invited to tender for contracts.

In conclusion, the local economy remains in a fragile state, but there are a number of important successes and ongoing activities, which are having a positive impact. This will be built on during 2013, when we develop proposals for the next round of EU funding (2014/20).

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

Despite our best efforts, the local economy has not seen any significant improvements this last year, but it appears to have been generally sustained. For example we helped create 139 new jobs, safeguard 1130 jobs through grant assistance and also created other apprenticeship/training opportunities for 132 people. Our biggest challenges are clearly identifying all the groups in perceived need of help and fully engaging with those that can or could be helped.

Also, over the past few years, a significant problem facing the public sector has been the engagement of Small to Medium Size Enterprises (SME's) with regards to supporting and assisting the delivery of Authority business. To encourage and stimulate SME interest in working with our Authority, we have now established a 'Supplier Relationship Officer' based within the Procurement Department, who is dedicated to the development of local business, particularly SME's. We have also completed some preparatory work in readiness to deliver a number of awareness sessions, workshops, advisory and support events, between October 2012 and June 2013 in the hope to stimulate interest and further engagement in local (supplier) contracts.

### **What do we need to do better?**

It should be noted that we have some, or indeed little 'direct' control, over all of the aspects related to employment (or lack of employment) opportunities in our borough and this is a true partnership with private sector, the department of work and pensions the job centre and so forth. We do though need to work on developing proposals for the next round of EU funding (2014/20) communities and citizens. Last year we introduced a 'Council Passport Scheme' as part of our priority 'We want to improve job opportunities in our County Borough, so people can live better lives', which helped provide in the region of 150 apprenticeship opportunities (however this figure has now been disqualified by our auditors as the system at the time made it difficult to verify although this has now been put right).



## Improvement Objective - Promote the benefits of a healthy and active lifestyle (IO 5)

### What we said we would do in 2012/13:

- Increase the number of all people taking up leisure activities and participating in all forms of physical activity across our county borough.
- Improve health and well being for people in our county borough over the long-term

😊 We assessed this Improvement Objective and concluded it was **Successful** for 2012/13

We have made this judgment based on an analysis of activity and performance against the actions and evidence outlined in our action plan for the year (see Appendix 1). The majority of actions were completed and most of our performance measures met or exceeded the targets we set ourselves for the year. Although we did not achieve all that was planned we have considered the impact of this on our stated outcomes and we believe that, on balance, this improvement objective has been successful for 2012/13 because we have increased participation in sport and active recreation and our evidence shows that more adults and children are being more active in a number of key areas.

### What did we do well and what difference did it make?

Of the 30 actions in our action plan (see appendix a), 25 actions were completed, or made satisfactory progress, by the end of March 2013. 19 of the 23 performance indicators (82.6%) used to measure our progress under this objective were on or above target at the end of the year. Some positive highlights of both actions and measures for the year include;

- Leisure centre usage continued to show good growth and at the year end the number of visits to our Leisure Centres rose to 1,277,952, which was above the target of 1,159,371. Visits to Leisure Centres increased by 11% between 2011/12 and 2012/13.
- Leisure Centre memberships are the highest ever recorded for Leisure Services and are now in excess of 100,000 members. This is an increase of 15% on 2011/12.
- At the year-end 27,415 free swim visits by children under 16 years old were made to our swimming pools. This not only exceeded target for 12/13 but was also more than 7% higher than the number of visits during 2011/12.
- Visits to Sports Caerphilly activities were also above target for 2012/13. More than 78,000 single visits were made during 2012/13, which was 3,000 more than the target of 75,000 for the year. Multiple visits to Sports Caerphilly activities exceeded target by 19%, with 220,928 visits compared to a target of 185,000.
- Sports Caerphilly trained 1,643 employees and volunteers during 2012/13. This was 43 more than planned, and nearly 300 more than last year.
- In July 2012 the Authority received a gold award in the Corporate Health Standard.

- We are continuing to deliver road shows, training and publicity events across the county borough, but especially in a number of our most deprived communities to promote the Change4Life messages and healthy start philosophy.
- During 2012/13 there were over 29,000 more visitors to Cwmcarn Forest Drive than in the previous year. This is an increase of over 15% between the years.
- In 2012/13 we received more than double (11,177) the number of hits on the Health Challenge Caerphilly website than in 2011/12 (5,448).

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

Our analysis identified 4 Actions where we need to make further progress. These are:

- We made little progress with reviewing the agreements that exist between schools and leisure services where leisure facilities are co-located and shared at school sites during the year. The service recognises this is an area for improvement, where progress has been slower than expected and that further work is needed. The service has prioritised this work within its Service Improvement Plan for 2013/14.
- We developed a new intensive school swimming programme, which was implemented from September 2012. At the end of March 2013 there were 62 out of 68 schools that had committed to the programme. From September 2013 we will be working hard to ensure that all schools participate in this programme as part of the new Aqua Passport Scheme.
- We experienced a delay in the development and implementation of the Community well-being toolkit, due to resource and funding issues during early 2012/13. Whilst this did not prevent the development of the 'toolkit', it has led to a delay in its implementation. However, we expect that the 'toolkit' will be fully implemented by Autumn 2013.
- Our Customer profiling information tells us that 'teen users' are an under-represented group across our leisure centres. We are working with Youth Forum to introduce further incentive schemes to attract 'teen' users. We are planning to develop a Smartcard App for use with smartphones and tablets.

### **What do we need to do better?**

In 2012/13 there were 4 measures that did not hit target. These were;

- 15% schools achieved the Activemark quality standard during 2012/13, which was less than the target of 27% for the year. Activemark is a quality standard that is operated by Activemark Cymru in development with SportsWales and the Association for Physical Education. This quality standard is awarded to schools in recognition of high quality physical education and school sport programmes. Our performance during 2012/13 was not as expected due to a change in the way that the Activemark quality standard is assessed.



- During 2012/13 we were unable to deal with as many (982 cases) exercise referral cases as planned (1080 cases), or as we have seen in previous years (1166 cases in 2011/12). The exercise referral service has experienced an increasing number of cases with more complex health issues, which take much longer to deal with. However, this service is funded by WG and funds are limited. This means that fewer cases can be dealt with each year due to limited instructor time
- In 2012/13 we set a target for the take up of school meals in our Primary School of 42%. However we achieved 38.5% take-up in the same year. During 2012/13 the take up of school meals across our primary schools has been negatively affected by our commitment to the Appetite for Life scheme. All primary schools are now fully engaged with the Appetite for Life legislation, which came into effect from September 2012. However, this has had a detrimental affect on the take up of school meals as the healthier menu choices, which are a cornerstone of the Appetite for Life scheme, are not as popular with the children which means less children want, or take-up, the school meal option. We are working towards increasing our meal numbers by promoting the health benefits of school meals to parents and pupils and in March 2013 undertook a promotional campaign which included billboard posters and radio advertisements.
- We missed our target (42,049 swims) on the number of free swim sessions for adults aged 60 years and above by 178 swims in 2012/13. However, our performance during 2012/13 at 41,871 swims was an improvement on 2011/12 at 40,788 swims. We are planning further initiatives to ensure we meet our target going forward.
- We need to improve the standard of swimming for our Primary school pupils, as the National Standard is not being achieved.

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## Improvement Objective - Reducing our carbon footprint and improving our sustainability (IO 8)

### What we said we would do in 2012/13:

- Reduce CO<sub>2</sub> emissions from our buildings and street lighting.
- Reduce the impact of fuel poverty on householders in Caerphilly County Borough.
- Raise awareness of climate change issues with our staff and residents of the borough to enable them to reduce their carbon emissions.
- Reduce the impact of our travel and transport on the environment



We assessed this Improvement Objective and concluded it was **Successful** for 2012/13, because our performance data sets show improving trends against the issues we addressed.

### What did we do well and what difference did it make?

The Authority, working with the Carbon Trust, developed and adopted a long-term Carbon Reduction Strategy in 2009, to address energy consumption and carbon emissions. Some of our key achievements identified at the end of 2012/13 were:

- Over the past 7 years and through the implementation of various projects funded by the Local Authority Energy Fund (LAEF) scheme, investments in technologies have amounted to accumulated lifetime carbon savings of 1,588 tonnes per year.
- The LAEF scheme made a provision of £75,000 to further improve street lighting controls (1,000 street lamps), to secure better control over required maintenance, trimming of operational hours, levels of light, energy consumption and minimise emission levels.
- The building of 3 new Primary Schools that will benefit from modern construction materials and technologies, replacing antiquated and inefficient buildings.
- A study was initiated to consider a refurbished combined heat and power unit to be installed at Heolddu leisure centre, which concluded that costs benefits, energy consumption and emission savings could be realized. A further study is now considered for 13/14 with regards to any further benefits that could be realised if a new combined heat and power unit was to be installed.
- Feasibility studies have been undertaken to assess opportunities for hydroelectric schemes across the county borough. Feedback and conclusions are to be reviewed throughout 2013/14. Ongoing investigations at Cwmcarn Forest Drive show that the site has good potential for generating hydro electricity, but the finance to cost/energy benefit is still under review.
- Our Energy Team has further developed and secured much improved performance information data systems that will enable us to better analyse and report periodic changes in energy consumption and carbon emissions.
- We have helped to reduce the impact of fuel poverty on households in Caerphilly CBC by taking advantage of successful funding bids to tackle properties in specific areas of the borough. Throughout 2012/13, CCBC has worked in collaboration with a number of

energy providers, the Welsh Government, housing providers (public & private) and contractors, to deliver numerous energy technology installations and changes to properties under the following schemes:

- The Arbed Program: Is a strategic energy performance investment programme from the Welsh Government (WG) that was established in 2009 to bring environmental, social and economic benefits to Wales and coordinate investment into the energy performance of Welsh homes (to reduce climate change, help eradicate fuel poverty and boost economic development and regeneration). For example, in 2012/13 CCBC was successful with a bid for an Arbed project at Fochriw. This project has recently commenced on site and is being project managed by Melin Homes. There are some 300 plus private sector properties that will benefit from a mixture of measures made up from External Wall Insulation, Gas condensing boilers, voltage optimisers and positive input ventilation. The estimated value of the works is £2.5 million and will be funded by the Welsh Government. A further bid has also been submitted for upgrading the energy efficiency of the private dwellings at Hollybush and this bid has been provisionally accepted and is being taken forward for surveying in 2013/14.
- The Community Energy Saving Programme (CESP): Investments 2012/13 have amounted to an excess of £1.2 M, which primarily include; 311 Loft Insulations; 276 Condensing Boilers installation and 1,161 External Wall Insulation systems.
- We encouraged our staff to consider using alternative transport (such as public transport), change their vehicles for more environmentally friendly (fuel efficient) vehicles and further consider walking and cycling. At the end of 2012/13, our staff changed to 191 new fuel-efficient vehicles, there were 291 people registered on our salary sacrifice cycle to work scheme.
- The authority commissioned an independent report on our use of fleet vehicles, which has identified 7 key recommendations that could aid improvements.

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

As part of our sustainability and carbon reduction programme, we did not undertake a particular planned staff survey (due to a reduction in staff resources) that would have given us information on:







- The level of understanding of sustainable development of our staff.
- The percentage of staff who travel to work on their own in a car.

This had no immediate impact on what we are currently doing, but could have helped inform our planning processes.

### **What do we need to do better?**

Reducing our carbon footprint and improving our sustainability, is intrinsic to everything that we do. Much work will therefore continue to be done/considered in our planning processes and service delivery across the whole authority.

## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for 2012/13 Environment Services




Our performance keys show:		
Current year results compared to previous year results		 Worse than the previous year
		 Same as the previous year
		 Better than the previous year
	<b>N/A</b>	Data not available or comparable – see individual comments for an explanation.

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
LCS 002b	The number of visits to local authority sport and leisure facilities during the year per 1,000 population where the visitor will be participating in physical activity. (NSI) <b>Improvement Direction: Higher result is better</b>	N/A	N/A	7,607	7,715*	14 <sup>th</sup> out of 22	8,864
<p>Whilst we exceeded our target (7,607) for 2012/13 at 7,715 we were still lower than the All Wales Average (8,864) and our performance position in Wales was in the mid range. There is no direct comparative information available for 2011/12, as the guidance issued by the Welsh Government for data collection changed for 2012/13.</p> <p>*This indicator was originally qualified in an audit by the WAO. It was consequently recalculated (reporting the result shown above) to accurately meet the 2012/13 guidance requirements.</p>							

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
PLA 006b	The number of additional affordable housing units provided during the year as a percentage of all additional housing units provided during the year. (NSI) <b>Improvement Direction: Higher result is better</b>	N/A	N/A	N/A*	42%*	11 <sup>th</sup> out of 22	45%
<p>It is very difficult to set a target for this measure as the result is very much dependant on interested 3<sup>rd</sup> party investors and developers (such as housing associations and private sector housing). It should therefore be noted, that any number of additional affordable housing units built, is a benefit / improvement to our community/citizens. The 42% result achieved in 2012/13 represents 108 housing units out of a total of 257 and our performance position in Wales in the mid range. There is no direct comparative information available for 2011/12, as the guidance issued by the Welsh Government for data collection changed for 2012/13.</p> <p>* This indicator is pre-populated with information from a third party source (the affordable housing data collection return and the new build data collection return). The 2012/13 figures have been qualified by the WAO for all 22 local authorities across Wales as they found the third party pre-populated data to be unreliable.</p>							
THS 007	The percentage of adults aged 60+ who hold a concessionary bus pass. (NSI) <b>Improvement Direction: Higher result is better</b>	87.8%	7 <sup>th</sup> out of 22	90%	88.4%	6 <sup>th</sup> out of 22	84.8%
😊	<p>Take up of this measure, is very dependent on our citizens requesting the service, as opposed to an automatic issue to all citizens who are eligible. Even though we have seen a slight increase in take up in 2012/13 (36,757 out of 41,596) compared to 2011/12 (35,483 out of 40,392), we have not been quite able to reach our local target of 90%. For 2011/12 our performance position in Wales was in the mid range and the slight improvement for 2012/13, now puts us in the upper quartile and well above the all Wales average.</p>						
STS 006	The percentage of reported fly tipping incidents cleared within 5 working days. (NSI) <b>Improvement Direction: Higher result is better</b>	98.34%	7 <sup>th</sup> out of 22	99%	99.05%	3 <sup>rd</sup> out of 22	92.16%
😊	<p>We exceeded our 2012/13 target (99%) performing at 99.05% (1,663 incidents cleared out of 1679 reported) and are 3<sup>rd</sup> best in Wales. This was an improvement on last year when we were 7<sup>th</sup> in Wales at 98.34% (1,841 out of 1,872). For 2011/12 our performance position in Wales was in the mid range, which has now improved in 2012/13 to the upper quartile and well above the all Wales average.</p>						

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
<b>WMT 004b</b>	The percentage of municipal wastes sent to landfill. <b>(NSI)</b> <b>Improvement Direction: Lower result is better</b>	N/A	N/A	39%	42.01%	10 <sup>th</sup> out of 22	41.03%
<p>In 2012/13 we missed our target of 39% by performing at 42.01%, for this indicator a lower result shows improvement. This placed us 10<sup>th</sup> in Wales (mid range) and slightly worse than the All Wales Average of 41.03%. Inclement weather during the winter of 2012/13 (Quarters 3 and 4) is the reason why we missed our target for the year. Due to the prolonged periods of snow and ice we took the decision to temporarily stop kerbside recycling collections in favour of one collection for all household waste, which was sent to landfill. Our performance information tells us that we exceeded our target during quarters 1 and 2 of 2012/13 (38.5% and 38.8%). We also set ourselves a challenging target for 2012/13 (39%), compared to 2011/12 (45%). There is no direct comparative information available for 2011/12, as the guidance issued by the Welsh Government for data collection changed for 2012/13.</p>							
<b>WMT 009b</b>	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. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	N/A	N/A	56.6%	57.07%	3 <sup>rd</sup> out of 22	52.26%
<p>For 2012/13, we exceeded our target (56.6%) at 57.07%. This placed us in the upper quartile and 3<sup>rd</sup> in Wales for the year. Whilst we are still performing excellently in this area, it should be noted that most of our major improvements to this service have now been made. As a result we have seen significant increases (over 30%) in our recycling performances over the past 5 years. However, we recognise that it will be difficult for us to sustain this pace of improvement going forward. There is no direct comparative information available for 2011/12, as the guidance issued by the Welsh Government for data collection changed for 2012/13.</p>							











Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
STS 005b	The percentage of highways inspected of a high or acceptable standard of cleanliness <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	95.5%	14 <sup>th</sup> out Of 22	95%	97.4%	7 <sup>th</sup> out of 22	95.8%
	We achieved 97.4% in 2012/13, which exceeded our target of 95% for the year. This placed us 7 <sup>th</sup> in Wales, above the All Wales Average of 95.8%. Again, this was an improvement on our last year's performance when we were 14 <sup>th</sup> in Wales at 95.5%. For both 2011/12 and 2012/13, our performance position in Wales was in the mid range.						
THS 012	The percentage of A, B & C roads that are in overall poor condition. <b>(PAM)</b> <b>Improvement Direction: Lower result is better</b>	8.9%	6 <sup>th</sup> out Of 22	4.35%	8.6%	8 <sup>th</sup> out of 22	13.4%
	Performance slightly improved in 2012/13 (8.6%) when compared to 2011/12 (8.9%), but it did not meet our local target of 4.35%. The results of this measure shows that the authority is faced with a challenge to maintain its network and the unusual inclement weather experienced these past 3 years has also affected our highway conditions and its deterioration rates (particularly pot-holes). This was a new measure established in 2011/12. For 2011/12 our performance position in Wales was considered to be in the upper quartile, and despite a slight improvement in performance during 2012/13, we have now moved to the mid range.						
PPN 009	The percentage of food establishments, which are 'broadly compliant' with food hygiene standards. <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	87.23%	7 <sup>th</sup> out Of 22	70%	87.26%	11 <sup>th</sup> out of 22	86.63%
	Even though we experienced a slight reduction in the total number of establishments across the borough in 2012/13, performance shows a slightly improved result was achieved in 2012/13 of 87.26% (representing 1,322 out of 1,515 establishments) when compared to the 87.23% (1,407 out of 1,613 establishments) in 2011/12. The performance levels achieved in the last two years have both far exceeded our expected target of 70%, which was set in accordance to guidance from the Welsh Government / Food Standards Agency. For both 2011/12 and 2012/13, our performance position in Wales was considered to be in the mid range.						









## Evaluation of other performance information for the year 2012/13






### Community & Leisure Services

-  In total we collected a little over 1,000 tonnes more residual waste from our homes during 2012/13 (23,762) compared to last year (22,591). We reused or recycled more than in previous years at nearly 58%, (13,761 tonnes) which also exceeded its annual target of 55.9% (13,449 tonnes), which results in less waste going to landfill.
-  Participation in kerbside recycling schemes are the highest they have ever been with 78% of households participating, compared to an annual target of 76% and performance last year of 75%. This is an increase of 29% over the past 5 years. (2007/08 at 49%)
-  96.26% of vehicle defect sheets were returned by the end of 2012/13, which help us comply with the requirements of our (vehicle fleet) operators licence. This was an improvement on both the annual target (95%) and the previous years performance (96.18%).
-  During 2012/13, we had over a 7% increase the 'number of free swims for children aged 16 and under' to 27,415 from the 25,584 achieved in 2011/12.
-  We also had a 15% increase in the take up of 'Smartcard holders' to 101,212 in 2012/13 compared to the 87,963 registered in 2011/12.
-  The 2013 Household Survey shows: The percentage of respondents who were very or fairly satisfied with our facilities and services for:
  - Sports and Leisure Centres was 86% (this was 87% in 2011).
  - Refuse Collection was 91% (89% in 2011).
  - Recycling Services was 96% (94% in 2011).
  - Garden and Food Waste, and the Civic Amenity Sites reported 92% (which were 91% and 89% respectively in 2011).
-  At the end of 2012/13 we had almost 15% of our Landfill Allowance remaining, against a year-end target of 5%. The Landfill Allowance is set by WG and is intended to limit the amount of biodegradable municipal waste that local authorities are able to send to landfill without incurring costly penalties. Last year WG re-adjusted the allowances for all local authorities and Caerphilly suffered adversely from the re-calculated allowances. However, the overarching requirement on all local authorities is to remain within the given allowance and we have done this, consistently year on year.
-  In 2012/13, 8,257 site and memorial inspections were carried out across our cemeteries and remembrance gardens. This did not meet our target for 2012/13 of 19,998 proposed inspections. This was mainly due to long periods of inclement weather and the end of the rolling five-year safety programme.

## Engineering Services

-  The average number of calendar days taken to repair street lamp failures improved to 3.96 days during 2012/13 (compared to 4.5 days in 2011/12).
-  The percentage of dangerous incidents (highways) repaired within 24 hrs improved to 98% in 2012/13 (compared to 97.7% in 2011/12).
-  The percentage of Principal (A) roads that were in overall poor condition slightly improved to 5.08% in 2012/13 (compared to 5.78% in 2011/12).
-  From the 2013 Household Survey: The % respondents who are very or fairly satisfied with the neighbourhood road network for:
  - Highway management was 65% (an increase over the 59% reported in 2011).
  - Winter Maintenance was 69% (an increase over the 46% reported in 2011).
-  Currently, we have allocated 3.4% of our public car parking spaces designated for disabled parking (86 out of 2500 spaces, the same as in 2011/12).
-  The average time taken to rectify highway surface defects was 29 days, which exceeds the 28-day target. There have been difficulties in obtaining external contracting resources to effectively deal with those potholes that meet the Council's intervention criteria. The Council is working on a number of ways of improving its response rate to pothole rectification.

## Regeneration and Planning Services

-  In 2012/13, we maintained a high level of full plan applications approved first time. This was 99.67% (298 out of 299 applications), as the service continues to provide an effective pre-application support service.
-  During 2012/13, Building Control Services also maintained its customer satisfaction levels, rating the service good or better at 92.5%.
-  Also in 2012/13, we had an improvement for the percentage of visitors who stated they enjoyed their visit to our Country Parks parks of 94% (compared to 88% in 2011/12)
-  We also continue to maintain the percentage Rights Of Way (ROW) that are considered easy to use by members of the public at 78%. We have 847km ROW in the borough.
-  In 2012/13, the percentage of householder planning applications determined during the year within 8 weeks, fell slightly to 87.9% (349 out of 379), compared to 90.7% in 2011/12 (379 out of 418).

- ☹️ We have not undertaken a Shopping Attitude Survey regarding satisfaction levels that identify citizen's perception about the vitality and viability of our Town Centre's since 2010, as there are currently several regeneration schemes still taking place that will affect future perceptions.
- ☹️ In 2012/13, we have seen a gradual decline in the number of people visiting 3 of our key town centres. Namely, Bargoed, Blackwood and Caerphilly.

### Public Protection Services

- 😊 At the end of 2012/13, we maintained the percentage (level) of schools achieving 85% and above in their catering quality audits, at 96% (the same as in 2011/12).
- 😊 Further to the implementation of Welsh Government 'Appetite for Life legislation', at the end of 2012/13, we increased the level of Secondary school meals % total take-up to 53.02% (from 51.01% for the same period in 11/12 and Primary school meals % total take-up to 39.81% (from 38.46% in 2011/12), despite the healthier menu choices, which are not always popular with the children.
- 😊 During 2012/13, we slightly improved the percentage of reported fly tipping incidents, which lead to an enforcement activity to 40.68% (683 incidents out of 1679) when compared to 40.28% (754 out of 1872) for 2011/12.
- 😊 For the 3<sup>rd</sup> year in a row, the overall client satisfaction levels, for receipt of a very good service (survey result for Registrars) was maintained at 100%.
- 😊 100% of new businesses identified were subject to an inspection for food safety during the year.
- 😊 100% of health and safety accidents in local businesses were investigated in line with the accident investigation procedure
- 😊 100% of infectious diseases notified were investigated.
- 😊 The overall client satisfaction levels for the food and health and safety service, increased to 100%.
- 😊 100% of new businesses identified and high-risk rated premises for Animal Health, were subject to an inspection during the year.
- 😊 100% of Significant breaches identified for Animal Health were rectified and 96.6% overall for Trading Standards during the year.
- 😊 Traders and Businesses satisfaction with service delivery (for Trading Standards) deemed fairly or very satisfied improved to 100% in 2012/13 from 98% achieved in 2011/12.
- ☹️ However, at the end of 2012/13, consumers satisfaction levels with service delivery deemed fairly or very satisfied (for Trading Standards) dipped slightly to 96%, compared to 98% at the end of 2011/12.

## Directorate of Social Services

### Director's Statement of Overall Performance for 2012/13

**Dave Street**

**Interim Director  
Social Services**



Despite the difficult economic climate, the Directorate of Social Services delivered a balanced budget. For 2012/2013 this was achieved through robust budget management and the successful implementation of a range of savings and efficiencies, which have not impacted adversely on front-line services. Demographic change and the associated increasing demand is now placing significant pressure on services and the financial implications of this will need to be carefully managed in the coming years, by the implementation of a significant transformation agenda.

In December 2012, the Directorate was the subject of an inspection by the Care and Social Services Inspectorate Wales (CSSIW). The focus of the inspection was on the role and responsibilities of the Director of Social Services and how well the arrangements in each local authority supported the Director to do their job. Overall the Inspection report was very positive, and both the Council and the Directorate were satisfied with its findings.

The Social Services and Well-being (Wales) Bill will provide the core legislative framework for social services and social care in Wales. The main aim of the Bill is to transform the way social services are delivered throughout Wales, primarily through promoting people's independence and giving them a stronger voice and more control. In addition, the Bill will seek to strengthen collaboration between organisations and provide a framework for the integration of key services. The Bill will hopefully help this Directorate to respond to the significant challenges that face social services by providing the framework through which we can begin the process of change.

The delivery of the Caerphilly and Blaenau Gwent Social Services integration programme was a key priority for the Directorate in 2012/13. Unfortunately in 2013, as the programme progressed, it became apparent that the overall financial position of both local authorities had changed since the beginning of the programme. The decision to terminate the programme in its current form was a difficult one to make for both local authorities, however it was a necessary one in order to safeguard current and future levels of service. Although working with our colleagues in Blaenau Gwent will not proceed as planned, we are mindful that services will need to be transformed to meet increasing demand and expectations, and where there is a robust business case which indicates that a collaborative arrangement would be beneficial this will be explored. The coming years will be critical for the social care sector and we will not achieve the changes needed without the continued commitment of everyone involved. I would like to take this opportunity to thank all staff, carers and elected members for their dedication and determination over the past year in striving to improve our services. Your support has been invaluable.

## **Financial information and analysis relating to the Directorate for 2012/13**

The Directorate continues to balance its budget on a consistent basis and has made significant savings and efficiencies to manage cost pressures arising from demographic change and the increasing demand for services. These savings and efficiencies have been delivered with no adverse impact on front-line service delivery and achieved through a range of actions including the review and restructuring of staffing requirements, the reconfiguration of services, rationalisation of office accommodation and a reduction in back office costs. In addition, the Directorate has also been involved in a range of cost avoidance initiatives that have resulted in resources being used more effectively.

Over the next three to five years the financial landscape will continue to be challenging. Although the Division has been able to manage its finances well during 2012/13, the future financial challenges facing the Division are real and significant. As well as growing pressures from additional demand, the reviews of Continuing Health Care clients by the ABHB will mean a proportion of these clients returning to social care for funding put a strain on already stretched resources. All of the factors mentioned above will have a significant impact on Adult Social Care services and will mean that the way we have traditionally delivered services will need to be reshaped in order to be able to meet future need.

The outturn position for the Social Services Directorate for 2012/13 was an under-spend of £170k. However, the Integrated Transport Unit reported an over-spend of £149k in respect of social care transport provision giving a net underspend of £21k. This equates to less than 0.03% of the combined budgets of Social Services and social care transport. Within the Social Services Directorate, the Adult Services Division overspent by £21k or 0.04% of its budget, the Business Support Function underspent by £11k or 0.4% of its budget and Children's Services delivered an underspend of £180k or 0.9% of its budget. Much of the Children's Services underspend had been planned from an early stage in response to the anticipated overspend on social care transport.

It is unlikely that local authorities will be able to support growth in services to meet increased demand unless they are able to transform the way they work. Social care has received an element of protection from cuts in the annual Welsh Government revenue funding settlement in recent years but this is due to cease at the end of the 2013/14 financial year. In our Medium-Term Financial Strategy, Caerphilly county borough council has voluntarily extended this protection to the end of the 2015-16 financial year and additional funding of £1.2m has also been allocated to Social Services for the 2013/14 financial year to ease the financial impact of increased demand.

However, anticipated further increases in demand indicate that savings and financial efficiencies will be required for 2014/15 and 2015/16. The Directorate will be developing a range of proposals for Elected Members to consider over the coming months. The Wales Audit Office carried out an evaluation of Social Services contribution to the Council's medium term financial plan, it concluded that "Although Social Services is managing within overall budget, the Council does not have a rigorous approach to developing business cases and setting, delivering, monitoring and evaluating savings in order to meet future demands and challenges". (WAO report issued September 2013). For further information please go to the "Reviewing our services" section of this report.

## Improvement Objective - Improve the timeliness and quality of assessments of the clients needs (IO 6).

### What we said we would do in 2012/13:

- Users of our service will receive a more timely and appropriate response.
- The number of assessments completed within the timescale will increase.
- Improve the quality of assessments completed by our Social Workers.
- We will speed up how long you have to wait from the time you were assessed to the time you receive the services agreed.
- The standards of care we provide will improve the quality of life for all service users.
- We will make clear links with action we take resulting from complaints intelligence.

😊 We assessed this Improvement Objective and concluded it was **Successful** for 2012/13; because all of the actions that we agreed and set out to achieve within the year have been achieved and more importantly we can also report that positive progress has taken place over the last twelve months, details are listed below.

### What did we do well and what difference did it make?

The quarterly case file audit process, continuous monitoring and findings report continues to improve the quality and standard of assessments. We continue to promote Self Directed Support (which gives service users control over their own care budget and the services they need to improve their lives) to all our service users, along with a recent review of policies and procedures, as a result we have now introduced a flat hourly rate which makes it easier for the service user to manage.

Out of the 9 monthly performance indicators at the end of March 2012, six are performing well and are already achieving the target that we set. Two indicators are just below the target set. One of those is the number of people awaiting day care for more than 28 days. At the end of March only 3 people were awaiting day care for more than 28 days, which is good as we have a target of 0 people awaiting for day care more than 28 days. There was a delay for these 3 people because 2 service users required an additional care day and 1 service user was waiting for a space in Caerphilly day centre.

On a more positive note, we have reduced the number of service users waiting for an assessment, from 127 service users in 2011/12, to 60 services users at the end of 2012/13, as we have recruited additional agency staff to tackle the backlog of assessments. Although significant improvements have been made over the year we need to continue to monitor this as the demand for services increases.

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

One indicator is well below the target and that is the percentage of assessments started on time. Out of 7307 assessments, 5323 were started on time (72.80%). Areas of concern lie within the following teams; Mental Health Older People team, Occupational therapist team Physical Disability Sensory Impairment team and the Substance Misuse team. Some of this can be attributed to the fact that the Mental Health Measure was introduced in June 2012 and this has had a big impact on the service due to the lack of clarification of the role of the care co-ordinator within Health, implementation of the measure and the change in practice and documentation.

## **What do we need to do better?**

As well as monitoring the timeliness of our assessments we also monitor their quality through quarterly audits. This process helps us to understand how well we are meeting people's needs. Results from our latest audit carried out in December 2012 shows that there is clear evidence that service users are engaged in the assessment process and that their wishes, opinions and the outcomes they wish to achieve are discussed and recorded. However, there were occasional cases where there was an over-reliance on family and next of kin for information.

One particular area that we need to do better is identifying carers. Our audits show that people, who appeared to be undertaking frequent care tasks, are not being identified as a carer. Improvements within this area are required to ensure that carers are offered an assessment in their own right. The quality of our assessments will continue to be a priority for us in 2013/14.



## **Improvement Objective - Agencies and partners work together to safeguard children and young people (IO 7).**

### **What we said we would do in 2012/13:**

- Using Team around the Family we will support families with emerging needs to prevent those needs escalating to the point of statutory intervention.

😊 We assessed this Improvement Objective and concluded it was **Successful** for 2012/13 because our evaluations have shown that users of the service believe it is making a difference to their lives.

### **What did we do well and what difference did it make?**

The Team Around the Family (TAF) has made steady progress over the last year, achieving a number of positive outcomes for families within the county borough and has been successful overall. Overall 91% of parents/carers involved in the TAF process felt listened to during the TAF process and 81% of parents/carers feel that TAF has made a difference to them in 2012/13.

The TAF team has developed over the year and is working well to engage the families that are referred to the service and have built up good working relationships with the professionals who provide support to families.

Multi-agency panels are going well, with lead professionals being identified, and useful discussions taking place about individual cases and the range of support available for families.

The TAF model continues to develop based on lessons learnt from feedback and raise awareness of the service it provides with professionals such as GAVO, play works, tenants liaison officers and families accessing the family engagement project.

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

21 of the 23 actions have been achieved and implemented, however 2 actions were not completed. The first was as a result of the decision for CCBC not to proceed with the integration with Blaenau Gwent. This means addressing the recommendation from safeguarding review (to set up a Management board with Children services & Education) remains incomplete and opportunities for collaboration subject to review.

The integration of the TAF model and ISCAN (Integrated Services for Children with Additional Needs) are yet to be explored however the team are working closely together and continue to share learning.

124 more families were referred to TAF in 2012/13 compared to the previous year of 2011/12. Referrals to TAF are now processed through the Children's Services Contact and Referral team, who act as the single front door. This means that the TAF team are now receiving more appropriate referrals and therefore the referral rate has reduced. 234 families (321 children) were referred in 2012/13, missing the target of 310. In addition to those referrals that were accepted by the TAF team there were referrals for 139 families (203 children) which were not eligible for TAF, and were provided with alternative advice regarding support.

104 families (163 children) were allocated a lead professional in 2012/13 compared to the target of 200. Due to changes in the assessment process in 2012/13 assessments are now completed by TAF officers rather than lead professionals, making the process quicker. Once these assessments have been completed the allocation of Lead Professional is not always needed because not all families require a coordinated approach by a lead professional and find a single agency approach more beneficial. Sometimes families find simply talking to the TAF officer during the assessment process helpful and are able to develop their own solutions and subsequently do not require a lead professional.








Not all families received a review of their action plans in 2012/13 (77 families received a review of their action plans in 2012/13 missing the target of 200) as they were referred in quarter 4 and those action plans will now be reviewed in 2013/14.


### **What do we need to do better?**




We need to continue to improve the stakeholder feedback response rate; this includes feedback from families, lead professionals and referrers, so that we can effectively evaluate the service that is provided. We have reviewed our current methods and will make changes to how we get feedback in 2013/14.




Once the TAF team have received a referral the TAF officer endeavours to meet with the referred family within a week, resulting in a timely initial response. However due to the availability of the necessary lead professional service, delays in accessing the support can sometimes leave families frustrated. This information has been passed to the Children and Young People's Partnership and will be used to inform future service improvement.





## Analysis of National Strategic Indicators (NSI) and Public Accountability Measures (PAM) for the for 2012/13 Social Services


Our performance keys show:		
Current year results compared to previous year results		 Worse than the previous year
		 Same as the previous year
		 Better than the previous year
		Performance maintained at best it can be (And best in Wales)
	N/A	Data not available or comparable – see individual comments for an explanation.

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCA 001	The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (NSI) <b>Improvement Direction: Lower result is better</b>	8.02 days	20 <sup>th</sup> out of 22	8 days	9.32 days	20 <sup>th</sup> out of 22	4.57 days
	In 2012/13 the rate of delayed transfers of care was 9.32, which increased compared to last years figure of 8.02. This is down to the reduced capacity in long-term care and independent homecare providers. We are worse than the all Wales average of 4.75. For both 2011/12 and 2012/13, our performance position in Wales was considered to be in the lower quartile. * This indicator is a post-populated indicator and the information comes from the HOWIS (Health of Wales Information Service) database and population mid year estimates from the ONS. The 2012/13 figures have been qualified by the WAO for all 22 local authorities across Wales as they found the third party pre-populated data to be unreliable.						



Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCA 002a	The rate of older people (aged 65 or over) supported in the community per 1,000 population aged 65 or over at 31 March <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	143.96	1 <sup>st</sup> out of 22	142	151.67	1 <sup>st</sup> out of 22	77.53
	In 2012/13 we supported 349 more adults aged 65plus to live in the community, maintaining our performance position in Wales in the upper quartile for the past 3 years. We have also maintained our 1 <sup>st</sup> position in Wales.						
SCA 002b	The rate of older people (aged 65 or over) whom the authority supports in care homes per 1,000 population aged 65 or over at 31 March <b>(NSI)</b> <b>Improvement Direction: Lower result is better</b>	20.21	9 <sup>th</sup> out of 22	23.5	19.41	7 <sup>th</sup> out of 22	20.63
	In 2012/13 we supported less older people in care homes, the rate was 19.41 compared to 20.21 the previous year. As an authority we are trying to get more people back into the community and where possible decrease the demand in care homes. For both 2011/12 and 2012/13, our performance position in Wales was in the mid range and below the all Wales average.						
SCA 019	The percentage of adult protection referrals completed where the risk has been managed <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	90.12%	11 <sup>th</sup> out of 22	90%	89.30%	18 <sup>th</sup> out of 22	91.84%
	In 2012/13 we completed 89.30% (292 out of 327) of the adult protection referrals where the risk has been managed. This dip in performance was due to the alleged victims refusing to engage with any mitigating actions in the remaining 35 cases, which has lead to a slight dip in performance compared to last years figure of 90.12%. For 2011/12 our performance position in Wales was in the mid range, but for 2012/13, we dropped to the lower quartile and below the all Wales average.						
SCA 007	The percentage of clients with a care plan at 31 March whose care plans should have been reviewed during the year <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	97.2%	1 <sup>st</sup> out of 22	97%	93.4%	3 <sup>rd</sup> out of 22	80.9%




Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
	In 2012/13 we reviewed 93.4% of our clients care plans, which is a slight decrease on last years figure of 97.2%. This is down to the reduced capacity in long-term care. Positively although our position has slipped from 2011/12 our 2012/13 performance position remains in the upper quartile and above the all Wales average.						
<b>SCA 018a</b>	The percentage of carers of adults who were offered an assessment or review of their needs in their own right during the year <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	89.1%	10 <sup>th</sup> out of 22	88%	90.0%	13 <sup>th</sup> out of 22	86.8%
	In 2012/13 we offered more adult carers an assessment of their needs, the percentage increased to 90% compared to 89.1% in the previous year. For both 2011/12 and 2012/13, our performance position in Wales was in the mid range and above the all Wales average.						
<b>SCA 020</b>	The percentage of adult clients who are supported in the community during the year <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	91.55%	2 <sup>nd</sup> out of 22	90%	91.87%	1 <sup>st</sup> out of 22	86.16%
	In 2012/13 we supported more older people in the community, the percentage increased to 91.87%, compared to 91.55% the previous year. For both 2011/12 and 2012/13, our performance position in Wales remains in the upper quartile and well above the all Wales average.						
<b>SCC 002</b>	The percentage of children looked after at 31 March who have experienced one or more changes of school, during the period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March. <b>(NSI)</b> <b>Improvement Direction: Lower result is better</b>	8.6%	7 <sup>th</sup> out of 22	8.5%	6.0%	1 <sup>st</sup> out of 22	13.7%

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
	In 2012/13 our performance improved to 6% compared 8.6% the previous year. We have improved our position in Wales also, from 7 <sup>th</sup> and mid range in 2011/12 to 1 <sup>st</sup> in Wales and in the upper quartile for 2012/13.						
<b>SCC 004</b>	The percentage of children looked after on 31 March who have had three or more placements during the year. <b>(NSI)</b> <b>Improvement Direction: Lower result is better</b>	8.8%	10 <sup>th</sup> out of 22	9%	6.9%	5 <sup>th</sup> out of 22	9.4%
	In 2012/13 our performance improved to 6.9% compared to 8.8% the previous year. We have improved our position in Wales also, from 10 <sup>th</sup> and mid range in 2011/12, to 5 <sup>th</sup> in Wales and in the upper quartile for 2012/13.						
<b>SCC 011b</b>	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen alone by the Social Worker. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	31.7%	13 <sup>th</sup> out of 22	40%	36.9%	13 <sup>th</sup> out of 22	37.5%
	In 2012/13 we have increased the percentage of initial assessments that took place where the child has been seen alone with the social worker to 36.9% compared to 31.7% the previous year. For both 2011/12 and 2012/13, our performance position in Wales was considered to be in the mid range and just below the all Wales average.						
<b>SCC 033d</b>	The percentage of young people formerly looked after with whom the authority is in contact at the age of 19. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	N/A	N/A	97%	100%	1 <sup>st</sup> out of 22	93.4%
	For 2012/13, our performance position in Wales was 1 <sup>st</sup> - above the all Wales average and therefore, top of the upper quartile. There is no direct comparative information available for 2011/12, as the guidance issued by the Welsh Government for data collection changed for 2012/13.						









Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC 033e	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be in suitable, non-emergency accommodation at the age of 19. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	N/A	N/A	94%	95.8%	11 <sup>th</sup> out of 22	93.2%
N/A	For 2012/13, our performance position in Wales was mid range and above the all Wales average. There is no direct comparative information available for 2011/12, as the guidance issued by the Welsh Government for data collection changed for 2012/13.						
SCC 033f	The percentage of young people formerly looked after with whom the authority is in contact, who are known to be engaged in education, training or employment at the age of 19. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	N/A	N/A	60%	75%	5 <sup>th</sup> out of 22	56.4%
N/A	For 2012/13, our performance position in Wales was in the upper quartile, and well above the all Wales average. There is no direct comparative information available for 2011/12, as the guidance issued by the Welsh Government for data collection changed for 2012/13.						
SCC 037	The average external qualifications point score for 16 year old looked after children, in any local authority maintained learning setting. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	183	15 <sup>th</sup> out of 22	180	157	20 <sup>th</sup> out of 22	221
	In 2012/13 our performance was 157, compared to 183 the previous year. The cohort had received more points than last year, but as there were 5 more looked after children this has affected the overall average figure. In 2011/12, our position in Wales was 15 <sup>th</sup> . (mid range) but we have now dropped to 20 <sup>th</sup> (lower quartile) in 2012/13 and well below the all Wales average.						



Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
SCC 041a	The percentage of eligible, relevant and former relevant children that have a pathway plans in place. <b>(NSI)</b> <b>Improvement Direction: Higher result is better</b>	98.2%	7 <sup>th</sup> out of 22	99%	99.3%	11 <sup>th</sup> out of 22	89.5%
	In 2012/13 our performance improved to 99.3% compared to 98.2% the previous year. Between 2011/12 and 2012/13, our position in Wales remains in the mid range, despite dropping position from 7 <sup>th</sup> to 11 <sup>th</sup> position. We are still above the all Wales average of 89.5%.						
SCC 001a	The percentage of first placements of looked after children during the year that began with a care plan in place. <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	100%	1 <sup>st</sup> out of 22	100%	100%	1 <sup>st</sup> out of 22	89.1%
★	For both 2011/12 and 2012/13, our position in Wales remains in 1 <sup>st</sup> (upper quartile) and well above the all Wales average of 89.1%.						
SCC 011a	The percentage of initial assessments that took place during the year where there is evidence that the child has been seen by the Social Worker. <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	63.2%	17 <sup>th</sup> out of 22	60%	67.5%	20 <sup>th</sup> out of 22	75.4%
	We have improved our levels of performance from 63.2% to 67.5% in 2012/13. However, our position in Wales remains in the lower quartile for two consecutive years and is well below the all Wales average.						
SCC 025	The percentage of statutory visits to looked after children due in the year that took place in accordance with regulations. <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	83.5%	15 <sup>th</sup> out of 22	85%	74.0%	17 <sup>th</sup> out of 22	83%

Ref	Description	2011/12		2012/13			
		Our Result	Position in Wales	Target	Our Result	Position in Wales	All Wales Average
	In 2012/13 the percentage of statutory visits to looked after children was 74%, which has decreased compared to 83.5% the previous year. The reason for the decrease may be attributed to the recording and availability of the information at the time of collecting the data. Our position has gone from 15 <sup>th</sup> in Wales (mid range) in 2011/12, to 17 <sup>th</sup> and is now in the lower quartile in 2012/13.						
<b>SCC 030a</b>	The percentage of young carers known to social services who were assessed during the year. <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	100%	1 <sup>st</sup> out of 22	95%	96.9%	14 <sup>th</sup> out of 22	92.3%
	In 2012/13 the percentage of young carers known to social services who were assessed was 96.9%, which has decreased compared to 100% the previous year. The reason is that two children failed to engage in the process and have therefore not been assessed. Our position has gone from 1 <sup>st</sup> in Wales (upper quartile) in 2011/12, to 14 <sup>th</sup> in Wales (mid range) in 2012/13.						
<b>SCC 045</b>	The percentage of reviews of looked after children, children on the child protection register and children in need carried out in line with the statutory timetable. <b>(PAM)</b> <b>Improvement Direction: Higher result is better</b>	94.8%	2 <sup>nd</sup> out of 22	87%	90.6%	8 <sup>th</sup> out of 22	86.4%
	In 2012/13 we carried out 90.6% of reviews of looked after children, children on the CPR and children in need, compared to 94.8% the previous year. Reasons for delays include: adverse weather, availability of parents/ professionals & young people. Our position has gone from 2 <sup>nd</sup> in Wales (upper quartile) in 2011/12, to 8 <sup>th</sup> in Wales and in the mid range in 2012/13.						

## Evaluation of other performance information captured for Social Services during the year 2012/13

-  We have reduced the number of service users waiting for an assessment, from 127 service users in 2011/12, to 60 services users in 2012/13, as we have recruited additional agency staff to tackle the backlog of assessments.
-  At the end of 2012/13 we had no service users awaiting personal care for more than 14 days.
-  The % of assessments started on time has decreased from 80.10% in 2011/12 to 72.80% in 2012/13. Out of 7307 assessments, 5323 were started on time. Some of this can be attributed to the fact that the Mental Health Measure was introduced in June 2012 and has had a big impact on the service due to the lack of clarification of the role of the care co-ordinator within Health, implementation of the measure and the change in practice and documentation. In addition, the Substance Misuse team is a very small team and are currently running with 2 staff on long term sick.
-  The number of delayed transfers of care for social care reasons has increased from 5 in 2011/12, to 19 in 2012/13. This increase has been the result of a reduction in capacity of long-term care and independent homecare providers.
-  We have increased the percentage of referrals allocated to a social worker for initial assessments from 60% in 2011/12 to 67.10% in 2012/13.
-  We have increased the percentage of core assessments carried out within 35 working days from 90.70% in 2011-12 to 92.10% in 2012/13.
-  There has been a slight decrease in the percentage of reviews of children in need plans carried out in accordance with the statutory timetable, from 88.40% in 2011/12 to 84.20% in 2012/13. Last year there were more Children in Need in the Cohort and therefore approximately 400 more reviews were required.
-  There has been a slight decrease in the percentage of children on the Child Protection Register whose cases were reviewed from 97.90% in 2011/12 to 96% in 2012/13.

## Summary of Caerphilly's 2012-2013 Performance For the National Strategic Indicators (NSI) and Public Accountability Measures (PAM)

In order for the Welsh Government to gauge how well local authorities are performing they used 44 national measures for 2012/13 called National Strategic Indicators and Public Accountability Measures. These 44 indicators cover the main areas of Government policy, Social Services, Education and the Environment. The following summary shows how Caerphilly performed against these indicators, how we compared to the other 21 local authorities in Wales and whether we achieved the standards (targets) we set ourselves against these indicators. For full details of all NSI and PAM data is reported in each of the directorate sections of this report.

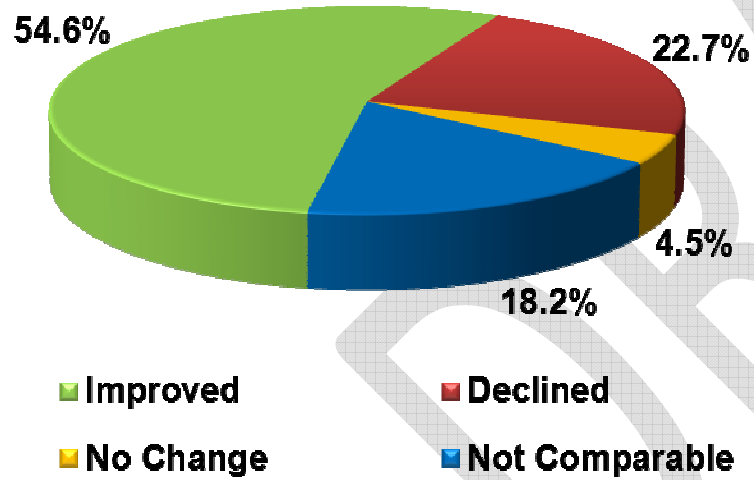
In 2012/13 there were 44 National indicators through the NSI and PAM sets. 24 of the 44 indicators improved on their previous year's performance, 10 deteriorated, 2 maintained performances of 100% and 8 cannot be compared to 2011/12, due to the changes Welsh Government made in the way they were collected. Of the 24 indicators that improved 14 are ranked between 11th and 20th in Wales and 10 are in the top 10. The 2 indicators that maintained performances of 100% are both ranked 1st in Wales. Of the 10, which declined 2, are in the top 10 in Wales

Of those 13 indicators that did not meet our 2012/13 targets: 5 improved on 2011/12 performance and 2 are in the middle and upper quartiles in Wales. There are occasions, when it is not appropriate to set targets for some of the indicators. For example. Affordable housing: For a full explanation why, please refer back to the Environment section of this performance report.

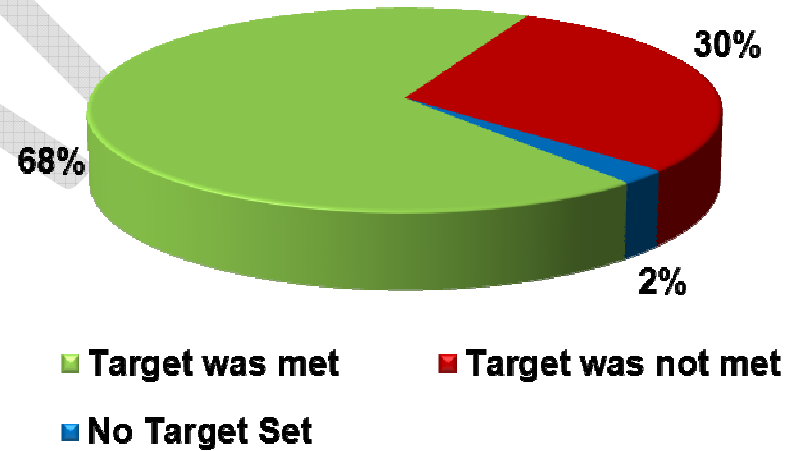
	How did we perform when comparing 2012/13 to 2011/12?				How did we perform compared to Wales?			How did we perform against our Targets?		
	Improved	Declined	Maintained	Non-comparable	Upper Quartile	Middle	Lower Quartile	Met Target	Missed Target	No target set
<b>Corporate</b>	2	1	0	0	0	2	1	2	1	0
<b>Education</b>	8	2	1	1	2	3	7	9	3	0
<b>Environment</b>	5	0	0	4	3	6	0	5	3	1
<b>Social Services</b>	9	7	1	3	8	7	5	14	6	0
<b>Total</b>	<b>24</b>	<b>10</b>	<b>2</b>	<b>8</b>	<b>13</b>	<b>18</b>	<b>13</b>	<b>30</b>	<b>13</b>	<b>1</b>
<i>Source: 'Data Unit Wales'</i>								<i>Source: Internal</i>		

# National Strategic Indicators (NSI) and Public Accountability Measures (PAM)

Caerphilly's 2012/13 performance compared to the previous year's performance 2011/12



Caerphilly's 2012/13 performance against our targets



## Caerphilly's 2012/13 performance compared to Wales in Quartiles (NSI and PAM)

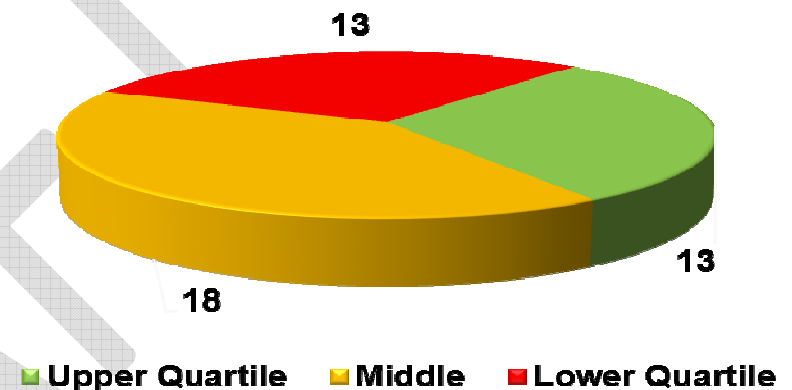
### Measuring Performance Statistics (comparing positions of achievement)

When the Welsh Government analyse and reports performance data for the 22 local authorities in Wales, they often compare them against each other and quote who is in the top quarter (upper quartile), lower quarter (lower quartile) and those in the middle of the range (median or middle) of all results reported. This gives an indication of the 'best 25% performers', the 'worst 25% performers' and those who are mid-range (average performers).

For example, if performance data is reported for only 20 out of the 22 local authorities, there could be 5 good performers (the upper quartile) 10 average performers (median/middle) and 5 poorer performers (lower quartile).



### Caerphilly's performance compared to the rest of Wales 2012/13



10 of the 44 indicators have dropped in quartile position, 22 maintained their 2011/12-quartile positions and 4 moved up in quartile position. 8 are non-comparable with the previous year.

Of the 31 indicators in the middle and upper quartile Education have 5 of their 12 indicators, all of the 9 Environment measure are in the upper or middle quartiles. Social services have 15 of their 20 indicators in the middle or upper quartiles, and 2 out of 3 Corporate services indicators are in the upper quartile in Wales.

17 of those indicators that improved are in the middle and upper quartile in Wales and, 4 of the 10 indicators, which deteriorated, are still in the middle and upper quartiles. Of the 8 non-comparable and 2 that maintained their performances of 100% 9 are in the middle and upper quartile.



## Outcome Agreement 2010/2013

The Council has a 3-year agreement with the Welsh Government (WG) that started in 2010. Our agreement is to improve in the ten key areas listed below as chosen from a list of WG national priorities. Summary details of the agreements and our progress in the final year (2012/13) are set out below:

Broad Outcome (AS SET BY WG)	Actual Outcome Agreement (Our contribution to the broad outcome)	Main projects (Specifically what we will do)	Service Self-assessment for 2012/13 (How we think we performed)
Reduced Inequities in Health	① Improve availability, accessibility and quality of existing mental health services and provide new ones to tackle inequities in mental health provision.	<ul style="list-style-type: none"> <li>• Treating mental health issues earlier by developing a new mental primary health care team</li> <li>• Pool resources with partners to address gaps in services</li> <li>• Better representation of users in their own care, better information in how to access service</li> </ul>	<p><b>Successful</b></p> <p>All actions are complete and 4 of 6 PIs were above target for the year. There is evidence of impact For example, the number of people in work and employment opportunities in Mental Health increased</p>
People Are Protected From Harm And Abuse	② Use a preventative approach to Protection of Vulnerable Adults to improve the quality of the response to abuse referrals by coordinating the POVA process	<ul style="list-style-type: none"> <li>• Training and awareness raising</li> <li>• Managing monies for vulnerable adults</li> <li>• Reduce risks by improving standards of practice and more involvement by service users</li> </ul>	<p><b>Partially Successful</b></p> <p>All actions were complete, however of the 9 measures used as evidence, 6 were just below target. Of those 6, 4 performed worse than last year and although some reasons are given we believe Welsh Government would class this as partially successful.</p>

Broad Outcome (AS SET BY WG)	Actual Outcome Agreement (Our contribution to the broad outcome)	Main projects (Specifically what we will do)	Service Self-assessment for 2012/13 (How we think we performed)
Local Employment Opportunities Improve	③ Help sustain and where possible increase employment opportunities, by working in partnership with programmes that provide adults and young people with skills, education and support networks to help them to obtain and maintain employment.	<ul style="list-style-type: none"> <li>• Reduce duplication with those providing worklessness schemes</li> <li>• Identify gaps in schemes and plug them</li> <li>• Use targeted recruitment and training into major capital contracts</li> <li>• Promote volunteering to help employment opportunities</li> <li>• Develop bespoke community solutions to worklessness</li> </ul>	<p><b>Successful</b></p> <p>Majority of the actions are complete or due to complete this summer. Evidence shows that the impact of our work and partner activity is having a positive effect such as the number of jobs created from targeted recruitment and training.</p>
All Children And Young People In Wales Enjoy The Best Possible Health And Are Free From Abuse, Victimisation And Exploitation	④ Children and young people who have emerging needs have their needs met as early as possible and in the most appropriate and holistic way.	<ul style="list-style-type: none"> <li>• Introduction of the Team around the Child programme. (TAC) – changed half way in 2011/12 to Team around the Family (TAF)</li> <li>• Actions from safeguarding Children plan on training other professionals</li> </ul>	<p><b>Successful</b></p> <p>All actions achieved and fully implemented. TAF has achieved a number of significant outcomes for families within the county borough and feedback from parents and carers is very positive about the programme.</p>
Educational Attainment Improves	⑤ Strengthen our focus on early interventions, basic skills, raising aspirations for higher and further education, re-engaging with groups and individuals who have become disaffected with the education system.	<ul style="list-style-type: none"> <li>• Improve transition for learners</li> <li>• Address the under performance of boys</li> <li>• Identify young people in danger of becoming not in employment or education (NEET)</li> </ul>	<p><b>Successful</b></p> <p>All actions are now complete and 6 out of 8 pieces of evidence have improved this year. Of the 2 measures that have not improved the % of young people who are NEET increased, whilst 'A' level entries decreased, although we have evidence to show this is due to an increase in the take up of vocational learning.</p>

Broad Outcome (AS SET BY WG)	Actual Outcome Agreement (Our contribution to the broad outcome)	Main projects (Specifically what we will do)	Service Self-assessment for 2012/13 (How we think we performed)
There Is Less Crime, And Community Safety Issues That Affect Communities Are Effectively	Ⓒ Work with Community Safety Partnership to develop the anti-social behaviour 'Four Strike Process and better services for witnesses of anti-social behaviour so the community is less affected	<ul style="list-style-type: none"> <li>• Further Develop ASBO four strike process</li> <li>• Increase services for victims</li> <li>• Raise awareness of services provided</li> </ul>	<p><b>Successful</b> Partnership work to reduce crime and anti-social behaviour (ASB) resulted in a further reduction of 31% in Police recorded ASB in 12/13 compared to 11/12.</p>
Contribution to climate change mitigation	Ⓓ Implement several initiatives which impacts our communities, with better future energy and water consumption levels, carbon dioxide and recycling outputs to deliver energy and efficiency savings.	<ul style="list-style-type: none"> <li>• Building of first code 5 (highest level of sustainability and quality) homes in Abertridwr with United Welsh Housing association</li> <li>• Use of Energy champions to educate householders in use of housing technology</li> <li>• School replacements – Greenhill, St James &amp; Cwm Ifor schools</li> </ul>	<p><b>Successful</b> Progress for most of this agreement was good although some timescale slippage occurred, which is due, in part to 3<sup>rd</sup> party delays.</p>
Enhancing the quality and enjoyment of the natural environment	Ⓔ In partnership we will run a 3 year programme to engage residents in healthy physical activity in local natural green spaces.	<ul style="list-style-type: none"> <li>• Implement the Come Outside! project</li> <li>• Programme of improvements</li> <li>• Launch Aberbargoed national nature reserve project</li> <li>• Work with local schools education and awareness in biodiversity</li> </ul>	<p><b>Successful</b> All actions are complete and all 8 pieces of evidence not only met or exceeded target but more importantly, have all improved on last year.</p>

Broad Outcome (AS SET BY WG)	Actual Outcome Agreement (Our contribution to the broad outcome)	Main projects (Specifically what we will do)	Service Self-assessment for 2012/13 (How we think we performed)
Participation In Sports and Active Recreation Increases	⑨ A culture where our children and young people undertake sport and physical activity as a regular part of daily life and a thriving infrastructure to support sport and active recreation across the borough.	<ul style="list-style-type: none"> <li>• Increase participation in sport and active recreations both with and without partners</li> <li>• Increase number of coaches and volunteers</li> <li>• Increase awareness of link between sport and health agenda</li> </ul>	<p><b>Successful</b></p> <p>Majority of actions now complete with remaining ones due to complete this summer. However WG may class this, as borderline successful, as 10 measures did not meet their target, of which 3 were worse than last year. However valid reasons are given and further evidence shows sustained increases in participation in other areas.</p>
More Efficient And Effective Procurement	⑩ A set of 4 projects demonstrating collaborative working resulting in benefits that would be greater than procuring alone (where business case dictates this is the right approach)	<ul style="list-style-type: none"> <li>• Prosiect Gwyrdd</li> <li>• Agency-managed staff contracts</li> <li>• Joint street lighting contract</li> <li>• SEWIC - South East Wales Improvement Collaborative (SEWIC) Children's Commissioning Programme</li> </ul>	<p><b>Successful</b></p> <p>All projects established. Financial evidence indicates significant savings across all projects.</p>

Welsh Government will be reviewing our self-assessment of the agreements and advising us in due course if they agree with our statement. This will lead to the allocation of grant funding of £1.8m, if successful.



## Collaboration 2012/13

We have for many years realised the benefits of collaborative working with other local authorities and other public services throughout Wales, providing better services and choice for our Citizens.

Collaborative working is a strong feature in Central Government's plans. We only enter into collaborative work when the business case shows it is the right thing to do or, we can improve the service and choice available to the public at little or no extra cost or make efficiency savings by sharing resources. Our collaborative working is varied and below we list a few examples of some of the work we have carried out with our partners as well as some longer-term joint working which supports our performance report.

### Corporate

**Working together to improve IT services in Caerphilly and Blaenau Gwent.** Caerphilly county borough council has agreed to work in collaboration with Blaenau Gwent to support their IT systems. The two authorities are already working in partnership to deliver integrated Social Services and this latest move demonstrates further close collaboration between the two neighbouring councils.

Caerphilly's cabinet has approved a new IT arrangement with Blaenau Gwent, whereby IT hosting services are supplied from CCBC Data Centre in Ystrad Mynach. Cllr Keith Reynolds Caerphilly's Cabinet member for Corporate Services said, "We are keen to work with other councils in line with the Welsh Government's collaborative agenda. This latest venture will help drive down IT costs, improve service delivery and make services more accessible to local residents."

Caerphilly will use the capacity available at its Data Centre to provide data services to Blaenau Gwent using a 'cloud' set-up. Cloud computing is the delivery of an IT service, across a network, with end users accessing their application through a web browser whilst the processing and data storage is at another site. This latest project follows on from another successful IT collaboration with Newport City Council where Caerphilly is providing storage space and support for their data systems.

**Collaborative work provides mutual benefits.** Collaborative work between Caerphilly County Borough Council and Merthyr Tydfil County Borough Council Procurement teams is providing significant benefits for both councils allowing them to buy smarter in tougher times. Caerphilly County Borough Council has over the years invested in procurement, developing a dedicated central team that since April 2012 have been assisting Merthyr Tydfil County Borough Council to achieve greater efficiencies in terms of cost, quality and process improvement.

The collaboration has also helped to protect jobs at Caerphilly County Borough Council with the income generated supporting one full time and one part time post in the procurement team. The collaboration is working well and allows both councils opportunities to develop local supply chains therefore also benefitting local businesses.

**Countryman Hotel transformed into supported housing for young people ahead of national recommendations.** The Countryman Hotel in Markham was re-launched as a short term supported housing project. The event provided an opportunity for local residents, service providers and councillors to meet some of the young people currently living at the scheme, have a tour of the facilities and learn more about the positive impact that the scheme can have on vulnerable young adults. The launch was attended by members of staff representing Children's services, Adult's services, Gwent Police, Aneurin Bevan Health Board, Gwent Supporting People teams, Solas staff, other local support providers and residents.

Several Caerphilly CBC councillors attended, many of whom supported the scheme through initial hurdles, including Cllr. Harry Andrews, Leader of the Council and Cllr. Robin Woodyatt, Cabinet Member for Social Services who said; "This initiative is a true testament to partnership work achieving and providing improved facilities for our communities. Working together with the landowner and Solas Cymru, we are now able to offer suitable short term accommodation for young adults that not only provides a roof over their head but also gives them the skills to be able to live independently as valued members of the community."

## Education

**Funding boost gives young people a PASSPORT to employment.** An innovative training and employment scheme in Caerphilly is leading the way in Wales. The Caerphilly PASSPORT Programme, aimed at ensuring young people have the right skills to get a job, has received a £372,000 funding boost. The PASSPORT Programme has been developed by the Caerphilly Local Service Board, consisting of Caerphilly Council, Gwent Police, Aneurin Bevan Health Board, Caerphilly Business Forum and the Voluntary Sector. It is aimed at addressing local skills gaps by providing employment opportunities for young people.

**The Families First Programme** has been providing innovative methods to reach the families who are traditionally hard to reach. The Programme includes a holistic learning pathway for families who require support to engage in community based learning opportunities, which will develop their life and work related skills. Through the Families First Family Integrated Learning project there has been greater access to community literacy and numeracy sessions which can be the first step back into learning for many families, providing them with the opportunity to continue with their learning or seek employment.

**The Flying Start Programme** engages families in the most disadvantaged areas during pregnancy through the early years to support parenting skills, child development and healthy lifestyles. Following engagement many families increase resilience and self-reliance, and have gone on to further training, education and employment opportunities. Early language development is a key priority within the Flying Start



Programme. The Flying Start programme is successfully delivering the full entitlement in ten areas with plans for expansion during 2013-15 to a further nine areas. A multi-agency steering group has successfully developed the newly built Integrated Children's Centre at St James in Caerphilly, and following a pilot in the Rhymney area for development of the concept of Community Focused Schools, a strategy has been agreed and all schools are now actively engaged. Both Families First and Flying Start programmes complement each other and are working collaboratively to ensure families in need across the borough have access to appropriate early preventative interventions.

**A regional Education Achievement Service** has been established to support and challenge schools to raise levels of achievement for all children. Improving attendance and reducing exclusions became urgent priorities for the Local Authority in 2011-12. The Local Authority adopts a robust approach to the collection, recoding and analysis of data. In collaboration with schools and other multi-agency partners, the Local Authority has revised a range of behaviour and attendance policies and guidance documents. A multi agency training package has contributed to a reduction of exclusions and an increase in attendance. The Skills Strategy has implemented targeted interventions of training and additional support in primary schools, to improve the literacy levels of pupils having difficulties accessing the curriculum.

## Environment

**Project Bernie firing up Inspiration.** An innovative project to reduce deliberately set grass and forest fires has been a roaring success for the second year. Young people from the Bargoed area have been taking part in a variety of fun activities to raise their awareness of the damage that deliberate grass fires can cause. They have shown their artistic side in Graffiti Art sessions, dropped the bass in DJ-ing workshops and writing lyrical masterpieces on grass fires. Young people have also had chance to be a fire fighter for the day and have also built homes for feathered friends and creepy crawlies by making bird and bug boxes with Groundwork Caerphilly.

During the project patrols by Community Safety Wardens, Fire Officers and Police Officers are increased in the hotspot areas; in just two weeks the patrols had 146 interactions with members of the public to raise awareness about Project Bernie. In previous years the project has seen great success with a substantial 22% reduction in the number of deliberate grass fires in the Bargoed area of Caerphilly County Borough.

**Council awarded for metal theft partnership.** Caerphilly County Borough Council's Trading Standards Team and the Risca Neighbourhood Policing Team have been awarded for a partnership, which resulted in a 50% reduction in metal thefts in the area. The partnership, which has set up an innovative scheme designed to reduce metal theft using legislation under The Scrap Metal Dealers Act 1964, was presented with the Working in Partnership Award at this year's Gwent Police Awards by the Chief Constable. The scheme called 'No ID? No Cash!' set out to register all metal collectors and provide them with photo ID cards and record books. By January 2012, 151 metal collectors were registered with the new scheme.

Between September 2011 and February 2012 council officers and police officers set up regular action days, which involved stopping metal collectors and checking their record keeping. This along with the photo ID cards has resulted in a 50% reduction in metal thefts since last

summer. This decline in metal thefts has caused the scheme to be rolled out across all local authorities in Gwent, and has caught the attention of authorities nationwide, including police forces in Thames Valley and Dyfed Powys.

**Community Health Champions.** Over 200 Community Health Champions have been trained within the county borough since the inception of the scheme in 2011 as a result of joint working between the Health Improvement Team, Communities First, GAVO, and Aneurin Bevan Health Board.

**Regions come together to discuss the future.** Caerphilly County Borough Council has hosted the first South East Wales Strategic Planning Group Seminar. The seminar represented the first opportunity for elected members and planning officers in the region to jointly debate the potential for regional planning and to consider what this would mean for a Cardiff City Region.

Members with responsibility for planning matters from across South East Wales were in attendance together with officers with responsibility for Strategic Planning. There was general support for the introduction of a regional tier of planning after participants were able to discuss the successful examples of cross boundary working between authorities such as the re-opening of the Ebbw Valley railway line and Project Gwyrdd.

Cllr Ken James, Cabinet Member for Regeneration, Planning and Sustainable Development said, "This first Seminar of the Strategic Planning Group encouraged positive discussions and I look forward to further collaborative work that may come out of this group which will benefit the county borough and the South East Wales Region."

**Public events provide information on Prosiect Gwyrdd.** Prosiect Gwyrdd is a partnership between, Caerphilly Borough County Council, The County Council of the City and County of Cardiff, Monmouthshire County Council, Newport Council and Vale of Glamorgan Council. The combined municipal waste of the five authorities makes up 40% of the total municipal waste of Wales. The priority is to recycle and compost as much waste as possible to achieve the progressive Welsh Government recycling targets up until 2025 and beyond.

Following each partner Council approving Viridor as the Preferred Bidder for the 25 year contract, the Welsh Government has now approved the Final Business Case to deliver an environmentally sustainable waste management solution for the partnership. The partnership is working with Viridor to finalise the agreed terms that have been negotiated, with a view to sign the contract later in the autumn. Prosiect Gwyrdd will be holding public 'drop in sessions' in Cardiff and the other four local authority areas to continue to give information on the scheme.

**Minister officially launches farmer's new sustainable home.** A state-of-the-art eco farmhouse has been given the stamp of approval by the Minister for Natural Resources and Food, Alun Davies. The Minister joined the Mayor of Caerphilly County Borough Council and guests at the new home of farmer Arthur Davies and his family, Maes Yr Onn, in Manmoel.

The property is completely sustainable and located on a totally off the grid site and is therefore required to be self-sufficient in its energy use. The house features a number of sustainable technologies including photovoltaic panels, rainwater harvesting, a biomass boiler and thermal stores and innovative skirting board heating. The property is the product of a multi-agency partnership team, who have worked closely with the family to design and build their dream home, a modern farmhouse that has been built sympathetically to the stunning surroundings in the style of a traditional Welsh longhouse.

Caerphilly County Borough Council's Rural Development Plan Sustainable Development Team saw an opportunity to help make the family's dream of living in a completely off-the-grid location become a reality and developed partnerships with the Building Research Establishment and Scottish & Southern Energy plc, to design and build a sustainable, modern farmhouse and family home.

**Communities First Scheme is Tackling Unemployment.** A Job Centre Plus funded programme, delivered by CCBC Communities First team at the Whiterose Information & Resource Centre in New Tredegar, has already succeeded in finding employment for two young people in Caerphilly county borough.

The 12 week **Sport That Works scheme** uses transferable sporting skills such as the martial arts to help participants with their focus and to channel inner strength, along with rugby sessions with former Welsh International prop Chris Horsman to promote the importance of teamwork in the workplace. An Opportunities Fayre was held as part of the programme on 2<sup>nd</sup> April, where 18 support agencies came together to speak to members of the public and advertise their services. The Sport That Works participants were able to make contact with organisations that could support them further after the programme has ended.

Some of our high profile Engineering and Transportation collaboration works include The **South East Wales Transport Alliance** (Sewta) consortium, which prepares and co-ordinates regional transport policies, plans and programmes on behalf of its 10 constituent councils. The partnership councils are: Caerphilly, Blaenau Gwent, Bridgend, Cardiff, Merthyr Tydfil, Monmouthshire, Newport, Rhondda Cynon Taf, Torfaen, and Vale of Glamorgan.

**Accident, traffic and technical surveys;** with Blaenau Gwent, Torfaen and Monmouthshire Councils.

**Road safety education, training and publicity;** this is joint work interlinked to other improvements such as better access around the borough, improving health and appreciating the environment with Blaenau Gwent, Torfaen and Monmouthshire Councils.

**Valleys regional parks cycle route;** with Blaenau Gwent, Torfaen and Merthyr councils this focuses on creation and maintenance

**Weather services** (station procurement, maintenance and forecasting); Bridgend, Monmouth, Newport and Torfaen councils.

**Monmouthshire/Brecon Canal;** Improvement and maintenance of the Canals with Torfaen, Newport and Monmouthshire councils.

**Street Lighting;** Combined maintenance and renewal street lighting contract shared with Rhondda Cynon Taf council.

**Bus passes;** We share application processing with the Post Office and Rhondda Cynon Taf Council.

## Social Services

**The Blaenau Gwent & Caerphilly Workforce Development merger.** The delivery of the Caerphilly and Blaenau Gwent Social Services integration programme was a key priority for the Directorate in 2012-13. Unfortunately in 2013, as the programme progressed, it became apparent that the overall financial position of both local authorities had changed since the beginning of the programme. The decision to terminate the programme in its current form was a difficult one to make for both local authorities, however it was a necessary one in order to safeguard current and future levels of service. Although working with our colleagues in Blaenau Gwent will not proceed as planned, we are mindful that services will need to be transformed to meet increasing demand and expectations, and where there is a robust business case which indicates that a collaborative arrangement would be beneficial this will be explored.

As of the 1st April 2012 the Social Services training teams from the two local authorities and partnerships of Blaenau Gwent and Caerphilly have integrated. Previously they would have been known as the Workforce Development Team for Blaenau Gwent, and the Learning and Development Team for Caerphilly. Collectively, this is the new Workforce Development Team. The team are sharing their experience and resources to deliver an improved service that will support practitioners in their service strategies and in particular helping to ensure a skilled, professional, qualified, and competent workforce for the future.

The **Learning Disability Strategy** is the very first integrated strategy for learning disability services for the populations of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and has been developed as a result of working together with a wide range of partners to produce a future direction for learning disability services. The Strategy was developed with involvement from people with learning disabilities and their carers and will provide the framework within which a wide programme of change and service improvement will take place. Successful delivery will mean action in many areas across all of our services and is likely to lead to opportunities for us to work much more closely together to offer the best services to the populations we serve.

The **Missing Persons Project** is a Multi Agency Project consisting of the five Gwent Local Authorities (Caerphilly, Newport, Monmouth, Blaenau Gwent and Torfaen), Gwent Police and ABHB. Together they have designed a new way of working with children reported missing. The project has financial support from all partners and has secured Big Lottery funding. The service began operation on 1st April 2013. The Welsh Government has supported the project and a formal evaluation is due to be carried out.

The **Mental Health Strategy** is a very first integrated strategy for mental health services for the populations of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen and has been developed as a result of working together to produce a future direction for mental health services. The Strategy was built on service users, carers, staff and stakeholder views and has provided the opportunity to recognise together the diversity of our population. We recognise that we can only deliver this strategy through working as equal partners with service users, staff and other organisations, through creating trust in each other and the services we provide.

The **Regional Advocacy and Independent Visitor Service** is a commissioned service provided by the National Youth Advisory Service (NYAS). The service covers the local authorities of Caerphilly, Blaenau Gwent and Torfaen. The NYAS advocacy services provide children and young people with information about their rights and entitlements, provides assistance to enable them to use formal complaints procedures, and to have a voice and be heard when decisions are made about their lives. The Independent Visitor service is for children who have had little or no contact with their family. The service offers long-term, consistent and stable adult relationships for children and young people, who may not experience positive adult friendships. This can consist of simply going for coffee, walks, trips to the cinema, supporting the young person to keep in touch with their religion or culture, help at reviews, help with school work, sport, to sit with, or just listen and talk. This is just a sample of some of our joint work, if you would like to know more please contact [PMU@caerphilly.gov.uk](mailto:PMU@caerphilly.gov.uk)

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## Budgets & Spend – Summary of Finances

The authority manages two main categories of finances:

**Revenue** (every-day running costs for services) and **Capital** (specific costs for updating and maintaining key assets and implementing new major projects).

The table opposite provides a summary of revenue budgets and revenue expenditure for the period 2011/12 to 2013/14.

In 2012/13, our Sport and Leisure Services moved from Education, to Environment Services, which has been reflected in the revenue table opposite.

Revenue (£m)	2011/12		2012/13		2013/14
	Budget	Spend	Budget	Spend	Budget
Corporate Services	54.65	53.58	56.32	53.02	70.26
Education & Lifelong Learning	131.39	132.92	125.52	123.89	128.23
Environment Services	53.86	52.09	59.72	58.87	60.37
Social Services	72.77	72.58	73.67	73.50	78.61
<b>Total Net Spend (£m)</b>	<b>312.67</b>	<b>311.17</b>	<b>315.23</b>	<b>309.28</b>	<b>337.47</b>

### Revenue:

Where does the money come from?

Revenue Support Grant	210.98	210.98	207.27	207.27	218.74
Business Rates (share)	40.05	40.05	46.36	46.36	54.38
Council Tax	52.06	53.31	52.21	53.72	53.94
Other Grants	9.58	9.59	9.39	9.39	10.41
<b>Total Net Income (£m)</b>	<b>312.67</b>	<b>313.93</b>	<b>315.23</b>	<b>316.74</b>	<b>337.47</b>

The table opposite, summarises the key cost pressures and investments that were included in the **2012/13 revenue budget**:

Service Area	Amount	Description
All	£4.866m	Whole Authority cost pressures including inflationary increases and revenue support for the Council's Capital Programme.
Education	£0.500m	Additional revenue funding for Libraries (Caerphilly £395k, Bargoed £55k and Newbridge £50k).
Social Services	£0.700m	Additional funding to meet the increasing demand for services.

As part of its Medium-Term Financial Plan (MTFP) the authority had already achieved savings in advance of the 2012/13 financial year totalling £6.811m. This enabled a balanced budget to be delivered for 2012/13 with no requirement for further in-year savings. Furthermore, some of the savings achieved in advance were allocated on a one-off basis to provide further financial support for the 2012/13 Capital Programme.

**Capital Expenditure** varies year-on-year and budgets are allocated from specific funding sources. The table below provides a summary of capital budgets and capital expenditure for the period 2011/12 to 2013/14: -

Capital (£m) Programmes	2011/12		2012/13		2013/14
	Budget	Spend	Budget	Spend	Budget
Education	20.54	8.21	25.81	10.86	10.17
Highways	16.81	14.65	12.04	9.14	5.74
Housing Stock (Public)	10.60	8.09	21.59	14.32	15.55
Private Housing Grants	4.30	4.31	4.03	4.03	2.90
Social Services	0.97	0.64	1.08	0.46	0.54
Community & Leisure	2.85	2.18	1.42	0.72	7.38
Other	13.99	11.68	18.26	14.77	2.74
<b>Total Spend (£m)</b>	<b>70.06</b>	<b>49.76</b>	<b>84.23</b>	<b>54.30</b>	<b>45.02</b>

The 2012/13 Capital under-spend of £29.93m, is due in the main, to delays in progressing schemes and the under-spend will be carried forward into the 2013/14 financial year to ensure that schemes can be completed.

**Further details of the council finances are available on our webpage:**

<http://www.caerphilly.gov.uk/site.aspx?s=qb29+uFQcBPQLO2sM5/LABAEq3prVya8>



## Reviewing our Services (Self-Assessment)

The Council has a wide range of ways of which to assess its performance in asking the question ‘how good are we?’ and how do we know? The process starts with each service implementing a detailed plan called a ‘Service Improvement Plan’ this identifies the improvements the service wants to make that year.

**Performance scorecards:** Each service has electronic ‘cards’, which captures key performance data for the service. This is analysed and reviewed at different levels throughout the organisation. Our Audit committee monitors aspects of performance and we continue to lead the way with our use of PAN Wales performance software in monitoring performance. Our risk registers; complaints and consultations also form part of our self-assessment.

**Improvement Objectives:** The Council also sets a series of Improvement Objectives. These are chosen from where our data shows us that we need to improve, or based on what the public have told us is important to them. Each objective has an action plan that we use to monitor how we are performing. At the back of this document (Appendix A) shows an example of this.

**Scrutiny:** Our councillors also scrutinise the services we provide and our performance. This is called “Scrutiny” and there is one for each Directorate; Education for Life, Health, Social Care and Well-being, Living Environment and Policy and Resources. In addition our Audit Committee oversees Finance and Performance matters.

**Customer Services:** We have a range of methods to find out how our customers think we are doing. These range from a formal Household Survey to smaller more instant feedback routes, such as asking about our customers’ feelings in our face-to-face contact centres. We also conduct exit polls from our contact centre and have re-launched our complaints process to make it more accessible to the public.

### Other types of Assessment

Different Directorates have different types of inspectorate bodies, Our Education directorate for example are inspected by ESTYN. A whole Authority assessment was undertaken this year, which is detailed in the section relating to Education.

The Care and Social Services Inspectorate Wales (CSSIW) regulates Social Service performance and a detailed self - assessment called the ‘**Annual Directors Report on the Effectiveness of Social Care Services**’ is available at [www.caerphilly.gov.uk/socialservicesacrf](http://www.caerphilly.gov.uk/socialservicesacrf)

## What our Regulators told us about our Service's in 2012-2013

Our Regulators concluded in their Annual Improvement Report in 2013 the following summary assessment:

- Whilst the Council has made some service improvements, there are weaknesses in its self-evaluation arrangements, the pace of improvement is slow in some key priority areas and there are serious failings in its governance arrangements
- Since concluding, in September 2012, that the Council was likely to comply with the requirement to make arrangements to secure continuous improvement during 2012-13 providing it increased the pace of improvement, we have found significant failings in its governance arrangements
- The Council's performance in improving services in 2011-12 has been mixed and it has been slow to address some key priority areas.
- Although the Council has embedded performance management arrangements it needs to address weaknesses in its approach to self-evaluation and challenge, and report and account for its performance in a more balanced and transparent way

As a result they have made the following 4 statutory recommendations for the Council to improve upon. They are:

R1 Address the five recommendations made by the Appointed Auditor in his *Report in the Public Interest* dated March 2013.

R2 Address the outstanding proposals for improvement identified in the Auditor General's work to date.

Address the three recommendations made in the Auditor General's report Evaluation of Social Services contributions to the Medium Term Financial Plan dated July 2013.

Put in place arrangements that enable the Council to formulate, scrutinise and approve its improvement objectives in a timely way to meet its statutory obligations under the Measure.

The full report can be accessed from: <http://www.wao.gov.uk/home.asp>

Stuart Rosser, Interim Chief Executive of Caerphilly Council said, "*We acknowledge and accept the findings of the report and I can confirm that work is already well underway to address many of the issues raised in the document. I am confident that the council will be able to manage these issues successfully thanks to our excellent workforce and the ongoing support of members. I would like to assure residents that we are moving forward as an organisation and our focus remains on delivering efficient and effective services to all sections of the community.*"

## Public Interest Report

In March 2013 The Wales Audit Office published a report in the Public Interest on Caerphilly County Borough Council.

The report issued by the Appointed Auditor referred to a number of areas of concern surrounding the process adopted by the Authority to determine the pay of its chief officers and the subsequent failure in governance arrangements. The Auditor concluded, "as a result of such failures the Council has in my view acted unlawfully with regard to the pay setting process."

The Council accepted the report and its associated recommendations in full and has worked with the Auditor since to ensure that appropriate actions are taken to improve. The Public Interest Report gave the Council an opportunity to reflect on its established internal systems and procedures, assess whether they comply with best practice and consider any actions needed to strengthen our governance arrangements to prevent the recurrence of events. The Auditor made five recommendations covering the following areas:

1. Advertisement of meetings.
2. Conflicts of interest.
3. Procedures for new committees.
4. Records of meetings.
5. Clarity and comprehensiveness of reports to committees.

The action plan we have set up goes further than the five recommendations about as we are striving to make our governance arrangements examples of best practice by including suggestions to integrate recent statutory changes introduced by the National Assembly in a way which will strengthen open and transparent decision making and give greater emphasis to the importance of the internal scrutiny challenge process. Progress is being made and reported to our Audit Committee on a routine basis.

Other works carried out by the Wales Audit Office in **2011-12 and 2012-13 Work Programme** are:

Area of Study	Summary Outcome from WAO	Council Response
Asset management Audit year 11/12 Report issued in 2013	WAO concluded that: "Due to a lack of prioritisation and appropriate governance arrangements for managing assets, the Council does not have an appropriate and agreed Asset Management Strategy which clearly sets out how its assets will be used to deliver its priorities and support improvements, however the report acknowledges that "There have been many changes in the way the Council has	<i>We accept the WAO proposals for improvement and will be making progress to improve.</i>

Area of Study	Summary Outcome from WAO	Council Response
	managed its assets over the past 18 months but then notes that development of key areas, such as service asset management plans, 'has been slow'	
Scrutiny review - follow up to national scrutiny study in 2013-14	A National Study called 'Good Scrutiny, Good question' Took place in 2013 where authorities took part in a study of their Scrutiny Arrangements and developed plans to improve where appropriate. This particular piece of work will be undertaken in late 2013-14 as a follow up to the current national study.	<i>The Council took part in the study by self-assessing our scrutiny arrangements and participating in a peer review by Monmouthshire Council. We have developed a scrutiny action plan to enhance our arrangements and the revised arrangements will be subject to the noted WAO review in 2013/2014.</i>
Medium Term Financial Plan (Due Diligence) in Social Services Audit year 11/12 Report issued 12/13	Although Social Services is managing within overall budget, the Council does not have a rigorous approach to developing business cases and setting, delivering, monitoring and evaluating savings in order to meet future demands and challenges	<i>The Directorate of Social Services has a strong track record of delivering balanced budgets but recognises the need to have robust business cases to support service reconfiguration proposals. This process should include appropriate mechanisms to monitor and evaluate service changes post implementation.</i>
Customer Services Audit year 11/12 Report issued Aug 12/13	The Council provides citizens with a range of channels to access its services but its strategic approach to customer services is fragmented and in need of updating, and it does not effectively evaluate its customer services provision.	<i>We acknowledge that Housing and Social Services have their own arrangements and this is appropriate for specialist support. Our current strategy (agreed in 2005) had long-term objectives, which have now been achieved, or are about to be. This required investment of significant amounts of time, effort and resources resulted in the development of customer access provision in our communities that is highly regarded. We agree there is a need to update our strategy in light of changes in our environment, however there have been several reviews and evaluations including an IDEA peer review of Customer Services and a SOCITM Benchmarking review in 2011) and a re-evaluation of our</i>

Area of Study	Summary Outcome from WAO	Council Response
		<i>arrangements as part of our Medium Term Financial Plan in 2010/11.</i>
Partnership and collaboration governance	Work completed but report not received at this present time	
Service based impact assessment	Work completed but report not received at this present time	

Planned 2013-14 Work Programme	Position	2013-14 National Study and Improvement Studies
Corporate Assessment – Has the council complied with improvement legislation	Taken place, awaiting outcome	Safeguarding
Data Quality Review – How accurate are our systems for recording performance indicators	Taken place, awaiting outcome	Welfare Reform
Assessment of Performance – How we performed in the year 2013	Takes place Winter 2013/2014 and published in March 2014	Delivering with less
Gwent wide - sustainability of Social Services	No update at present	
Follow-up review of the Human Resources function	To take place Autumn 2013	

Wales Audit Office is the overseeing regulator for the whole Authority. Reports from the relevant inspectorates can be accessed from the websites listed below: [www.wao.gov.uk](http://www.wao.gov.uk). You can contact the Wales Audit Office by e-mailing them at [info@wao.gov.uk](mailto:info@wao.gov.uk) or writing to WAO 24 Cathedral Road, Cardiff CF11 9LJ

### **Other Regulatory News**

We explain more about our **ESTYN** inspection outcomes in 2012 within the EDUCATION Section of our Performance Report. The full report can be accessed at: <http://www.estyn.gov.uk/english/inspection/inspection-reports/>

The **Care Social Services Inspectorate Wales** known as CSSIW carries out analysis of our yearly self-assessment, known as the Directors Report. This is where we assess what we are good at and where we need to improve. At the time of going to print we had not received our formal feedback from CSSIW but it is due out soon and will be reported with more details at the following website: <http://wales.gov.uk/cssiwsite/newcssiw/aboutus/usingsocialcare/?lang=en>

# Customer Satisfaction

The Council has a range of ways to consult and get opinion from the citizen on their satisfaction with the services it is provided. One of our main ways of doing this is by our detailed household survey, which was carried in June 2013 across the Caerphilly County Borough area to determine levels of satisfaction with services as well as establishing current perceptions on crime and antisocial behaviour and how the Council and Police deal with these issues across the area. Previous household surveys were completed in 2001, 2003, 2005, 2007, 2009 and 2011.

The survey was distributed in two ways, one by **Postal Survey** to 10,000 households across Caerphilly County Borough on a random sampling basis to ensure representation from across the county borough. 1,807 completed postal questionnaires were returned in 2013, equating to a percentage response rate of 18% for the postal survey. This is lower than the response rate of 20.4% for the 2011 postal survey.

The other by **Web** on the Council's Website and 473 questionnaires were completed online. This is significantly higher than in 2011 when 276 questionnaires were completed online. Therefore, the total number of responses to the survey overall in 2013 was **2,280**. Responses were combined together and the analysis that follows in this report relates to all the responses received, regardless of source.

The Key findings were:

- Taking everything into account, 82% of respondents were satisfied with the overall service provided by the Council. This has increased from 77% in 2011 and exceeds the Improvement Plan target for 2013 of 78%.
- The Upper Rhymney Valley area has the lowest level of overall satisfaction (78%) and Caerphilly Basin area has the highest level (86%).
- 82% of respondents were satisfied with their neighbourhood and 62% with their local town centre for shopping, an improvement from 2011.
- Once again respondents from the Upper Rhymney Valley had the lowest levels of satisfaction with their neighbourhood and their local town centre.
- There has been an improvement since 2011 in the proportion of respondents who feel the quality of life in their neighbourhood and local town centre has got better during the last 12 months.
- 17% of respondents felt that levels of crime and anti-social behaviour has got better in their community in the last 2 years (new question in 2013 survey).
- There are very high levels of satisfaction with all aspects of recycling and refuse services.

- Dog fouling, litter/waste accumulation, the condition of pavements/walkways and thoroughfares and weeds and overgrowth were the biggest problems that respondents felt affected the appearance of their streets.
- There were high levels of satisfaction with leisure, learning and cultural activities, in particular, there was a significant increase in satisfaction with libraries and parks and play areas since 2011.
- There were high levels of satisfaction with most aspects of the local bus service, with satisfaction with the state of bus stops/shelters showing a significant increase since 2011.
- The vast majority of respondents agreed that Newline is a useful source of news and information and they get it delivered regularly.

Further detailed analysis will be published shortly and will be made available by our website <http://www.caerphilly.gov.uk>

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## Council Priorities 2013/2017

The Council has 6 priorities for the next four years to run from 2013/2017. These priorities were chosen for a wide range of reasons, some because we wanted to perform better, some containing projects and areas of work that would be financially or politically important, for example, Manifesto commitments. These 4-year priorities have been used as a basis for setting our more medium term focused Improvement Objectives. Having Improvement Objectives and Priorities does not replace nor stop us carrying out all the many other things that we do, but in this time of financial constraint it is helpful to concentrate on a set of specific outcomes, focusing our efforts to make specific improvements more quickly.

We have listed our Improvement Objectives for 2013/14 overleaf, which details the improvements we intend to make for our citizens over the year. In 2010, legislation required Council's to identify areas for improvement and called these 'Improvement Objectives'. Caerphilly Council has always set 'areas for improvement' however our Improvement Objectives are sometimes a little different from our overall Council priorities in that they are based specifically on areas of unmet need from the public's point of view and where we want to place our focus in a shorter time frame. More importantly they are based on outcomes (or what difference these make for the public) and are often carried out in collaboration with other organisations.

**For further information on our Improvement Objectives for 2013-14, please click on the hyperlink below:**

[http://www.caerphilly.gov.uk/pdf/Council\\_Democracy/improvement\\_plan\\_objectives\\_2013\\_14.pdf](http://www.caerphilly.gov.uk/pdf/Council_Democracy/improvement_plan_objectives_2013_14.pdf)

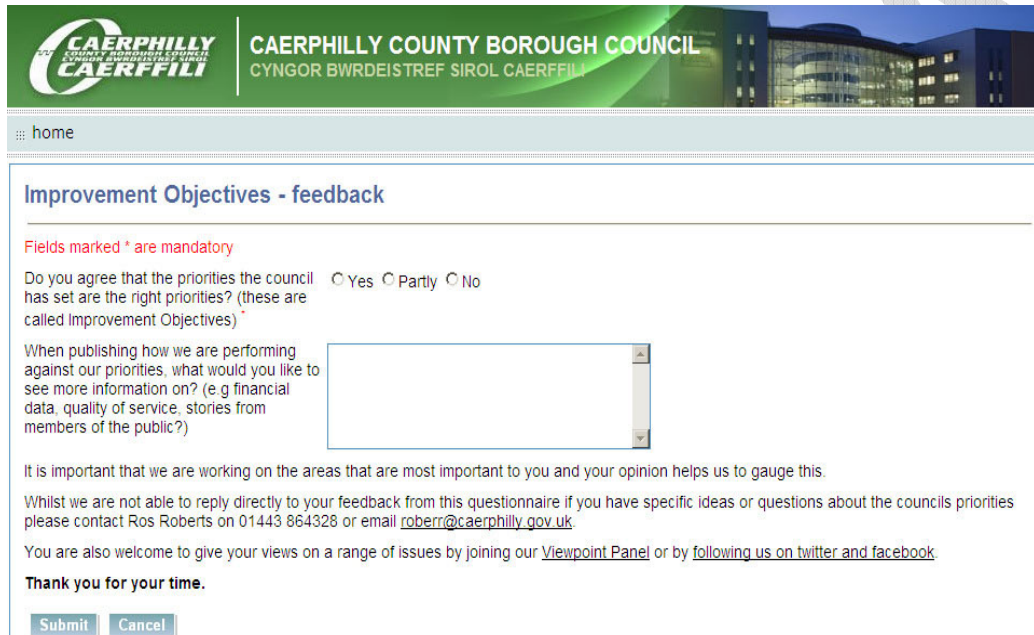
<b>Council Priorities 2013-2017</b>	<b>What did we choose?</b>	<b>Improvement Objectives 2013/14</b>
Our communities must be safe, green and clean places to live to improve resident's quality of life.	<b>From this we chose →</b>	Ensure children and young people who are looked after are supported to achieve their full potential.
We want to improve job opportunities in our County Borough, so people can live better lives.	<b>From this we chose →</b>	Improve job opportunities by implementing the Council's Passport Scheme.
Our goal is that every child should have the best start in life, and the opportunity to achieve success as a young person and as an adult.	<b>From this we chose →</b>	Develop an effective and accessible Youth Service that supports the personal and social development of young people.
We want to enable our communities to make healthy lifestyle choices to improve citizens' quality of life.	<b>From this we chose →</b>	Improve awareness, access, variety and use of leisure, community and sporting facilities.
Improving accessibility throughout the county borough.	<b>We did not choose any objectives from this Priority</b>	
Transforming council homes, lives & communities.	<b>From this we chose →</b>	Investment in Council homes to transform lives and communities.
	<b>And this →</b>	Improve the availability of private and public sector housing to reduce the number of residents who may become homeless.

## How to contact us

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

Please contact us by: Email: [PMU@caerphilly.gov.uk](mailto:PMU@caerphilly.gov.uk) OR by Web link:

[https://eforms.caerphilly.gov.uk/AF3/an/default.aspx/RenderForm/?F.Name=FcP9x2bt\\_Eq&s=AZ/IXrNun6sq/im3fvK+tah14MvD+uS4Tlx2Ku3UPBzrfdauS1RHgg==&pg=site](https://eforms.caerphilly.gov.uk/AF3/an/default.aspx/RenderForm/?F.Name=FcP9x2bt_Eq&s=AZ/IXrNun6sq/im3fvK+tah14MvD+uS4Tlx2Ku3UPBzrfdauS1RHgg==&pg=site) and follow the instructions on screen:



The screenshot shows the Caerphilly County Borough Council website. The header includes the council's logo and name in both English and Welsh. Below the header is a navigation bar with a 'home' link. The main content area is titled 'Improvement Objectives - feedback'. It contains a survey form with the following text:

Fields marked \* are mandatory

Do you agree that the priorities the council has set are the right priorities? (these are called Improvement Objectives) \*  Yes  Partly  No

When publishing how we are performing against our priorities, what would you like to see more information on? (e.g financial data, quality of service, stories from members of the public?)

It is important that we are working on the areas that are most important to you and your opinion helps us to gauge this.

Whilst we are not able to reply directly to your feedback from this questionnaire if you have specific ideas or questions about the councils priorities please contact Ros Roberts on 01443 864328 or email [roberr@caerphilly.gov.uk](mailto:roberr@caerphilly.gov.uk).

You are also welcome to give your views on a range of issues by joining our [Viewpoint Panel](#) or by [following us on twitter and facebook](#).

Thank you for your time.

Submit Cancel

Alternatively, please contact:

### Ros Roberts

Performance Manager  
Corporate Performance Management Unit  
Caerphilly County Borough Council  
Penallta House  
Ystrad Mynach  
Hengoed CF82 7PG

Tel: 01443 864238

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

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